

Ordinary Council Meeting

Agenda

Tuesday, 28 June 2022

Council Chambers, Corowa Commencing 9:30 AM

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Council Values

Councils corporate values were adopted in 2017 and in various ways, Council is continuing to ensure they remain visible and at the front of mind in all aspects of Council business and operations. Including them in the Council Business Paper agendas is another way of continuing to be visible with the Council values.

Embracing change

We will create our future by being innovative and encouraging new ideas, opportunities and better ways of doing things.

Quality outcomes

We will strive for excellence and to deliver value for money for the community.

Accountability

We will plan well and report on our progress. We will ensure fair and transparent decision-making and take responsibility for our actions.

Collaboration

We support each other as a team and will engage closely with the community.

Customer focus

We will be responsive and accessible to the community. We will be open, respectful and truthful in our dealings.

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- 1. OPENING MEETING AND READ LIVE STREAMING STATEMENT
- 2. ACKNOWLEDGEMENT OF COUNTRY
- 3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS
 - 3.1. Apologies
 - 3.2. Applications for Leave of Absence

4. **CONFIRMATION OF MINUTES**

4.1. Confirmation of Minutes of Ordinary Meeting 16 May 2022

5. DISCLOSURES OF INTERESTS

5.1. Disclosures of Interest

6. MAYORAL MINUTE(S)

6.1. No Items

7. GENERAL MANAGER REPORT

- 7.1. Code of Meeting Practice Recommended for Adoption
- 7.2. Local Government Remuneration Tribunal 2022/23 Determination of Councillor and Mayor Fees
- 7.3. Councillor and General Manager Financial Management Responsibilities
- 7.4. Local Government NSW Annual Conference 23-25 October 2022
- 7.5. Rural Health Forum Country Mayors Association NSW
- 7.6. Proposed Amendments to the Standard Contract of Employment for General Managers
- 7.7. Tabling of Disclosure Returns by New Councillors 2022
- 7.8. General Communication to Ratepayers and Residents
- 7.9. Riverina Regional Library Deed of Agreement and Service Level Agreements 2022-2026
- 7.10. New South Wales Public Libraries Association Annual Conference 2022
- 7.11. Submission of Minutes from Section 355 Committees Oaklands Town Improvement
- 7.12. Resilience NSW Grant Application

- 7.13. Murray River Crossings Submission Yarrawonga Mulwala Bridge
- 7.14. General Manager Mid Term (6 Month) Performance Appraisal

8. DIRECTOR CORPORATE AND COMMUNITY SERVICES REPORT

- 8.1. Financial Performance Report as at 31 May 2022
- 8.2. Community Strategic Plan 2023-2032
- 8.3. Delivery Program 2023-2026, Annual Operational Plan 2022/23 and Long Term Financial Plan 2022-2032
- 8.4. Review of Open Access Information and Agency Information Guide (AIG)
- 8.5. Review of Council's Audit Risk and Improvement Committee Terms of Reference and Annual Workplan
- 8.6. Minutes Audit Risk and Improvement Committee 10 December 2021 and 1 April 2022
- 8.7. Corowa Medical Hub Request for Donation/Support

9. DIRECTOR DEVELOPMENT AND ENVIRONMENTAL SERVICES REPORT

- 9.1. Development Applications Approved Under Delegated (Staff) Authority Since the May 2022 Ordinary Council Meeting
- 9.2. Building Approvals Complying and Construction Certificates Approved
- 9.3. Regional and State Significant Development Applications Lodged
- 9.4. Planning Delays
- 9.5. Corowa Aquatic Centre 12 Month Operational Report
- 9.6. Corowa Aquatic Centre Draft Business Plan
- 9.7. Request for Tender for Management of Urana Caravan Park

10. DIRECTOR ENGINEERING SERVICES REPORT

- **10.1.** Report on the Progress of Works Program May 2022
- 10.2. Report on the Capital Works Program May 2022
- **10.3.** Roads Advisory Committee

11. NOTICES OF MOTION / QUESTIONS WITH NOTICE

- 11.1. Question with Notice Abandoned Shopping Trolleys
- 11.2. Question with Notice Business and Industrial Zones Federation LEP

- Federation Council Ordinary Council Meeting 28 June 2022
- **11.3.** Question with Notice Drainage Repairs and Query about Drainage Maintenance Schedule

12. REPORTS FROM COMMITTEES

12.1. No Items

13. REPORTS FROM DELEGATES

- **13.1.** Verbal Reports from Delegates
- **13.2.** Delegate Report Councillor Fahey

14. CORRESPONDENCE REQUIRING COUNCIL ACTION/FOR INFORMATION

14.1. Correspondence Requiring Council Action/For Information

15. CONFIDENTIAL MATTERS

- 15.1. General Manager Mid Term (6 Month) Performance Appraisal -Confidential
- **16. CONCLUSION OF MEETING**

1. OPENING MEETING AND READ LIVE STREAMING STATEMENT

Live Streaming of Council Meetings

Federation Council wishes to advise members of the public that Council meetings will be recorded and will be available after each meeting on Council's website <u>www.federationcouncil.nsw.gov.au</u>

All care will be taken to maintain the privacy of those in attendance, however as a visitor in the public gallery, your presence may be recorded. By remaining in the public gallery, it is assumed your consent is given in the event your image is broadcast. This includes any filming by television cameras if attendance is approved by the General Manager or Mayor.

2. ACKNOWLEDGEMENT OF COUNTRY

I would like to acknowledge the Traditional Custodians of the land on which we are meeting today, the Bpangerang people, and acknowledge the Aboriginal and Torres Strait Islander people who now reside in this area. I extend that respect to Elders – past and present of the Bpangerang nations.

3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

INVITED:

The Mayor, Cr Patrick Bourke (Chairperson); Cr Rowena Black; Cr David Fahey; Cr Sally Hughes; Cr Andrew Kennedy; Cr David Longley; Cr Gail Law, Cr Aaron Nicholls and Cr Shaun Whitechurch.

ALSO INVITED:

Adrian Butler (General Manager), Jo Shannon (Director Corporate and Community Services), Susan Appleyard (Director Development and Environmental Services) and Steve Carmichael (Director Engineering Services).

3.1 Apologies

Chair to ask for any apologies at meeting.

3.2 Applications for Leave of Absence

Application for leave of absence received by Chair to be tabled at meeting.

4. **CONFIRMATION OF MINUTES**

4.1 Confirmation of Minutes of Ordinary Meeting 16 May 2022

Recommendation

THAT the Minutes of the Ordinary Meeting held on 16 May 2022 be confirmed.

Attachments

1. Minutes of the Ordinary Council Meeting held on 16 May 2022





Ordinary Council Meeting

Council Minutes

Monday, 16 May 2022

Council Chambers, Corowa Commenced 10:10 AM



28 June 2022



Federation Council Ordinary Council Meeting 16 May 2022

Council Values

Councils corporate values were adopted in 2017 and in various ways, Council is continuing to ensure they remain visible and at the front of mind in all aspects of Council business and operations. Including them in the Council Business Paper agendas is another way of continuing to be visible with the Council values.

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28 June 2022



Federation Council Ordinary Council Meeting 16 May 2022

CONTENTS PAGE

1. OPENING MEETING AND READ LIVE STREAMING STATEMENT The Mayor opened the meeting at 10:10 AM.

Live Streaming of Council Meetings

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ACKNOWLEDGEMENT OF COUNTRY

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3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

PRESENT:

In Person - The Mayor, Cr Patrick Bourke (Chairperson); Cr Rowena Black; Cr David Fahey; Cr Sally Hughes; Cr Andrew Kennedy; Cr David Longley; Cr Aaron Nicholls and Cr Shaun Whitechurch. Virtual Attendance - Cr Gail Law.

ALSO PRESENT:

In Person - Adrian Butler (General Manager), Jo Shannon (Director Corporate and Community Services), Susan Appleyard (Director Development and Environmental Services), Leigh Ashford (A/Director Engineering Services), Mrs Alannah Greenwood (Manager Communications and Engagement) and Mrs Rachelle Henson (Executive Assistant – Minute Taker).

3.1 Apologies

Chair to ask for any apologies at meeting.

No apologies received for this meeting.

3.2 Applications for Leave of Absence

Application for leave of absence received by Chair to be tabled at meeting.

Councillor Black requested a leave of absence for all meetings for the period 22 June 2022 to 8 July 2022, inclusive as she will be on annual leave.

138/2022FC RESOLVED on the motion of Councillors David Fahey and Shaun Whitechurch

THAT Councillor Black be granted a leave of absence for all meetings for the period 22 June 2022 to 8 July 2022, inclusive as she will be on annual leave.



28 June 2022



Federation Council Ordinary Council Meeting 16 May 2022

4. CONFIRMATION OF MINUTES

4.1 Confirmation of Minutes of Ordinary Meeting 19 April 2022

139/2022FC RESOLVED on the motion of Councillors David Longley and Aaron Nicholls THAT the Minutes of the Ordinary Meeting held on 19 April 2022 be confirmed.

4.2 Confirmation of Minutes of Extraordinary Meeting 3 May 2022

140/2022FC RESOLVED on the motion of Councillors Aaron Nicholls and Rowena Black

THAT the Minutes of the Extraordinary Meeting held on 3 May 2022 be confirmed.

5. DISCLOSURES OF INTERESTS

5.1 Disclosures of Interest

Disclosures of interest declarations received by the Chair to be noted.

Councillor Kennedy declared a potential significant pecuniary interest under Part 4 (Pecuniary Interest) of Council's Code of Conduct and Clause 16 of Council's Code of Meeting Practice in item 9.5 Corowa Saleyards Redevelopment Project - Stage 3 Update. The company Cr Kennedy part owns submitted a tender for the works. The tenders were considered at the 3 May 2022 Extraordinary meeting, where all tenders were rejected due to being over the budget. Potentially the company may submit a further tender if they are called, hence he will leave the room when the report is considered.

141/2022FC RESOLVED on the motion of Councillors David Fahey and Sally Hughes THAT Council note the disclosures received by the Chair.

MAYORAL MINUTE(S)

6.1 Rural Roads Committee

6.2 Planning Delays

6.3 General Communication to Ratepayers and Residents

142/2022FC RESOLVED on the motion of Councillors Sally Hughes and David Fahey

THAT Council note the Mayoral Minute and receive a further report/s in the June 2022 Council meeting on actions proposed to address the concerns of Rural Roads, Planning Delays and General Communication and lack of replies.



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Federation Council Ordinary Council Meeting 16 May 2022

7. GENERAL MANAGER REPORT



8. DIRECTOR CORPORATE AND COMMUNITY SERVICES REPORT

8.1	Financial Performance Report as at 30 April 2022	
146/2022FC RESOLVED on the motion of Councillors Andrew Kennedy and Rowena Black		
THAT Council note the financial performance as at 30 April 2022.		
8.2	Quarterly Budget Review Statement Third Quarter 2021/2022	
147/20	022FC RESOLVED on the motion of Councillors David Longley and Aaron Nicholls	
1.	THAT Council note the report on the Quarterly Budget Review Statement (QBRS) as at	
	31 March 2022; and	
2.	THAT Council adopt the Quarterly Budget Review Statement to 31 March 2022 as tabled.	



28 June 2022

Federation Council Ordinary Council Meeting 16 May 2022

8.3 148/	Integrated Planning and Rep	antine (IDS D) Desta Desume ante des Destrictions
148/		oorting (IP&R) - Draft Documents for Public Exhibition
	2022FC RESOLVED on the motio	n of Councillors Sally Hughes and Rowena Black
	inclusive of Council's draft 1 (CSP) 2022-2023 to 2031-20 and the combined Delivery P Statement of Revenue policy; 2. THAT Council endorses the d Plan (CSP) 2022-2023 to 20 Plan, and the combined Deliv and Statement of Revenue p	raft 10 year Long Term Financial Plan, Community Strategic 31-2032, Asset Management Strategy, Workforce Strategic very Program and Operational Plans 2022-2023 to 2025-2026 olicy to be placed on Council's website and public exhibition
3		for a period of 28 days; and sented to Council at the 28 June 2022 meeting with a report k received and any changes to the drafts as presented to be
3.4	Audit Risk and Improvement	t Committee Annual Chairs Report
149/	2022FC RESOLVED on the motio	n of Councillors Shaun Whitechurch and David Fahey
THAT	F Council note the Audit, Risk and	I Improvement Committee Chair's Annual Report.
.5	Howlong Industrial Estate La	
150/		and sales
	2022FC RESOLVED on the motio	n of Councillors Andrew Kennedy and David Longley
	2022FC RESOLVED on the motio 1. THAT Council authorise the (and associated documents 31 - 33 Gibson Place, Howlong	n of Councillors Andrew Kennedy and David Longley Common Seal of Council be affixed to the Contracts of sale for: Lot 16, 31-33 Oolong Road, Howlong and Lot 113, g; and
	 ZO22FC RESOLVED on the motio THAT Council authorise the (and associated documents 31 - 33 Gibson Place, Howlong THAT Council authorise the (and associated documents for price of \$55m2 plus GST. Lot 101, 35 - 39 Oolong Road, Lot 102, 40 - 41 Oolong Road, Lot 103, 42 - 43 Oolong Road, 	n of Councillors Andrew Kennedy and David Longley Common Seal of Council be affixed to the Contracts of sale for: Lot 16, 31-33 Oolong Road, Howlong and Lot 113, g; and Common Seal of Council be affixed to the Contracts of Sale or the sale of the following lots, subject to achieving a sale Howlong NSW 2643 Howlong NSW 2643
	 Z2022FC RESOLVED on the motio THAT Council authorise the (and associated documents 31 - 33 Gibson Place, Howlong THAT Council authorise the (and associated documents for price of \$55m2 plus GST. Lot 101, 35 - 39 Oolong Road, Lot 102, 40 - 41 Oolong Road, Lot 103, 42 - 43 Oolong Road, Lot 104, 44 - 45 Oolong Road, Lot 105, 46 - 48 Oolong Road, Lot 109, 21 - 22 Oolong Road, 	n of Councillors Andrew Kennedy and David Longley Common Seal of Council be affixed to the Contracts of sale for: Lot 16, 31-33 Oolong Road, Howlong and Lot 113, g; and Common Seal of Council be affixed to the Contracts of Sale or the sale of the following lots, subject to achieving a sale , Howlong NSW 2643 , Howlong NSW 2643
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28 June 2022

	Federation Council Ordinary Council Meeting
	16 May 2022
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9.	DIRECTOR DEVELOPMENT AND ENVIRONMENTAL SERVICES REPORT
9.1	Development Applications Approved Under Delegated (Staff) Authority Since the April
	2022 Ordinary Council Meeting
151/2	2022FC RESOLVED on the motion of Councillors Aaron Nicholls and Sally Hughes
THAT	Council note the report on the Development approvals that have been determined under
deleg	ated authority by the granting of consent subject to conditions, since the April 2022 Ordinary
Coun	cil meeting.
9.2	Building Approvals – Complying and Construction Certificates Approved
152/2	2022FC RESOLVED on the motion of Councillors Andrew Kennedy and Aaron Nicholls
THAT	Council note the report on construction/complying development certificates issued since
he A	pril 2022 Ordinary Council meeting.
2	Regional and State Significant Development Applications Lodged
	Regional and State Significant Development Applications Lodged
153/2	2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black
153/2 THAT	2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black Council note the April 2022 update report on the Regional and State Significant
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153/2 THAT Devel 0.4 154/2 THAT	2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black Council note the April 2022 update report on the Regional and State Significant lopment Applications Lodged. Shed Constructed Without Consent 44 Wanani Road, Mulwala 2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black Council defer this report to the closed session of this meeting as provided for under the
153/2 THAT Devel .4 154/2 THAT NSW	2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black Council note the April 2022 update report on the Regional and State Significant lopment Applications Lodged. Shed Constructed Without Consent 44 Wanani Road, Mulwala 2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black Council defer this report to the closed session of this meeting as provided for under the Local Government Act 1993, Section 10A (2) (g) as the report contains:
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153/2 THAT Devel 0.4 154/2 THAT NSW (g 0.5 155/2 THAT	2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black Council note the April 2022 update report on the Regional and State Significant lopment Applications Lodged. Shed Constructed Without Consent 44 Wanani Road, Mulwala 2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black Council defer this report to the closed session of this meeting as provided for under the Local Government Act 1993, Section 10A (2) (g) as the report contains: g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege. Corowa Saleyards Redevelopment Project - Stage 3 Update

- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed—
 (i) prejudice the commercial position of the person who supplied it.
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

9.6 Status of Council Resolution 158/19FC Electricity Neutral

156/2022FC RESOLVED on the motion of Councillors Sally Hughes and David Longley

THAT Council note the update report on the Status of Council Resolution 158/19FC Electricity Neutral.



28 June 2022



Federation Council Ordinary Council Meeting 16 May 2022

10. DIRECTOR ENGINEERING SERVICES REPORT

10.1 Report on the Progress of Works Program – April 2022

157/2022FC RESOLVED on the motion of Councillors David Longley and Shaun Whitechurch THAT Council note the Report on the Progress of Works Program - April 2022.

10.2 Report on the Capital Works Program – April 2022

158/2022FC RESOLVED on the motion of Councillors David Longley and Andrew Kennedy THAT Council note the report on Council's 2021/2022 Capital Works program – April 2022.

11. NOTICES OF MOTION / QUESTIONS WITH NOTICE

- 11.1 No Items
- 12. REPORTS FROM COMMITTEES
- 12.1 No Items
- 13. REPORTS FROM DELEGATES

13.1 Verbal Reports from Delegates

159/2022FC RESOLVED on the motion of Councillors Shaun Whitechurch and David Fahey THAT Council note there were no verbal reports from delegates.

- 14. CORRESPONDENCE REQUIRING COUNCIL ACTION/FOR INFORMATION
- 14.1 No Items

15. CONFIDENTIAL MATTERS

Closure of Meeting to Members of the Public

160/2022FC RESOLVED on the motion of Councillors David Fahey and Aaron Nicholls

THAT Council move to closed session at 10.42 am under Section 10A (2) c) d) (i) and g) the NSW Local Government Act 1993 and Clause 14.1 of Council's code of Meeting Practice to discuss item 7.3 Corowa Aerodrome - Amber Airports Pty Ltd Agreement to Lease Expired and item 9.4 Shed Constructed Without Consent 44 Wanani Road, Mulwala and item 9.5 Corowa Saleyards Redevelopment Project - Stage 3 Update as the reports contain:

- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed—
 (i) prejudice the commercial position of the person who supplied it.
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.



28 June 2022



Federation Council Ordinary Council Meeting 16 May 2022

Closed Council

161/2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black THAT Council move into committee of a whole.

162/2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black THAT Council moves out of committee of a whole.

15.1 Corowa Aerodrome - Update on Amber Airports Pty Ltd Agreement to Lease -Confidential

163/2022FC RESOLVED on the motion of Councillors David Longley and Aaron Nicholls

- THAT Council note the report on the expired 'Agreement to lease with Lease attached between Council and Amber Airports Pty Ltd for the Corowa Aerodrome;
- THAT Council formally terminate the 'Agreement to lease with Lease attached' between Council and Amber Airports Pty Ltd for the Corowa Aerodrome; and notify Amber Airports Pty Ltd and thank them for their engagement and continue to involve them going forward for any possible future opportunities; and
- THAT Council continue to seek funding for a Masterplan and Business Plan for the Corowa Aerodrome.

9.4 Shed Constructed Without Consent 44 Wanani Road, Mulwala

164/2022FC RESOLVED on the motion of Councillors David Longley and Andrew Kennedy

- THAT the shed constructed without consent at Lot 8, DP 184825, 44 Wanani Road, Mulwala be retained;
- 2. THAT a building information certificate application be lodged prior to use of the shed;
- THAT an application for the use only of the shed be applied for and the application be notified to adjoining landowners. The use application is to address:
 - a. The intended use for the shed.
 - b. That a landscaping plan be prepared to mitigate the impact on the neighbouring property to the east of the shed
 - c. The disposal of stormwater.
- THAT the Penalty Infringement Notice stand given the breach of the Environment Planning and Assessment Act 1979, Schedule 5, Order 1 – Stop Use Order.

Councillors David Fahey and Gail Law asked that their vote against be recorded.

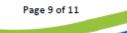
165/2022FC RESOLVED on the motion of Councillors Aaron Nicholls and David Fahey THAT Council move to open session at 11.16 am and report business from closed session.

Open Council

The Chairperson advised the meeting of the resolutions passed in the closed session.

166/2022FC RESOLVED on the motion of Councillors David Fahey and Aaron Nicholls

THAT the meeting be adjourned at 11.23 am for morning tea and to allow the Mayor to conduct citizenship ceremonies.



28 June 2022



16 May 2022

167/2022FC RESOLVED on the motion of Councillors Aaron Nicholls and Rowena Black THAT the meeting resumed at 12.39 pm with all Councillors present.

9.5 Corowa Saleyards Redevelopment Project - Stage 3 Update

Closure of Meeting to Members of the Public

168/2022FC RESOLVED on the motion of Councillors David Longley and Aaron Nicholls THAT Council move to closed session at 12.40 pm under Section 10A (2) c) d) (i) and g) the NSW Local Government Act 1993 and Clause 14.1 of Council's code of Meeting Practice to discuss item 9.5 Corowa Saleyards Redevelopment Project - Stage 3 Update as the reports contains:

- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed—
 (i) prejudice the commercial position of the person who supplied it.

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

Councillor Andrew Kennedy left the meeting at 12.40 pm.

Closed Council

169/2022FC RESOLVED on the motion of Councillors David Fahey and Rowena Black THAT Council move into committee of a whole.

170/2022FC RESOLVED on the motion of Councillors David Fahey and David Longley THAT Council moves out of committee of a whole.

171/2022FC RESOLVED on the motion of Councillors David Fahey and David Longley

- THAT Council note the report on the Corowa Saleyards Redevelopment Project Stage 3 Update;
- THAT Council seek a four month extension and an additional \$400,000 from the NSW Government, to the current deadline of 30 June 2022, to have the funds committed for this element of the project, and seek the support of local member Justin Clancy MP, for the following reasons –
 - a) to allow a more reasonable time for the market to respond to a new tender process that could also include alternative proposals being submitted;
 - b) to allow the building element of this project to have the best possible chance of delivering on the original intent (including functionality/aesthetics/longevity/value for money);
 - c) that this request is considered reasonable given Council has met all of the other funding deadlines thus far, including major contracts being in place for the roof, and civil and associated works, and
 - d) that this request is also considered reasonable given the time that elapsed from the funding announcement to the time that Council finally had an agreed funding deed in place (approximately 6 months).



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 THAT Council receive a further report at a future Council meeting once the NSW Government has responded to Councils request for additional funding and a 4 month extension to the project timeline.

172/2022FC RESOLVED on the motion of Councillors David Fahey and David Longley THAT Council move to open session at 1.29 pm and report business from closed session.

Councillor Kennedy returned to the meeting at 1.29 pm.

Councillor Whitechurch left the meeting at 1.29 pm.

Open Council

The Chairperson advised the meeting of the resolutions passed in the closed session.

Councillor Shaun Whitechurch returned at 1.31 pm

16. CONCLUSION OF MEETING

Closure of meeting at 1.32 pm.



5. DISCLOSURES OF INTERESTS

Disclosures of interest declarations received by the Chair to be noted.

Recommendation

THAT Council note the disclosures received by the Chair.

6. MAYORAL MINUTE(S)

6.1 <u>No Items</u>

7.1. Code of Meeting Practice - Recommended for Adoption

Author: Rachelle Henson, Executive Assistant

Summary

The purpose of this report is to present the Draft Code of Meeting Practice for adoption following public exhibition.

Recommendation

THAT Council adopts the Federation Council Code of Meeting Practice (16/21921).

Background

The *Model Code of Meeting Practice for Local Councils in NSW (2021)* provides a minimum standard for NSW Councils in relation to conducting public meetings and is made under section 360 of the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

The Model Code of Meeting Practice for Local Councils in NSW (2021) has two elements:

- It contains mandatory provisions (indicated in black font) that reflect the existing meetings provisions of the Act and adapt those currently contained in the Regulation. The existing meetings provisions of the Regulation have been updated and supplemented to reflect contemporary meetings practice by councils and to address ambiguities and areas of confusion in the existing provisions based on feedback from councils.
- 2. It also contains non-mandatory provisions (indicated in red font) that cover areas of meetings practice that are common to most councils but where there may be a need for some variation in practice between councils based on local circumstances. The non-mandatory provisions will also operate to set a benchmark based on what OLG sees as being best practice for the relevant area of practice.

This code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council).

It is a mandatory requirement that councils adopt a Code of Meeting Practice within one year of the new council becoming elected.

The Draft Code of Meeting Practice was endorsed by Council on Tuesday, 19 April 2022 and was then placed on public exhibition for 28 days (27 April until 25 May) to enable the community to review and submit feedback. The closing date for submissions was 8 June 2022, with no submissions being received by this date. Accordingly, the Draft Code with a minor amendment detailing that when the Council Meeting, Workshop and Briefing Session fall on a public holiday they will be moved to the Tuesday. The Draft Code is now presented for adoption by Council.

Council has previously determined to adopt the majority of the non-mandatory provisions and as such these are not highlighted in the Draft Code of Meeting Practice. Following the review the changes both mandatory and non-mandatory were highlighted in blue. This has now been removed and the Draft Code of Meeting Practice is now presented for adoption.

Major changes include:

- provisions that allow councils to permit individual councillors to attend meetings by audiovisual link and to hold meetings by audio-visual link in the event of natural disasters or public health emergencies.
- Amendments have also been made to the provisions governing the webcasting of meetings and disorder at meetings to reflect amendments to the Regulation.
- An amendment to include ICAC recommended that the Model Meeting Code be amended to require that council business papers include a reminder to councillors of their oath or affirmation of office, and their conflict of interest disclosure obligations.

Other changes include the changes to the day and times of Council Meetings, Workshops and Briefing Sessions and inclusion of allowance for when these are scheduled on a public holiday and allowing these to occur the following day ie Tuesday.

Community Engagement

The Draft Code of Meeting Practice was endorsed by Council on Tuesday, 19 April 2022 and was then placed on public exhibition for 28 days (27 April until 25 May) to enable the community to review and submit feedback. The closing date for submissions was 8 June 2022, with no submissions being received by this date.

Attachments

- 1. Draft Code of Meeting Practice (16/21921)
- 2. Federation Council Public Forum Procedure for addressing Council Form (17/6787)
- 3. Councillor Request to Attend by Audio-Visual Link Form (22/8264)

Links to Councils Integrated Planning Framework

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: 5.3 Ensure good governance and administration.

Financial Implications

N/A

Financial Sustainability

Proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Failure to review and adopt Council's Code of Meeting Practice would be a breach under S360(3) of the Local Government Act which states that Council must adopt a code of meeting practice that incorporates the mandatory provisions of the model code prescribed by the Regulation (Model Code of Meeting Practice for Local Councils in NSW (2021)) within 12 months of the election.

Legal Implications

There are no legal implications as a result of the action proposed in this report.

Options

- 1. Adopt the Draft Code of Meeting Practice (16/21921) as provided **Recommended**.
- 2. Adopt a Draft Code of Meeting Practice as provided and subject to any other changes proposed by Council Not recommended is any significant changes are proposed to what was publicly exhibited, and a re-exhibition would be recommended.
- 3. Not adopt the Draft Code of Meeting Practice (16/21921) as provided.



Draft Code of Meeting Practice

Record No: 16/21921 Adopted: TBA



Document Title	Draft Code of Meeting Practice
Record No:	16/21921
Council Adopted	28 June 2022
Council Resolution No	Enter Resolution No
Version Number	5.0
Responsible Department	General Manager
Date to be Reviewed	June 2025

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1 Introduction

The Code of Meeting Practice for Federation Council has been adopted using the Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is made under section 360 of the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

This code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Council must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

Council's adopted code of meeting practice also incorporates non-mandatory provisions of the Model Meeting Code and other supplementary provisions.

Council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by Council.

2 Meeting Principles

2.1 Council and committee meetings should be:

Transparent	Decisions are made in a way that is open and accountable.
Informed	Decisions are made based on relevant, quality information.
Inclusive	Decisions respect the diverse needs and interests of the local community.
Principled	Decisions are informed by the principles prescribed under Chapter 3 of the Act.
Trusted	The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.
Respectful	Councillors, staff and meeting attendees treat each other with respect.
Effective	Meetings are well organised, effectively run and skilfully chaired.
Orderly	Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

3 Before the Meeting

Timing of ordinary council meetings

3.1 Ordinary meetings of the council will be held on the following occasions:

Third Monday of the Month commencing at 10.00 am in the Corowa or Urana Council Chamber. When the meeting falls on a public holiday the meeting will be moved to Tuesday ie the following day.

3.2 REMOVED.

Note: Councils must use either clause 3.1 or 3.2

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Extraordinary meetings

- 3.3 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.
- Note: Clause 3.3 reflects section 366 of the Act

Notice to the public of council meetings

3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

Note: Clause 3.4 reflects section 9(1) of the Act.

- 3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.
- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

3.7 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.
- Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.
- Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at council meetings

- 3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted fourteen (14) business days before the meeting is to be held.
- 3.11 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered, or the Councillor can withdraw in the meeting.
- 3.12 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.
- 3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:
 - a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or
 - b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.
- 3.14 The General Manager should be consulted prior to lodging any notices of motion, as information may be able to be provided to avoid the need for the notice of motion. Also notice of motion should not be at a minor operational level.

Questions with notice

- 3.15 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.
- 3.16 A councillor is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.
- 3.17 The general manager or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.
- 3.18 The General Manager should be consulted prior to lodging any questions with notice, as information may be able to be provided to avoid the need for the question. Also, questions should not be at a minor operational level.

Agenda and business papers for ordinary meetings

- 3.19 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.20 The general manager must ensure that the agenda for an ordinary meeting of the council states:
 - a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
 - b) if the mayor is the chairperson any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and

- c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
- d) any business of which due notice has been given under clause 3.10.
- 3.21 Nothing in clause 3.18 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.
- 3.22 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.
- 3.23 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:
 - a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
 - b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.21 reflects section 9(2A)(a) of the Act.

3.24 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Statement of ethical obligations

3.25 Business papers for all ordinary and extraordinary meetings of the council and committees of the council must contain a statement reminding councillors of their oath or affirmation of office made under section 233A of the Act and their obligations under the council's code of conduct to disclose and appropriately manage conflicts of interest.

Availability of agenda and business papers to the public

- 3.26 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.
- Note: Clause 3.24 reflects section 9(2) and (4) of the Act
- 3.27 Clause 3.24 does not apply to the business papers for items of business that the general manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.
- Note: Clause 3.25 reflects section 9(2A)(b) of the Act.
- 3.28 For the purposes of clause 3.24, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.
- Note: Clause 3.26 reflects section 9(3) of the Act.
- 3.29 A copy of an agenda, or of an associated business paper made available under clause 3.24, may in addition be given or made available in electronic form.
- Note: Clause 3.27 reflects section 9(5) of the Act

Agenda and business papers for extraordinary meetings

- 3.30 The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.31 Despite clause 3.28, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:
 - a) a motion is passed to have the business considered at the meeting, and
 - b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 3.32 A motion moved under clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.33 Despite clauses 10.20-10.30, only the mover of a motion moved under clause 3.29(a) can speak to the motion before it is put.
- 3.34 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29(b) on whether a matter is of great urgency.

Pre-meeting briefing session

- 3.35 Prior to each ordinary meeting of the council, the general manager may arrange a pre-meeting briefing session to brief councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.
- 3.36 Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.37 Pre-meeting briefing sessions may be held by audio-visual link.
- 3.38 The general manager or a member of staff nominated by the general manager is to preside at premeeting briefing sessions.
- 3.39 Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.
- 3.40 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.
- 3.41 Councillors (including the mayor) are to make all reasonable efforts to attend pre-meeting briefing sessions.
- 3.42 Council's Briefing Sessions, when required will be held on the third Monday of the Month commencing at 9.00 am or immediately prior to Extraordinary Council Meetings. When the Briefing Session falls on a public holiday the session will be moved to Tuesday ie the following day.

Councillor Workshops

- 3.43 Councillor Workshops will be held to provide Councillors with the opportunity to discuss matters that require future Council decisions, receive training, and presentations from staff or external/community groups. Workshops also provide a way for Councillors to request additional information to assist them in their decision making and can at times include site inspections/visits.
- 3.44 Councillor Workshops are to be held in the absence of the public.

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- 3.45 Councillor Workshops may be held by audio-visual link.
- 3.46 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a workshop at a Councillor Workshops, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at Councillor Workshops and how the conflict of interest was managed by the councillor who made the declaration.
- 3.47 Councillor Workshops will be held on the third Monday of the month commencing at 1.30 pm. When the Councillor Workshop falls on a public holiday the workshop will be moved to the Tuesday ie the following day.
- 3.48 The Mayor or their delegate will chair the workshops.

4 Public Forum

- 4.1 The council may hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.
- 4.2 Public forums may be held by audio-visual link.
- 4.3 Public forums are to be chaired by the mayor or their nominee.
- 4.4 To speak at a public forum, a person must first make an application to the council in the <u>approved form</u>. Applications to speak at the public forum for items on the agenda must be received by 12 noon the day before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
- 4.5 A person may apply to speak on no more than 3 items of business on the agenda of the council meeting.
- 4.6 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.7 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 4.8 No more than two (2) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.
- 4.9 If more than the permitted number of speakers applies to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.
- 4.10 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than two (2) days before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.11 The general manager or their delegate is to determine the order of speakers at the public forum.
- 4.12 Each speaker will be allowed five (5) minutes to address the council. This time is to be strictly enforced by the chairperson.
- 4.13 Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to so digress. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.14 A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.15 Speakers are under no obligation to answer a question put under clause 4.17. Answers by the speaker, to each question are to be limited to two (2) minutes.
- 4.16 Speakers at public forums cannot ask questions of the council, councillors, or council staff.
- 4.17 The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to five (5) minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.

- 4.18 Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.
- 4.19 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies, and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.20 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.22, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.21 Clause 4.23 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.
- 4.22 Where a speaker engages in conduct of the type referred to in clause 4.22, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.23 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.
- Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council. Where a public forum is held as part of a council or committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of council and committee meetings.
- 4.24 Council will, as required hold the public forum half an hour prior to the Council Ordinary and Extraordinary meetings.
- 4.25 Clause 3.1 details Council's Ordinary Meetings are held on the third Monday of the month commencing at 10.00 am. When the meeting falls on a public holiday the meeting will be moved to Tuesday ie the following day.

5 Coming Together

Attendance by councillors at meetings

- 5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.
- Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.
- 5.2 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.
- 5.3 REMOVED.
- 5.4 Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act. (Application Form Request for Leave of Absence)
- 5.5 A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.6 The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.
- 5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because he or she has been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.7 reflects section 234(1)(d) of the Act.

5.8 A councillor who intends to attend a meeting of the council despite having been granted leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

The quorum for a meeting

- 5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.
- Note: Clause 5.9 reflects section 368(1) of the Act.
- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.
- Note: Clause 5.10 reflects section 368(2) of the Act.
- 5.11 A meeting of the council must be adjourned if a quorum is not present:
 - a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - b) within half an hour after the time designated for the holding of the meeting, or
 - c) at any time during the meeting.

5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:

- a) by the chairperson, or
- b) in the chairperson's absence, by the majority of the councillors present, or
- c) failing that, by the general manager.
- 5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.
- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.3.

Meetings held by audio visual link

- 5.16 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.
- 5.17 Where the mayor determines under clause 5.16 that a meeting is to be held by audio-visual link, the general manager must:
 - a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
 - b) take all reasonable steps to ensure that all councillors can participate in the meeting by audiovisual link, and
 - c) cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.
- Note: Where a council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by councillors at meetings by audio-visual link

- 5.19 Councillors may attend and participate in meetings of the council and committees of the council by audiovisual link with the approval of the council or the relevant committee.
- 5.20 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.

- 5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.22 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.
- 5.23 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.24 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:
 - a) the meetings the resolution applies to, and
 - b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.
- 5.25 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.26 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link. However, the council and committees of the council are under no obligation to approve a councillor's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the councillor to attend the meeting by these means.
- 5.27 The council and committees of the council may refuse a councillor's request to attend a meeting by audiovisual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.
- 5.28 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.29 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.30 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend council meetings

- 5.31 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.
- Note: Clause 5.31 reflects section 10(1) of the Act.
- 5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

- 5.33 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:
 - a) by a resolution of the meeting, or
 - b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.
- Note: Clause 5.33 reflects section 10(2) of the Act.
- Note: If adopted, clauses 15.14 and 15.15 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.14 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.15 authorises chairpersons to expel persons other than councillors from a council or committee meeting.

Webcasting of meetings

- 5.34 Each meeting of the council or a committee of the council is to be recorded by means of an audio or audio-visual device.
- 5.35 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:
 - a) the meeting is being recorded and made publicly available on the council's website, and
 - b) persons attending the meeting should refrain from making any defamatory statements.
- 5.36 The recording of a meeting is to be made publicly available on the council's website:
 - a) at the same time as the meeting is taking place, or
 - b) as soon as practicable after the meeting.
- Note: In accordance with Council's Live Streaming of Public Meetings Policy, all Council meetings held in the Corowa and Urana Chamber will be streamed live and recorded. The recordings will comprise of audio visual recording. In most cases, once a Council Meeting has concluded, the video will be available to watch online via a computer or mobile device on YouTube within two business days.
- Note: Council will attempt to notify the community if live streaming is unavailable due to technical difficulties such as availability of internet connection, device malfunction, power outages and unavailability of social media platforms or service provider outages.
- 5.37 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting.
- 5.38 Clauses 5.36 and 5.37 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.
- Note: Clauses 5.34 5.38 reflect section 236 of the Regulation.
- 5.39 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Attendance of the general manager and other staff at meetings

- 5.40 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.
- Note: Clause 5.40 reflects section 376(1) of the Act.
- 5.41 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.
- Note: Clause 5.41 reflects section 376(2) of the Act.

- 5.42 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.
- Note: Clause 5.42 reflects section 376(3) of the Act.
- 5.43 The attendance of other council staff at a meeting, (other than as members of public) shall be with the approval of the general manager.
- 5.44 The general manager and other council staff may attend meetings of the council and committees of the council by audio-visual-link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the general manager.

6 The Chairperson

The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.
- Note: Clause 6.1 reflects section 369(1) of the Act.
- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.
- 6.4 The election of chairperson must be conducted:
 - a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
 - b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.
- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
 - a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
 - b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the council:
 - a) any councillor then speaking or seeking to speak must, if standing, immediately resume their seat, and
 - b) every councillor present must be silent to enable the chairperson to be heard without interruption.

7 Modes of Address

- 7.1 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.2 Where the chairperson is not the mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A councillor is to be addressed as 'Councillor [surname]'.
- 7.4 A council officer is to be addressed by their official designation or as Mr/Ms [surname].

8 Order of Business for Ordinary Council Meetings

- 8.1 REMOVED.
- 8.2 The general order of business for an ordinary meeting of the council shall be:
 - 01 Opening meeting and read live streaming statement
 - 02 Acknowledgement of Country
 - 03 Apologies and applications for leave of absence or attendance by audio-visual link by councillors
 - 04 Confirmation of minutes
 - 05 Disclosures of interests
 - 06 Mayoral minute(s)
 - 07 General Manager Reports
 - 08 Director Corporate and Community Reports
 - 09 Director Finance and Organisation Development Reports
 - 10 Director Infrastructure and Environment Reports
 - 11 Notices of motions/questions with notice
 - 12 Reports of Committees
 - 13 Reports from Delegates
 - 14 Correspondence Requiring Council Action/For Information
 - 15 Confidential matters
 - 16 Conclusion of meeting
- Note: Councils must use either clause 8.1 or 8.2.
- 8.3 The order of business as fixed under clause 8.2 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.
- Note: If adopted, Part 13 allows council to deal with items of business by exception.
- 8.4 Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 8.3 may speak to the motion before it is put.

9 Consideration of Business at Council Meetings

Business that can be dealt with at a council meeting

- 9.1 The council must not consider business at a meeting of the council:
 - a) unless a councillor has given notice of the business, as required by clause 3.10, and
 - b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting and clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
 - a) is already before, or directly relates to, a matter that is already before the council, or
 - b) is the election of a chairperson to preside at the meeting, or
 - c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
 - d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:
 - a) a motion is passed to have the business considered at the meeting, and
 - b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20 10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.
- 9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

Mayoral minutes

- 9.6 Subject to clause 9.9, if the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of council, or of which the council has official knowledge.
- 9.7 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.
- 9.8 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.
- 9.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

Staff reports

9.11 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

Reports of committees of council

- 9.12 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.
- 9.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

Questions

- 9.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.
- 9.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 9.16 A councillor may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 9.17 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.
- 9.18 Councillors must put questions directly, succinctly, respectfully and without argument.
- 9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

10 Rules of Debate

Motions to be seconded

10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before the council.
- 10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
 - a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
 - b) the chairperson may defer consideration of the motion until the next meeting of the council.

Chairperson's duties with respect to motions

- 10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8 Any motion, amendment, or other matter that the chairperson has ruled out of order is taken to have been lost.

Motions requiring the expenditure of funds

10.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

Amendments to motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.

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- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Foreshadowed motions

- 10.17 A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before the council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

- 10.20 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and to any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.23 Despite clause 10.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite clause 10.22, the council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite clauses 10.20 and 10.21, a councillor may move that a motion or an amendment be now put:
 - a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
 - b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two
 (2) councillors have spoken against it.
- 10.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.

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- 10.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 10.30 Once the debate on a matter is closed and a matter has been dealt with, the chairperson must not allow further debate on the matter.

11 Voting

Voting entitlements of councillors

- 11.1 Each councillor is entitled to one (1) vote.
- Note: Clause 11.1 reflects section 370(1) of the Act.
- 11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.
- Note: Clause 11.2 reflects section 370(2) of the Act.
- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.
- 11.4 REMOVED.

Voting at council meetings

- 11.5 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 11.6 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.
- 11.7 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.
- 11.8 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.
- 11.9 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 of this code.
- 11.10 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.
- 11.11 REMOVED.

Voting on planning decisions

- 11.12 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- 11.13 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- 11.14 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.15 Clauses 11.12–11.14 apply also to meetings that are closed to the public.
- Note: Clauses 11.12–11.15 reflect section 375A of the Act.
- Note: The requirements of clause 11.12 may be satisfied by maintaining a register of the minutes of each planning decision.

12 Committee of the Whole

- 12.1 The council may resolve itself into a committee to consider any matter before the council.
- Note: Clause 12.1 reflects section 373 of the Act.
- 12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.
- Note: Clauses 10.19–10.27 limit the number and duration of speeches.
- 12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.
- 12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 Dealing with items by Exception

- 13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.3.
- 13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.
- 13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1 in accordance with the requirements of the council's code of conduct.

14 Closure of Council Meetings to the Public

Grounds on which meetings can be closed to the public

- 14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
 - a) personnel matters concerning particular individuals (other than councillors),
 - b) the personal hardship of any resident or ratepayer,
 - c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
 - d) commercial information of a confidential nature that would, if disclosed:
 - i) prejudice the commercial position of the person who supplied it, or
 - ii) confer a commercial advantage on a competitor of the council, or
 - iii) reveal a trade secret,
 - e) information that would, if disclosed, prejudice the maintenance of law,
 - f) matters affecting the security of the council, councillors, council staff or council property,
 - g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
 - h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
 - i) alleged contraventions of the council's code of conduct.
- Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.
- 14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.
- Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:
 - a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
 - b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.
- Note: Clause 14.3 reflects section 10B(1) of the Act.
- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:
 - a) are substantial issues relating to a matter in which the council or committee is involved, and
 - b) are clearly identified in the advice, and
 - c) are fully discussed in that advice.
- Note: Clause 14.4 reflects section 10B(2) of the Act.
- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the

matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

- Note: Clause 14.5 reflects section 10B(3) of the Act.
- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
 - a) a person may misinterpret or misunderstand the discussion, or
 - b) the discussion of the matter may:
 - i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
 - ii) cause a loss of confidence in the council or committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

- 14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.23 as a matter that is likely to be considered when the meeting is closed, but only if:
 - a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
 - b) the council or committee, after considering any representations made under section 14.9, resolves that further discussion of the matter:
 - i) should not be deferred (because of the urgency of the matter), and
 - ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

- 14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.
- Note: Clause 14.9 reflects section 10A(4) of the Act.
- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received by 12 noon the day before the meeting at which the matter is to be considered.
- 14.12 The general manager (or their delegate) may refuse an application made under clause 14.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 14.13 No more than two (2) speakers are to be permitted to make representations under clause 14.9.
- 14.14 If more than the permitted number of speakers applies to make representations under clause 14.9, the general manager or their delegate may request the speakers to nominate from among themselves the

persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the general manager or their delegate is to determine who will make representations to the council.

- 14.15 The general manager (or their delegate) is to determine the order of speakers.
- 14.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than two (2) speakers to make representations in such order as determined by the chairperson.
- 14.17 Each speaker will be allowed five (5) minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non- councillors from meetings closed to the public

- 14.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Obligations of councillors attending meetings by audio-visual link

14.20 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

- 14.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
 - a) the relevant provision of section 10A(2) of the Act,
 - b) the matter that is to be discussed during the closed part of the meeting,
 - c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.21 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

- 14.22 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.23 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.22 during a part of the meeting that is webcast.

15 Keeping Order at Meetings

Points of order

- 15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 15.3 A point of order must be taken immediately it is raised. The chairperson must suspend business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order either by upholding it or by overruling it.

Questions of order

- 15.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 15.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

- 15.11 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:
 - a) contravenes the Act, or any the Regulation or this code, or
 - b) assaults or threatens to assault another councillor or person present at the meeting, or
 - c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
 - d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
 - e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into disrepute.

Note: Clause 15.11 reflects section 182 of the Regulation.

15.12 The chairperson may require a councillor:

- a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a) or (b), or (e), or
- b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
- c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.11(d) and (e).

Note: Clause 15.12 reflects section 233 of the Regulation.

How disorder at a meeting may be dealt with

15.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

- 15.14 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.
- 15.15 REMOVED.
- Note: Councils may use either clause 15.13 or clause 15.14
- 15.16 Clause 15.14, does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2) (a) of the Act.
- 15.17 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.
- Note: Clause 15.17 reflects section 233(2) of the Regulation.
- 15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.
- 15.19 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.20 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public for the remainder of the meeting.

How disorder by councillors attending meetings by audio-visual link may be dealt with

- 15.21 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.
- 15.22 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's

audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 15.23 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 15.24 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 15.25 Without limiting clause 15.18, a contravention of clause 15.24 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Any person who contravenes or attempts to contravene clause 15.24, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.26 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

16 Conflicts of Interest

- 16.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.
- 16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with the council's code of conduct. Where a councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

17 Decisions of the Council

Council decisions

- 17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.
- Note: Clause 17.1 reflects section 371 of the Act.
- 17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

- 17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.
- Note: Clause 17.3 reflects section 372(1) of the Act.
- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.
- Note: Clause 17.4 reflects section 372(2) of the Act.
- 17.5 If a motion has been lost by the council, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.
- Note: Clause 17.5 reflects section 372(3) of the Act.
- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost by the council, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.
- Note: Clause 17.6 reflects section 372(4) of the Act.
- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.
- Note: Clause 17.7 reflects section 372(5) of the Act.
- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.
- Note: Clause 17.8 reflects section 372(7) of the Act.
- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.
- 17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than seven (7) days after the meeting at which the resolution was adopted.
- 17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council
- Note: Clause 17.11 reflects section 372(6) of the Act.
- 17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:
 - a) a notice of motion signed by three councillors is submitted to the chairperson, and
 - b) a motion to have the motion considered at the meeting is passed, and

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- c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.12(b) can speak to the motion before it is put.
- 17.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.12(c).

Recommitting resolutions to correct an error

- 17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
 - a) to correct any error, ambiguity or imprecision in the council's resolution; or
 - b) to confirm the voting on the resolution.
- 17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.
- 17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.18 A motion moved under clause 17.15 can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.15 can speak to the motion before it is put.
- 17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.
- 17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

18 Time Limits on Council Meetings

- 18.1 REMOVED.
- 18.2 REMOVED.
- 18.3 REMOVED.
- 18.4 REMOVED.
- 18.5 REMOVED.

19 After the Meeting

Minutes of meetings

19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

Note: Clause 19.1 reflects section 375(1) of the Act.

- 19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:
 - a) the names of councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,
 - b) details of each motion moved at a council meeting and of any amendments moved to it,
 - c) the names of the mover and seconder of the motion or amendment,
 - d) whether the motion or amendment was passed or lost, and
 - e) such other matters specifically required under this code.
- 19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.
- Note: Clause 19.3 reflects section 375(2) of the Act.
- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- Note: Clause 19.5 reflects section 375(2) of the Act.
- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.
- Note: Clause 19.8 reflects section 11(1) of the Act.
- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.
- Note: Clause 19.9 reflects section 11(2) of the Act.
- 19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.
- Note: Clause 19.10 reflects section 11(3) of the Act.
- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

Note: Clause 19.12 reflects section 335(b) of the Act.

20 Council Committees

Application of this Part

20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

- 20.2 The council may, by resolution, establish such committees as it considers necessary.
- 20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.
- 20.4 The quorum for a meeting of a committee of the council is to be:
 - a) such number of members as the council decides, or
 - b) if the council has not decided a number a majority of the members of the committee.

Functions of committees

20.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

- 20.6 The general manager must send to each councillor regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
 - a) the time, date and place of the meeting, and
 - b) the business proposed to be considered at the meeting.
- 20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

- 20.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:
 - a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
 - b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.
- 20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

Non-members entitled to attend committee meetings

- 20.10 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:
 - a) to give notice of business for inclusion in the agenda for the meeting, or
 - b) to move or second a motion at the meeting, or
 - c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

- 20.11 The chairperson of each committee of the council must be:
 - a) the mayor, or
 - b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
 - c) if the council does not elect such a member, a member of the committee elected by the committee.
- 20.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

- 20.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.
- 20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.15.
- 20.17 REMOVED.
- 20.18 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

- 20.19 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.
- 20.20 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 20.21 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.20 during a part of the meeting that is webcast.

Disorder in committee meetings

20.22 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

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Minutes of council committee meetings

- 20.23 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:
 - a) the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,
 - b) details of each motion moved at a meeting and of any amendments moved to it,
 - c) the names of the mover and seconder of the motion or amendment,
 - d) whether the motion or amendment was passed or lost, and
 - e) such other matters specifically required under this code.
- 20.24 REMOVED.
- 20.25 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.
- 20.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.27 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 20.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 20.29 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

21 Irregularities

- 21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:
 - a) a vacancy in a civic office, or
 - b) a failure to give notice of the meeting to any councillor or committee member, or
 - c) any defect in the election or appointment of a councillor or committee member, or
 - d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
 - e) a failure to comply with this code.

Note: Clause 21.1 reflects section 374 of the Act.

22 Definitions

the Act	means the Local Government Act 1993.
act of disorder	means an act of disorder as defined in clause 15.10 of this code.
amendment	in relation to an original motion, means a motion moving an amendment to that motion.
audio recorder	any device capable of recording speech.
audio-visual link	means a facility that enables audio and visual communication between persons at different places.
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales.
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code; and
	in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code.
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1.
council official	has the same meaning as in the Model Code of Conduct for Loca Councils in NSW.
day	means calendar day.
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion.
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment.
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion.
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means.

planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act.
performance improvement order	means an order issued under section 438A of the Act.
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting.
the Regulation	means the Local Government (General) Regulation 2021.
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time.
year	means the period beginning 1 July and ending the following 30 June.

23 References and Associated Documents

Local Government Act 1993

Local Government (General) Regulation 2021

Model Code of Meeting Practice for Local Councils in NSW (2021)

Federation Council Model Code of Conduct

24 Policy History

Version	Date	Changes / Amendments
1	21/06/2016	08/16FC Date of Original Adoption. New policy for new entity (Federation Council)
2	21/08/2018	234/18FC Revised and updated inline with the draft Model Code of Meeting Practice from OLG
3	1/10/2019	 Updated in line with the Model Code of Meeting Practice for Local Councils in NSW (2018). Major changes include Removal of the General Manager in consultation with the Mayor being able to call an extraordinary meeting without the need for obtaining 2 councillors signatures to consider urgent business. Removal of the limit of notices of motion a councillor can submit to be considered at each ordinary meeting of the council. Clarification on allowing urgent business without notice at an extraordinary meeting on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council. Removal of the clause regarding nominated candidates at federal, state or local government elections and serving councillors not being permitted to speak at a public forum.
4	21/4/2020	 Updated due to the amendments made to the <i>Local Government Act 1993</i> to allow Councils to meet remotely to assist them to manage the risk of transmission of the COVID-19 virus at their meetings and to ensure compliance with the Public Health Order. Refer to <u>Section 747A - COVID-19 pandemic—special provisions</u>. The amendments will operate for a period of six months but may be extended to 12 months by regulation if required. <i>Major changes include</i> Addition of provision for meetings to be held remotely using audio-visual links. Addition of provisions for individual councillors to participate in meetings remotely.

4.1	31/3/2022	 Updated in line with the Model Code of Meeting Practice for Local Councils in NSW (2021) Major changes include New provisions that allow councils to permit individual councillors to attend meetings by audio-visual link and to hold meetings by audio-visual link in the event of natural disasters or public health emergencies and an application form has created. Amendments have also been made to the provisions governing the webcasting of meetings and disorder at meetings. An amendment to include ICAC recommendation that the Model Meeting Code be amended to require that council business papers include a reminder to councillors of their oath or affirmation of office, and their conflict of interest disclosure obligations. The requirement to consult with the General Manager prior to lodging any notices of motion or questions with notice. Amendment has been made to include a section on Councillor Workshops. Amendments to meeting times – Councillor Workshop 9 am, Briefing Session 11.15-11.45 am, Public Forum 1pm and Ordinary Council Meeting 1.30 pm.
4.2	19/4/2022	Amendment to meeting times as resolved at Council 85/2022FC – Briefing Session 9.00-9.30 am, Public Forum 9.30-10.00 am Ordinary Council Meeting 10.00am-12.30 pm and Councillor Workshop 1.30 pm.
5.0	28/6/2022	Removed colour highlighting amendments and strikethrough text. Minor amendment to include allowance for moving to Tuesday when meetings fall on a public holiday.

25 Reviews

This policy will be reviewed within 1 year of each new Council Term and as required.

NOTE: This is a controlled document. If you are reading a printed copy please check that you have the latest version by checking it on Council's Electronic Document system. Printed or downloaded versions of this document are uncontrolled.

26 Attachments

- A. Requests for Leave of Absence Application Form (18/38562)
- B. Requests to Attend by Audio-Visual Link Application Form (22/8264)
- C. Public Forum Procedure for addressing Council including Form Declaration of intent to address Council (17/6787)

Attachment A - Requests for Leave of Absence - Application Form (18/38562)

Councillor	
I hereby apply for the following leave of absence:	
From: To: (Both dates Inclusive)	
Reason for Leave:	
Date: Councillor's Signature:	
Details of meeting you are unavailable to attend:	
Meeting Name:	Date/s:
Recommended: YES NO	
Approval Council Resolution	Date:

Attendance by councillors at meetings

5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because he or she has been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA. (LGA S234(1)(d)

Attendance at committee meetings

- 20.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:
 - a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
 - b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.
- 20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

Attachment B - Requests to Attend by Audio-Visual Link - Application Form (22/8264)

Councillor			
I hereby apply to attend meeting/s by audio-visu	al link:		
From: To:			
(Both dates Inclusive)			
Reason for request to attend by audio-visual link	:		
Date: Councillo	or's Signature:		
Details of meeting you requesting to attend by a	udio-visual link:		
Meeting Name:		Date/s:	
Meeting Name:		_ /	
Recommended: YES	NO		
Approval Council Resolution		Date:	

Attendance by councillors at meetings by audio-visual link

- 5.19 Councillors may attend and participate in meetings of the council and committees of the council by audiovisual link with the approval of the council or the relevant committee.
- 5.20 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.
- 5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.24 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:
 - a) the meetings the resolution applies to, and
 - b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.

Attachment C - Public Forum - Procedure for addressing Council (17/6787)

As detailed in item <u>4 Public Forum</u> in Council's Code of Meeting Practice, Council will hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings.

Any member of the public wishing to address Council members at a Council meeting may request to do so. All requests are subject to approval (clause 4.4 Council's Code of Meeting Practice). Requestors must read and acknowledge Council's Procedure for addressing Council Meetings below.

Council acknowledges and respects the time that Councillors and members of the public dedicate to participating in Council matters through involvement on Committees and attendance at meetings. To ensure members of the public are able to speak on matters concerning them and Council meetings are conducted efficiently, Council requests that members of the public;

- 1. Read Council's <u>Code of Meeting Practice</u> and <u>Procedure for addressing Council</u>; and
- 2. Complete the Declaration of Intent to Address Council.

As detailed in clause 4.3 of Council's Code of Meeting Practice, to speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by Council by 12 noon the day before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.

No more than 2 speakers will be able to address any one agenda item/topic (one for and one against). Each speaker will be allowed 5 minutes to speak on each item requested. A warning bell will sound after 4 minutes. No extensions of time will be given.

Speakers must conduct themselves in accordance with Council's Code of Conduct and Code of Meeting Practice. Presenters must:

- Present only factual information
- Avoid making insulting or defamatory statements about others
- Be mindful of not disclosing other peoples personal and confidential information
- Allow others to present their views without interruption

Disorderly conduct may result in an expulsion by the Chairperson from a council or committee meeting.

Applicants should be aware that Councillors may ask questions of a speaker and there is no obligation from speakers to answer any question put to them.

This form may be submitted in person to Council, by email to <u>council@federationcouncil.nsw.gov.au</u> or by post to PO Box 77, Corowa NSW 2646.

Public Forum - Declaration of intent to address Council Form (17/6787)

Applicant:

Name:	Phon	ne:	
Address:	Poste	code:	
Email:			

Details of represented party:

I am representing myself someone other than myself (Provide name/s below).

Details of proposed meeting address:

Date of meeting: _____

Agenda Item Number:_____

I am speaking For / Against this Agenda Item.

Please provide a brief outline of your proposed presentation:

Declaration:

I have read and understand the Federation Council Code of Conduct and Code of Meeting Practice and agree to abide by these guidelines.

Name:	
(please print)	
Signed:	Date:



100 Edward Street Corowa NSW 2646
PO Box 77, Corowa NSW 2646
(02) 6033 8999
council@federationcouncil.nsw.gov.au

Public Forum – Procedure for addressing Council

As detailed in item <u>4 Public Forum</u> in Council's Code of Meeting Practice, Council will hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings.

Any member of the public wishing to address Council members at a Council meeting may request to do so. All requests are subject to approval (clause 4.4 Council's Code of Meeting Practice). Requestors must read and acknowledge Council's Procedure for addressing Council Meetings below.

Council acknowledges and respects the time that Councillors and members of the public dedicate to participating in Council matters through involvement on Committees and attendance at meetings. To ensure members of the public are able to speak on matters concerning them and Council meetings are conducted efficiently, Council requests that members of the public;

- 1. Read Council's Code of Meeting Practice and Procedure for addressing Council; and
- 2. Complete the Declaration of Intent to Address Council.

As detailed in clause 4.3 of Council's Code of Meeting Practice, to speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by Council by 12 noon the day before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.

No more than 2 speakers will be able to address any one agenda item/topic (one for and one against). Each speaker will be allowed 5 minutes to speak on each item requested. A warning bell will sound after 4 minutes. No extensions of time will be given.

Speakers must conduct themselves in accordance with Council's Code of Conduct and Code of Meeting Practice. Presenters must:

- Present only factual information
- Avoid making insulting or defamatory statements about others
- Be mindful of not disclosing other peoples personal and confidential information
- Allow others to present their views without interruption

Disorderly conduct may result in an expulsion by the Chairperson from a council or committee meeting.

Applicants should be aware that Councillors may ask questions of a speaker and there is no obligation from speakers to answer any question put to them.

This form may be submitted in person to Council, by email to <u>council@federationcouncil.nsw.gov.au</u> or by post to PO Box 77, Corowa NSW 2646.

CREATING OPPORTUNITY CELEBRATING COMMUNITY

Page 1 of 2

Public Forum – Declaration of intent to address Council

Applicant:

Name:		Phone:	
Address:		Postcode:	
Email:		· ·	
	presented party: enting myself someone other than myself (I	Provide name/s below).	
-	roposed meeting address:		
	n Number		
I am speakin	ng For 🗌 / Against 🗌 this Agenda Item.		
Please provi	de a brief outline of your proposed presentation	:	
Declaration: I have read a by these gui	and understand the Federation Council Code of Co	onduct and Code of Meeting Practi	ce and agree to abide
Name:			
	(please print)		

17/6787

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2646 PO Box 77, Corowa NSW 2646

🥑 (02) 6033 8999

@ council@federationcouncil.nsw.gov.au

Requests to Attend by Audio-Visual Link - Application Form

Councillor	
I hereby apply to attend meeting/s by audio-visual link:	
From: To:	
(Both dates Inclusive)	
Reason for request to attend by audio-visual link:	
Date: Councillor's Signature:	
Details of meeting you requesting to attend by audio-visual link:	
Meeting Name:	Date/s:
Recommended: YES NO	
Approval Council Resolution	Date:

Attendance by councillors at meetings by audio-visual link

- 5.19 Councillors may attend and participate in meetings of the council and committees of the council by audiovisual link with the approval of the council or the relevant committee.
- 5.20 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.
- 5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.24 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:
 - a) the meetings the resolution applies to, and
 - b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.

CREATING OPPORTUNITY CELEBRATING COMMUNITY

7.2. Local Government Remuneration Tribunal 2022/23 Determination of Councillor and Mayor Fees

Author: Rachelle Henson, Executive Assistant

Summary

The purpose of this report is to advise Council that the Local Government Remuneration Tribunal has set the range of payments and fees for Councillors and Mayors in NSW for 2022/23.

The determination by the Tribunal provides for a maximum increase of 2.0 % to the mayoral and councillor fees effective from 1 July 2022. There were no changes to the categories or allocation of Councils into those categories, following this review.

Recommendation

- THAT Council note the report on the Local Government Remuneration Tribunal 2022/23 Determination of Councillor and Mayor Fees;
- 2. THAT Council apply a 2.0% increase to the Councillors payment for 2022/23 equating to \$12,650 per annum; and
- 3. THAT Council apply a 2.0% increase to the Mayor's payment for 2022/23 equating to \$27,600 per annum, noting that the Mayor also receives the Councillor payment making the total payment to the Mayor \$40,250 per annum, as well as the provision of a Council vehicle.

Background

In accordance with section 239 of the Local Government Act 1993 (LG Act) the categories of general purpose councils are determined as follows:

Metropolitan	Non-metropolitan
Principal CBD	Major Regional City
Major CBD	Major Strategic Area
Metropolitan Large	Regional Strategic Area
Metropolitan Medium	Regional Centre
Metropolitan Small	Regional Rural
	Rural

Federation Council is one of 57 councils categorised Rural.

Community Engagement

N/A

Attachments

- 1. OLG Circular 22-14 2022-23 Determination of the Local Government Remuneration Tribunal (22/17747)
- Local Government Remuneration Tribunal Annual Report and Determination 2022-23 (22-17932)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: *5.3 Ensure good governance and administration.* **Operational Plan Action 2021-2022:** *5.3.13 Provide Councillor Support Services.*

Financial Implications

Pursuant to s.241 of the Local Government Act 1993, the annual fees determined by the Remuneration Tribunal for this category is a minimum of \$9,560 to a maximum of \$12,650. The additional fee for the Mayor/Chairperson* has been determined at a minimum of \$10,180 to a maximum of \$27,600.

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Council is currently paying Councillors \$12,400 per annum and the Mayor's payment is \$27,060 per annum. The Mayor also receives the Councillor payment making the total payment to the Mayor of \$39,460 per annum.

It is recommended an increase of 2.0% be adopted, in line with the determination from the tribunal which would make the payment to Councillors \$12,650 per annum and the Mayor's payment \$27,600 per annum. The Mayor also receives the Councillor payment making the total payment to the Mayor \$40,250 per annum.

The draft 2022/23 budget currently on exhibition contained a minor increase in this range in anticipation of this being granted and so there are no adverse financial implications as a result of this report.

Financial Sustainability

Adopting the recommendation in this report is considered to have a neutral effect on Councils Long Term Financial Sustainability.

Risk Implications

None foreseeable.

Legal Implications

In accordance with the Local Government Act and other relevant/related legislation.

Options

- 1. Increasing fees by 2% Recommended.
- 2. Keep fees the same, as current fees are still within the range.
- 3. Increase fees by a lower percentage. Eg 1 % Councillor \$12,525 and Mayor \$27,330 making the total payment for the Mayor \$39,855.



Circular Details	Circular No 22-14/ 22 May 2022 / A817449	
Previous Circular	21-06 – 2021/22 Determination of the Local Government	
	Remuneration Tribunal	
Who should read this	Councillors / General Managers	
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au	
Action required	Council to Implement	

2022/23 Determination of the Local Government Remuneration Tribunal

What's new or changing

- The Local Government Remuneration Tribunal has determined an increase of 2% to mayoral and councillor fees for the 2022-23 financial year, with effect from 1 July 2022.
- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every three years under section 239 of the *Local Government Act 1993*. The Tribunal last undertook a significant review of the categories as part of its 2020 determination and will next review these categories in 2023.
- The Tribunal found that the allocation of councils into the current categories continued to be appropriate having regard to the 2020 review, the current category model and criteria and the evidence put forward in the submissions received.

What this will mean for your council

 Sections 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2022 based on the Tribunal's determination for the 2022-23 financial year.

Key points

- The level of fees paid will depend on the category the council is in.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal.
- If a council does not fix a fee, the council must pay the minimum fee determined by the Tribunal.

Where to go for further information

- The Tribunal's report and determination is available here.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Melanie Hawyes Deputy Secretary, Crown Lands and Local Government

Office of Local Government 5 O'Keefe Avenue NOWRA NSW 2541 Locked Bag 3015 NOWRA NSW 2541 T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209

E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 20 770 707 468

Local Government Remuneration Tribunal

Annual Report and Determination

Annual report and determination under sections 239 and 241 of the Local Government Act 1993

20 April 2022

Local Government Remuneration Tribunal

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Executive Summary

The Local Government Act 1993 (LG Act) requires the Local Government Remuneration Tribunal ("the Tribunal") to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

The Tribunal found the allocation of councils into the current categories appropriate. Criteria for each category is published in Appendix 1. These categories have not changed further to the extensive review undertaken as part of the 2020 review.

Fees

The Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Section 1 Introduction

- 1. Section 239 of the LG Act provides that the Tribunal determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories.
- 2. Section 241 of the LG Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under section 239.
- 3. Section 242A(1) of the LG Act, requires the Tribunal to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission.
- 4. The Tribunal can also determine that a council can be placed in another existing or new category with a higher range of fees without breaching the Government's Wages Policy as per section 242A (3) of the LG Act.
- 5. The Tribunal's determinations take effect from 1 July each year.

Section 2 2021 Determination

- 6. The Tribunal received 18 submissions which included 9 requests for re-categorisation. At the time of making its determination, the Tribunal had available to it the Australian Bureau of Statistics 25 March 2020 population data for FY2018-19. The Tribunal noted the requirement of section 239 of the LG Act that it must determine categories for councils and mayoral offices at least once every 3 years. It noted that the Tribunal had conducted an extensive review in 2020 and decided that the categories would next be considered in 2023.
- 7. The Tribunal found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's finding had regard to the 2020 review, the current category model and criteria and the evidence put forward in the received submissions.
- 8. In regard to fees, the Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Section 3 2022 Review

Process

9. In 2020, the categories of general purpose councils were determined as follows:

Metropolitan	Non-Metropolitan
Principal CBD	Major Regional City
Major CBD	Major Strategic Area
Metropolitan Large	Regional Strategic Area
Metropolitan Medium	Regional Centre
Metropolitan Small	Regional Rural

Rural

- 10. The Tribunal wrote to all mayors or general managers and LGNSW on 14 October 2021 to advise of the commencement of the 2021 review and invited submissions regarding recategorisation, fees and other general matters. The Tribunal's correspondence advised that an extensive review of categories was undertaken in 2020 and, as this was only legislatively required every three years, consideration would be next be given in 2023. The correspondence further advised that submissions requesting to be moved into a different category as part of the 2022 review would require a strong case supported by evidence that substantiates that the criteria for the requested category is met.
- 11. Seven submissions were received from individual councils and one submission was received from LGNSW. The Tribunal noted that several of the submissions had not been endorsed by their respective councils. The Tribunal also met with the President, Chief Executive and Senior Manager of LGNSW.
- 12. The Tribunal discussed the submissions at length with the Assessors.
- 13. The Tribunal acknowledged previous and ongoing difficulties imposed by COVID19 and natural disasters on councils.
- 14. The Tribunal also acknowledged submissions from councils in regional and remote locations that raised unique challenges, such as travel and connectivity, experienced by mayors and councillors in those areas.
- 15. A summary of the matters raised in the received submissions and the Tribunal's consideration of those matters is outlined below.

Categorisation

16. Five council submissions requested recategorisation. Three of these requests sought the creation new categories.

Metropolitan Large Councils

- 17. Penrith City Council acknowledged that categories were not being reviewed until 2023. However, the Council reiterated their previous year's position and contended that their claim for the creation of a new category of "Metropolitan Large – Growth Centre" continues to be enhanced through their leading role in the Western Sydney City Deal. Council's submission further stated that the participation in the Deal demonstrated the exponential growth that will occur in the Penrith Local Government Area.
- 18. Blacktown City Council requested the creation of a new category "Metropolitan Large Growth Area". Council stated that the current criteria for "Metropolitan Large" does not reflect the Council's size, rate of growth and economic influence.

Council based its argument for a new category on the following grounds:

- Significant population growth. Current estimated population of 403,000 with an expected population of 640,000 in 2041.
- Blacktown being critical to the success of the Greater Sydney Region Plan while also being part of the fastest growing district for the next 20 years.
- 4th largest economy in NSW as of 30 June 2020, Gross Regional Product (GRP) was \$21.98 billion, comparatively City of Parramatta was \$31.36 billion.
- Undertaking of several transformational projects to increase economy and services. Examples include the redesign of Riverstone Town Centre, Australian Catholic University establishment of an interim campus for up to 700 undergrads

with a permanent campus to open by 2024, the \$1 billion Blacktown Brain and Spinal Institute proposal and Blacktown International Sports Park Masterplan to provide a first-class multi-sport venue.

- Expansion in provision of services such as childcare, aquatic and leisure centres.
- Diversity of population.

Non-Metropolitan Major Regional City Councils

- 19. Newcastle Council requested clarification regarding City of Newcastle's status as either Metropolitan or Regional, noting that while City of Newcastle is classified as a "Major Regional City", the Newcastle Local Government Area is often exempt from both regional and metropolitan grant funding due to inconsistencies in classification. Council sought review on the following grounds:
 - Size of council area 187km² (in comparison of Parramatta Council 84km²).
 - Physical terrain.
 - Population and distribution of population.
 - Nature and volume of business dealt with by Council.
 - Nature and extent of development of City of Newcastle.
 - Diversity of communities served.
 - Regional, national and international significance of City of Newcastle.
 - Transport hubs.
 - Regional services including health, education, smart city services and public administration.
 - Cultural and sporting facilities.
 - Matters that the Tribunal consider relevant

Regional Centre

20. Tweed Shire Council requested to be reclassified as a "Regional Strategic Area" on the following grounds:

- Proximity to the Gold Coast City and Brisbane.
- Proximity to Sydney via the Gold Coast airport.
- Tweed being the major population and city centre for the Northern Rivers Joint Organisation.
- Tweed being the largest employer and strongest growth area in the Northern Rivers.

Non-Metropolitan Rural Councils

- 21. Murrumbidgee Council requested recategorisation to "Regional Rural" as they are a product of the merger of the former Jerilderie Shire Council and the former Murrumbidgee Shire Council. Council also suggested that the criteria for "Regional Rural" is amended to:
 - Councils categorised as Regional Rural will typically have a minimum residential population of 20,000 or can demonstrate one of the following features...."
 - the product of the 2016 amalgamation where two or more Rural classified Local Governments Areas merged.

Findings - categorisation

22. The Tribunal assessed each Council's submission and found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's findings had regard to the 2020 review, the current category model and

criteria and the evidence put forward in the received submissions.

- 23. Having regard to the requirements of sections 239 and 240 of the LG Act, the Tribunal did not find that any council's submission was strong enough for a change in category or for the creation of a new category.
- 24. The Tribunal did note, however, that some councils may have a better case for recategorisation at the next major review of categories in 2023.
- 25. The Tribunal was of the view that the 2023 determination and review of categories as required by s239 (1) of the LG Act will see more requests from councils for recategorisation and possible determination of new categories. The Tribunal and Assessors may benefit from visits to meet regional organisations of councils and direct opportunities for input from Mayors and general managers in this regard.

Fees

- 26. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required by section 242A of the LG Act, to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or varying awards or orders relating to the conditions of employment of public sector employees.
- 27. Pursuant to section 146C(1)(a) of the IR Act, the current government policy on wages is expressed in the Industrial Relations (Public Sector Conditions of Employment) Regulation 2014 (IR Reg.). The IR Reg. provides that public sector wages cannot increase by more than 2.5 per cent per annum. The Tribunal therefore has the discretion to determine an increase of up to 2.5 per cent per annum.
- 28. Submissions that addressed fees sought an increase of a maximum of 2.5 per cent per annum or greater. These submissions raised issues such as comparative remuneration, cost of living and increasing workloads. One submission also suggested that higher fees are required to attract a higher standard of candidates to council roles.
- 29. The LGNSW submission contained 3 parts. The first part of the submission supported an increase of 2.5 per cent per annum in remuneration, but further argued that the maximum increase is inadequate and does not address the historical undervaluation of work performed by mayors and councillors, and the substantial expansion of their responsibilities and accountability in recently years. LGNSW used the following economic indexes and wage data in support of their argument:
 - Consumer price index (CPI)
 - National and state wages cases
 - Wage increases under the Local Government (State) Award 2020.
- 30. The second part of LGNSW's submission addressed inequity and impacts of low remuneration. It was supported by the research paper "Councillor perspectives on the (in)adequacy of remuneration in NSW local government: Impacts on well-being, diversity and quality of representation" (the "ANU Paper"), written by Associate Professor Jakimow of the Australian National University. A key finding of the ANU Paper was that "current remuneration levels are perceived as inadequately reflecting the extent and nature of council work." The finding was derived from the undertaking of

Local Government Remuneration Tribunal

a survey of councillors and mayors. The paper suggests that there is a disconnect between workload and remuneration and this was identified as the most frequent argument for increasing the current rate.

- 31. The third and final part of LGNSW's submission compared the minimum and maximum rates of NSW mayor and councillor remuneration to the remuneration of directors and chairpersons of comparable government bodies and not-for-profits, mayors and councillors in Queensland and members of the NSW Parliament. The submission contended that NSW mayor and councillor remuneration is below that of their counterparts.
- 32. Following the most recent review by the Independent Pricing and Regulatory Tribunal (IPART) the amount that councils will be able to increase the revenue they can collect from rates will depend on their level of population growth. IPART has set a 2022-23 rate peg for each council, ranging from 0.7 to 5.0 per cent. IPART's rate peg takes into account the annual change in the Local Government Cost Index, which measures the average costs faced by NSW councils, in addition to a population factor based on each council's population growth.
- 33. Employees under the *Local Government (State) Award 2020* will receive a 2 per cent per annum increase in rates of pay from the first full pay period to commence on or after 1 July 2022.
- 34. The Tribunal has determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Conclusion

- 35. The Tribunal's determinations have been made with the assistance of Assessors Ms Kylie Yates and Ms Melanie Hawyes.
- 36. It is the expectation of the Tribunal that in the future all submissions have council endorsement.
- 37. Determination 1 outlines the allocation of councils into each of the categories as per section 239 of the LG Act.
- 38. Determination 2 outlines the maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils as per section 241 of the LG Act.

Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2022

Section 4 2021 Determinations

Determination No. 1 - Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2021

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)

Sydney

Major CBD (1)

Parramatta

Metropolitan Large (12)
Bayside
Blacktown
Canterbury-Bankstown
Cumberland
Fairfield
Inner West
Liverpool
Northern Beaches
Penrith
Ryde
Sutherland
The Hills

Metropolitan Medium (8)
Campbelltown
Camden
Georges River
Hornsby
Ku-ring-gai
North Sydney
Randwick
Willoughby

Metropolitan Small (8)
Burwood
Canada Bay
Hunters Hill
Lane Cove
Mosman
Strathfield
Waverley
Woollahra

Table 2: General Purpose Councils - Non-Metropolitan			
nal City (2)	Major Strategic Area (1)		Regional S

Major Regional City (2)
Newcastle
Wollongong

Central Coast

Regional Strategic Area (1)	
Lake Macquarie	

Regional Centre (24)				
Albury	Mid-Coast			
Armidale	Orange			
Ballina	Port Macquarie-Hastings			
Bathurst	Port Stephens			
Blue Mountains	Queanbeyan-Palerang			
Cessnock	Shellharbour			
Clarence Valley	Shoalhaven			
Coffs Harbour	Tamworth			
Dubbo	Tweed			
Hawkesbury	Wagga Wagga			
Lismore	Wingecarribee			
Maitland	Wollondilly			

Regional Rural (13)
Bega
Broken Hill
Byron
Eurobodalla
Goulburn Mulwaree
Griffith
Kempsey
Kiama
Lithgow
Mid-Western
Richmond Valley Council
Singleton
Snowy Monaro

Rural (57)				
Balranald	Cootamundra- Junee Gundagai		Oberon	
Bellingen	Cowra	Kyogle	Parkes	
Berrigan	Dungog	Lachlan	Snowy Valleys	
Bland	Edward River	Leeton	Temora	
Blayney	Federation	Liverpool Plains	Tenterfield	
Bogan	Forbes	Lockhart	Upper Hunter	
Bourke	Gilgandra	Moree Plains	Upper Lachlan	
Brewarrina	Glen Innes Severn	Murray River	Uralla	
Cabonne	Greater Hume	Murrumbidgee	Walcha	
Carrathool	Gunnedah	Muswellbrook	Walgett	
Central Darling	Gwydir	Nambucca	Warren	
Cobar	Hay	Narrabri	Warrumbungle	
Coolamon	Hilltops	Narrandera	Weddin	
Coonamble	Inverell	Narromine	Wentworth	

Local Government Remuneration Tribunal

Rural (57)

Yass

Table 3: County Councils

Water (4)	Other (6)
Central Tablelands	Castlereagh-Macquarie
Goldenfields Water	Central Murray
Riverina Water	Hawkesbury River
Rous	New England Tablelands
	Upper Hunter
	Upper Macquarie

Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2022

Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2022

The annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2022 as per section 241 of the *Local Government Act 1993* are determined as follows:

		Councillo	or/Member	Mayor/Ch	airperson
Category		Annual Fee (\$)		Additional Fee* (\$)	
Ca	legory	effective 1	July 2022	effective 1	July 2022
		Minimum	Maximum	Minimum	Maximum
	Principal CBD	28,750	42,170	175,930	231,500
General Purpose	Major CBD	19,180	35,520	40,740	114,770
Councils -	Metropolitan Large	19,180	31,640	40,740	92,180
Metropolitan	Metropolitan Medium	14,380	26,840	30,550	71,300
	Metropolitan Small	9,560	21,100	20,370	46,010
	Major Regional City	19,180	33,330	40,740	103,840
	Major Strategic Area	19,180	33,330	40,740	103,840
General Purpose Councils -	Regional Strategic Area	19,180	31,640	40,740	92,180
Non-Metropolitan	Regional Centre	14,380	25,310	29,920	62,510
	Regional Rural	9,560	21,100	20,370	46,040
	Rural	9,560	12,650	10,180	27,600
County Councils	Water	1,900	10,550	4,080	17,330
	Other	1,900	6,300	4,080	11,510

Table 4: Fees	for Genera	I Purpose and	County	Councils
		i i uipose ana	County	Sounding

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Viv May PSM

Local Government Remuneration Tribunal Dated: 20 April 2021

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

• total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a

significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 200,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural

Councils categorised as Rural will typically have a residential population less than 20,000. Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

7.3. Councillor and General Manager Financial Management Responsibilities

Author: Rachelle Henson, Executive Assistant

Summary

This report is provided to advise Council that the NSW Office of Local Government (OLG) has developed various information sessions on accounting and financial reporting and financial management responsibilities for Councillors and General Managers. The report advises how Councillors are able to access this information.

Recommendation

THAT Council note the report on Councillor and General Manager Financial Management Responsibilities.

Background

In early March the OLG delivered a number of sessions to Councillors and General Managers on their responsibilities in relation to the financial management of councils. The General Manager attended a session and for Councillors who were not able to, a recording of the presentation delivered at the sessions is available on the <u>OLG's Council Portal</u>.

Community Engagement

N/A

Attachments

 OLG Circular 22-13 - Councillor and General Manager Financial Management Responsibilities (22/17541)

Links to Councils Integrated Planning Framework

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: 5.3 Ensure good governance and administration.

Operational Plan Action 2021-2022: *5.3.10 Demonstrate appropriate, effective and efficient financial services.*

Financial Implications

There are no financial implications result of the actions proposed in this report.

Financial Sustainability

Adopting this recommendation has a neutral effect on Council's Long Term Financial Sustainability.

Risk Implications

There are no unreasonable risks as a result of the actions proposed in this report.

Legal Implications

There are no legal implications as a result of the actions proposed in this report.

Options

N/A





Circular Details	22-13/19 May 2022 / A813903
Previous Circular	21-21 / 6 August 2021 / A773025
Who should read this	Councillors / General Managers / All council staff
Contact	Policy Team / (02) 4428 4100 / <u>code@olg.nsw.gov.au</u>
Action required	Information

Councillor and general manager financial management responsibilities – Information sessions

What's new or changing

- Between 5 8 March 2022, the Office of Local Government (OLG) delivered information sessions to councillors and general managers on their responsibilities in relation to the financial management of councils.
- The general manager recording is available on <u>OLG's Council Portal</u> and on OLG's <u>YouTube channel</u>
- A recording of the councillor training session is available on <u>OLG's Council</u> <u>Portal.</u>
- Further, OLG has also developed an in-depth walk through of the Code of Accounting Practice and Financial Reporting, including the primary statements and disclosure notes. This recording is available on <u>OLG's</u> <u>Council Portal</u> and on OLG's <u>YouTube channel.</u>
- These most recent recordings are in addition to, and supplement, the 1-hour information session about the fundamental aspects of accounting and financial reporting released by OLG in August 2021.
- The fundamental aspects of accounting and financial reporting recording is available on <u>OLG's Council Portal</u> and on OLG's <u>YouTube channel</u>.
- OLG encourages councils to widely circulate these recordings to councillors, general managers and staff.

What this will mean for your council

- Councils manage significant finances on behalf of their communities.
- Many staff and all general managers and councillors play a key role in council financial decision making and it is vital decision makers hold an adequate level of financial literacy.
- To support this, OLG has developed various information sessions on accounting and financial reporting and financial management responsibilities.
- These information sessions are delivered via an audio recording and PowerPoint presentation.
- The information sessions add to OLG's growing suite of financial and accounting resources.

Office of Local Government 5 O'Keefe Avenue NOWRA NSW 2541 Locked Bag 3015 NOWRA NSW 2541 T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209 E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 20 770 707 468

Where to go for further information

- The recordings are available on <u>OLG's Council Portal</u> and on OLG's <u>YouTube</u> <u>channel</u>.
- Further financial guidance for councils is also available on <u>OLG's website</u> and <u>OLG's Council Portal</u>.

Melanie Hawyes Deputy Secretary Crown Lands and Local Government

7.4. Local Government NSW Annual Conference - 23-25 October 2022

Author: Rachelle Henson, Executive Assistant

Summary

The purpose of this report is to advise Council of the 2022 Local Government NSW (LGNSW) Annual Conference (Conference) which will be held from Sunday 23 to Tuesday 25 October 2022 at the Crowne Plaza Hunter Valley, 430 Wine Country Drive, Lovedale and to nominate Councillor delegates and voting delegates.

Registration opens 4 July 2022 on the LGNSW website and close 10 October 2022. Members will be able to take advantage of special 'early bird' rates until 17 August 2022.

Recommendation

- THAT Council note the report on the 2022 Local Government NSW (LGNSW) Annual Conference (Conference) will be held from Sunday 23 to Tuesday 25 October at the Crowne Plaza Hunter Valley, 430 Wine Country Drive, Lovedale;
- THAT an additional Councillor be delegated to attend the LGNSW Annual Conference from 23 to 25 October 2022 with the Mayor, Deputy Mayor and General Manager;
- 3. THAT the Mayor and Deputy Mayor be Council's nominated voting delegates; and
- 4. THAT Council finalise any motions to be submitted for consideration at the conference, at the August Council meeting.

Background

The Annual Conference is the main policy making event for the local government sector. It is council's opportunity to submit motions for consideration and debate by delegates. Motions passed at Conference become Resolutions, which LGNSW takes forward on Council's behalf, as part of the sector's advocacy agenda.

Council needs to nominate their voting delegates to enable registration as a nominated voting delegate. Voting delegates registration opens 4 July 2022.

Additional Councillor delegate to be nominated to attend, as determined at the 23 December 2021 Ordinary meeting, Council is to rotate the additional Councillor delegate. Councillor Fahey attended the 2022 Special Conference in place of Councillor Kennedy who was a late withdrawal.

457/21FC RESOLVED on the motion of Councillors Whitechurch and Fahey THAT Council include another Councillor delegate, being Councillor Kennedy to the February 2022 LGNSW Annual Conference and to rotate the additional Councillor delegate for each conference for this term of Council.

Community Engagement

N/A

Attachments

None

Links to Councils Integrated Planning Framework

Theme: Well Governed Federation
Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.
Delivery Program 4 year plan: 5.3 Ensure good governance and administration.
Operational Plan Action 2021-2022: 5.3.13 Provide Councillor Support Services.

Financial Implications

With 3 Councillors and the General Manager attending the total cost is expected to be about \$10,000 which includes registration, Accommodation and travel costs.

This has been included in the 2022/2023 budget.

Financial Sustainability

Adopting this recommendation has a neutral effect on Council's Long Term Financial Sustainability.

Risk Implications

There are no unreasonable risks as a result of the actions proposed in this report.

Legal Implications

There are no legal implications as a result of the actions proposed in this report.

Options

N/A

7.5. Rural Health Forum - Country Mayors Association NSW

Author:Rachelle Henson, Executive Assistant
Adrian Butler, General Manager

Summary

This report is provided to update Council on the Country Mayors Association Rural Health Forum held in Sydney on 26 May 2022. The forum was attended by the Mayor, and was in response to the growing health crisis in regional and rural NSW especially.

Recommendation

THAT Council note the report on the Country Mayors Association Rural and Regional Health Forum held in Sydney.

Background

The Country Mayors Association hosted the Rural Health Forum in Sydney on 26 May 2022 to consider the recommendations of the Legislative Council report into "Health outcomes and access to health and hospital services in rural, regional and remote New South Wales.

The agenda including presentations from -

The Hon. Bronnie Taylor MLC, Minister for Women, Minister for Regional Health, Minister for Mental Health,

Mr Ryan Park MP, Shadow Minister for Health and Mental Health

Mr Richard Colbran, Chief Executive Officer, Rural Doctors Network NSW

Adjunct Professor, Ruth Stewart, National Rural Health Commissioner for Australia

Cr Jamie Chaffey, Deputy Chairman, Country Mayors Association of NSW

The session then concluded with a where to from here for Regional and Rural Health – and suggestions for positive change.

Community Engagement

N/A

Attachments

- 1. Country Mayors Association Rural Health Forum Minutes 26 May 2022 (22/18372)
- 2. Report no 57 PC 2 Health Outcomes and Access to Services
- 3. National Rural Medical Workforce Presentation CMA Rural Health Forum (22/18944)
- 4. NSW Rural Doctors Network Presentation CMA Rural Health Forum (22/18944)

Links to Councils Integrated Planning Framework

Theme: Social Federation

Outcome: Close-knit and welcoming communities where people come together and support each other.

Delivery Program 4 year plan: 4.2 Improve healthcare.

Operational Plan Action 2021-2022: 4.2.1 Facilitate networking meetings of key health stakeholders and practitioners to identify any gaps in health care provision.

4.2.2 Advocate for health services that meet the needs of the community.

4.2.5 Facilitate opportunities to attract and retain General Practitioners to rural towns.

Financial Implications

There are no financial implications associated with this report.

Financial Sustainability

N/A

Risk Implications

N/A

Legal Implications N/A

Options

N/A



Country Mayors Association of NEW SOUTH WALES

Chairperson: Cr Ken Keith OAM PO Box 337 Parkes NSW 2870 02 6861 2333 ABN 92 803 490 533

MINUTES

RURAL HEALTH FORUM

FRIDAY, 26 MAY 2022 AUDITORIUM, CLUB YORK, SYDNEY

The meeting opened at 1.06 p.m.

1. ATTENDANCE:

Armidale Regional Council, Mayor, Cr Sam Coupland, Mayor Armidale Regional Council, Mr James Roncon, General Manager Bathurst Regional Council, Cr Robert Taylor, Mayor Bathurst Regional Council, Mr David Sherley, General Manager Bega Valley Shire Council, Cr Russell Fitzpatrick, Mayor Bega Valley Shire Council, Mr Anthony McMahon, Acting CEO Berrigan Shire Council, Cr Matthew Hannan, Mayor Bland Shire Council, Mr Ray Smith, General Manager Cabonne Shire Council, Cr Kevin Beatty, Mayor Cabonne Shire Council, Mr Brad Burns, General Manager Coolamon Shire Council, Cr David McCann, Mayor Coolamon Shire Council, Mr Tony Donoghue, General Manager Cootamundra-Gundagai Regional Council, Cr Charlie Sheahan, Mayor Cootamundra-Gundagai Regional Council, Mr Glen McAtear, Acting Deputy **General Manager** Cowra Shire Council, Cr Bill West, Mayor Cowra Shire Council, Cr Ruth Fagan Cowra Shire Council, Mr Paul Devery, General Manager Edward River Council, Cr Peta Betts, Mayor Edward River Council, Mr Phil Stone, General Manager Federation Council, Cr Patrick Bourke, Mayor Forbes Shire Council, Cr Phyllis Miller, Mayor Forbes Shire Council, Mr Steve Loane, General Manager Goulburn Mulwaree Council, Cr Bob Peter Walker, Mayor Goulburn Mulwaree Council, Mr Matt O'Rourke, Acting General Manager Griffith City Council, Cr John Doug Curran, Mayor Gunnedah Shire Council, Cr Jamie Chaffey, Mayor Gunnedah Shire Council, Mr Eric Growth, General Manager Gwydir Shire Council, Cr John Coulton, Mayor Gwydir Shire Council, Mr Max Eastcott, General Manager Gwydir Shire Council, Cr Catherine Egan, Deputy Mayor Gwydir Shire Council, Cr Tiffany Galvin

Gwydir Shire Council, Mrs Leeah Daley Gwydir Shire Council, Mrs Carmen Southwell Hay Shire Council, Cr Carol Oataway, Mayor Hay Shire Council, Mr David Webb, General Manager Inverell Shire Council, Cr Paul Harmon, Mayor Kempsey Shire Council, Cr Leo Hauville, Mayor Kempsey Shire Council, Mr Craig Milburn, General Manager Kiama Municipal Council, Cr Neil Reilly, Mayor Leeton Shire Council, Cr Tony Reneker, Mayor Leeton Shire Council, Ms Jackie Kruger, General Manager Liverpool Plains Shire Council, Cr Doug Hawkins, Mayor Liverpool Plains Shire Council, Ms Joanna Sangster, General Manager Mid Western/Mudgee Regional Council, Mr Brad Cam, General Manager Moree Plains Shire Council, Mr Nick Tobin, Acting General Manager Narrandera Shire Council, Cr Neville Kschenka, Mayor Narrandera Shire Council, Mr George Cowan, General Manager Oberon Council, Cr Mark Kellam, Mayor Oberon Council, Mr Gary Wallace, General Manager Orange City Council, Cr Jason Hamling, Mayor Orange City Council, Mr Dave Wadell, General Manager Parkes Shire Council, Cr Ken Keith, Mayor Tamworth Regional Council, Cr Judy Coates Temora Shire Council, Mr Gary Lavelle, General Manager Tenterfield Shire Council, Cr Bronwyn Petrie, Mayor Upper Lachlan Shire Council, Cr Pam Kensit, Mayor Uralla Shire Council, Cr Bob Crouch, Deputy Mayor Uralla Shire Council, Ms Kate Jessop, General Manager Warren Shire Council, Mr Gary Woodman, General Manager Warrumbungle Shire Council, Cr Ambrose Doolan, Mayor LGNSW, Mr Scott Phillips, CEO ALGA, Cr Linda Scott, President

APOLOGIES:

As submitted

To consider the recommendations of the Legislative Council report into "Health outcomes and access to health and hospital services in rural, regional and remote New South Wales"

Welcome and Introduction of Proceedings, Cr Ken Keith OAM, Chairman, Country Mayors Association of NSW

The Chairman welcomed members of CMA which advocates, for health services in rural NSW. It was Country Mayors that lobbied the State Government to establish a Ministry of Regional Health. The purpose of the forum is to guide a discussion and solutions for rural health in NSW. We need to get both Commonwealth and State Governments to pursue a new policy direction.

Cr Jamie Chaffey, Deputy Chairman, Country Mayors Association of NSW, Rural Health a Local Government Perspective

The Country Mayors Association is demanding change and acknowledges the Inquiry and all those that participated in it. Politics has to be removed from the equation. There should be no divide between metropolitan and rural NSW. The Ministry of Regional Health has been established because of Country Mayors. The Inquiry is the first to identify the shortcomings of rural health in NSW. There is an election due in NSW in the next 10 months and swift action is required. There were 720 submissions to the Inquiry which identified poorer health outcomes in rural NSW compared to metropolitan areas. There are significant poorer outcomes and poorer substandard and levels of care. It is complicated issue but action will save lives. Country Mayors calls on the implementation Cr Chaffey outlined the issues affecting the Gunnedah of all recommendations. community.

The Hon Bronnie Taylor MLC, Minister for women, Minister for Regional Health, Minister for Mental Health

The Minister is a registered nurse who practiced in rural NSW. The Minister thanked those that had the courage to come forward. 95% of patients admitted to rural hospitals That is not to say there aren't problems. had a good experience. We need to concentrate on those concerns. The best outcomes for mental health is to keep the patients in their communities. We Have't included Local Government in our conversations. Aged care support is a commitment of the new Federal Government. Driving hundreds of kilometers to see their loved ones is unacceptable. The State Government has established a Division of Regional Health and a Coordinator. There will be designated staff to consider problems as they arise. In respect of Telehealth and visual care the Minister does not believe virtual care should replace face to face consultation. There are benefits of Telehealth such as of lesser driving to appointments. The Government will not impose models of care that the communities do not want. Different levels of salaries to staff doing the same job causes discontent. 5,000 nurses per year are coming through the system. We are loosing a lot of doctors as they are not The doctors issue is a big issue. supported as much as they should. A new medical school has been established at CSU. The Government has to address the recommendations of the Inquiry and the Government will respond before the six months timeline. We face enormous challenges and we will not walk away from them

Mr Ryan Park MP, Shadow Minister for Health and Mental Health

The Shadow Minister plans to approach the new National Cabinet with the outcomes of the Inquiry. He became Shadow minister for Health 3 years ago and after meeting practitioners from Far Western NSW he has tried to initiate change. The Inquiry had 720 submissions had 22 findings and 44 recommendations. There are a lot of good things that have happened but the Government needs to acknowledge a lot more needs to be The recommendations have not missed the mark and having a Minister for done. Regional Health is a good thing. There has not been a focus in the past at a bureaucratic level. We have agreed to implement the recommendations and there needs to be a report to each session of parliament on the implementation of the recommendations. Some people who made submissions took a risk to come forward. There needs to be more State responsibility for rural health and there needs to be regular input from the National Council. NSW needs to get better as there is a bureaucratic culture of secretecy. Boards are distant from their communities. There needs to be an opportunity for health workers to come forward with their concerns.

Mr Richard Colbran, Chief Executive Officer, Rural Doctors Network NSW

The Network was established in 1988 and accesses communities, workforce organisations and the sector Focuses and challenges are access service models, chronic disease

prevention, available hospitals preservations, workforce retention, recruitment, future workforce pathways and immersion, regions of choice campaigns, practice and NGO viability, remuneration advocacy, education, and engagement in workforce planning. What's working is well planned and tracked long term localized health models, workforce acknowledgement, rural health advocacy, practice and service system standards, future workforce programs, coordination of natural disaster responses and multi agency recruitment. What we can do together is joint rural health advocacy, LGA or town based health system and workforce plans, rural workforce campaigns, immersion programs and recruitment

Adjunct Professor, Ruth Stewart, National Rural Health Commissioner for Australia

Ruth Stewart has spent 30 years as a rural GP. At the time of the Medicare freeze GP's were the predominant provider for primary health care but now it is specialist providers. Rural communities need rural generalists. There are far fewer doctors per head of population in remote and rural communities. GP's in these communities are not doing General Practice work. Patient experience is that there are improved numbers in specialists but declining numbers in GP's. The economic drivers of medical care are financial incentives, Medicare indexation freeze, and ineffective retention grants. To rural proof the workforce metropolitan students with metropolitan internship only 12% become rural doctors. Non metro students with non metropolitan internship significant numbers stay in a non metropolitan practice.

Where to from here for Regional and Rural Health – Suggestions for positive change

Issues that need to be considered by Country Mayors are

- (1) Local Health Districts need to introduce measures to hold on to internees
- (2) Develop a system to get overseas doctors into are communities (Leeton)
- (3) Support UNE, CSU, and SCU to establish new medical schools (Uralla)
- (4) Investigate administration and boundaries of Health Districts (Tenterfield)
- (5) Have Primary Care nurses connected to hospitals (Tamworth)
- (6) Indigenous Training of indigenous people for their communities (Parkes)
- (7) Advocacy approach and strategy to be developed by Country Mayors (Richard Colbran)
- (8) Ensure the State Government reports on the progress of the Inquiry (Richard Colbran)
- (9) The Commonwealth Government to explain what they are doing in respect of the Inquiry (Richard Colbran)
- (10) Thank those that have worked hard under a difficult situation (Richard Colbran)
- (11) Councils build health plans (Richard Colbran)
- (12) The issue is workforce. Where is the workforce and where do you get it (Richard Colbran)
- (13) Travel allowances to be simplified (Richard Colbran)
- (14) Need bipartisan support of the 44 recommendations and continuation of Minister for Regional Health
- (15) Reestablish Hospital Boards (Hay)

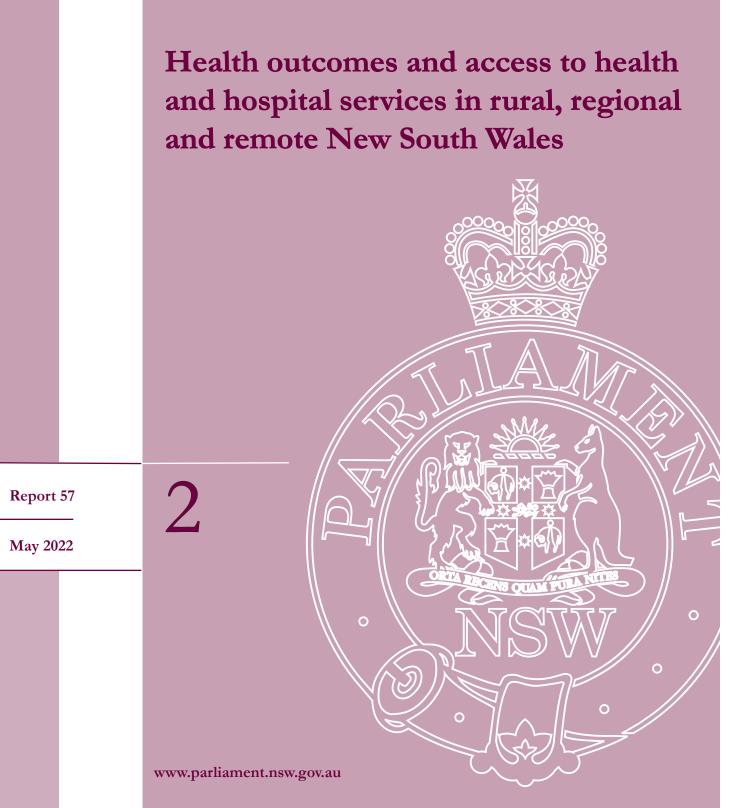
There being no further business the Forum closed at 5.17pm.

Cr Ken Keith OAM Chairman Country Mayor's Association of NSW



LEGISLATIVE COUNCIL

PORTFOLIO COMMITTEE NO. 2



Portfolio Committee No. 2 - Health

Health outcomes and access to health and hospital services in rural, regional and remote New South Wales

Ordered to be printed 5 May 2022 according to Standing Order 231

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Health outcomes and access to health and hospital services in rural, regional and remote New South Wales

"May 2022".

Chair: Hon. Greg Donnelly, MLC.



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Terms of reference

That Portfolio Committee No. 2 - Health inquire into and report on health outcomes and access to health and hospital services in rural, regional and remote NSW, and in particular:

- (a) health outcomes for people living in rural, regional and remote NSW;
- (b) a comparison of outcomes for patients living in rural, regional and remote NSW compared to other local health districts across metropolitan NSW;
- (c) access to health and hospital services in rural, regional and remote NSW including service availability, barriers to access and quality of services;
- (d) patient experience, wait-times and quality of care in rural, regional and remote NSW and how it compares to metropolitan NSW;
- (e) an analysis of the planning systems and projections that are used by NSW Health in determining the provision of health services that are to be made available to meet the needs of residents living in rural, regional and remote NSW;
- (f) an analysis of the capital and recurrent health expenditure in rural, regional and remote NSW in comparison to population growth and relative to metropolitan NSW;
- (g) an examination of the staffing challenges and allocations that exist in rural, regional and remote NSW hospitals and the current strategies and initiatives that NSW Health is undertaking to address them;
- (h) the current and future provision of ambulance services in rural, regional and remote NSW;
- (i) the access and availability of oncology treatment in rural, regional and remote NSW;
- (j) the access and availability of palliative care and palliative care services in rural, regional and remote NSW;
- (k) an examination of the impact of health and hospital services in rural, regional and remote NSW on indigenous and culturally and linguistically diverse (CALD) communities; and
- (l) any other related matters.

The terms of reference for the inquiry were self-referred by the committee on 27 August 2020.¹

¹ *Minutes*, NSW Legislative Council, 15 September 2020, p 1274.

Committee details

Committee members

Australian Labor Party Animal Justice Party	Chair Det ute Chain
Animal Justice Party	Detute Chain
5	Deputy Chair
Liberal Party	
The Greens	
The Nationals	
Liberal Party	
Australian Labor Party	
	Liberal Party The Greens The Nationals Liberal Party

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- * The Hon Trevor Khan MLC substituted for the Hon Lou Amato MLC from 22 June 2021 to 6 January 2022.
- ** The Hon Chris Rath MLC replaced the Hon Shayne Mallard MLC as a substantive member of the committee from 29 March 2022. The Hon Shayne Mallard MLC replaced the Hon Natasha Maclaren-Jones MLC as a substantive member of the committee from 25 January 2022.

Chair's foreword

The delivery of health services in New South Wales is a joint responsibility between the Australian and New South Wales governments. In simple terms, the Australian Government is responsible for the provision of GP services, and the State Government is responsible for the public hospital system. Eleven years ago, as a result of the Garling Inquiry, the State Government established 15 Local Health Districts to deliver health care that was to be tailor made for the communities that they served.

While recognising that the provision of health services to an area as large as rural, regional and remote New South Wales is challenging and complex, throughout this inquiry the committee heard repeatedly about individuals and families let down by the health system. We heard stories of emergency departments with no doctors; of patients being looked after by cooks and cleaners; of excessive wait times for treatment; and of misdiagnoses and medical errors. This evidence is by no means a reflection on the NSW Health staff working tirelessly in challenging circumstances; rather it is an indictment of the system that has allowed this situation to develop. Overall, the committee has found that residents of rural, regional and remote New South Wales have poorer health outcomes and inferior access to health and hospital services, and face significant financial challenges in accessing these services, compared to their metropolitan counterparts. This is a situation that can and should not be seen as acceptable.

The issues are, of course, inextricably linked to the significant and longstanding workforce challenges facing doctors, nurses and other health service providers beyond the metropolitan areas of Newcastle, Sydney and Wollongong. The shortages in these workforces are, in some locations, at critical levels. Unsustainable working hours, poorly coordinated recruitment and retention strategies, inadequate remuneration, lack of resources, threats to physical safety and a culture of fear are pushing some to breaking point, to the detriment of both the individual and the communities they serve.

The issues faced by the doctor and clinician workforce are undoubtedly complicated by the shared responsibilities between the Commonwealth and State governments, and their inability to achieve effective structural reform. There is an urgent need for ministerial level intervention to establish clear governance arrangements and a strategic plan to deliver on the health reforms recommended in this report. In respect of the doctor and clinician workforce, these reforms include the implementation of a single employer model for GP trainees across rural, regional and remote New South Wales, the establishment of a Rural Area Community Controlled Health Organisation pilot, as well as the development of a 10-year recruitment and retention strategy and an increase in rural and regional training positions.

On the issue of nurses and midwives, the evidence has shown a disconnect between the reality of the daily challenges faced by them working in rural, regional and remote areas, and NSW Health's perception of the situation. In order to expand and develop the workforce, the committee has recommended that NSW Health expedite its review of the nursing and midwifery workforce with a view to urgently increasing nurse and midwifery staffing numbers based on local need across rural, regional and remote New South Wales. We also recommend wider implementation of the Nurse Practitioner model of care and greater employment of geriatric nurses. The committee has also made recommendations to support the existing workforce, including in relation to remuneration of on call arrangements, plans to address security issues, and greater professional development opportunities for nurses and midwives.

The committee also examined a number of specific health services – including oncology, palliative care, allied health, other health and ambulance services – as well as the delivery of virtual care, otherwise known

as telehealth. Overall, the evidence demonstrated that the services provided in rural, regional and remote locations do not always accord with community need. While acknowledging that not all services are able to be viably run in all locations across the State, more must be done to ensure that regardless of postcode, residents can seek, access and receive treatment in a timely and cost-effective manner. It was also very clear that, as with their doctor, clinician and nursing colleagues there is a critical shortage of health professionals across rural, regional and remote New South Wales.

The fragmented nature of health care provision outside of metropolitan cities also raised concerns about patients getting lost in a vast and complicated system thus resulting in sub-optimal outcomes for them. Improved coordination and communication between service providers, such as through the use of shared medical records, would undeniably improve the current situation. Similarly, it was concerning to discover that there is a lack of palliative care and palliative care services, and as a result it is critical that a taskforce be established to map palliative care services, establish an agreed, uniform state-wide platform for the collection of palliative care and end of life care data, and promote innovative models of palliative care services.

It was however heartening to hear about innovations that offer promising solutions to some of the more challenging issues that come with servicing dispersed populations. From the use of Remote Video Assisted Chemotherapy Services to expanding the Far West NSW Palliative and End-of-Life model of care, there are innovative initiatives and programs that are better able to serve community needs. Additionally, the committee welcomes the flexibility offered by virtual care, but cautions that this flexibility must not be used as a basis to reduce or substitute for face-to-face health services and care, but rather complement and enhance them. The committee has recommended that where telehealth is used, additional staff be rostered on and that they be provided with training on how to effectively use telehealth and other virtual models of care.

On the issue of First Nations people's experiences with health services, the evidence was that factors such as discrimination, racism, poor experiences with healthcare professionals, lack of transport, and the lack of affordable and culturally appropriate healthcare services contribute to a reluctance by some First Nations people to seek medical assistance. A key focus for improvement must therefore be around increased cultural safety, and the committee has recommended engagement with local Elders to develop strategies in this regard. Complementing these strategies, priority must also be given to increasing the Indigenous workforce across all disciplines, job types and locations. Furthermore, in order to support the delivery of health services and improve the health outcomes of First Nations people in New South Wales, the committee has recommended the formalisation of partnerships with the local Aboriginal Community Controlled Health Services and Indigenous representation on the governing board of each Local Health District.

Governance ultimately underpins many of the issues raised in this inquiry. Our report documents serious concerns about the governance of the health bureaucracy in this state, particularly in the areas of transparency, accountability, culture and communication. For example, the committee was very concerned to hear that the Regional Health Minister is proceeding with the development of the new rural health plan without having undertaken and publishing an informed and comprehensive evaluation of *NSW Rural Health Plan: Towards 2021*. Further, the committee has found that there is a culture of fear in relation to employees speaking out and raising concerns and issues about patient safety, staff welfare and inadequate resources. The committee has therefore recommended a complete overhaul of the complaints management process and the establishment of the Health Administration Ombudsman. The Local Health Districts must also commit to reinvigorating the Local Health Advisory Committees and effectively engage with communities in genuine consultation and decision making processes.

There is much work to be done across so many areas. In order to ensure that focus and momentum for change is not lost, the committee has recommended a further inquiry to report on the progress and developments that have been made to address the matters raised in the report in two years' time.

Finally, the committee thanks all those who participated in this inquiry through their submissions and oral evidence. I also wish to acknowledge and thank my committee colleagues for the collegiate way in which they have engaged and participated in this important and long-running inquiry. Can I conclude by thanking all the committee staff for their hard work and professionalism, without which this report could not have been produced.



The Hon Greg Donnelly MLC Committee Chair

Findings

Finding 1

That rural, regional and remote patients have significantly poorer health outcomes, greater incidents of chronic disease and greater premature deaths when compared to their counterparts in metropolitan areas.

Finding 2

That residents in rural, regional and remote New South Wales have inferior access to health and hospital services, especially for those living in remote towns and locations and Indigenous communities, which has led to instances of patients receiving substandard levels of care.

Finding 3

That residents living in rural, regional and remote communities face significant financial challenges in order to access diagnosis, treatment and other health services compared to those living in metropolitan cities.

Finding 4

That rural, regional and remote medical staff are significantly under resourced when compared with their metropolitan counterparts, exacerbating health inequities.

Finding 5

That the Commonwealth/State divide in terms of the provision of health funding has led to both duplication and gaps in service delivery.

Finding 6

That activity-based funding is not appropriate for all rural and remote based hospitals with many marginally viable at best under this funding model.

Finding 7

That the existing GP/VMO model is creating difficulties for NSW Health in ensuring doctor coverage in hospitals, and many doctors working under this model experience enormous pressure.

Finding 8

That there is a perception by many frontline healthcare workers that NSW Health does not appear to appreciate the extent of the exhaustion and depth of concerns felt by many nurses and allied health workers in rural, regional and remote New South Wales.

Finding 9

That there is a critical shortage of health professionals across rural, regional and remote communities resulting in staffing deficiencies in hospitals and health services.

Finding 10

That health and hospital staff are strongly committed to improving health outcomes for their patients, but they are constrained by a lack of resourcing from the NSW and Australian governments.

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Finding 11

That there has been a historic failure by various NSW and Australian governments to attract, support and retain health professionals especially doctors and nurses in rural, regional and remote areas.

Finding 12

That cancer patients in New South Wales face significant out of pocket costs which is resulting in patients experiencing severe financial distress and/or choosing to skip life-saving cancer treatments.

Finding 13

That there is a lack of palliative care and palliative care services in rural, regional and remote New South Wales.

Finding 14

That a lack of regional Patient Transport Services is being supplemented by Ambulance NSW, resulting in paramedics frequently attending patients who do not require emergency care and reducing Ambulance NSW's capacity to respond to emergencies, and that this comes at great cost to patient and paramedic safety.

Finding 15

That there are significant barriers to the training and deployment of Extended Care and Intensive Care Paramedics in rural, regional and remote New South Wales despite the fact that these roles would provide significant health benefits in those communities.

Finding 16

That the introduction and use of virtual care is an important new innovation. However, it must not be used as a basis to reduce or substitute for face-to-face health services and care, but rather complement and enhance them.

Finding 17

That it is unacceptable that some First Nations people still experience discrimination when seeking medical assistance in some rural, regional and remote hospitals in New South Wales.

Finding 18

That telehealth has created another barrier for First Nations people in terms of accessing culturally appropriate health services.

Finding 19

That there is a lack of transparency and accountability of NSW Health and the rural and regional Local Health Districts in terms of governance.

Finding 20

Finding 21

That there is a lack of communication and genuine consultation between boards and management of Local Health Districts and communities when changes are proposed and made to hospitals and health services.

and raising concerns and issues about patient safety, staff welfare and inadequate resources.

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That there is a culture of fear operating within NSW Health in relation to employees speaking out

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Finding 22

That there is a lack of information and support for patients in rural, regional and remote areas when they leave the hospital system – especially those discharged in remote communities – resulting in poor health outcomes.

Recommendations

Recommendation 1

That NSW Health review the current funding models for all rural and regional Local Health Districts in order to identify any service delivery gaps and provide any recommendations for funding increases.

Recommendation 2

That the NSW Government review the Isolated Patients Travel and Accommodation Assistance Scheme (IPTAAS) as a matter of priority, with a view to:

- increasing the current reimbursement rates for accommodation and per kilometre travel
- expanding the eligibility criteria, with consideration given to people participating in medical trials, those that hold private health insurance and those that are referred to treatment centres that are not geographically closest to them due to the urgency of the treatment required
- streamlining the application process to make it easier for patients to access the scheme
- undertaking on an ongoing basis a public awareness program of the scheme across the state in communities and among health professionals who can then inform patients.

Recommendation 3

That NSW Health, the rural and regional Local Health Districts and Transport for NSW work collaboratively to ensure, where feasible, more frequent and appropriately timed affordable transport services are available to support people to attend medical appointments in rural, regional and remote areas.

Recommendation 4

That NSW Health review the funding available for air transport.

Recommendation 5

That NSW Health and the rural and regional Local Health Districts actively engage with local community groups and charities to understand the services and resources they provide, and to ensure that where possible and appropriate, service gaps are filled by government.

Recommendation 6

That on the two-year anniversary of the tabling of this report, Portfolio Committee No. 2 – Health undertake an inquiry and report on the progress and developments that have been made to address the matters raised by this inquiry.

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Recommendation 7

That the NSW Government urgently engage with the Australian Government at a ministerial level to:

- establish clear governance arrangements and a strategic plan to deliver on the health reforms recommended in this report to improve doctor workforce issues
- progress those initiatives that both levels of government have identified as meritorious, but where progress has been slow or non-existent.

Recommendation 8

That the NSW Government investigate ways to support the growth and development of the primary health sector in rural, regional and remote areas, and support the sector's critical role in addressing the social determinants of health and reducing avoidable hospitalisations for the citizens of New South Wales.

Recommendation 9

That NSW Health work with the Australian Government and the Primary Health Networks to expedite the implementation of a single employer model for GP trainees across rural, regional and remote New South Wales.

Recommendation 10

That the NSW Government work with the Australian Government to establish a Rural Area Community Controlled Health Organisation pilot, with a view to evaluating and refining it for rollout in all areas of New South Wales where existing rural health services do not meet community needs.

Recommendation 11

That NSW Health work with the Australian Government collaboratively to immediately invest in the development and implementation of a 10-Year Rural and Remote Medical and Health Workforce Recruitment and Retention Strategy. This should be done in consultation with rural, regional and remote local government, schools, community services, human services, unions, professional organisations, general practice, pharmacists and community organisations. It should set out a clear strategy for how NSW Health will work to strengthen and fund the sustainability and growth of rural, regional and remote health services in each town including quantifiable targets for tangible improvement in community-level health outcomes, medical and health workforce growth, community satisfaction, and provider coordination and sustainability. It must also address hospital and general practice workforce shortages including General Practitioner, nurses and midwives, nurse practitioners, mental health nurses, psychologists, psychiatrists, counsellors, social workers, paramedics, allied health practitioners and Rural Generalists.

Recommendation 12

That NSW Health review the working conditions, contracts and incentives of GPs working as Visiting Medical Officers in public health facilities in rural, regional and remote New South Wales, to ensure that the GP/VMO model remains viable while broader innovation and reform progresses.

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Recommendation 13

That NSW Health establish a state-wide system of GP/VMO accreditation, which is independent of the Local Health Districts. As part of this system, NSW Health should ideally look to establish an online GP/VMO availability system where GP/VMOs can nominate dates and locations they are available to work that can be accessed by the rural and regional Local Health Districts and general practices in filling vacancies.

Recommendation 14

That NSW Health work with the Australian Government, the Primary Health Networks, the university sector and the specialist medical colleges to increase rural GP and specialist training positions, integrating these within the new employment and service delivery models recommended in Recommendations 9 and 10.

Recommendation 15

That NSW Health review the current employment arrangements and remuneration structure for trainee doctors with a view to aligning rural trainees' remuneration and incentives with those provided to metropolitan students travelling for rural training.

Recommendation 16

That NSW Health expedite its review of the nursing and midwifery workforce with a view to urgently increasing nurse and midwifery staffing numbers based on local need across rural, regional and remote New South Wales. The outcome should ensure there are staffing levels that enable optimal patient care and for that care to be delivered in a professionally, physically and psychologically safe environment. NSW Health should publicly report on an annual basis its performance in meeting this outcome.

Recommendation 17

That NSW Health work to widely implement the Nurse Practitioner model of care in rural, regional and remote New South Wales, by:

- funding the recruitment and training of additional Nurse Practitioners to work in rural, regional and remote areas, particularly in facilities without 24/7 doctor coverage, or that utilise virtual medical coverage
- working with the Australian Government to address the practical barriers to creating and supporting these roles identified by the Australian College of Nurse Practitioners.

Recommendation 18

That in addition to peer group B hospitals, NSW Health employ a geriatric nurse in all peer group C hospitals. Where a geriatric nurse is not employed, NSW Health develop and provide staff members with annual training in geriatric care to ensure an ageing population is given the best health care when visiting a health care facility.

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Recommendation 19

That the rural and regional Local Health Districts:

- formalise and remunerate on call arrangements for nurses and midwives across all public health facilities in accordance with industrial awards
- engage with the emergency departments in their area to develop agreed plans to address security issues with timeframes and regular progress reporting
- increase and formalise professional development opportunities for nurses and midwives, ensuring that rostering accounts for this.

Recommendation 20

That NSW Health, as part of its review of the nursing and midwifery workforce:

- develop stronger partnerships with the university sector to more proactively engage local people and support them through rurally and regionally based education, training and professional development to become qualified nurses and midwives
- develop partnerships between rural, regional and metropolitan Local Health Districts to devise programs for nurses and midwives who are either early career, specialised or are experienced to practice in rural and remote locations
- implement professional, financial and career enhancement incentives for nurses and midwives who work in rural and remote locations.

Recommendation 21

That NSW Health working with the Commonwealth and all relevant service providers investigate strategies to ensure public patients being treated in regional cancer centres can access private-public services while reducing out-of-pocket costs.

Recommendation 22

That NSW Health and the rural and regional Local Health Districts work with the Primary Health Networks and other partners to promote improved communication between service providers, including through the use of shared medical record systems, in order to ensure continuity of care for patients.

Recommendation 23

That NSW Health, in conjunction with The Australian and New Zealand Society of Palliative Medicine, the Royal Australian College of General Practitioners, the Royal Australasian College of Physicians and the Aboriginal Health and Medical Research Council of NSW urgently establish a palliative care taskforce to:

- plan palliative care access and services of equivalence to those living in metropolitan • areas
- map who is currently providing palliative care services and their level of training, as . well as where these services are offered
- establish an agreed, uniform state-wide platform for the collection of palliative care and end of life care data to allow for clinical benchmarking of regional palliative care services
- investigate and promote innovative models of palliative care services
- ensure culturally appropriate palliative care services are available to First Nations peoples.

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Recommendation 24

That NSW Health and the rural and regional Local Health Districts expand the Far West NSW Palliative and End-of-Life Model of Care to other rural and remote settings across New South Wales.

Recommendation 25

That Portfolio Committee No. 2 - Health consider undertaking an inquiry into mental health, including into mental health services in rural, regional and remote New South Wales in the future.

Recommendation 26

That the NSW Government implement the midwifery continuity of care model throughout rural, regional and remote New South Wales.

Recommendation 27

That the rural and regional Local Health Districts, and those metropolitan Local Health Districts that take in regional areas of the state, review their maternity services in order to develop plans for midwifery, GP Obstetrics, specialist Obstetrics and newborn services.

Recommendation 28

That NSW Health in conjunction with NSW Ambulance and unions review the use of ambulance vehicles for patient transfers, and in partnership with the rural and regional Local Health Districts explore extending the hours of operations of patient transfer vehicles to provide 24-hour coverage and minimise the number of low-acuity jobs that paramedics attend to, to relieve pressure on ambulance crews.

Recommendation 29

That NSW Health in conjunction with NSW Ambulance:

- undertake a community profiling program across rural, regional and remote New South Wales to identify the paramedic needs of communities
- ensure the equitable distribution of paramedics at all levels, including Extended Care and Intensive Care Paramedics and update ambulance deployment modelling to reflect present day demand, ensuring that ambulances are deployed as rostered
- expand the Intensive Care and Extended Care Paramedics program across rural, regional and remote New South Wales and allow paramedics outside metropolitan areas to undertake training, skills consolidation and skills maintenance locally
- explore innovative models of care utilising the skill sets of paramedics to better support communities that lack primary health care services, including consideration of embedding paramedics at facilities that do not have access to a doctor
- undertake a review of the efficacy of the current call triaging system and referral services.

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That NSW Health and the Local Health Districts, particularly those located in rural, regional and remote areas, prioritise building their Indigenous workforce across all disciplines, job types and locations. This should include additional funding targeted at increasing the number of Aboriginal Care Navigators and Aboriginal Peer Workers.

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Health outcomes and access to health and hospital services in rural, regional and remote New South Wales

Recommendation 30

That NSW Health:

- commit to providing continuity of quality care with the aim of a regular on-site doctor in rural, regional and remote communities
- commit to a model of care under which virtual care technology is used to supplement, rather than replace, face-to-face services
- where virtual models of medical care are operating, roster additional suitably trained nursing staff to assist in the provision of the physical care usually attended to by the medical officer
- provide staff members with training on how to effectively use telehealth and other virtual models of care
- create a public information campaign specifically targeted to rural, regional and remote communities in order to assist patients to effectively engage with virtual care, including factsheets and checklists to set expectations and support positive interactions
- ensure that the use of virtual care, if required, is undertaken in consultation with community members, health providers and local governments in rural, regional and remote areas
- investigate telehealth cancer care models to improve access to cancer treatment and care including the Australasian Tele-trial model to boost clinical trial participation in regional areas.

Recommendation 31

That NSW Health acknowledge the significant cultural barriers that telehealth poses for First Nations communities and work to ensure face-to-face consultations are prioritised.

Recommendation 32

That NSW Health and the Local Health Districts improve the cultural safety of health services and facilities by engaging with Aboriginal Elders and local communities to:

- revise and incorporate local content into cultural awareness training such as Respecting • the Difference: Aboriginal Cultural Training
- listen to their experiences of the healthcare system and seek guidance around what • cultural safety strategies should be applied in their areas
- include prominent Acknowledgements of Country in all NSW Health facilities as a starting point.

Recommendation 34 That NSW Health and the Local Health Districts prioritise formalising partnerships with all Aboriginal Community Controlled Health Services to support the delivery of health services and improve the health outcomes of First Nations people in New South Wales. These partnerships should include formal documentation of service delivery responsibilities and expected outcomes.

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Recommendation 35

That the NSW Government mandate the requirement for each Local Health District to have at least one Indigenous community representative on the governing board.

Recommendation 36

That the NSW Government maintain a Regional Health Minister in cabinet and provide that Minister with appropriate authority to address issues raised in the inquiry and future issues that affect the rural, regional and remote health system and its communities.

Recommendation 37

That NSW Health complete and publish the final evaluation of the *NSW Rural Health Plan: Towards 2021* before finalising the next rural health plan for New South Wales.

Recommendation 38

That the NSW Government ensure that the development of the next Rural Health Plan:

- acknowledges that rural and remote health systems are fundamentally different to urban and regional city health systems
- includes genuine consultation with rural and remote communities
- contains realistic, measurable and quantifiable goals in terms of tangible health outcomes
- provides the funding and support required to deliver against those goals.

Recommendation 39

That NSW Health and the rural and regional Local Health Districts upgrade and enhance their collaborative work with the Primary Health Networks to:

- ensure that high quality health services for rural, regional and remote New South Wales are cooperatively planned and successfully delivered
- drive innovative models of service delivery, including those recommended elsewhere in this report.

Recommendation 40

That NSW Health and the rural and regional Local Health Districts:

- commission an independent review of workplace culture including complaints management mechanisms and processes to align with a culture in which feedback from staff is encouraged, based on values of openness, continuous improvement and respect
- implement complaints management training for staff, particularly those in management positions
- commission the conduct of independent and confidential staff satisfaction surveys to measure progress and cultural improvements over time
- review and enhance whistle blower protections to ensure staff feel comfortable in speaking up, with training material to be developed and implemented across the Local Health Districts to support this change
- develop and fund a plan to eliminate bullying and harassment within the rural and regional Local Health Districts.

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Recommendation 41

That the NSW Government establish an independent office of the Health Administration Ombudsman to receive and review concerns about the administrative conduct of management of Local Health Districts and NSW Health from staff, doctors, patients, carers and the public. The Health Administration Ombudsman is to be empowered to review administrative decisions of NSW Health and Local Health District management, including but not limited to, alleged coverups of medical errors or deaths, false or misleading data, inaccurate communications and/or media reporting, Visiting Medical Officer accreditation decisions, staff blacklisting, and bullying or harassment of whistle-blowers. Additionally, the Health Administration Ombudsman is to provide an annual report to Parliament and the public.

Recommendation 42

That the rural and regional Local Health Districts:

- review, reinvigorate and promote the role of Local Health Advisory Committees to ensure genuine community consultation on local health and hospital service outcomes, and health service planning
- investigate methods of better informing communities about the services that are available to them, and publish additional data such as wait times and minimum service standards for the facilities within their remit.

Recommendation 43

That the rural and regional Local Health Districts work with rural and remote communities to develop Place-Based Health Needs Assessments and Local Health Plans in collaboration with the Department of Regional NSW, local government, education, human services, community services, community and First Nations organisations and local health providers that are responsive to the variations in determinants, lifestyle and disease burden for each community and its population.

Recommendation 44

That the NSW Government adopt a Health in All Policies framework (similar to the policy in South Australia) to ensure that the health of people in New South Wales is central to government decision making, and which recognises that community physical and mental health is a responsibility of all Ministers and Departments of government. Further, such a framework should include a requirement that all decisions of government are assessed to determine the impact on human and environmental health to ensure a whole-of-government ownership of health outcomes for people living in New South Wales.

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National Rural Medical Workforce

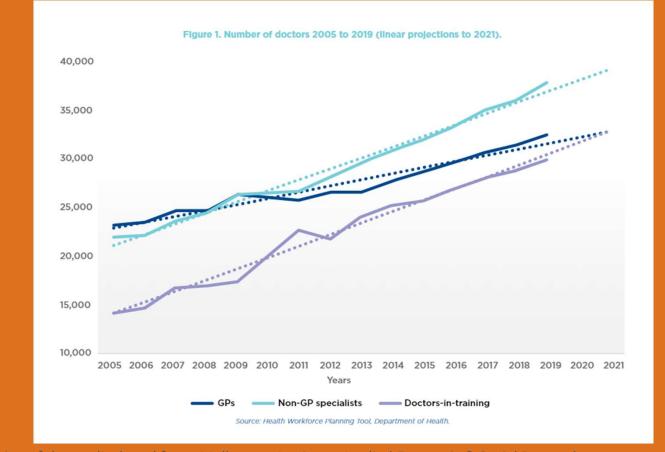
26 May 2022

Adj. Professor Ruth Stewart National Rural Health Commissioner

What do we know about the rural medical workforce ?

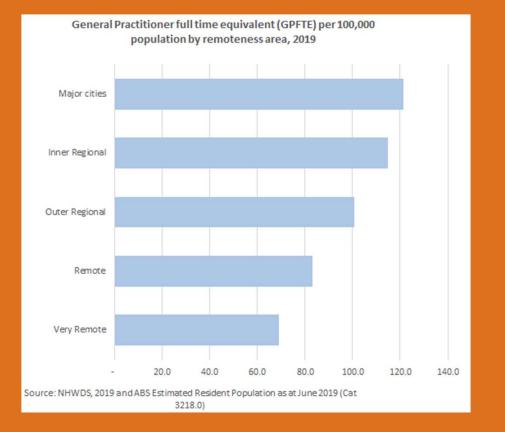


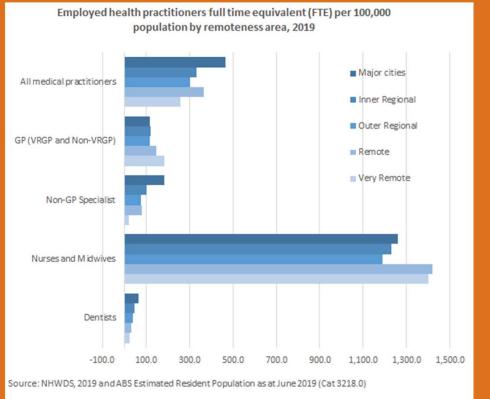
Increase in the number of medical graduates over 15+ years



Scott,A. (2021) *The evolution of the medical workforce*. Melbourne Institute: Applied Economic & Social Research.

Workforce Distribution: National data provides conflicting scenarios



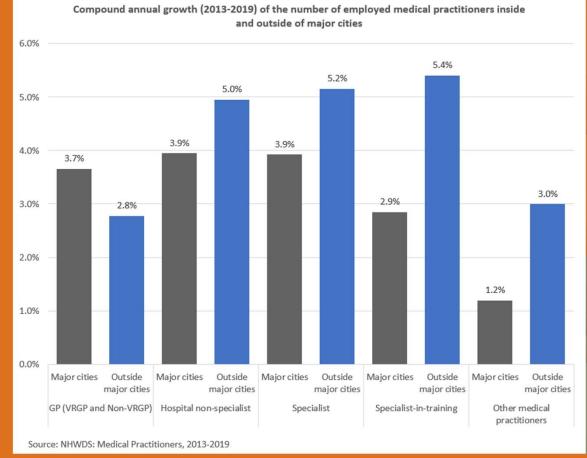


Changing pattern of workforce distribution

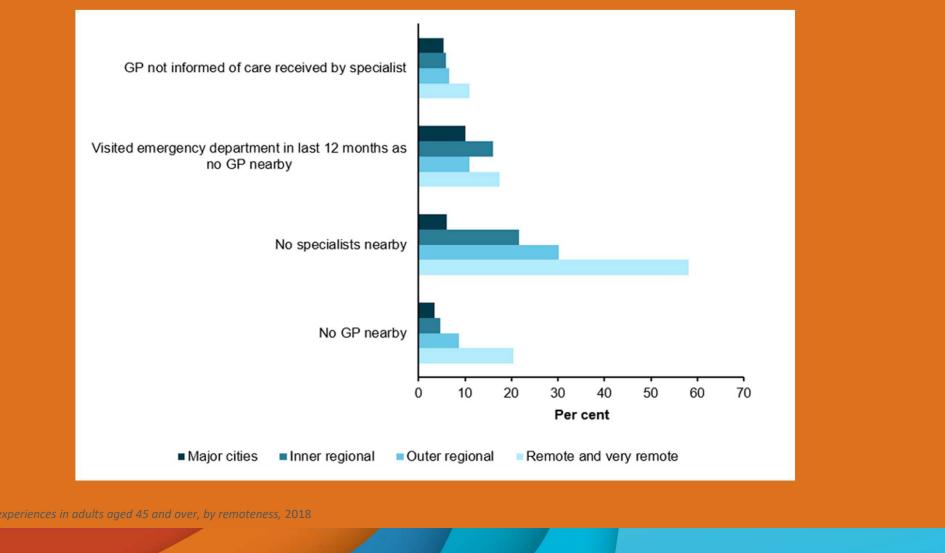
 We keep saying that we are not attracting drs to rural & remote

BUT

- each year there are more drs outside of MMM1
- The growth is more marked amongst specialists than GPs
- We are not increasing Generalism



Patient Experience



The economic drivers of medical care:

Financial incentives in rural being eroded*:

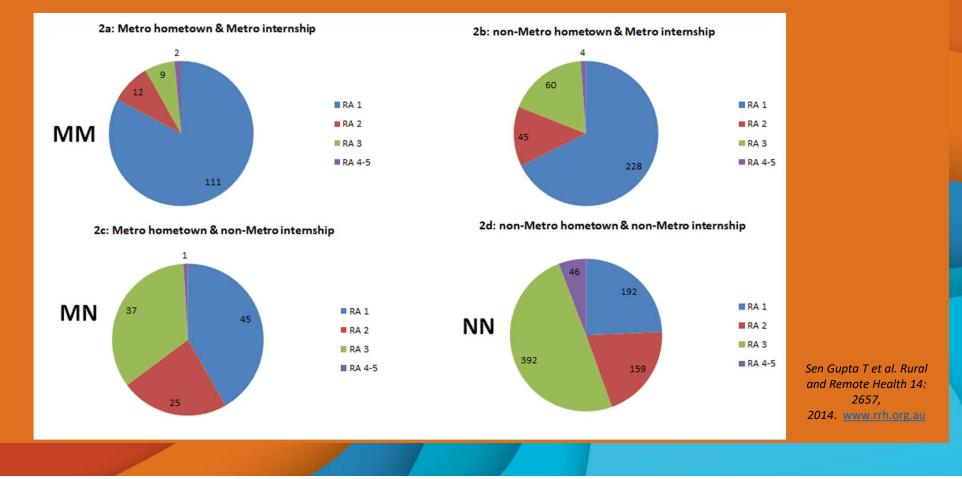
- Medicare indexation freeze for GPs
- Ineffective retention grants
- Two thirds of rural GPs are influenced to stay by incentives:
 - Incentives of up to 130% (\$237,000 in 2018) are required for the least attractive jobs and locations, compared to the \$60,000 currently on offer
- There are other drivers..

*Walters et al. 2017 Where to next for rural general practice policy and research in Australia?



What can we do to future proof the rural workforce?

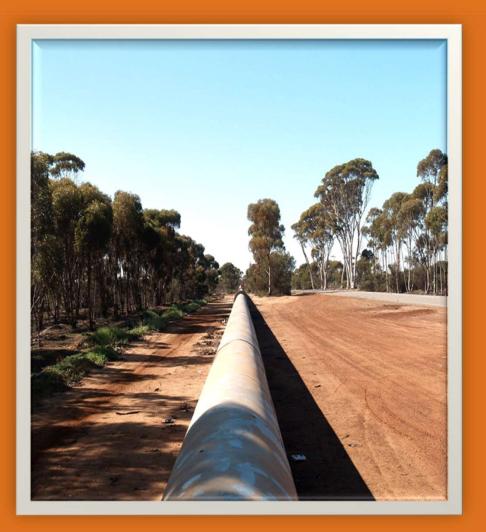
JCU model of distributed non-metropolitan medical education: regionally-located early PG training places would increase the medical workforce in northern and/or rural Australia.



What can we do to future proof the rural workforce?



What can we do to future proof the rural workforce?



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- Jessica Ogden, Scott Preston, Riitta L Partanen, Remo Ostini, Peter Coxeter (2020) Recruiting and retaining general practitioners in rural practice: systematic review and meta-analysis of rural pipeline effects. Medical Journal Australia [Accessed August 2020]. Retrieved from: <u>https://www.mja.com.au/journal/2020/213/5/recruiting-and-retaining-general-practitioners-rural-practice-systematic-review#6</u>
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Australian Government National Rural Health Commissioner

Thank you

E: nrhc@health.gov.au





NSW Country Mayors Association

May 2022

Richard Colbran – Chief Executive Officer NSW Rural Doctors Network, Australia ceo@nswrdn.com.au www.nswrdn.com.au



@richardcolbran

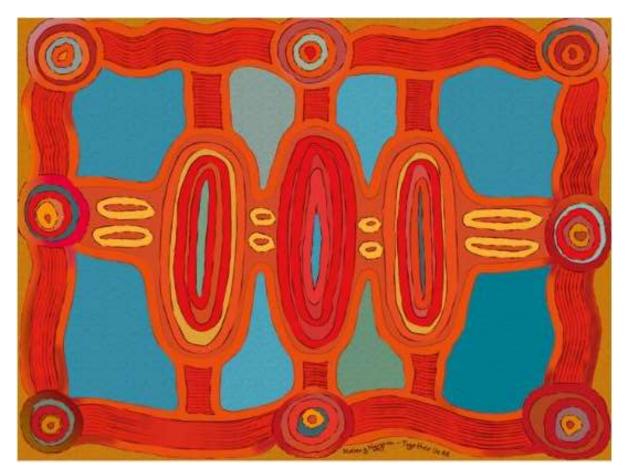


/richard-colbran-AU

NSW Rural Doctors Network respectfully acknowledges the traditional custodians of the land on which we learn and work together, and commits to building collaborative relationships, respect and opportunities with Aboriginal Peoples to deliver their aspirations.



Acknowledgement of Country



NSW Rural Doctors Network respectfully acknowledges the traditional custodians of the land on which we learn and work together, and commits to building collaborative relationships, respect and opportunities with Aboriginal Peoples to deliver their aspirations.

RDN acknowledges the commissioned artwork by Aboriginal artist Saretta Fielding, titled Malang Nguyran – Together Us All





RDN Background

- Established 1988
 - <u>Easy Entry. Gracious Exit</u>
 - <u>2019-22 Strategic Plan</u>
- Rural Health Access Agency, thru
 - Communities
 - Workforce
 - Organisations
 - The Sector
- Health and Social Care

- Service pillars
 - Community planning
 - Health access programs
 - Workforce and practice support
 - Future workforce
 - Training and education
 - Policy (navigation)
- Implementation enablers
 - Health Workforce Needs Assessments
 - Workforce planning
 - Town-based health access plans
 - Collaborative workplans





RDN support to rural communities in 2021







Occasions of Service delivered to patients through health outreach programs, including 128,285 Occasions of Service for Aboriginal Australians.

924 health outreach

practitioners provided

clinic sessions for patients.









cadets undertaking rural service as junior doctors at rural NSW base hospitals.



had Provider Numbers dependent on the More Doctors for Rural Australia Program.



doctors currently enrolled on the 5 Year Scheme providing service to 33 towns.







to 43 locations.

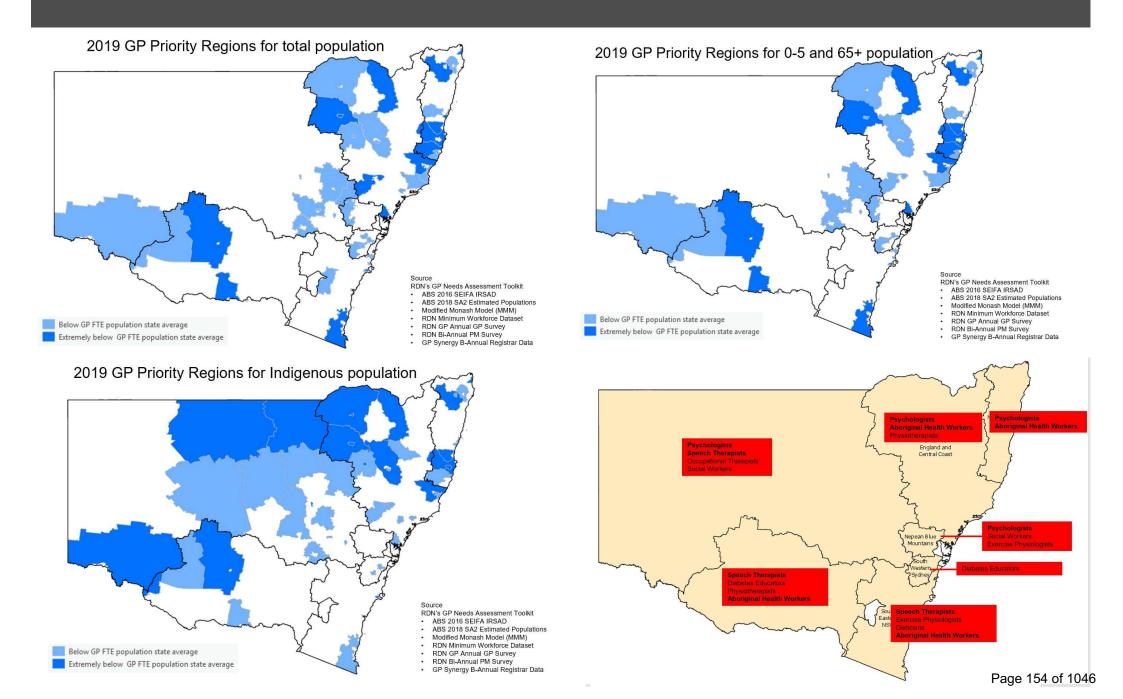
State of Play – RDN's Perspective

- Issues and real and unprecedented, however -
 - Not NSW specific
 - Rural is 'not a deficit' conversation
 - Health workforce are coming, and want to come, rural
- Competitive market place
 - What makes NSW, a region, a town, a provider 'a place of choice'
- 'Access' requires comprehensive and integrated functionality
 - Population health needs
 - Health and social care services
 - System models
 - Business models
 - Infrastructure
 - Workforce
 - Community engagement and participation
 - Oversight and coordination
- Variations in requirements between remote, rural, regional and outer urban





Rural GP and Allied Health Workforce Mapping



Focus & Challenges

- For Communities
 - Access Service Models
 - Chronic disease prevention
 - Avoidable hospital presentations
- For Workforce
 - Retention
 - Resilience, Recharge and Recovery
 - Recruitment
 - GP Proceduralists & VMOs
 - Nursing
 - Future workforce pathways and immersion
 - 'NSW and Regions of Choice' campaigns
- For Service Organisations
 - Practice and NGO viability and sustainability
 - Management team recruitment
- For the Sector
 - Remuneration advocacy
 - Education and engagement in health workforce planning





What is working

- Well planned and tracked long-term localised health models
 - RDN town-based planning
 - Specialist health access program
 - Collaborative Care
- Workforce acknowledgement
- Rural health advocacy
- Practice and service system standards
- Future workforce rural immersion programs
 - Go Rural
 - Bush Bursaries
 - Cadetships
- Coordinate natural disaster and emergency health responses
- Integrated and collaborative / multi-agency recruitment







Collaborative Care: Projects





The 4Ts



Canola Fields



Lachlan Valley



Snowy Valleys



Wentworth Shire

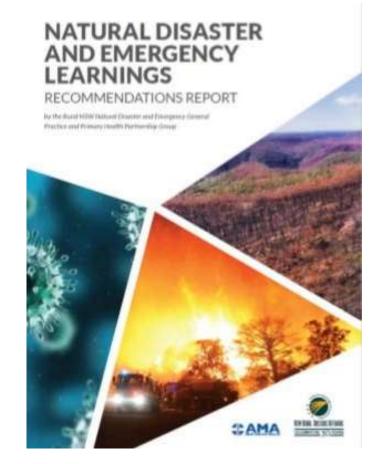




Rural NSW General Practice and Primary Healthcare Natural Disaster and Emergency Response Project (NDE)

- 35 National and State govt and NGO agencies.
- Aims:
 - Synchronise response efforts. No duplication.
 - Inform government emergency and recovery response.
- Resulting activities included
 - Monthly NSW rural primary health data intelligence reports.
 - Aggregation of resources and capacity of each organisation and sector. Gap analysis.
 - Targeted and coordinated emergency response and short-term recovery programs.
 - Learnings and recommendations to government (due March 2021).
- Activity examples
 - Virtual Health Workforce and Matching Service
 - <u>#RuralHealthTogether</u>
 - Financial Support for Practices
 - Online Training and Education
 - <u>Technology enabled service support</u>







Rural Positive Campaign 2021















Collaborative Care in Wentworth



Wentworth Shire GM - Ken Ross, FWLHD General Manager - Denise McCallum, National Rural Health Commissioner - Dr Ruth Stewart, Wentworth Shire Mayor- Tim Elstone, Faye McMillan Deputy National Rural Health Commissioner, Collaborative Care Program Lead -Katie Carlisle, Collaborative Care Project Manage Kevin O'Neill, and Regional Manager - Mark Muchiri

What can we do together

- Joint 'rural' and 'rural health' advocacy
 - Policy long term health strategies in LGA community plans
- LGA and/or town-based health system and workforce plans
- Rural workforce campaigns
 - Regions and LGAs
 - Rural Positive 2022
 - Rural Health Pro
- Immersion programs
 - Go Rural
 - Bush Bursaries
- RECRUITMENT WELCOMING & ONBOARDING









Richard Colbran – Chief Executive Officer NSW Rural Doctors Network, Australia

ceo@nswrdn.com.au

www.nswrdn.com.au

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RDN Impact Strategy

RDN Purpose	Health access for remote, rural and regional NSW								
Target Audiences	Workforce	Co	Communities		Organisations		ons	The Sector	
RDN Concepts	Workforce Literacy	Workfo	Workforce Capability		Community Organising		-	Trust	
RDN Investment Strategy	RDN Rural Health Workforce Needs Assessment								
Government Alignment	Rural Workforce Agency (NSW)	Rural Health Outreach Fundholder (NSW)		NSW I Work		Partnership Projects		CPD & Training	
Service Goals	Access			Quality			Sustainability		
RDN Impact	PHC Service Resilience		Workforce Pool				Health Workforce Capability		





Rural Health Workforce Support

- Health Workforce Needs Assessments
- NSW Rural Health Workforce Group
 - Plus, 5 x Regional Stakeholder Groups
- Outreach Services
 - 1,200+ visiting clinics, 160+ towns,
 - >800 practitioners
- NSW Recruitment and Retention Projects
 - AHMRC GP Recruitment
 - NSW GP Proceduralist Recruitment
- Statewide Planning
 - Rural Medical Training Forum
 - Natural Disaster Partnership Group
- Town-based and Sub-regional Planning
 - Succession Groups
 - Reactive = approx. 30
 - Proactive = approx. 5
 - 5 x Deliberate team-based care trials



- Rural Health Pro
- Rural Positive (Thank and Praise)
- Regional Campaigns
 - WNSW 2030 Health Workforce
 - Murrumbidgee 'Place of Choice'
 - 5 x Succession Planning Groups
 - PHN, LHD and ACCHSs collaboration
- Workforce Self care and Wellbeing
 - #Rural Health Together
- Education and Training
 - Rural Health Training Calendar
 - Health Workforce Scholarships
- Family and Partners
- Future workforce and talent management
 - Mentoring



Workforce Engagement

RDN 2019-22 Health and Social Services Workforce Engagement Framework

Phase 1

Medical Workforce General Practice Rural Generalist Medical Specialists Medical Administration The Aboriginal Health Workforce

Phase 3

Pharmacy Paramedicine Health organisation executives

Phase 2

Allied health Nursing and midwifery Practice management Health Service Managers

Phase 4

Carers Health education Health researchers Health support services (e.g. pathology)

Forward to 2022

Allied healthSettlement ServicesJusticeNDISLGA Mayors and executivesEducationMilitaryEmergency servicesFuture leaders





A framework that defines multi-faceted criteria for access, quality and sustainability of the primary healthcare workforce

ACCESS For the health workforce to be accessible and accessible to the community it needs to be:	QUALITY For the health workforce to be able to provide the right healthcare at the right time to the community it needs to be:	SUSTAINABILITY For the health workforce to be sustainable in the community it needs to be:
Understood/known to consumers and across the healthcare professional network - both the therapeutic benefits and presence in the community.	All the criteria for ACCESSIBLE (necessary but not sufficient) AND:	All the criteria for ACCESSIBLE and QUALITY (necessary but not sufficient) AND:
Present in the community.	Patient-centred, including shared decision making with patient and family.	Attractive to new members of the professions, early career stage and also migrating from other geographic locations.
Affordable to all patients.	Skilled to full scope of practice appropriate to professional and community needs.	Viable: Funding streams strategically planned for growth.
Timely initial and continued services accessed at optimal therapeutic intervals.	Integrated with transport and community services	Embedded in the social and cultural fabric of the community.
Continuous in the management of chronic and/or complex conditions.	Coordinated across care delivery to individual patients, groups, community. Able to provide uninterrupted, coordinated care or service across programs, practitioners, organisations and levels over time	Collaborative between health care professions to provide optimisation of professional scope of practice within MDS teams.
Proximal to transport and community services.	Efficient Achieving desired results with the most cost-effective use of resources. Capacity of the system to sustain workforce and infrastructure, to innovate and respond to emerging needs.	At critical mass to manage workload and provide collegial support.
Aligned to the range of needs of the population (age group, condition).	Relevant : Care, intervention, or action provided is aligned to the client's needs and based on established standards. Care, intervention or action achieves desired outcome.	Agile: Incorporating evidence-based innovations in technology and scope of practice within a strategic timeframe.
Culturally safe and responsive to Aboriginal and other CALD members of the population.	Flexible : Multi-disciplinary team member responsibilities are adaptable to patient/community context.	Visible to students and trainees at all points on the education spectrum.
	Supported professionally and personally (practitioner self-care)	ISW RURAL DOCTORS NETWORK
	Supporting individuals access to CPD and lifelong learning opportunities, system innovating and evaluating.	©NSW Rural Doctors Network 2018

WNSW 2030 Health Workforce Planning Project

ACKNOWLEDGEMENTS

Sincere thanks to the representatives of the following organisations who readily shared their views and experience about the health workforce challenges and potential solutions in Western NSW.

The list of stakeholders invited to participate in the first wave of stakeholder engagement (Wave 1) are listed below:

- Australian College of Rural and Remote Medicine
- Aboriginal Health and Medical Research Council of NSW
- Bila Muuji Aboriginal Corporation Health Service* .
- Central NSW Regional Organisation of Councils
- Charles Sturt University incorporating Three Rivers University Department of Rural Health
- Condobolin Aboriginal Health Service
- Far West Local Health District Training Hubs
- Far West Local Health District
- GP Synergy
- Health Education and Training Institute
- Hunter New England Health Maitland Hospital
- LiveBetter Services Limited
- Maari Ma Primary Health Care Service
- Marathon Health
- Molong Health One
- NSW Ambulance
- NSW Outback Division of General Practice

- NSW Rural Doctors Network
- Ochre Health Group
- Peak Hill Aboriginal Medical Service
- Remote Vocational Training Scheme
- Royal Australian College of General Practice NSW and ACT
- Royal Far West
- Royal Flying Doctor Service
- Rural and Remote Medical Services
- University of Notre Dame, School of Medicine
- University of Sydney, Sydney Medical School
- University of Sydney, University Department of Rural Health Broken Hill
- University of Sydney, University Department of Rural Health Dubbo
- University of Wollongong, School of Medicine
- Wellington Aboriginal Medical Service
- Western NSW Health Intelligence Unit
- Western NSW Local Health District
- Western NSW Primary Health Network
- Western NSW PHN Aboriginal Health Council
- Western NSW PHN Clinical Council Far West
- Western NSW PHN Clinical Council Western NSW
- Western NSW PHN Community Council Far West
- Western NSW PHN Community Council Western NSW
- Western Regional Training Hub

- Western Sydney University, School of Medicine
- Wollongong University, School of Medicine
- Yoorana Gunya Family Healing Centre

*Bila Muuji Aboriginal Corporation Health Service represented its member organisations, as follows:

- Bourke Aboriginal Health Service
- Brewarrina Aboriginal Health Service
- Coomealla Health Aboriginal Corporation •
- **Coonamble Aboriginal Health Service** .
- **Dubbo Aboriginal Medical Service** .
- Forbes Aboriginal Health Service .
- . Orange Aboriginal Medical Service
- Walgett Aboriginal Medical Service

PROJECT FUNDING

The Western NSW 2017/18 Primary Health Workforce Planning Framework Project was funded by the Western NSW PHN and NSW Rural Doctors Network (RDN) with contributions in kind from the Western and Far West LHDs, Bila Muuji Aboriginal Corporation Health Service (Bila Muuji) and other key stakeholders.

RDN PROJECT TEAM

This project was undertaken by RDN under the auspice of Mr Richard Colbran, Chief Executive Officer. For further information about the project, contact Carolyn Ripper, Project Manager Health Access, RDN by email or by phone on 02 4924 8000.





Vestern NSW ocal Health District



lealth Health District





RDN's town health access plans

- Established workforce 'infrastructures'
 - Statewide and regional committees
 - Regional collaboration plans (LHDs, PHNS, ACCHs, Service Providers)
 - Regional succession planning groups (inc. Councils)
 - Town based planning team/s
- Easy Entry. Gracious Exit (2003)
- Medical Hub priorities
 - Response plans: Proactive vs Reactive
- Changing nature of rural general practice
 - Workforce interest
 - Practice viability and sustainability
 - Workforce pressure / wellbeing
 - Proceduralist workforce



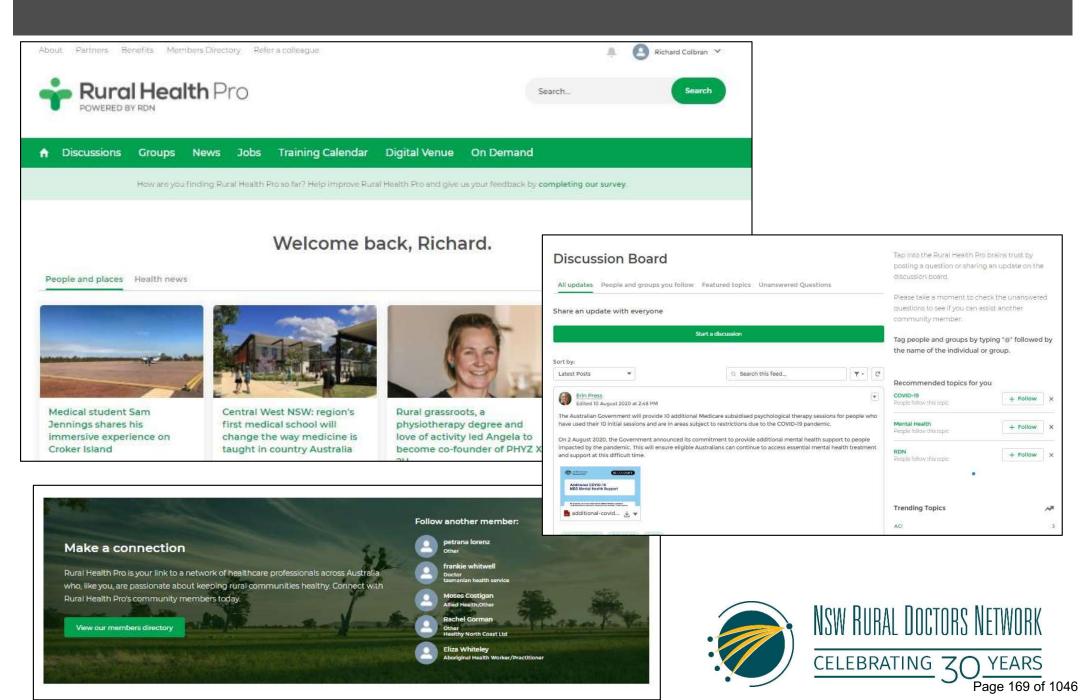


wnswphn @wnswphn · Jul 24 Our CEO Andrew Harvey joined @OberonCouncil Mayor Kathy Sajowitz and members of the community for the launch of the Oberon Health Profile today. @NSWRDN GM Dave Karlson also attended. The Oberon Health Profile provides a snapshot of health services available to the community.

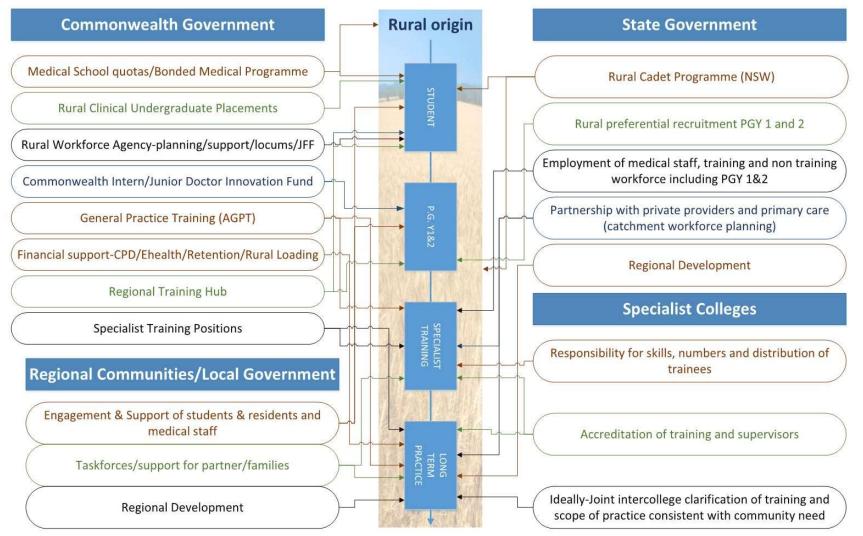




Rural Health Pro



Unpacking the levers of rural training



Used with the permission of Professor Jenny May - Director - Department of Rural Health, University of Newcastle (October 2017)





Federation Council Ordinary Council Meeting 28 June 2022

7.6. Proposed Amendments to the Standard Contract of Employment for General ManagersAuthor:Adrian Butler, General Manager

Summary

This report is to advise Council of the proposed amendments to the standard contract of employment for general managers. There are no implications for existing contracts between Councils and General Managers, but new contracts will, once the new contract template is adopted, be required to follow the new format.

Recommendation

THAT Council note the report on the proposed changes to the standard contracts for General Managers of NSW Councils.

Background

The office of Local Government have proposed changes to the standard contracts of employment by which General Managers of NSW Councils must be engaged under.

The changes are as a result of the investigation of the former Canterbury City Council, by the Independent Commission Against Corruption (ICAC). ICAC recommended that the Department of Planning and Environment conduct a review into the "no fault" termination provision in the standard contract of employment for general managers.

In response to ICAC's recommendation, the Office of Local Government (OLG) undertook a review of the standard contract of employment for general managers in consultation with the parties to the Local Government (State) Award, (Local Government NSW, the United Services Union, the Development and Environmental Professionals' Association and the Local Government Engineers Association of NSW).

Submissions on the proposed amended standard contract may be made by email to <u>olg@olg.nsw.gov.au</u> and submissions should be made before 14 June 2022. Should Council wish to lodge a submission, late submissions until the end of June may be possible given the timing of this notification was too late for the May Council meeting, and the June meeting is after submissions have closed.

The main change proposed is to strengthen access to mediation under the contract to manage and address conflict in the relationship when it arises and to ensure more rigour in decisions by councils to terminate the employment of the general manager.

Federation Council Ordinary Council Meeting 28 June 2022

These amendments include the following:

- Before terminating a general manager's employment for poor performance, the council must have first conducted a performance review, concluded that the general manager's performance falls short of the performance criteria or the terms of their performance agreement, and afforded the general manager a reasonable opportunity to utilise dispute resolution.
- Where a council intends to terminate the employment of its general manager utilising the 'no fault' termination provision (clause 10.3.1(e)), if either party requests it and both parties agree, they may participate in mediation in relation to the proposed decision to terminate. If the council does not agree to participate in mediation, it must give the general manager reasons for its decision where the general manager requests it.
- Councils and general managers may agree on a mediator when the contract is made.
- Where a council terminates the general manager's employment under the "no fault" termination provision (clause 10.3.1(e)), the council must give the general manager reasons for its decision to terminate their employment where the general manager requests it.
- Serious and persistent breaches of the council's code of conduct by the general manager constitute grounds for summary dismissal.

Other changes relating to remuneration are -

- A discretionary performance-based pay increase only applies for one year unless the council determines that it is to apply for the balance of the contract.
- Also a retention allowance is only proposed to be allowed on one occasion during the term of the contract. This accrues on an annual, pro-rata basis for the remainder of the term of the contract and is to be paid to the general manager at the end of the contract period.

Other changes include:

- Definitions and other provisions have been updated to reflect legislative and administrative changes made since the previous standard contract was approved.
- A new provision has been included (clause 5.5) empowering the departmental chief executive of OLG to approve an extension of the timeframes prescribed under clause 5 for the renewal of the contract in exceptional or unforeseen circumstances.
- Minor amendments have been made to the functions of the general manager's duties prescribed under clause 6 to reflect legislative changes and to place an obligation on general managers to ensure a safe workplace and to facilitate compliance with the *Work Health and Safety Act 2011*.
- A new provision (clause 7.12) has been included that confirms that the performance agreement, action plan and any associated records that contain information about the work performance or conduct of the general manager are to remain confidential unless otherwise agreed to by the general manager or required by law.

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Federation Council Ordinary Council Meeting 28 June 2022

• The service of notice provisions, (clause 18), have been updated to allow service by email.

The proposed amended standard contract is provided as an attachment to this report. The proposed amendments are highlighted in the contract.

The General Manager attended a briefing session on this by the NSW Local Government Professionals Association who lodged a submission on behalf of its members.

Community Engagement

N/A

Attachments

- 1. OLG Circular 20-12 Proposed Amendments to the Standard Contract of Employment for General Managers (22/16911)
- 2. Standard Contract of Employment General Managers of Local Councils

Links to Councils Integrated Planning Framework

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents. **Delivery Program 4 year plan:** 5.3 Ensure good governance and administration.

Financial Implications

N/A

Financial Sustainability

N/A

Risk Implications N/A

Legal Implications

N/A

Options

- 1. Note the report Recommended.
- 2. Adopt any proposed changes and submit to the Office of Local Government for consideration.



Circular Details	22-12 /16 May 2022/ A812271
Previous Circular	N/A
Who should read this	Councillors / General Managers / Human Resources Staff
Contact	Mr Doug Friend, Council Governance Team / 02 4428 4201 /
	doug.friend@olg.nsw.gov.au
Action required	Information / Response to OLG

Proposed amendments to the standard contract of employment for general managers

What's new or changing

- As a result of its investigation of the former Canterbury City Council, the Independent Commission Against Corruption (ICAC) recommended that the Department of Planning and Environment conduct a review into the "no fault" termination provision in the standard contract of employment for general managers.
- In response to ICAC's recommendation, the Office of Local Government (OLG) has undertaken a review of the standard contract of employment for general managers in consultation with the parties to the *Local Government* (*State*) Award, (Local Government NSW, the United Services Union, the Development and Environmental Professionals' Association and the Local Government Engineers Association of NSW).
- OLG is consulting with councils on the proposed amendments to the standard contract arising from that review before they are approved by the "departmental chief executive" under section 338 of the *Local Government Act 1993* (the Act).

What this will mean for your council

- Under section 338 of the Act, general managers must be employed under performance-based contracts of terms between 12 months and 5 years based on a standard contract approved by the departmental chief executive of OLG.
- Once approved by the departmental chief executive, the amended standard contract will not alter existing employment contracts between councils and their general managers.
- However, where a council renews the employment contract of its general manager or appoints a new general manager, they must be employed under the approved standard contracts as amended.

Key points

• Submissions on the proposed amended standard contract may be made by email to <u>olg@olg.nsw.gov.au</u>.

Office of Local Government 5 O'Keefe Avenue NOWRA NSW 2541 Locked Bag 3015 NOWRA NSW 2541 T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209

E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 20 770 707 468

- Submissions should be labelled 'Standard Contract of Employment for General Managers' and marked to the attention of OLG's Council Governance Team.
- Submissions should be made before 14 June 2022.

Where to go for further information

- The proposed amended standard contract is available <u>here</u>. The proposed amendments are highlighted in the contract.
- Information about the proposed amendments to the standard contract is set out in the attachment to this circular.
- For further information please contact Doug Friend of OLG's Council Governance Team on (02) 4428 4201 or by email at <u>olg@olg.nsw.gov.au</u>.

Melanie Hawyes Deputy Secretary, Crown Lands and Local Government

ATTACHMENT

What changes are being made to the standard contract of employment for general managers to ensure greater security of employment?

As a result of its investigation of the former Canterbury City Council, ICAC recommended that the Department of Planning and Environment conduct a review into the "no fault" termination provision in the standard contract of employment for general managers. ICAC recommended that the review should canvass options such as requiring a two-thirds majority vote of a council, an absolute majority vote or the availability of mediation.

The Government does not support the first two of these options.

A good working relationship between the governing bodies of councils and their general managers is essential to councils being able to exercise their functions effectively. Experience has repeatedly demonstrated that where, for whatever reason, general managers lose the support and confidence of a majority of councillors, the council can become dysfunctional. Councils cannot focus on serving their communities if councillors and the general manager are at war with each other. General managers also cannot hope to perform effectively in their role in circumstances where they have lost the confidence and the support of a majority of councillors. Councils therefore need to have the flexibility to terminate the employment relationship with the general manager with appropriate compensation, where that relationship breaks down.

A key focus of the proposed amendments to the standard contract of employment for general managers is to strengthen access to mediation under the contract to manage and address conflict in the relationship when it arises and to ensure more rigour in decisions by councils to terminate the employment of the general manager.

These amendments include the following:

- Before terminating a general manager's employment for poor performance, the council must have first conducted a performance review, concluded that the general manager's performance falls short of the performance criteria or the terms of their performance agreement, and afforded the general manager a reasonable opportunity to utilise dispute resolution.
- Where a council intends to terminate the employment of its general manager utilising the 'no fault' termination provision (clause 10.3.1(e)), if either party requests it and both parties agree, they may participate in mediation in relation to the proposed decision to terminate. If the council does not agree to participate in mediation, it must give the general manager reasons for its decision where the general manager requests it.
- Councils and general managers may agree on a mediator when the contract is made.

 Where a council terminates the general manager's employment under the "no fault" termination provision (clause 10.3.1(e)), the council must give the Office of Local Government 5 O'Keefe Avenue NOWRA NSW 2541 Locked Bag 3015 NOWRA NSW 2541 T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209

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general manager reasons for its decision to terminate their employment where the general manager requests it.

• Serious and persistent breaches of the council's code of conduct by the general manager constitute grounds for summary dismissal.

What changes are being made to the standard contract of employment for general managers relating to their remuneration?

The following amendments are proposed to the provisions of the contract relating to general managers' remuneration:

- Clause 8.4 of the contract has been amended to clarify that a discretionary performance-based pay increase only applies for one year unless the council determines that it is to apply for the balance of the contract.
- Clause 8.4 also allows for the payment of a retention allowance on one occasion during the term of the contract. This accrues on an annual, pro-rata basis for the remainder of the term of the contract and is to be paid to the general manager at the end of the contract period.

What other changes are being made to the standard contract of employment for general managers?

Other changes include:

- Definitions and other provisions have been updated to reflect legislative and administrative changes made since the previous standard contract was approved.
- A new provision has been included (clause 5.5) empowering the departmental chief executive of OLG to approve an extension of the timeframes prescribed under clause 5 for the renewal of the contract in exceptional or unforeseen circumstances.
- Minor amendments have been made to the functions of the general manager's duties prescribed under clause 6 to reflect legislative changes and to place an obligation on general managers to ensure a safe workplace and to facilitate compliance with the *Work Health and Safety Act 2011*.
- A new provision (clause 7.12) has been included that confirms that the performance agreement, action plan and any associated records that contain information about the work performance or conduct of the general manager are to remain confidential unless otherwise agreed to by the general manager or required by law.
- The service of notice provisions, (clause 18), have been updated to allow service by email.

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Standard Contract of Employment

For General Managers

June 2022



Acknowledgement of Country

The Department of Planning and Environment acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

Department of Planning and Environment

dpie.nsw.gov.au

Standard Contract of Employment for General Managers

Release date: < Add Month and Year>

Acknowledgements

The Office of Local Government acknowledges the cooperation and contributions of Local Government NSW, Local Government Professionals Australia NSW, the United Services Union, the Local Government Engineers Association and the Development and Environmental Professionals Association for their comments during our drafting process.

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Contract of Employment

This Contract of Employment is made on

	Date
betwe	n
	Name of Council
	[Referred to in this contract as "Council"]
	Address
and	
	Name of Employee
	[Referred to in this contract as "the employee"]
	Address

1. Position

The position to which this contract applies is that of General Manager¹.

2. Term

Subject to the terms and conditions in this contract, Council will employ the employee for a term of:

[Length of term] ²	
[]	
commencing on [date]	
and terminating on [date]	

3. Definitions

3.1 In this contract, unless otherwise stated or indicated:

the Act means the Local Government Act 1993.

Code of conduct means the document within the meaning of section 440 of the Act adopted by Council and which incorporates the provisions of the *Model Code of Conduct for Local Councils in NSW* prescribed by the Regulation.

Commencement date means the date that this contract commences as specified in clause 2.

Confidential information means any and all confidential information, data, reports, operations, dealings, records, materials, plans, statistics, finances or other agreements and things (other than that which is already in the public domain), whether written or oral and of whatever type

¹ Note: A person who has held civic office in relation to Council must not be appointed to any paid position on the staff of Council within 6 months after ceasing to hold the office: section 354 of the Act.

² Note: The term of this contract must not be less than 12 months or more than 5 years (including any option for renewal): section 338(2) of the Act.

or nature relating to property, assets, liabilities, finances, dealings or functions of Council or any undertaking from time to time carried out by Council.

Chief Executive means Departmental Chief Executive for the purposes of section 338 of the Act or their delegate.

Equal employment opportunity management plan means the document a council must prepare under Part 4 of Chapter 11 of the Act.

Minister means the New South Wales Minister for Local Government.

Month means a calendar month.

Performance agreement means the agreement referred to in clause 7.

Performance criteria means the criteria to which a performance review is to have regard.

Performance review means a review of the employee's performance conducted in accordance with the procedures under clause 7.

the position means the position referred to in clause 1.

the Regulation means the Local Government (General) Regulation 2021.

Senior executive office holder (New South Wales Public Service) means the holder of a Public Service senior executive position within the meaning of the *Government Sector* Employment Act 2013.

Statutory and Other Officers Remuneration Tribunal means the Statutory and Other Officers Tribunal constituted under the *Statutory and Other Officers Remuneration Act 1975.*

Termination date means the date that this contract terminates as specified in clause 2.

3.2 Expressions in this contract corresponding with expressions that are defined in the Act have those meanings.

4. Contract operation and application

- 4.1 This contract constitutes a contract of employment for the purposes of section 338 of the Act and governs the employment of the employee while in the position.
- 4.2 A reference in this contract to any Act or regulation, or any provision of any Act or regulation, includes a reference to subsequent amendments of that Act, regulation or provision.
- 4.3 A reference to a Schedule to this contract refers to a Schedule as may be varied in accordance with this contract and applies whether or not the Schedule has been physically attached to this contract.
- 4.4 Where the mayor or any other person is lawfully authorised to act as Council or Council's delegate for the purpose of this contract, this contract will be construed as if:
 - a) any reference to Council includes a reference to that authorised person, and
 - b) any reference to a requirement for Council's approval includes a reference to a requirement for that authorised person's written approval.
- 4.5 Any staff entitlement arising from a lawful policy of Council and that is set out in Schedule A will apply to the employee unless this contract expressly provides otherwise. Schedule A may be varied from time to time by agreement between the employee and Council. Such agreement is not to be unreasonably withheld³.
- 4.6 Subject to clauses 7 and 13 the terms of this contract, as varied from time to time in accordance with this contract, represent the entire terms of all agreements between the employee and Council and replace all other representations, understandings or arrangements made between the employee and Council that relate to the employment of the employee in the position⁴.

³ Note: Only those policies that create entitlements are to be set out in Schedule A. Schedule A policies are distinct from those which create a duty or function which are not required to be set out in Schedule A.

⁴ Note: The contract authorises the making of agreements that are linked to the contract. Clause 7 requires the parties to sign a performance agreement. Clause 13 allows either party to require the other to sign a confidentiality agreement for the purpose of protecting intellectual property.

Standard Contract of Employment | 7

5. Renewal of appointment

- 5.1 At least 9 months before the termination date (or 6 months if the term of employment is for less than 3 years) the employee will apply to Council in writing if seeking re-appointment to the position.
- 5.2 At least 6 months before the termination date (or 3 months if the term of employment is for less than 3 years) Council will respond to the employee's application referred to in subclause 5.1 by notifying the employee in writing of its decision to either offer the employee a new contract of employment (and on what terms) or decline the employee's application for re-appointment.
- 5.3 At least 3 months before the termination date (or 1 month if the term of employment is for less than 3 years) the employee will notify Council in writing of the employee's decision to either accept or decline any offer made by Council under subclause 5.2.
- 5.4 In the event the employee accepts an offer by Council to enter into a new contract of employment, a new contract of employment will be signed.
- 5.5 Approval may be sought from the Chief Executive to vary the timeframes prescribed within clause 5 in exceptional or unforeseen circumstances.

6. Duties and functions

- 6.1 The employee will:
- 6.1.1 carry out the duties and functions imposed by law with respect to the position and the additional duties and functions specified in Schedule B⁵, which include and are no limited to:
 - ^{a)} exercising the functions of the general manager prescribed under the Act and the Regulation⁶
 - b) ensuring the efficient and effective operation of Council's organisation,
 - c) implementing, without undue delay, the decisions of Council,⁷
 - d) exercising such of the functions of Council as are delegated by Council to the employee,⁸

⁵ Note: Schedule B may include additional duties and functions, for example, those related to special projects.

⁶ Note: The functions of a general manager are prescribed under section 335 of the Act. The Act and Regulation also confer other functions on general managers.

⁷ Note: section 335(b) of the Act

⁸ Note: section 335(g) and 377 of the Act

- e) determining the organisation structure (other than senior staff positions) after consulting with Council,⁹
- f) appointing staff in accordance with Council's organisation structure and the resources approved by Council,¹⁰
- g) directing and dismissing staff,¹¹
- h) implementing Council's equal employment opportunity management plan,
- i) consulting with Council prior to appointing or dismissing senior staff,¹²
- j) giving immediate notice to Council on becoming bankrupt or making a composition, arrangement or assignment for the benefit of the employee's creditors and providing Council, within the time specified by Council with any further information concerning the cause of the bankruptcy or of the making of the composition, arrangement or assignment,¹³
- subject to subclause 6.3.3, providing advice and recommendations to Council or the mayor if directed to do so,
- not engaging, for remuneration, in private employment or contract work outside the service of Council without the approval of Council,¹⁴
- m) prohibiting, where appropriate, any member of Council staff from engaging, for remuneration, in private employment or contract work outside the service of Council that relates to the business of Council or that might conflict with the staff member's Council duties,¹⁵
- n) acting honestly and exercising a reasonable degree of care and diligence in carrying out the employee's duties and functions,¹⁶
- o) complying with the code of conduct,¹⁷
- p) preparing and submitting written returns of interest and disclosing pecuniary interests and non-pecuniary conflicts of interest in accordance with the code of conduct¹⁸
- 6.1.2 to the best of their ability, meet the performance criteria set out in the performance agreement as varied from time to time,

⁹ Note: section 332(1A) of the Act

¹⁰ Note: section 335(h) of the Act

¹¹ Note: section 335(i) of the Act

¹² Note: section 337 of the Act

¹³ Note: section 341 of the Act

 $^{^{\}rm 14}$ Note: section 353(1) of the Act

¹⁵ Note: section 353(3) of the Act

¹⁶ Note: section 439 of the Act

¹⁷ Note: section 440(5) of the Act

¹⁸ Note: the Code of Conduct

- 6.1.3 carry out the duties and functions set out in the policies of Council as adopted by Council from time to time during the term of this contract,
- 6.1.4 observe and carry out all lawful directions given by Council, in relation to the performance of the employee's duties and functions under this contract,
- 6.1.5 work such reasonable hours as are necessary to carry out the duties and functions of the position and the employee's obligations under this contract,
- 6.1.6 obtain the approval of the Council for any absences from the business of Council,
- 6.1.7 promote ethical work practices and maintain a culture of integrity and professionalism where Council staff members treat each other, members of the public, customers and service providers with respect and fairness,
- 6.1.8 promote and facilitate compliance with the code of conduct ensuring that each councillor and Council staff member is familiar with its provisions,
- 6.1.9 facilitate Council staff awareness of the procedures for making public interest disclosures and of the protection provided by the *Public Interest Disclosures Act 1994*
- 6.1.10 take all reasonable steps to ensure a safe workplace and to facilitate compliance with the *Work Health and Safety Act 2011*,
- 6.1.11 take all reasonable steps to ensure that actions and policies of Council accord with the strategic intent of Council,
- 6.1.12 take all reasonable steps to maximise compliance with relevant legislative requirements,
- 6.1.13 maintain effective corporate and human resource planning,
- 6.1.14 maintain the Council staff performance management system,
- 6.1.15 maintain satisfactory operation of Council's internal controls, reporting systems (including public interest disclosures), grievance procedures, the documentation of decision-making and sound financial management, and
- 6.1.16 report to Council on any overseas travel taken by the employee or any Council staff member where that travel is funded in whole or in part by Council.
- 6.2 The employee's performance is monitored through the performance agreement and review process.
- 6.3 Council will:
 - 6.3.1 provide adequate resources to enable the employee to carry out the duties and functions specified in subclause 6.1 and Schedule B,
 - 6.3.2 provide the employee with reasonable opportunities to participate in professional development initiatives relevant to the duties and functions under this contract subject to the operational needs of Council, and

6.3.3 not direct the employee as to the content of any advice or recommendation made by the employee¹⁹

7. Performance agreement and review

- 7.1 Within 3 months after the commencement date, the employee and Council will sign a performance agreement setting out agreed performance criteria.
- 7.2 In the event that the employee and Council are unable to agree on the performance criteria, Council will determine such performance criteria that are reasonable and consistent with the employee's duties and functions under clause 6.1.
- 7.3 The performance agreement may be varied from time to time during the term of this contract by agreement between the employee and Council, such agreement not to be unreasonably withheld.
- 7.4 Within 2 months after signing or varying the performance agreement, the employee will prepare and submit to Council an action plan which sets out how the performance criteria are to be met.
- 7.5 Council will ensure that the employee's performance is reviewed (and, where appropriate, the performance agreement varied) at least annually. Any such review is to have regard to the performance criteria²⁰.
- 7.6 The employee will give Council 21 days' written notice that an annual performance review in accordance with subclause 7.5 is due.
- 7.7 Council will give the employee at least 10 days' notice in writing that any performance review is to be conducted.
- 7.8 The structure and process of the performance review is at the discretion of Council following consultation with the employee.
- 7.9 The employee may prepare and submit to Council an assessment of the employee's own performance prior to a performance review.
- 7.10 Within 6 weeks from the conclusion of a performance review, Council will prepare and send to the employee a written statement that sets out:
 - a) Council's conclusions about the employee's performance during the performance review period,
 - b) any proposal by Council to vary the performance criteria as a consequence of a performance review, and

¹⁹ Note: section 352 of the Act

²⁰ Note: Council may review the employee's performance every 6 months or more frequently if necessary.

- c) any directions or recommendations made by Council to the employee in relation to the employee's future performance of the duties of the position.
- 7.11 The employee and Council will, as soon as possible after the employee receives the written statement referred to in subclause 7.10, attempt to come to agreement on any proposal by Council to vary the performance criteria and on any recommendations by Council as to the future performance of the duties of the position by the employee.
- 7.12 The performance agreement, action plan and any associated records that contain information about the work performance or conduct of the employee are to remain confidential unless otherwise agreed to by the employee or required by law.
- 7.13 Subject to the employee being available and willing to attend a performance review, Council undertakes that if a performance review is not held in accordance with this clause, this will not operate to the prejudice of the employee unless the employee is responsible for the failure to hold the performance review.

8. Remuneration

- 8.1 Council will provide the employee with the total remuneration package set out in Schedule C.
- 8.2 The total remuneration package includes salary, compulsory employer superannuation contributions and other benefits including any fringe benefits tax payable on such benefits²¹.
- 8.3 On each anniversary of the commencement date, the total remuneration package will be increased by a percentage amount that is equivalent to the latest percentage amount increase in remuneration for senior executive office holders as determined by the Statutory and Other Officers Remuneration Tribunal²².

²¹ Note: Compulsory employer superannuation contributions are those contributions required under the *Superannuation Guarantee (Administration) Act 1992* of the Commonwealth or, in the case of an employee who is a member of a defined benefit division of the Local Government Superannuation Scheme (or equivalent), the long term or "notional" employer contribution, as advised by the Actuary for the Local Government Superannuation Scheme from time to time. See Schedule C.

²² Note: When making determinations referred to in subclause 8.3, the Tribunal takes into account key national economic indicators and movements in public sector remuneration across Australia, market conditions, the Consumer Price Index and wages growth as measured by the Wage Cost Index. Tribunal determinations are published in the Government Gazette. The Public Service Commission issues periodic Memoranda summarising the Tribunals determinations, this information is available at http://www.psc.nsw.gov.au/

- 8.4 In addition to clause 8.3, the remuneration payable to the general manager can be increased by the following means:
 - a) Each year, the Council may approve an increase in the remuneration for the general manager where the performance of the general manager following the annual performance review is better than satisfactory. Such an increase will apply for a twelve-month period only unless the council otherwise determines that such a pay rise is to apply for the duration of the contract.
 - b) The council may on one occasion during the term of the contract approve the payment of a retention allowance. The retention allowance is accrued on an annual, pro-rata basis for the remainder of the term of the contract and is to be paid to the employee at the end of the contract period. The retention allowance is not paid to the employee where the contract is terminated under paragraphs (a), (b), (d) or (e) of subclause 10.3.1 or subclause 10.4.
- 8.5 Any increase in remuneration approved under subclause 8.3 and paragraph (a) of subclause 8.4 will not be paid as a lump sum.
- 8.6 The structure of the total remuneration package may be varied from time to time during the term of this contract by agreement between the employee and Council, such agreement not to be unreasonably withheld.
- 8.7 The total remuneration package, as varied from time to time in accordance with subclauses 8.3 and 8.4, remunerates the employee for all work undertaken by the employee while in the position. No other remuneration, benefit, overtime or allowances other than those to which the employee may be entitled under this contract will be paid to the employee during the term of this contract.

9. Leave

9.1 General

- 9.1.1 Council will pay remuneration calculated in accordance with Schedule C to the employee proceeding on paid leave under this clause.
- 9.1.2 On the termination of this contract, and if the employee is not re-appointed to the position under clause 5 or appointed to any other position in Council's organisation structure, the Council will pay:
 - a) to the employee in the case of annual leave, or
 - b) to the employee or new employer council in the case of long service leave,

accrued but unused leave entitlements calculated at the monetary value of the total remuneration package as specified in Schedule C.

9.1.3 If the employee is re-appointed to the position under clause 5 or appointed to any other position in Council's organisation structure within 3 months after the

termination of this contract, the employee will be taken to have continuing service with Council for the purpose of determining the employee's entitlement to annual leave, long service leave and sick leave.

9.1.4 Any leave accrued with Council standing to the credit of the employee immediately prior to entering into this contract will be taken to be leave for the purposes of this contract.

9.2 Annual leave

The employee is entitled to four weeks paid annual leave during each year of employment under this contract to be taken as agreed between the employee and Council.

9.3 Long service leave

- 9.3.1 The employee's entitlement to long service leave is to be calculated by the same method that applies to a non-senior member of Council staff.
- 9.3.2 Long service leave is transferable between councils in New South Wales in the same manner that applies to a non-senior member of Council staff.

9.4 Sick leave

- 9.4.1 The employee is entitled to 15 days paid sick leave during each year of employment under this contract provided that:
 - a) Council is satisfied that the sickness is such that it justifies time off, and
 - b) satisfactory proof of illness to justify payment is provided to Council for absences in excess of two days.
- 9.4.2 Sick leave will accumulate from year to year of employment under this contract so that any balance of leave not taken in any one year may be taken in a subsequent year.
- 9.4.3 Council may require the employee to attend a doctor nominated by Council at Council's cost.
- 9.4.4 Accrued but unused sick leave will not be paid out on the termination of this contract.

9.5 Parental leave

- 9.5.1 Parental leave includes supporting parent's leave, maternity leave, paternity leave and adoption leave.
- 9.5.2 The employee is entitled to the same parental leave that a non-senior member of Council staff would be entitled.

9.6 Carer's leave

The employee is entitled to the same carer's leave that a non-senior member of Council staff would be entitled.

9.7 Concessional leave

The employee is entitled to the same concessional leave that a non-senior member of Council staff would be entitled.

9.8 Special leave

Council may grant special leave, with or without pay, to the employee for a period as determined by Council to cover any specific matter approved by Council.

10. Termination

10.1 General

On termination of this contract for any reason the employee will immediately return to Council all property of Council in the employee's possession including intellectual property and confidential information and will not keep or make any copies of such property and information.

10.2 Termination date

The employment of the employee under this contract terminates on the termination date.

10.3 Termination by either the employee or Council

- 10.3.1 This contract may be terminated before the termination date by way of any of the following:
 - a) written agreement between the employee and Council,
 - b) the employee giving 4 weeks' written notice to Council,
 - c) Council giving 4 weeks' written notice to the employee, or alternatively by termination payment under subclause 11.1, where:
 - i. the employee has been incapacitated for a period of not less than 12 weeks and the employee's entitlement to sick leave has been exhausted, and
 - ii. the duration of the employee's incapacity remains indefinite or is likely to be for a period that would make it unreasonable for the contract to be continued.

- d) Council giving 13 weeks' written notice to the employee, or alternatively, by termination payment under subclause 11.2 where Council:
 - i. has conducted a performance review, and
 - ii. concluded that the employee has not substantially met the performance criteria or the terms of the performance agreement, and
 - iii. has afforded the employee a reasonable opportunity to utilise the dispute resolution procedures in this contract.
- e) Council giving 38 weeks' written notice to the employee, or alternatively, by termination payment under subclause 11.3.
- 10.3.2 When terminating this contract under paragraph (e) of subclause 10.3.1, Council must give the employee its reasons in writing for terminating the contract if the employee requests that reasons be given.
- 10.3.3 If either party requests it and both parties agree to it, Council and the employee may participate in mediation under clause 17 in relation to Council's intention to terminate the contract under paragraph (e) of subclause 10.3.1.
- 10.3.4 If Council does not agree to participate in mediation with the employee under subclause 10.3.3, Council must provide reasons in writing for its decision to the employee if they request that reasons be given.

10.4 Summary dismissal

- 10.4.1 Council may terminate this contract at any time and without notice if the employee commits any act that would entitle an employer to summarily dismiss the employee. Such acts include but are not limited to:
 - a) serious or persistent breach of any of the terms of this contract,
 - b) serious and wilful disobedience of any reasonable and lawful instruction or direction given by Council,
 - c) serious and wilful misconduct, dishonesty, insubordination or neglect in the discharge of the employee's duties and functions under this contract,
 - d) failure to comply with any law or Council policy concerning sexual harassment or racial or religious vilification,
 - e) serious or persistent breach of the code of conduct,
 - f) commission of a crime, resulting in conviction and sentencing (whether or not by way of periodic detention), which affects the employee's ability to perform the employee's duties and functions satisfactorily, or in the opinion of Council brings Council into disrepute,
 - g) absence from the business of Council without Council approval for a period of 3 or more consecutive business days.

10.4.2 This contract is terminated immediately without notice if the employee is or becomes bankrupt, applies to take the benefit of any law for the relief of bankrupt or insolvent debtors, compounds with their creditors or makes an assignment of their remuneration for their benefit.

11. Termination payments

- 11.1 On termination of this contract under paragraph (c) of subclause 10.3.1, where written notice has not been given, Council will pay the employee a monetary amount equivalent to 4 weeks' remuneration calculated in accordance with Schedule C.
- 11.2 On termination of this contract under paragraph (d) of subclause 10.3.1, where written notice has not been given, Council will pay the employee a monetary amount equivalent to 13 weeks' remuneration calculated in accordance with Schedule C.
- 11.3 On termination of this contract under paragraph (e) of subclause 10.3.1, where written notice has not been given, Council will pay the employee a monetary amount equivalent to 38 weeks' remuneration calculated in accordance with Schedule C, or the remuneration which the employee would have received if the employee had been employed by Council to the termination date, whichever is the lesser.
- 11.4 On termination of this contract under paragraphs (a) or (b) of subclause 10.3.1, or subclauses 10.4.1 or 10.4.2, Council will pay the employee remuneration up to and including the date of termination calculated in accordance with Schedule C and any other payment to which the employee is entitled under this contract.

12. Expenses and credit cards

12.1 In addition to any duties or entitlements that may be set out in any relevant policies of Council as adopted by Council from time to time, the employee will:

- a) keep such records of expenses, travel and motor vehicle use as required by Council from time to time,
- b) be reimbursed by Council for expenses properly incurred on Council business, subject to Council's prior approval to this expense being incurred,
- c) only use any credit card provided by Council for expenses incurred on Council business, and
- d) return any credit card provided by Council on request from Council.

13. Intellectual property

- 13.1 Any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee in the course of employment under this contract is the sole property of Council and Council will unless otherwise agreed have the exclusive right to use, adapt, patent and otherwise register it.
- 13.2 The employee will immediately disclose to Council any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee after the commencement date to enable Council to ascertain whether it was discovered, developed or produced wholly outside and wholly unconnected with the course of employment under this contract.
- 13.3 To protect disclosures made in accordance with subclause 13.2, Council or the employee may require a confidentiality agreement to be signed prior to, during or immediately after discussion of the intellectual property being considered²³.
- 13.4 The employee assigns to Council by way of future assignment all copyright, design, design right and other property rights (if any) in respect to any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee in the course of employment under this contract.
- 13.5 At the request and expense of Council the employee will complete all necessary deeds and documents and take all action necessary to vest in Council any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee in the course of employment under this contract and obtain for Council the full benefit of all patent, trademark, copyright and other forms of protection throughout the world.

14. Confidential Information

The employee will not divulge any confidential information about Council either during or after the term of their employment under this contract.

²³ Note: IP Australia, the Commonwealth Government intellectual property agency, has developed an Intellectual Property Contract Generator for the purpose of preparing intellectual property nondisclosure agreements. It is available at <u>www.ipaustralia.gov.au</u>.

15. Waiver

The failure of either the employee or Council to enforce at any time any provision of this contract or any right under this contract or to exercise any election in this contract will in no way be considered to be a waiver of such provision, right or election and will not affect the validity of this contract.

16. Inconsistency and severance

- 16.1 Each provision of this contract will be read and construed independently of the other provisions so that if one or more are held to be invalid for any reason, then the remaining provisions will be held to be valid.
- 16.2 If a provision of this document is found to be void or unenforceable but would be valid if some part were deleted, the provision will apply with such modification as may be necessary to make it valid and effective.

17. Dispute resolution

- 17.1 In relation to any matter under this contract that may be in dispute, either the employee or Council may:
 - a) give written notice to each other of the particulars of any matter in dispute, and
 - b) within 14 days of receiving a notice specified in paragraph (a) of subclause 17.1, a meeting will be convened between Council (along with any nominated representative of Council) and the employee (along with any nominated representative of the employee) in an attempt to resolve the dispute.
- 17.2 The employee and Council will attempt to resolve the dispute at the workplace level.
- 17.3 Upon failure to resolve the dispute at the workplace level, the employee and Council will:
 - a) refer the dispute to an independent mediator as agreed by the employee and Council, or otherwise as appointed by the Chief Executive. (A mediator may be agreed between the employee and the employer when the contract is made),
 - b) agree to participate in any mediation process in good faith, with such mediation to operate in a manner as agreed by the employee and Council, and

- c) acknowledge the right of either the employee or Council to appoint, in writing, another person to act on their behalf in relation to any mediation process.
- 17.4 The cost of the mediation service will be met by Council.
- 17.5 The employee and Council will each be responsible for meeting the cost of any advisor or nominated representative used by them.

18. Service of notices and communications

- 18.1 Any communication, including notices, relating to this contract will be in writing and served on the employee or Council:
 - a) in the case of service by express post or post, at their last known residential or business address, or
 - b) in the case of service by email, to their email address recorded in this contract or such other email address as they may subsequently notify the other in writing.
- 18.2 Any written communication including notices relating to this contract is taken to be served:
 - a) when delivered or served in person, immediately,
 - b) where served by express post at an address within New South Wales in the Express Post Network, on the next business day after it is posted,
 - c) where served by post otherwise in the ordinary course of postage, as set down in Australia Post's delivery standards, and
 - where sent by email within standard business hours, on the day it was sent, or if sent outside of business hours, on the next business day after it is sent.

19. Variations

- 19.1 Where this contract provides that its terms may be varied, that variation will be by agreement in writing signed by the employee and Council²⁴.
- 19.2 Where the Chief Executive approves an amended or substitution standard form of contract for the employment of the general manager of a council, the provisions of this contract may be varied by agreement between the

²⁴ Note: See clauses 4.5, 7.3, 8.3, 8.4 and 19.2.

employee and Council to the extent that they are consistent with the provisions of that amended or substitution standard form of contract²⁵.

20. Other terms and conditions

- 20.1 The employee and Council acknowledge that they have sought or had the opportunity to seek their own legal and financial advice prior to entering this contract.
- 20.2 In accordance with section 731 of the Act, nothing in this contract gives rise to any action, liability, claim or demand against the Minister, the Chief Executive or any person acting under their direction.

21. Signed by the employee and Council

COUNCIL:

The Seal of

[Council name]

[Seal]

affixed by authority of a resolution of Council.

Signed

by Council

Date

Name of signatory

²⁵ Note: See section 338 of the Act.

Standard Contract of Employment | 21

in full [printed]	
Office held [printed]	
Signed by Witness	
Name of Witness	
in full [printed]	
THE EMPLOYEE:	
Signed	
by the employee	
Date	
Name of employee	
in full [printed]	
Signed by Witness	
Name of Witness	
in full [printed]	

Schedule A – Council policies

Note: This Schedule may be varied during the term of this contract in accordance with subclauses 4.5 and 19.1 of this contract.

This Schedule operates on and from

Date

For the purposes of subclause 4.5 of this contract, the following policies apply to the employee:

Signed by Council

Signed by the employee

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Schedule B - Duties and functions

Note: This Schedule may be varied during the term of this contract in accordance with clause 6 and 19.1 of this contract.

This Schedule operates on and from

Date

The employee's position description forms Schedule B of this contract.

In addition to the duties and functions specified in clause 6 of this contract, the employee will carry out the duties and functions as identified in the employees position description.

Signed by Council

Signed by the employee

Schedule C - Remuneration

Note: This Schedule may be varied during the term of this contract in accordance with subclauses 8.7 and 19.1 of this contract.

This Schedule operates on and from

Date

The Annual Total Remuneration Package is as follows:

\$_____

The Total Remuneration Package is comprised of:

The employee agrees and acknowledges that deductions under subclause 8.2 of this contract are made principally for the benefit of the employee and that the Council relies on that statement in providing the non-cash benefits requested by the employee.

In the case of an employee who is a member of a defined benefit division of the Local Government Superannuation Scheme (or equivalent) compulsory employer superannuation contributions are the long term or "notional" employer contribution, as advised by the Actuary for the Local Government Superannuation Scheme from time to time.

The employee's superable salary will be the amount of the total remuneration package less the amount of compulsory superannuation contributions.

Signed by Council

Signed by the employee _____

7.7. Tabling of Disclosure Returns by New Councillors 2022

Author: Rachelle Henson, Executive Assistant

Summary

The purpose of this report is to table the Disclosure of Returns submitted late by three Councillors after attaining the position of Councillor on 21 December 2021 in accordance with Clause 4.21 in the Federation Council Code of Conduct.

Recommendation

THAT Council receive and note the report concerning the final 3 Disclosure of Returns submitted late by Councillors.

Background

Clause 4.21 in the Federation Council Code of Conduct, requires Councillors, Audit Risk and Improvement Committee members and designated persons to complete and lodge with the General Manager a return in the form prescribed by the code within three months of becoming a Councillor or designated person, by the 30 June of each year, and when the councillor or designated person becomes aware of an interest they are required to disclose under Schedule 1 that has not been previously disclosed in a return lodged.

Councillors do not need to submit a return of interests if they have already submitted a return in the three months preceding the determination of the election. Unfortunately, due to the timing of the election all former Councillors who were re-elected fell outside the 3-month timeframe and all Councillors were required to complete a return of interest.

These returns for Councillors are required to be tabled according to the regulation after attaining the position of Councillor.

Councillors had up until 21 March 2022 to submit their disclosure returns. 3 Councillors had failed to complete their return by the due date and have since returned their disclosures.

Clause 4.27 provides that information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2018 and any guidelines issued by the Information Commissioner.

Community Engagement

N/A

Attachments

None

Links to Councils Integrated Planning Framework

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents. **Delivery Program 4 year plan:** 5.3 Ensure good governance and administration. **Operational Plan Action 2021-2022:** 5.3.13 Provide Councillor Support Services.

Financial Implications

Nil.

Financial Sustainability

Proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Corporate Risk – Council officials, including Councillors and Audit Risk & Improvement Committee Members, have obligations under the Code of Conduct to submit pecuniary interest returns if they are a Councillor, senior staff member or a 'designated person'. Non-submission of a pecuniary interest disclosure form is potentially a breach of the Code of Conduct.

3 Councillors had failed to lodged their disclosure return by the due date. These returns have now been submitted.

Legal Implications

There are no legal implications as a result of the actions proposed in this report.

Options

N/A

7.8. General Communication to Ratepayers and Residents

Author: Adrian Butler, General Manager

Summary

This report advises Council that a review is underway in relation to Council's communications back to residents/ratepayers. The issue of an increase in complaints to Councillors in relation to a lack of reply from Council to ratepayer requests/enquiries, was discussed in the Mayoral Minute at the May 2022 Council meeting, and Council resolved to receive a further report on this matter.

Recommendation

- THAT Council note the report on the review underway into Council's customer response times; and
- 2. THAT Council receive a further report when the review is finalised for further consideration.

Background

Councils has a wide range of methods used to receive customer requests. Over time, and particularly since the last two to three years including the onset of COVID-19 and work from home, the response times for staff to respond to residents has slipped to an unacceptable level.

Management is considering this issue and it is being taken very seriously, and a review is underway that will lead to an updated Communication and Engagement strategy, as well as strengthening internal controls and systems for managing customer requests/correspondence.

Council will be further involved as the review progresses over the coming months.

Community Engagement

The community will be consulted as part of this process, including seeking input into Councils current and any planned changes to the Communication and Engagement strategy.

Attachments

None

Links to Councils Integrated Planning Framework

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: 5.4 Ensure extensive communication and consultation with residents. **Operational Plan Action 2021-2022:** 5.4.1 Maintain Council online presence via digital channels.

5.4.2 Implement and maintain Council's Customer Service Charter.

5.4.3 Implement Council's Community Engagement Strategy.

5.4.4 Implement Council's Corporate Communications Strategy.

5.4.5 Implement internal communications and engagement policy.

Financial Implications

N/A

Financial Sustainability

Adopting this recommendation has a neutral effect on Council's Long Term Financial Sustainability.

Risk Implications

Councils reputational risk is an area that requires consideration as when Council is late in responding to requests, it does not signal to the public that it treats requests with urgency.

Legal Implications

N/A

Options

N/A



7.9. Riverina Regional Library Deed of Agreement and Service Level Agreements 2022-2026

Author: Rachelle Henson, Executive Assistant

Summary

This report is provided for Council to endorse the Riverina Regional Library (RRL) Deed of Agreement and Provision of Library and Information Services 1 July 2022 – 30 June 2026 and to authorise the use of the Council Seal.

Recommendation

- 1. THAT Council note the report on the Riverina Regional Library Deed of Agreement and Service Level Agreements 2022-2026; and
- 2. THAT Council authorised the Common Seal of Council to be affixed to the Riverina Regional Library Deed of Agreement and Service Level Agreements 2022-2026.

Background

Due to the exit of Wagga Wagga City Council from the Riverina Regional Library and the current Deed due to expire 30 June 2022, a new deed for the period 2018-2022 has been prepared and Council is required to sign this agreement under the Common seal of Council.

The Deed of Agreement will be between the Council of Coolamon and the Councils of Bland, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora for the provision of library and information services.

Community Engagement

N/A

Attachments

1. RRL Deed of Agreement 2022-2026

Links to Councils Integrated Planning Framework

Theme: Social Federation

Outcome: Close-knit and welcoming communities where people come together and support each other.

Delivery Program 4 year plan: 4.12 Provide library services and programs accessible to all residents and visitors.

Operational Plan Action 2021-2022: *4.12.1 Maintain libraries in Corowa, Howlong, Mulwala and Urana that are vibrant community spaces and provide opportunities for all members of the community.*

4.12.2 Through its membership with Riverina Regional Library, deliver a mobile library service that

ensures library services are accessible to smaller communities.

Financial Implications

Council's financial contribution to the RRL shall be paid in half-yearly instalments during the months of July and January of each year and have been included in the 2022/23 budget.

The withdrawal of Wagga Wagga City Council has added approximately \$40,000 to the cost of providing library services. The draft budget recommended for adoption has therefore been increased. Federation Council like all remaining RRL member councils will review library services and undertake community consultation as part of this process prior to the 23/24 budget adoption.

Financial Sustainability

Adopting this recommendation is considered to have an overall neutral impact on Councils Long Term Financial sustainability.

Risk Implications

N/A

Legal Implications Prepared with legal advice by RRL.

Options

N/A



Deed of Agreement between the Council of Coolamon and the Councils of Bland, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora for the Provision of Library and Information Services

1 July 2022 - 30 June 2026

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THIS AGREEMENT made the day of two thousand and twenty two <u>BETWEEN THE COUNCIL OF COOLAMON AND THE</u> <u>COUNCILS OF BLAND, COOTAMUNDRA-GUNDAGAI, FEDERATION,</u> <u>GREATER HUME, JUNEE, LEETON, LOCKHART, SNOWY VALLEYS AND</u> <u>TEMORA</u>, (hereafter called "the Member Councils") WHEREAS the Councils have by individual resolutions resolved to adopt the Library Act 1939 (as amended) AND WHEREAS it is provided in Section 12(2) of the said Library Act that:

- (a) Two or more local authorities may enter into an agreement whereby the local authority of one area undertakes to exercise, for and on behalf of the local authority or local authorities of any other area or areas, within such other area or areas, any specified power or duty of a local authority in relation to the provision, control and management of libraries, library services and information services.
- (b) Any such agreement shall specify the terms and conditions upon which such power or duty shall be so exercised

WHEREAS the Member Councils have agreed to delegate to the Council of Coolamon (hereafter called the Administration Council) any specified power or duty of a local authority in relation to the provision, control and management of libraries, library services and information services within the abovementioned Local Government Areas in accordance with the provisions of the said Library Act (as amended) and with the conditions hereinafter appearing, the following specified powers or duties of a local authority in relation to the provision, control and management of libraries, library services and information services to be undertaken by the Administration Council are agreed for the purpose of this Agreement:

- Administration of the RRL Advisory Committee and Executive Committee
- Appointment and management of RRL Administration Centre staff
- Administration of RRL finances
- Administration of RRL vehicles

With the conditions hereinafter appearing AND WHEREAS the Member Councils have agreed that this agreement shall replace any other library agreements existing between the Administration Council and Bland, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora:

With the conditions hereinafter appearing AND WHEREAS the Member Councils have agreed that this agreement shall replace any other library agreements existing between the Administration Council and Bland, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora (hereafter called the other Councils):

1. RIVERINA REGIONAL LIBRARY SERVICE

- 1.1 A joint library service to be known as the Riverina Regional Library (hereafter called RRL) shall operate throughout the entirety of the areas of the Councils.
- 1.2 The Mission Statement of the RRL shall be:

Creatively connecting people, information and knowledge

1.3 The residents of the Administration Council and the other Councils shall be entitled to the same privileges in regard to the services provided under this agreement.

2. RIVERINA REGIONAL LIBRARY ADVISORY COMMITTEE

2.1 A Riverina Regional Library Advisory Committee (hereafter called the Committee) shall be appointed by the Administration Council in accordance with s11 of the Library Act 1939 to advise the Councils on matters of library, information management networks and research, records management and archiving policy, including the preparation of policy statements and Management Plans and strategies for the overall development of library and information services for the RRL and within the Areas of the Councils for adoption by the Councils.

3. MEMBERSHIP OF THE COMMITTEE

- 3.1 Each Council shall nominate two persons, one of which must be an elected member, (hereinafter referred to as delegates) to be members of a committee to be known as the Riverina Regional Library Advisory Committee (hereinafter referred to as "the Committee"). The delegates are appointed to the Committee by the Administration Council.
- 3.2 Each Member Council shall nominate one alternate delegate (hereinafter referred to as the alternate delegates) to the Committee to attend in the absence of delegates.
- 3.3 The Member Councils shall nominate their delegates and alternate delegate at the first Council meeting held after the quadrennial Local Government Elections.
- 3.4 Any vacancy occurring in the Committee by death, resignation, disqualification or otherwise, shall be filled by the appointment of a new delegate by the appropriate Council at its next Ordinary Meeting for the remainder of the quadrennial term. A Member Council will notify the Committee in writing of the new member's details.
- 3.5 Each delegate and alternate delegate may be removed from office at any time by the resolution of the appointing Council.

3.6 Each Member Council shall indemnify the Administration Council in respect of any liability incurred in relation to each of its appointed members.

4. **PROCEEDINGS OF THE COMMITTEE**

- 4.1 The Committee shall meet on not less than two occasions each year.
- 4.2 The meeting of the Committee immediately following the appointment of delegates by each of the Member Councils in Local Government election years shall be the meeting for the election of Office Bearers and the Executive Committee (see section 4.7) for the period until the next Local Government election and shall be known as the Annual General Meeting (AGM).

The election of Office Bearers and the Executive Committee will be conducted in accordance with Schedule 7 Part 1 of the Local Government Regulation 2005. The order of business to be conducted at the first AGM after a Local Government election shall be as follows:

- i) Election of Chairperson
- ii) Election of Deputy Chairperson
- iii) Election of Executive Committee
- iv) Any other business that is necessary for the due and proper conduct of the RRL, including receipt of Annual Reports for financial year preceding
- v) The meeting place for the forthcoming year shall be the RRL Administration Centre unless otherwise decided

The final meeting for the year will be the AGM in years between Local Government elections. The order of business to be conducted shall be as follows:

- Any business that is necessary for the due and proper conduct of the RRL, including receipt of Annual Reports for financial year preceding
- ii) The meeting place for the forthcoming year shall be the RRL Administration Centre unless otherwise decided
- 4.3 The election for the Chair, Deputy Chair and Executive Committee will be carried out in accordance with Schedule 7 of the Local Government General Regulation 2005. (*See Appendix One for Election Procedure*)
- 4.4 The Manager RRL shall call an extraordinary meeting on the request of the Chairperson or any three members of the Committee.
- 4.5 The procedure for the conduct of Meetings and General Business of Councils as provided for in the Local Government Act, 1993, (as amended), and the Regulations made there under shall apply to the conduct of Meetings and General Business of the Committee.

- 4.5.1 The quorum for a meeting of the RRL Advisory Committee is a majority of delegates or alternate delegates appointed by Member Councils
- 4.5.2 If a quorum is not present at a meeting, the Executive Committee (see 4.7 below) has the power to make recommendations on behalf of the Advisory Committee to the Administration Council on matters arising from that meeting
- 4.6 Each Member Council has two votes. Delegates or alternate delegates must be present at meetings, either in person or online, to cast their vote.
- 4.7 The Executive Committee, comprising the Chairperson, Deputy Chairperson and four other delegates appointed by the Committee, two of which must be elected members, and two of which must be Council officers together with the Manager RRL, shall form a Working Group within the Committee to act on urgent issues as required by the Committee and develop plans and policies for presentation to the Committee. Business shall not be transacted at any meeting of the Executive Committee unless a majority of members be present.
- 4.8 In the event of a vacancy occurring in the Executive Committee by reason of death, resignation, disqualification or otherwise, the Committee shall fill the vacancy by appointment of a member of the Committee to the Executive Committee.
- 4.9 Any notice of motion recommending amendment of this Agreement by the Committee shall be given in writing by the Member Councils at least one month before the meeting of the Committee at which the motion is to be discussed.
- 4.10 No alteration shall be made to this Agreement unless the proposal for alteration has the support of two thirds of the Member Councils.

5. **RESPONSIBILITIES OF THE MEMBER COUNCILS**

- 5.1 Member Councils aim to conduct public library and public information services at a standard no less than that recommended from time to time by the Library Council of New South Wales.
- 5.2 The Member Councils shall provide and maintain suitable Branch Library facilities complete with the necessary fittings and furnishings, and any computer and RFID equipment required as specified in the RRL Information Technology Plan. The number of Branch Libraries to be serviced under this agreement shall be determined by individual Member Council.

- 5.3 Should any member Council require an additional Branch facility, that Member Council shall advise the Manager RRL and, at its own expense provide suitable Branch Library buildings within their respective council area complete with the necessary fittings and furnishings, computer and RFID equipment and establishment collection. (Establishment collection is defined as a core collection of library material that is of a comparable quantity and standard to the collections held by other branch libraries in the region of a similar size.) Such buildings, fittings and furnishings and establishment stock shall remain the property of the individual member Council.
- 5.4 In planning new buildings for branch libraries or the refurbishment of existing libraries, the Member Councils may seek the advice of the Manager RRL. The Manager RRL is to be consulted on all library resourcing matters which relate to the Riverina Regional Library.
- 5.5 Any costs to RRL associated with the establishment of a new and/or additional Branch Library (e.g. cash register, DVD cleaner, annual collection costs, circulation hardware and software, RFID hardware and software, security gates) will be met by the associated Member Council.
- 5.6 Staff required at Branch Libraries shall be employed by the Member Council concerned.
- 5.7 The Member Councils shall determine the opening hours of the Branch Libraries in their areas in consultation with the Manager RRL.
- 5.8 RRL shall administer a Mobile Library Service for member Councils that request a Mobile Library Service. All costs for the mobile service shall be met by those Member Councils receiving service in proportion to the extent of service provided and agreed to for each Member Council as provided for in the funding formula. Mobile Library timetables will be established by negotiation.
- 5.9 Any member Council that utilises the Mobile Library Service must provide not less than two years notice of its intention to withdraw from, or reduce its level of, service provision. Requests for increased levels of mobile library service by member Councils currently utilising the service, or requests for the provision of Mobile Library service from member Councils currently not utilising the service, will be considered if service hours become available. Councils currently utilising the service will be given priority for additional service hours.
- 5.10 The Member Councils shall make payment in full of half-yearly membership contributions, as agreed in the annual RRL budget, during the months of July and January each year.

6. **RESPONSIBILITIES OF THE COMMITTEE**

- 6.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of the Local Government Act and Regulations, 1993, the Library Act Section 11 and Regulations, 1939 (as amended), and of this agreement.
- 6.2 To provide annually to member Councils the estimates of expenditure and income for the ensuing year in accordance with the requirements of Section 9.5
- 6.3 To provide member Councils with copies of the Minutes of each meeting of the RRL Advisory Committee.
- 6.4 To submit to the Councils an annual report which shall include details of the activities of the Library Committee and the Regional Library service over the preceding twelve months.
- 6.5 To make and consider recommendations on matters pertaining to the provision of library and information services.
- 6.6 To develop, maintain and monitor the implementation of a RRL Management Plan as required of Councils under the Local Government Act, 1993.
- 6.7 To prepare policy statements on relevant aspects of service for consideration by all Member Councils and periodically review policies as determined by the Committee when adopting the policy in order to support the consistent provision of high quality library services for residents of the RRL area.
- 6.8 To use its best endeavours to support member councils to obtain the full benefit of grants and maximum subsidies made available by the Commonwealth, the State and other respective instrumentalities and agencies for Libraries and Library Services.
- 6.9 To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.
- 6.10 The Committee shall pay rental for the workspace, furniture, fittings, equipment used by Riverina Regional Library Administration Centre staff in accommodation provided by the Wagga Wagga City Council. The charge shall be based upon the rental charge contained in the 2022-2023 budget with increases applied as prescribed in the associated lease agreement. This amount to be included as part of the annual budget for the Riverina Regional Library.
- 6.11 To pay to the Administration Council each year an agreed administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Administration Council. This amount to be included as part of the annual budget for the Riverina Regional Library.

The split of responsibilities between the Administration Council and the RRL Administration Centre shall be as follows:

Administration Council	Riverina Regional Library Administration Centre
Governance and administrative	Administration of RRL Advisory
support including RRL	/Executive Committee meetings
Advisory/Executive Committee	
meetings	
Human resources support services	Human resources administrative tasks
(recruitment, corporate training, staff	and day-to-day staff management
management, performance review, WHS policies)	
Financial services (administer payroll,	Financial administration and support;
annual budget, procurement,	prepare annual budget; day-to-day
accounts, annual statements, annual	budget management; employee
audit)	paysheets; processing orders and
	clearance for payment; EOFY
	reconciliation; provide information for
Electrope servent including Mahile	EOFY financial statements and audit.
Fleet management including Mobile Library vehicle (procurement and	Maintain vehicles in good order; adhere to prescribed maintenance schedules
maintenance of vehicles	to prescribed maintenance schedules
Provision of access to required	Provide and maintain IT hardware and
council systems	software
	Provide telephony service, handsets and
	mobile devices
	Provide and administer email system and
	email archive platform
	Provide and maintain RRL website and
	website platform
	Provide and maintain a compliant
	document management system
	Provide and maintain physical internet
	networking requirements to meet RRL
	Administration Centre needs

6.12 The Committee shall be responsible for meeting the costs of insuring:

- collection of the Riverina Regional Library
 - mobile library and collections
 - ICT equipment owned by RRL
 - motor vehicles used by regional headquarters staff
 - regional headquarters public liability and professional indemnity
 - RRL Administration Centre furniture, fittings and contents

The Administration Council will be named as the policy holder. Insurance for establishment stock is the individual responsibility of member Councils (see 5.3).

7. RESPONSIBILITIES OF THE ADMINISTRATION COUNCIL

A RRL member Council will agree to become the RRL Administration Council for a period of four years between quadrennial Local Government elections. In the event that the term of NSW councils is longer or shorter than 4 years, the Administration Council will be considered appointed for that period.

The incumbent RRL Administration Council will be considered to be ongoing in the role unless:

- The Administration Council gives 12 months notice from expiry of the current Deed of Agreement to relinquish the role
- The Administration Council withdraws from RRL

Coolamon Shire Council shall be the Administration Council in the period of this agreement and will be responsible for the formation of the RRL Advisory Committee and the provision of full administrative services to the Committee. The service shall be provided in accordance with the policies established by Coolamon Shire Council in conjunction with the Manager RRL at the time of signing this agreement and thereafter decided upon with the advice of the Committee in accordance with the provisions of the Library Act 1939 (as amended), including Sections 10 and 10a as specified, and this agreement.

It should be noted that this Agreement provides a mechanism for dispute resolution and mediation as detailed in Section 12.

Administrative services provided by the Administration Council to the Committee shall include:

7.1 Appointment of RRL Administration Centre staff within an approved organisational structure and determination of the desirable qualifications and grading of such staff in consultation with the Manager RRL.

For the purpose of continuity of service, cessation of service, superannuation contributions, taxation deductions, Workers Compensation Insurance, Holidays, Sick Leave and Long Service Leave, all RRL staff shall be deemed to be employees of the Administration Council. The Committee shall indemnify and reimburse the Administration Council for all expenditure and any liabilities incurred by the Administration Council under this Section.

If there is a change of Administration Council, employee leave entitlements shall be transferred by the outgoing Administration Council to the incoming Administration Council in an amount no less than prescribed in the current NSW Local Government (State) Award.

7.2 The keeping and auditing of all records and accounts in accordance with the provision of all Acts, regulations and by-laws.

- 7.3 The review of agendas and business papers, provided by the Manager RRL, for Committee meetings; the keeping of minutes of the meetings, provided by the Manager RRL; and the implementation of all decisions of the Committee.
- 7.4 The lodgement of all accountability documents and the signing of all contracts relating to the library service as required by law on decision of the Committee.
- 7.5 The employment conditions of RRL Administration Centre staff.
- 7.6 The procurement, maintenance and sale of all vehicles owned on behalf of the Committee.
- 7.7 The following powers and duties of a local authority relating to the provision, control and management of the RRL as prescribed in Section 12 (2) of the Library Act 1939 as agreed by member Councils:
 - Appointment and management of RRL Administration Centre staff
 - Administration of RRL finances
 - Administration of RRL vehicles

8. RIVERINA REGIONAL LIBRARY MANAGEMENT AND ADMINISTRATION

- 8.2 The position of Manager RRL shall be appointed by the Administration Council in consultation with the Committee.
 - 8.2.1 The Manager RRL shall be a qualified Librarian, and/or will hold a degree level qualification in a related field, and/or will have relevant pratical experience in the library/information technology/management field/s.
 - 8.2.2 The Manager RRL shall be responsible to the General Manager of the Administration Council for the overall management of the services provided by the library service and to supervise and control RRL staff employed by the Administration Council.
 - 8.2.3 The Manager RRL shall provide administrative services and support to the Committee and the Executive Committee.
 - 8.2.4 The Manager RRL shall attend meetings of the Committee and of the Executive Committee, but is not entitled to vote.

9. MANAGEMENT PLAN

- 9.1 The Committee shall adopt an annual RRL Management Plan by 30 June in each year.
- 9.2 The Committee shall, by February each year, provide each Member Council with a copy of the Riverina Regional Library's draft annual Management Plan, incorporating any requirements under the Local Government Act 1993 and the Library Act.

- 9.3 The proposed annual Riverina Regional Library Management Plan shall also include the following financial information
 - i) The amount of funds currently held by the Administration Council on behalf of the Riverina Regional Library.
 - ii) The amount of each Member Council's proposed financial contribution to the RRL for the financial year commencing 1 July.
 - iii) The amount of funds to be received from any other source by the RRL in the financial year commencing 1 July.
- 9.4 The amount to be contributed to the RRL by each Member Council during each financial year shall be the amount specified in the Riverina Regional Library's adopted annual Management Plan as the contribution of that Member Council.
- 9.5 An agreed formula shall be used to determine the budget contribution for each Member Council which shall include a per capita contribution by member Councils (according to the most recent ABS census data available) and such other components as may be determined by the Committee from time to time. The formula (attached as Appendix 2) shall be reviewed and adopted quadrennially by the Committee in conjunction with the renewal of the RRL Deed of Agreement.
- 9.6 Should the Committee determine that the budget contribution for Member Councils involves an increase above the amount resulting from the application of the agreed funding formula (see section 9.5 of this Agreement and Appendix Two) in any year, adoption will require the unanimous approval of Member Councils.
- 9.7 In addition to the contributions payable under this Section, a Member Council shall be responsible for the associated costs determined by RRL in providing any additional service or resource requested by that Member Council. These costs are to be paid within thirty days of the Member Council receiving an invoice from the RRL for the provision of such service or resources.
- 9.8 In the event that the proposed annual RRL Management Plan does not obtain the unanimous approval of the Member Councils, the matter shall be referred back to the Committee for review and subsequently may be adopted in its original or amended form by a majority of members of the Committee. In this event, contributions by member councils shall be the amounts specified as per Section 9.5 and Appendix One. In the event of the proposed annual RRL Management Plan not obtaining a majority approval, the matter will be referred to the Administration Council for resolution and the resolution will be no more than the amounts specified as per Section 9.5 and Appendix One. The adoption of the annual RRL Management Plan is binding on all Member Councils.

- 9.9 Each Member Council's financial contribution to the RRL shall be paid in half-yearly instalments during the months of July and January of each year.
- 9.10 Any Member Council may make a contribution to the RRL above the adopted contribution in any one year.

10. ASSETS

- 10.1 All Library materials, equipment and other assets held by the Administration Council and Member Councils at branch libraries are the property of individual Councils.
- 10.2 The Manager RRL shall maintain a current register of the assets owned by the Administration Council on behalf of RRL. The Assets Register will be tabled at the Committee's Annual General Meeting.
- 10.3 Member Councils, unless otherwise agreed to, are to give a minimum of two years notice in writing of its intention to withdraw assets from the use of the RRL.
- 10.4 The Administration Council shall be responsible for the maintenance, repair, replacement and operating costs of assets owned by the Administration Council on behalf of the RRL. The costs will be budgeted for and borne by the RRL.
- 10.5 Member Councils shall be responsible for the maintenance, repair, replacement and operating costs of assets owned by the respective Councils and provided for the use of the RRL.

11. ENTRY AND EXIT OF PARTIES

- 11.1 A Council which is not a party to this Agreement may, by supplementary agreement with the Member Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement. The amount payable by the new Council for admission to membership in the RRL shall be as recommended by the Committee and resolved by the Administration Council.
- 11.2 A Member Council may withdraw from this Agreement having given not less than two years' notice in writing to the Manager RRL of its intention. The final date for providing notice of withdrawal from this Agreement is two years prior to the expiry of the Agreement.
- 11.3 A Member Council which has given notice under Section 11.2 must, unless otherwise agreed to by a majority of Member Councils, withdraw from this Agreement on 30 June in any year.

- 11.4 A Member Council which intends not to continue its membership of RRL at the conclusion of this Agreement must provide not less than two years' notice in writing to the Manager RRL of its intention. The final date for providing notice not to continue membership of RRL is two years prior to the expiry of the Agreement.
- 11.5 A Member Council which has given notice under Section 11.4 must, unless otherwise agreed to by a majority of Member Councils, not continue its membership of RRL after the end of the Agreement on 30 June.
- 11.6 A Member Council which withdraws from this Agreement or does not continue its membership of RRL at the conclusion of this Agreement shall be entitled to:
 - the physical library collection currently allocated to libraries in the Council's area
 - the computer hardware and RFID hardware currently allocated to libraries in the Council's area in accordance with the RRL Information Technology Plan
 - a portion of the unrestricted funds held by the RRL (those being funds not held in reserves for a specific purpose) as at the last day of its membership of RRL, less an agreed amount which represents the administration costs to RRL of the withdrawal
- 11.7 The portion of unrestricted funds to which a Member Council is entitled:
 - i) Shall be calculated according to the value of the unrestricted funds as disclosed by the relevant audited financial statements
 - ii) Shall be in the same proportion as its financial contribution to the RRL over the four-year period prior to exit date, or since joining the RRL if the period is less than four years
 - iii) Will be taken as a cash payment.
- 11.8 A Member Council which withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the RRL as at the last day of its membership of RRL.
- 11.9 The portion of the liabilities and contingent liabilities to which a Member Council is liable:
 - i) Shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them; and
 - ii) Shall be in the same proportion as its financial contribution to the RRL over the previous four-year period or since joining the RRL if less than four years.
- 11.10 It is agreed by all Member Councils that the decision of the RRL Executive Committee shall be final and binding in respect of calculating the unrestricted funds and liabilities of the Committee at any time and of the books, computer and RFID hardware, and cash to be apportioned or paid to a Member Council upon termination, withdrawal or expulsion pursuant to this Agreement.

11.11 All Member Councils agree that there shall be a right of appeal in respect of any such decision with the Library Council of New South Wales to act as arbitrator in any dispute regarding the allocation of assets to Regional Libraries on the exit of a Member Council.

12. DISPUTE RESOLUTION

In the event of any dispute or difference arising between the Member Councils concerning matters related to the Library Service, and where they are unable to agree on any such matter, then such a dispute, difference or inability to agree shall be submitted by the Committee to the Library Council of NSW for mediation and advice as prescribed under section 12(5) of the Library Act 1939 as amended.

12 (5) It shall be a term of every agreement made under this section, whether the agreement is made before or after the day appointed and notified under section 2 (2) of the Library (Amendment) Act 1977, that any dispute arising under the agreement shall, on the application to the Council of a party to that agreement, be settled by arbitration by an arbitrator appointed by the Council.

13. DISSOLUTION

- 13.1 The RRL may be dissolved by agreement of at least two thirds of the parties to this Agreement including those admitted as a party by supplementary agreement on the 30th June in the following calendar year. The conclusion of this Agreement, the withdrawal of one or more councils during the period of this Agreement or at the conclusion of this Agreement, or the discontinuation of membership by one or more councils does not constitute a dissolution unless a dissolution is agreed by at least two thirds of the parties to this Agreement.
- 13.2 If the RRL is dissolved under this Section:
 - Each Member Council shall be entitled to a portion of the Riverina Regional Library's assets calculated according to its proportion of financial contribution and the assets held at its branch libraries. Distribution of assets shall be determined as follows:
 - a) Each Member Council shall be entitled to retain the computer and RFID hardware at the library premises within their local authority area.
 - b) Each Member Council shall be entitled to retain the current collection of books and other library resource materials at the library premises within their local authority area. Items on loan to other libraries should be returned to the home branch.
 - c) The software licences used by the libraries within a Member Council's area should be retained by that Member Council, or assigned to that Member Council for the remainder of the period for which software licences are paid

- d) The Mobile Library is to be sold at public auction and the proceeds of the sale be distributed between the Member Councils who use the mobile library at the time of the dissolution on the same basis that they contributed to it.
- e) The remaining tangible property (not dealt with above) which is held at the RRL Administration Centre by the Administration Council on behalf of the member Councils of the RRL shall be sold at public auction and the proceeds of the sale be distributed between the Member Councils in the same proportion as its financial contribution to the RRL over the previous five-year period or since joining the RRL if less than five years.
- f) If there are any funds left over after all liabilities have been met by the Administration Council in relation to the RRL, then these funds should be distributed to the Member Councils in the same proportion as their financial contribution to the RRL, over the previous five-year period or since joining the RRL if less than five years.
- ii) Each Member Council shall be liable for a portion of the liabilities and contingent liabilities of the RRL in the same proportion as its financial contribution to the RRL over the duration of this agreement.

14. EXPULSION OF A MEMBER COUNCIL

- 14.1 Upon the passing of a recommendation having the support of the delegates of a majority of the Committee for the expulsion from the Agreement of a Member Council, and after opportunity accorded to the delegates of that Member Council to be heard and or make written submissions to the Committee prior to such a resolution being made, then such Council shall be expelled from the Committee and from the benefits of this Agreement to take effect on 30 June in the following calendar year after notification by the Administration Council.
- 14.2 In such case the expelled Council shall be entitled to:
 - the physical library collection currently allocated to libraries in the Council's area
 - the computer hardware and RFID hardware currently allocated to libraries in the Council's area under the RRL Information Technology Plan
 - a portion of the unrestricted funds held by the RRL (those being funds not held in reserves for a specific purpose) in the same proportion as its financial contribution to the RRL over the previous four-year period or since joining the RRL if less than four years, at the date of expulsion and after provision for payment thereof of all the liabilities of the Committee as prescribed in Section 11 of this Agreement.

15. STANDARDS OF SERVICE

- 15.1 The standard of library service to be provided shall be reviewed annually, particularly with regard to expenditures on library resources and staff, with a view to raising the standard by stages towards a target level determined in the approved Management Plan.
- 15.2 Specific Service Level Agreements will be maintained with each Member Council to ensure services are being provisioned to the agreed standards and targets. These Agreements will include collection development, collection management, provision of information services, technical services and systems development, training programs and the provision of library programs.

16. CURRENCY OF AGREEMENT

- 16.1 This agreement shall continue in force for a period of four (4) years from 1 July 2022 unless dissolved in accordance with Clause 13.
- 16.2 This Agreement supersedes in all respects all preceding agreements relating to the provision of library services between the Councils of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora.
- 16.3 In the event of any amalgamations the Administration Council, in consultation with the Committee, will review the Agreement and provide a report recommending necessary actions for the continuance of the RRL.
- 16.4 For the sake of clarity, even though the Agreements are renewed every 4 years they are rolling agreements by all parties unless membership of RRL is terminated under clause 11,13 or 14 of this Agreement. Failure by a member Council to renew the agreement is taken to be an exit of that member Council and will be administered under item 11 (*Entry and Exit of Parties*) of this Agreement.

17. ELIGIBILITY FOR STATE SUBSIDY PAYMENTS

17.1 Member Councils of RRL will comply with the provisions of Section 13 of the Library Act 1939 in order to be eligible for library subsidy payments from the state.

18. **REVIEW OF AGREEMENT**

Following the granting of Royal Assent to a revised Library Act, all member councils of RRL agree to have this Library Agreement reviewed in accordance with the provisions of the new Act in order to achieve compliance.

19. OTHER

Any provision of the Agreement or part thereof which in any way contravenes any applicable law of the Commonwealth of Australia or of the State of New South Wales thereof or which is declared by any court of the Commonwealth or the State of New South Wales to be void or unenforceable shall to the extent of such contravention of law, invalidity or unenforceability be deemed to be separate and shall not affect any other provision or part thereof of this Agreement.

APPENDIX ONE

Election of Office Bearers and the Executive Committee

(Reference: Item 4.2 of the Riverina Regional Library Agreement)

In accordance with Schedule 7 Part 1 of the Local Government Regulation 2005, a Returning Officer is to be appointed to record the election for the period of the election process.

Nominations will be accepted from the floor, requiring a mover and seconder as well as the consent of the nominee.

If only one member is nominated for a position and accepts the nomination, that member shall be elected.

If two members are nominated, voting shall be by a show of hands. The member who receives the highest number of votes shall be elected.

If the votes are tied, the member elected will be drawn by lot.

If three or more members are nominated, voting shall be by a show of hands. After the first count, the member with the lowest number of votes (or the members in excess of the number required for the Executive Committee with the lowest number of votes) is/are excluded. If the votes are tied, the member excluded will be drawn by lot.

APPENDIX TWO

Riverina Regional Library Member Councils' Contributions Model

(Reference: Item 9.5 of the Riverina Regional Library Agreement)

- i) The total contribution for this agreement will be the adopted 2022-2023 RRL budget.
- ii) The Member Councils' Contributions Model will be indexed to rate pegging each financial year.
- iii) The model will include a per capita component and a proportion of the total contributions calculated by a calibrated per branch cost formula.
- iii) Adequate provision shall be made for replacement of IT and other equipment, furniture and fittings at the RRL Administration Centre, as well as Mobile Library vehicles through annual contribution to reserves.
- iv) The funding provided for Riverina Regional Library Administration Centre staffing in year one of the Agreement shall not be less than the amount allocated in the adopted 2022-2023 budget. Annual adjustments to actual employment costs of RRL Headquarters staff shall be applied as prescribed in the funding formula. Any proposed variations to the adopted RRL organisational structure shall be endorsed by the RRL Advisory Committee and administered by the Administration Council.
- v) 100% provision for employee entitlements of RRL Headquarters staff for the period of this agreement will be held in reserve.
- vii) Increases in contributions for operational, reserves and resourcing costs shall be based on annual rate pegging increases, unless varied in accordance with Section 9.6
- viii) Increases in contributions for employee costs will be based on actual costs.
- ix) Total expenditure on collection resources in the adopted 2022-2023 budget will be the base amount for future rate pegging adjustments for collection resources expenditure.
- x) Any increase will apply to the per capita contribution in order to reflect population variances between Member Councils, and to the per branch cost to reflect the varying number of libraries provided Member Councils.
- xi) Mobile Library costs will be shared amongst Councils receiving mobile library services based on an hours of service calculation, which includes travel time and opening hours.
- xii) Member Councils shall pay the required contribution to the RRL in accordance with the agreed funding formula and retain all state government payments and grant funding other than grant funding for specific projects administered by the RRL Administration Centre.

IN WITNESS whereof the parties hereto have signed below on the day and year firstly hereinbefore written.

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7.10. New South Wales Public Libraries Association Annual Conference 2022

Author: Rachelle Henson, Executive Assistant

Summary

The purpose of this report is to advise Council of the Annual Conference of the New South Wales Public Libraries Association (NSWPLA) to be held in Albury from 8-11 November 2022 and to consider any Councillor delegate/s for attendance.

Councillor Nicholls is currently Councils delegate on the Riverina Regional Library steering committee, and may consider attendance at this conference if available.

Recommendation

- 1. THAT Council note the report on the New South Wales Public Libraries Association Annual Conference to be held 8-11 November 2022 in Albury; and
- 2. THAT Councillor Nicholls be delegated to attend the conference if available.

Background

The New South Wales Public Libraries Association (NSWPLA) is the peak body for public libraries across NSW providing advocacy, network opportunities, professional development, collaboration and recognition.

The Annual Conference is an opportunity for networking and furthering Councils lobbying for library funding and other improvements to library services.

Registration opened 6 April. Members will be able to take advantage of special 'early bird' rates until 31 August 2022.

Community Engagement

N/A

Attachments

1. NSWPLA - Draft Conference Program 8-11 November 2022

Links to Councils Integrated Planning Framework

Theme: Social Federation

Outcome: Close-knit and welcoming communities where people come together and support each other.

Delivery Program 4 year plan: 4.12 Provide library services and programs accessible to all residents and visitors.

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents. **Delivery Program 4 year plan:** 5.3 Ensure good governance and administration.

Operational Plan Action 2021-2022: 5.3.13 Provide Councillor Support Services.

5.3.22 Support councillors to acquire the skills necessary to perform their roles in accordance with the LGA S232. Councillor Professional Development Program as per guidelines - LGR Part 8A-185 and including Code of Conduct.

Financial Implications

The cost of attending the conference is expected to be approx \$1250 per person which includes registration and travel costs.

Access to a Council vehicle for travelling to and from the conference is available if requested and will lower the travel cost and it is also in Albury hence flights and accommodation are not a factor either.

Funding has been allocated in the 2022/2023 budget for each Councillor to attend one conference each year. Attendance at any additional conferences will depend on available funding.

Separate funding has been allocated for the LGNSW Annual Conference and MDA Conference.

Financial Sustainability

Adopting this recommendation has a neutral effect on Council's Long Term Financial Sustainability.

Risk Implications

There are no unreasonable risks as a result of the actions proposed in this report.

Legal Implications

There are no legal implications as a result of the actions proposed in this report.

Options

- 1. Send a Councillor delegate.
- 2. Decline to send a Councillor delegate.

Draft Program as of 13-Apr-2022

REGISTRATION (Tue Nov	v 8)
5.00pm – 7.00pm	Registration
5.30pm – 7.30pm	Welcome Reception & Opening of Trade Exhibition A great way to begin SWITCH 2022 Sponsored by JAMES BENNETT
6.00pm	Awards Presentations: TBC

DAY 1 (Wed Nov 9)				
8.30am – 9.00am	Coffee and Registration			
	CONFERENCE OPENING			
9.00am – 9.05am	Welcome to Country Wiradjuri Elder TBC			
9.05am – 9.10am	Welcome to Albury Mayor, Albury City Council			
9.10am – 9.15am	Welcome to SWITCH 2022 Cr Dallas Tout, NSWPLA President			
	THEME: Setting the Scene			
9.15am – 10.15am	TOPIC: (title TBC) Steve Simpson, UGR's			
10.15am – 10.45am	MORNING TEA & NETWORKING Sponsored by ALS Library Services			
THEME: Collaborate				
10.45am - 11.30am	TOPIC: (title TBC) FMJT Architects			
11.30am – 12.00pm	TOPIC: (title TBC) Cameron Morley, SLNSW			
12.00am - 12.30pm	торіс: <mark>(title TBC)</mark> ТВС			
12.30pm – 1.30pm	LUNCH Sponsored by The Book House Councillor Lunch			
	THEME: Connect			
1.30pm – 1.45pm	TOPIC: National Backyard Cricket Jack Goodman, National Backyard Cricket Program			
1.45pm – 2.45pm	TOPIC: Human Performance – Humans over Hardware Harry Moffitt			
2.45pm – 3.15pm	AFTERNOON TEA & NETWORKING Sponsored by NewsBank			
	THEME: Community			
3.15pm – 3.35pm	Colin Mills Scholar Kay Pisel			
3.35pm – 4.05pm	твс			
4.05pm – 4.50pm	TOPIC: (title TBC) Amy Brown, BATYR State Manager			
4.45pm – 5.00pm	ТВС			
7.00pm until late	Conference Dinner			

PLATINUM SPONSOR



8.30am - 9.00amCoffee and RegistrationTHEME: Connect9.00am - 9.05amWelcome Back9.05am - 10.00amTOPIC: Creating Your Brand Rebecca Saunders10.00am - 10.45amPANEL SESSION: Reading and Writing Festivals in Libraries10.45am - 11.00amMORNING TEA & NETWORKING10.45am - 11.00amMORNING TEA & NETWORKING11.15am - 11.35amState Library Address Dr John Vallance, State Librarian, State Library of Michael Campbell, Westwords11.35am - 12.20pmTOPIC: (title TBC) Michael Campbell, Westwords12.20pm - 1.00pmTBC1.00pm - 2.00pmLUNCH2.00pm - 2.30pmBolinda - Platinum Sponsor Session2.30pm - 3.00pmTBC3.00pm - 3.30pmAFTERNOON TEA & NETWORKING3.30pm - 4.00pmTOPIC: ALIA and Professional Pathways ALIA CEO4.00pm - 4.45pmTBC4.45pm - 4.50pmTBC4.45pm - 4.50pmTBC	(Thu Nov 10)				
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7.00pm until late Farewell Reception	Opm until late Fa	ell Reception			

DAY 3 (Fri Nov 11)	
	ANNUAL GENERAL MEETING
9.00am – 9.30am	Registration
9.30am – 11.00am	Annual General Meeting

7.11. Submission of Minutes from Section 355 Committees – Oaklands Town Improvement

Author: Rachelle Henson, Executive Assistant

Summary

The purpose of this report is to present the Minutes of the Section 355 Committee meetings and consider the items for adoption, as recommended by the Committee.

Recommendation

- 1. THAT Council receive and note the Minutes of the Oaklands Town Improvement Committee dated 7 June 2022 (22/21394); and
- 2. THAT Council note the risks/issues raised of the Oaklands Town Improvement Committee minutes dated 7 June 2022.

Background

On Tuesday, 7 June 2022 Oaklands Town Improvement Section 355 Committee met to discuss items in relation to their delegated functions and purpose.

The minutes of this meeting are attached for inclusion in the Council meeting on 28 June 2022.

Community Engagement

The committee advertise notice of meetings. The meetings are also open to the general public to attend.

Attachments

 Oaklands Town Improvement Committee (OTIC)- Minutes - General Meeting - 7 June 2022 (22/21394)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: *5.3 Ensure good governance and administration.* **Operational Plan 2021/2022:** *5.3.21 Implement framework for supporting compliance with all*

Council committees.

Financial Implications

There are no additional financial implications as a result of adopting the recommendation in this

report. Council does not have the financial resources to employ additional regulatory staff to manage the growing number of complaints in respect to possible illegalities on blocks, particularly in the smaller villages. This is something that will need to be addressed going forward.

Financial Sustainability

Adopting the recommendation in this report is considered to have a neutral impact on Councils Long Term Financial Sustainability.

Risk Implications

Risks/Issues Raised

 Horses being kept on residential land in Oaklands Township – The committee have requested a clear guide to the number of horses and the area per horse required – **Response:** Under section 124 of the Local Government Act 1993, councils can issue an order (no. 18) to the occupier of the land if they are keeping animals on their property that are either an inappropriate kind or number.

Federation Council's Keeping of Animals Local Orders Policy aims to set parameters in regards to what number and kind of animals that can be reasonably kept to avoid public health, safety or amenity issues. This Policy states that a minimum of 0.4 hectares are required to keep a horse and a maximum of 2 horses can be kept.

While the Policy puts these requirements in place, council officers need to be satisfied the kind and number of horses being kept at the property is inappropriate in accordance with the Local Government Act 1993. Council officers do take into account individual circumstances of each instance prior to taking enforcement action as well as factors such as size of the land, number of animals, how well they animals are being cared for, how well the occupier is cleaning up after them and whether there are any odour or amenity issues.

If challenged, council officers need to be able to demonstrate that the enforcement action they have taken is reasonable and appropriate given the individual circumstances. Council's first preference is usually to work with the occupier to come to a resolution prior to taking enforcement action, however the enforcement path under the Local Government Act 1993 is available should this option not resolve the matter.

There are currently three properties in particular that Council has received complaints about the number of horses and/or odour from the keeping of horses. Council officers have taken action previously with 2 properties being issued orders. Council has recently received further complaints and therefore council officers will be investigating again and if necessary, taking further enforcement action to resolve these matters.

2. Recreation Ground Tank Drainage – Request submitted to Council for assessment and

remediation action. **Response:** Staff are managing this and a response will be provided once assessed and any remediation action has been determined.

- Water Access at the Oaklands Cemetery Request Council provide letter of support Response: As per previous staff discussions with Jim Beale, Council is not in support of this option. A formal response to be provided to Committee.
- RV Park Committee to seek formal approval for installation of BBQ and Seating.
 Response: Await formal request to be submitted to Council.
- Bowling Club Financial Support Response: S355 committees are not permitted to fund/donate funds to other organisations/groups. Fund held by S355 committees are Council funds (public money) and as such Committees are required to follow the same governance and accounting standards as Council.
- 6. Truck Show Honour Board proposed site, design, cost and installation **Response:** To be reviewed and response provided.

Legal Implications

The Section 355 committees are voluntary committees of Council and this requires Council to ensure suitable and ongoing processes are in place with respect to risk management.

Options

- 1. As recommended by staff.
- 2. As varied by Council.



XXXXX Committee AGENDA / MINUTES DD MM YYYY

Oaklands Town Improvement Committee Date: Wednesday 7th June 2022 Meeting commenced at 7.00pm The Oal

The Oaklands RSL bowling and Community Club

PRESENT: Chair- John Doyle Secretary- Cheryl Elias & Sarah Moloney Community Representatives- Jimmy Beale, Daniel Valente Oaklands Police Rep-Council representative: Mayor Pat Bourke and Counsellor David Fahey APOLOGIES: Kittan Kutti (Oaklands Police rep)

PECUNIARY INTERESTS: Committee members must declare any items on the agenda that may have a reasonable likelihood or expectation of appreciable financial loss or gain to the person, or to other persons by a member of the community.

	WELCOME BY CHAIR Opened by John Doyle							
1	MINUTES OF PREVIOUS MEETING READ AND ACKNOWLEDGED AS TRUE AND CORRECT RECORD							
	OR CHANG	OR CHANGES REQUIRED TO BE RECORDED						
	Moved	Jim Beale	Seconded	Daniel Valen	te			
				1				
2	CORRESPO	NDENCE			Action to be taken			
2.1	In: Email- Fo	ederation Council Manager of Env	vironment Faci	ilities and	Accepted by the			
	Regulations				committee in			
	Email- Fede	ration Council financial statemen	t		attendance			
2.2	Out: LIST A	LL CORRESPONDENCE SENT			-			
3	TREASURER	RS REPORT –			Action to be taken			
3.1	Balance of s	statement as of 27/4/2022 \$23,17	76.45					
	Moved	Cheryl Elias	Seconded	Jim Beale				
4		RISING FROM PREVIOUS MINUT	ES AND ACTIC		Action to be taken			
4.1								
4.1	Sector and the sector s	- Meeting in Oaklands 20/4/2022		NERVI N N N N	David Fahey to take to Council on our behalf			
		ppollino and TIC Rep Sarah Molor	-		Council on our benall			
		ng number of horses in Oaklands						
	Inspection of horses in town and discussion had, Council have							
	suggested to adopt the Odour log sheet and statement of complaint.							
1	Committee majority agreed this was not acceptable action from council							
	() PA	t a clear guide to " The number o						
		i red ". The current "guide and disc	retion of Cour	ncil officers"				
	leaves this o	open to interpretation.						



XXXXX Committee AGENDA / MINUTES DD MM YYYY

	AGENDA / MINUTES DD MM YYYY	
4.2	Recreation Ground tank Drainage- Jim Beale has discussed with Rodney Anderson the water running under the new building at the Rec ground due to insufficient drainage to tanks. No Action from Council as yet. TIC Request the water issue be assessed and managed from Council.	Request response from Council
	Jim has noted that the builder has been notified as well.	
4.3	Water access at the Oaklands Cemetery- West Corurgan Water have requested a letter from Federation Council to access water from the West Corurgan Channel to the Oaklands Cemetery to be watered. Once permission has been received the TIC will then work on water and piping plans and costings for the project.	Letter from Council to West Corurgan
4.4	Community Communication from Council - The lack of response and communication from Federation Council to community members has been noted and discussed. David and Pat both agreed that the matter has been tabled and discussed at Council and is currently being worked on. Committee to monitor the issue over the next 12 months.	Committee monitoring
4.5	Pool Bore and Maintenance- Meeting with Rodney Anderson	
	postponed until he returns from leave in July.	
5	GENERAL BUSINESS	Action to be taken
5.1	RV Park- A local family would like to donate the funds to install a bbq in the RV park. This will be included with new picnic seating, power and lighting, footpath to the building and signage for the western wall of the gazebo and Swimming pool toilet upgrade to be compliant and accessible.	Sarah to obtain quotes and permission from council.
5.2	RSL Club- Discussion had on the club project and was noted to Sarah that the TIC cannot financially support the club project as it is a private business but they can give Inkind support, a letter of support along with labour hrs etc.	
5.3	Rustin Engine- John reported that the project has stalled due to complications with the dismantle and removal of the engine from the current site. He has Invoices to the value of \$25,000 to be put into council, John said that this was from previous funding.	John to continue managing the project and update the committee
5.4	Truck Show- TIC have requested the truck show come up with a proposed site, design and cost for the Truck show Honour Board and write to the hall committee for permission to install it near the hall. TIC feel this needs more details before we can help out on the project.	Jim to follow up with the truck show
	reer and needs more details service the samilar state in the project.	
5.5		



XXXXX Committee AGENDA / MINUTES DD MM YYYY

ACTIONS FROM MEETING

ITEM	ACTION	RESPONSIBLE	DUE
NUMBER			DATE
4.1	Horse Issue- Minutes tabled at Council, David Fahey to request action taken and clear regulations for how many horses and the area per horse required.	Secretary and David Fahey	28 th June
4.	Recreation Ground drainage- Request to have it assessed and actioned	Rodney Anderson and Jim Beale	
4.3	Water access for the Oaklands Cemetery- Request that Council write a letter to West Corurgan to request access to water for the cemetery.	Federation Council	
5.1	Sarah Moloney to Discuss and obtain permission from Council to install a bbq, seating etc at the RV Park in Oaklands	Sarah	Next meeting late July
5.6			late sury
5.5			
			Sa a sa ka sa Africa a Managara

Meeting closed at 8:45pm

Secretary

Next Meeting: Final date to be confirmed Mid to late July Pending Council Response time.

7.12. Resilience NSW Grant Application

Author: Adrian Butler, General Manager

Summary

The purpose of this report is to seek Council endorsement of a grant application to be made to the NSW Government via Resilience NSW to assist in funding Councils Climate Change Adaptation Plan, and other actions to ensure Councils communities are better prepared in the future in response to a changing climate. A proposed action in the draft Delivery Program and Operational Plan is to develop the Climate Change adaptation plan, and this is likely to be adopted at this Council meeting.

Council does not have any direct staff resources to lead this work and so the grant application if successful will ensure the project can proceed. Other projects to be considered could include planning for future infrastructure improvements, such as improving town drainage assets.

Grants are between \$50,000 and \$300,000. A meeting with staff and the Resilience NSW contact, is to occur on Thursday and Council will be further updated on meeting day if required.

Key dates are as follows -

- Applications close 1 July 2022
- Assessment outcomes announced August 2022
- Funding agreements established and first payments made September 2022
- Final date for financial acquittal and project conclusion for both pathways 30 June 2024

Recommendation

- 1. THAT Council note the report on the Resilience NSW grant program, and
- 2. THAT Council support lodgement of a grant to assist with delivering Councils Climate Change Adaptation Plan and any other suitable projects and receive a further report if the grant is successful.

Background

The grant program aims to deliver direct risk reduction and risk mitigation solutions, build capabilities in disaster risk reduction, and promote collaboration between local communities, councils and other stakeholders. If adopted as presented in this area, Councils next Delivery Program includes an action for Council to develop a Climate Change Adaptation Plan, and this grant application would be targeted towards that work.

Pathway 1 offers funding of \$50,000 to \$300,000, for projects run by a single entity with a focus on implementing smaller scale, place-based solutions to prevent new, reduce existing and manage residual disaster risk.

Pathway 2 offers funding of \$300,000 to \$1.5 million, for projects delivered by a consortium of organisations or partnerships with a focus on strategic initiatives that create long-term regional benefit and build risk reduction capability building efforts across communities or regions.

It is recommended that Council target pathway 1.

Community Engagement

The Climate Change adaptation plan will involve community engagement and consultation as well as more direct engagement with stakeholders including Government agencies with responsibilities in this area.

Attachments

None

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity' **Theme: Well Governed Federation Outcome:** Strong civic leadership and governance supporting equity across communities and effective

Financial Implications

communication with residents.

Any grant funding would be added to the Operating budget for 2022/23. There are no additional financial implications proposed.

Financial Sustainability

Adopting the recommendation in this report is considered to have a neutral effect on Councils Long Term Financial Sustainability.

Risk Implications

Councils risk management should more actively consider Climate Change impacts and this project is successful is considered to be a positive step forward in this area.

Legal Implications

N/A

Options

- Option 1 Support recommendation.
- Option 2 Not support recommendation.

7.13. Murray River Crossings Submission – Yarrawonga Mulwala Bridge

Author: Alannah Greenwood, Manager Communication & Engagement

Summary

The purpose of this report is to provide Council with a copy of a recent submission made in the Murray River Crossings engagement opportunity to highlight issues with the current bridge over Lake Mulwala and further advocate for the urgency of a replacement bridge.

Recommendation

- THAT Council note the report on the Murray River Crossings Submission Yarrawonga Mulwala Bridge; and
- 2. THAT Council continue to lobby relevant authorities on the urgent need for a new Yarrawonga Mulwala Bridge.

Background

Transport for NSW and Victoria's Department of Transport are jointly working on investigating Murray River crossings to prioritise future projects for investment.

Council was invited to participate in the engagement opportunity by submitting feedback on an interactive mapping tool, and Council further strengthened its feedback by writing to Transport for NSW directly. Council staff also attended an online briefing session to provide feedback and ask any questions about the project.

Council's feedback related specifically to the Yarrawonga Mulwala Bridge, and the critical need for its urgent replacement. The Yarrawonga Mulwala Bridge is now the sole crossing over Lake Mulwala, following the closing of the Weir Bridge in 2021.

The Yarrawonga Mulwala Bridge was built in 1924 and provides a vital transport link across Lake Mulwala, between the twin towns of Mulwala in NSW and Yarrawonga in Victoria.

The current bridge receives funding from the two State Governments and as a result of high maintenance costs, the age of the bridge including the narrow widths, and increasing traffic demands, the Yarrawonga-Mulwala bridge has been scheduled for replacement.

A date has not yet been set for construction of the new bridge but at this stage is scheduled as a funding priority within the next 5-10 years. Council requested that urgent consideration is given to increase the priority of this bridge replacement due to our serious concerns, also shared frequently by our community and other road users.

Our communities in Federation Council, and our neighbours in Moira Shire have advocated on the

preferred green route, and in December 2021 both State Governments also provided their support for the green route based on countless years of consultation done at a Local and State Government level. The previous Federal Government sitting members locally on both sides of the river, being the Hon Sussan Ley (Farrer) and Hon Damien Drum (Nicholls) as well as Member for Riverina the Hon Michael McCormack also indicated support for the green route and expressed a strong desire for the states to agree and proceed with planning and design so that the funding request could be made to the Federal Government. Typically bridges of this cost estimate would fall into a category of attracting Federal funding also.

Now that the preferred route is agreed to, Council is urging Transport for NSW to reassess its priority where the Yarrawonga Mulwala Bridge is currently ranked eighth highest priority for investment, behind Swan Hill, Tooleybuc, John Foord, Murrabit, Towong and George Chaffey bridges. Further some of the above crossings are not full replacements but only upgrades/renewals, such as John Foord Corowa, and Tooleybuc, so for clarity the State Government should consider splitting the list into 2, with new bridges, and upgrades seperate. This would give a better understanding of where the Yarrawonga Mulwala replacement sits in the order.

Recent traffic counts (as detailed below) show a growing number of traffic movements daily over the bridge. With both Federation and Moira councils experiencing high levels of growth within our townships. Traffic is only expected to continue to increase as Council experiences unprecedented residential and industrial growth and lead agencies need to ensure this growth is supported by the delivery of a new bridge.



* Pictured above is Melbourne Street, Mulwala average traffic movement count conducted over a six day period in May 2022.

Council has serious concerns in respect to the reliability, condition, safety and proximity to alternate crossings and pedestrian and cyclist facilities with the current bridge. Moira have even greater safety concerns since the closure of the Weir Bridge is now sending much more traffic including heavy

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vehicles down the main street of Yarrawonga.

Council urged Transport for NSW and Victoria's Department of Transport to consider this feedback and reassess their 2018 Murray River Crossings Investment Prioritisation Assessment.

Community Engagement

Council has engaged extensively on the Yarrawonga Mulwala Bridge preferred route and future replacement with the community and other relevant stakeholders.

Attachments

 Federation Council Submission for Murray River Crossings – Yarrawonga Mulwala Bridge (22/18253)

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. **Delivery Program 4 year plan:** 1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.

Operational Plan Action 2021-2022: 1.1.6 Continue to lobby NSW State Government for a new bridge over Lake Mulwala.

Financial Implications

There are no financial implications as a result of this report.

Financial Sustainability

Adopting this recommendation is considered to have a neutral impact on Councils Long Term Financial sustainability.

Risk Implications

None foreseen.

Legal Implications

None foreseen.

Options

N/A - Information report only.



100 Edward Street Corowa NSW 2646
PO Box 77, Corowa NSW 2646
(02) 6033 8999
council@federationcouncil.nsw.gov.au

Reference: 22/18253

27 May 2022

Transport for NSW Murray River crossings program PO Box 484 WAGGA WAGGA NSW 2650

Via email: <u>murrayrivercrossing@transport.nsw.gov.au</u>

Dear Sir/Madam,

Subject: Federation Council – Submission for Murray River Crossings – Yarrawonga Mulwala Bridge

Firstly, Federation Council would like to thank you for inviting us to be a part of your current engagement opportunity where you are seeking feedback on Murray River Crossings.

Council has provided a detailed submission via your interactive mapping tool, but also see fit to further strengthen our feedback by formally writing to you.

Our feedback relates specifically to the Yarrawonga Mulwala Bridge, and the critical need for its urgent replacement. The Yarrawonga Mulwala Bridge is now the sole crossing over Lake Mulwala, following the closing of the Weir Bridge in 2021.

The Yarrawonga Mulwala Bridge was built in 1924 and provides a vital transport link across Lake Mulwala, between the twin towns of Mulwala in NSW and Yarrawonga in Victoria.

The current bridge receives funding from the two State Governments and as a result of high maintenance costs, the age of the bridge including the narrow widths, and increasing traffic demands, the Yarrawonga-Mulwala bridge has been scheduled for replacement. A date has not yet been set for construction of the new bridge but at this stage is scheduled as a funding priority within the next 5-10 years. Council requests that urgent consideration is given to increase the priority of this bridge replacement due to our serious concerns, also shared frequently by our community and other road users.

Our communities in Federation Council, and our neighbours in Moira Shire have advocated on the preferred green route, and in December 2021 both State Governments also provided their support for the green route based on countless years of consultation done at a Local and State Government level.

Now that the preferred route is agreed to, Council urges Transport for NSW to reassess its priority where the Yarrawonga Mulwala Bridge is currently ranked eighth highest priority for investment, behind Swan Hill, Tooleybuc, John Foord, Murrabit, Towong and George Chaffey bridges.

CREATING OPPORTUNITY CELEBRATING COMMUNITY

Recent traffic counts (as detailed below) show a growing number of traffic movements daily over the bridge. With both Federation and Moira councils experiencing high levels of growth within our townships. Traffic is only expected to continue to increase as we experience unprecedented residential and industrial growth and Transport for NSW needs to ensure this growth is supported by the delivery of a new bridge.



*Pictured above is Melbourne Street, Mulwala average traffic movement count conducted over a six day period in May 2022.

As detailed via our submission in your online interactive tool, Council has serious concerns in respect to the reliability, condition, safety and proximity to alternate crossings and pedestrian and cyclist facilities with the current bridge. Council urges you to consider this feedback and reassess your 2018 Murray River Crossings Investment Prioritization Assessment.

Council looks forward with anticipation to the outcome of this consultation, and thank you once again for the opportunity to participate.

Yours sincerely

Councillor Bourke Mayor, Federation Council

CREATING OPPORTUNITY CELEBRATING COMMUNITY

22/18253

7.14. General Manager – Mid Term (6 Month) Performance Appraisal

Author: Adrian Butler, General Manager

Summary

The purpose of this report is to table the Mid Term (6 month) Performance Review undertaken on the General Manager, by the Performance Review Committee. The review occurred on 6 June 2022. As required under the Local Government Act, the report will be considered in the closed session of Council.

Recommendation

THAT Council defer this item to the closed session under Section 10A (2) of the Local Government Act and Clause 14.1 of Council's Code of Meeting Practice as this report contains matters and information concerning:

(a) personnel matters concerning particular individuals (other than councillors).

8.1. Financial Performance Report as at 31 May 2022

Author: Shane Norman, Manager Finance

Summary

This report is to provide Council with an update on its financial performance for the month ending 31 May 2022.

Recommendation

THAT Council note the financial performance as at 31 May 2022.

Background

The accompanying report provides a summary of key financial results for the month ending 31 May 2022 in the following areas:

- Capital works program
- Debtors
- Cash balance
- Investments

Community Engagement

Community engagement was conducted on the draft Annual Budget and Long Term Financial Plan 2021-2031, with feedback considered by Council prior to the adoption of final plans. This report provides the community with information on Council's financial performance against the approved Annual Budget.

Attachments

1. Financial Performance Report at 31 May 2022 (22/21041)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 2018-22 4 year Goal – 5.3 Ensure good governance and administration.

Operational Plan 2021/2022 Action – 5.3.1 Implement Long Term Financial Plan and associated strategies.

Operational Plan 2021/2022 Action – *5.3.10 Demonstrate appropriate, effective and efficient financial services.*

Financial Implications

The financial implications are contained within the attached report.

Financial Sustainability

Proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

This reporting increases accountability for the use of Council resources and reduces the risk of unfavourable financial performance in delivering on Council's Delivery Program and Annual Operational Plan.

Legal Implications

There are no anticipated legal implications from proceeding with this recommendation.

Options

N/A.





FINANCIAL PERFORMANCE REPORT - May 2022

This report provides a summary of key financial performance indicators for Federation Council for the reporting month.

OPERATING RESULT

Total income YTD is \$44.89 million against a full year budget of \$62 million. There are no significant variances at this stage of the financial year after adjustments made and the first, second & third quarter budget reviews.

Total expenditure YTD is \$37.85 million against a full year budget of \$44.81 million. At May 2021, 92% of the financial year has passed. Expenditure is currently as expected with no significant variances at this stage of the financial year after adjustments made and the first, second & third quarter budget reviews.



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The table provides a summary of YTD operating performance for the reporting month.

Consolidated position

	Actual YTD	Amended Annual	Annual	
	May 2022 (\$000's)	Budget (\$000's)	Budget %	Notes
Income				
Rates and Annual Charges	14,739	16,368	90%	Water & Sewer access charges still to be raised for period March to June
User Charges and Fees	6,738	9,354		Water & Sewer usage charges still to be raised for period March to June
Interest and Investment Revenues	113	229	49%	
Other Revenues	465	442	105%	
Grants & Contributions - Operating	13,735	13,012	106%	\$2.6M Financial Assistance Grant received in Advance
Grants & Contributions - Capital	12,644	22,813	55%	
Net gain from disposal of assets	-	-		
Total Income	48,434	62,218	78%	
Expenses				
Employee Costs	12,832	16,213	79%	
Borrowing Costs	370	339	109%	
Materials & Contracts	11,942	14,256	84%	
Depreciation	12,158	13,519	90%	
Other Expenses	548	487	113%	
Total Expenses	37,851	44,814	84%	
Net Operating Result (Consolidated)	10,583	17,404	61%	

Financial Performance Report – May 2022

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CREATING OPPORTUNITY CELEBRATING COMMUNITY

22/21041

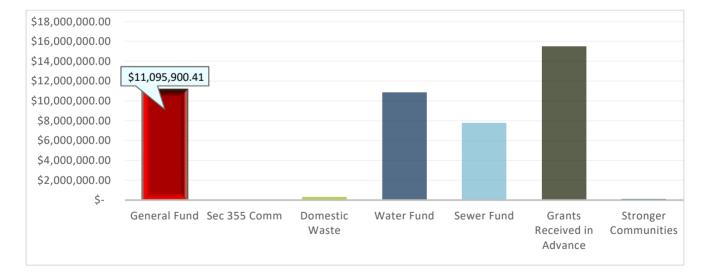
BALANCE SHEET

BANK BALANCES AND RECONCILIATION

Council's Bank Balance as per Bank Statement at report date: 31st May 2022

General Account 0000 0022 939,609.30 **Business Online Saver Account** 1014 2522 4,370,766.49 Investments 40,527,123.50 Sub Total 45,837,499.29 Plus Deposits not yet lodged: Howlong 29/04/2022 1.00 Urana 30/05/2022 649.00 31/05/2022 175.40 Mulwala Corowa 31/05/2022 1261.00 Urana 31/05/2022 354.00 Corowa Library 31/05/2022 18.00

	Sub Total	45,839,957.69
Less Unpresented Cheques		0.00
Balance as per Ledger		45,839,957.69
Less External Restricted Funds		<u>34,744,057.28</u>
Balance of General Fund Ledger		11,095,900.41



Financial Performance Report – May 2022

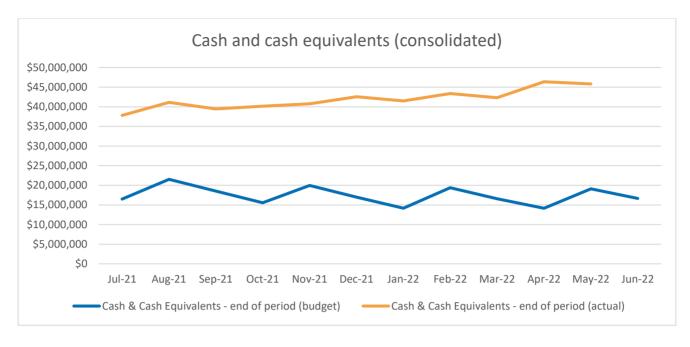
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CREATING OPPORTUNITY CELEBRATING COMMUNITY

The following graph details Council's consolidated cash and cash equivalents actual compared to the budget for the 2021/22 financial year.



The actual cash position is above budget at this stage of the financial year, due primarily to the following factors:

- Receipt of grant funding for projects that hasn't been spent yet (\$9.6M)
- Committed costs for Capital Works not yet paid for (\$9.4M)
- Financial Assistance Grant that has been paid 75% in advance for 2022-23 (\$5.9M)

Certificate of reconciliation

I certify that Council's general ledger bank accounts have been reconciled with the appropriate bank statements as at 31 May 2022.

S Norman <u>Manager Finance</u>

Financial Performance Report – May 2022

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INVESTMENTS

The following list of investment securities held at reporting date. Investment of funds on behalf of Council has been undertaken in accordance with the Local Government Act and Regulations.

Investment Type	Institution	Amount Lodged	Date Lodged	Rate	Days	Maturity Date
Term Deposit	ANZ Bank	\$2,003,101.98	27/05/2021	0.32	371	02/06/2022
Term Deposit	CBA	\$1,000,000.00	09/06/2021	0.46	394	08/07/2022
Term Deposit	CBA	\$1,000,000.00	09/06/2021	0.46	394	08/07/2022
Term Deposit	CBA	\$2,000,000.00	10/06/2021	0.46	393	08/07/2022
Term Deposit	NAB	\$1,000,000.00	09/06/2021	0.38	414	28/07/2022
Term Deposit	Westpac	\$1,001,355.34	10/06/2021	0.35	420	04/08/2022
Term Deposit	NAB	\$1,000,000.00	15/09/2021	0.37	372	22/09/2022
Term Deposit	NAB	\$1,000,000.00	15/09/2021	0.37	380	30/09/2022
Term Deposit	NAB	\$500,000.00	30/09/2021	0.36	371	06/10/2022
Term Deposit	NAB	\$500,000.00	30/09/2021	0.36	378	13/10/2022
Term Deposit	NAB	\$500,000.00	29/10/2001	0.50	368	01/11/2022
Term Deposit	Westpac	\$500,000.00	29/10/2021	0.56	370	03/11/2022
Term Deposit	CBA	\$1,003,441.69	11/11/2021	0.58	371	17/11/2022
Term Deposit	CBA	\$2,006,883.39	11/11/2021	0.58	371	17/11/2022
Term Deposit	Westpac	\$1,500,000.00	02/12/2021	1.20	732	04/12/2023
Term Deposit	Westpac	\$2,000,000.00	14/12/2021	1.13	730	14/12/2023
Term Deposit	NAB	\$1,000,000.00	23/12/2021	0.60	274	23/09/2022
Term Deposit	NAB	\$500,000.00	04/01/2022	0.70	365	04/01/2023
Term Deposit	NAB	\$500,000.00	04/01/2022	0.70	365	04/01/2023
Term Deposit	Westpac	\$1,000,000.00	31/01/2022	1.49	730	31/01/2024
Term Deposit	Westpac	\$1,000,000.00	10/02/2022	0.88	371	16/02/2023
Term Deposit	Westpac	\$1,000,000.00	10/02/2022	0.88	365	10/02/2023
Term Deposit	Westpac	\$1,006,881.10	24/02/2022	0.94	371	02/03/2023
Term Deposit	NAB	\$1,000,000.00	03/03/2022	0.95	371	09/03/2023
Term Deposit	NAB	\$1,000,000.00	10/03/2002	1.08	371	16/03/2023
Term Deposit	NAB	\$500,000.00	31/03/2022	1.62	369	06/04/2023

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Term Deposit	NAB	\$500,000.00	31/03/2022	1.62	369	06/04/2023
Term Deposit	Suncorp	\$2,000,000.00	04/04/2022	1.73	365	04/04/2023
Term Deposit	Suncorp	\$1,000,000.00	14/04/2022	1.52	277	16/01/2023
Term Deposit	CBA	\$1,000,000.00	19/04/2022	1.90	300	13/02/2023
Term Deposit	Westpac	\$2,000,000.00	19/04/2022	1.31	183	19/10/2022
Term Deposit	CBA	\$2,000,000.00	19/04/2022	2.01	330	15/03/2023
Term Deposit	CBA	\$1,000,000.00	29/04/2022	2.72	370	04/05/2023
Term Deposit	CBA	\$1,003,605.75	12/05/2022	3.03	365	12/05/2023
Term Deposit	Suncorp	\$1,000,000.00	23/05/2022	3.00	365	23/05/2022
Term Deposit	NAB	\$2,001,854.25	27/05/2022	2.20	188	01/12/2022

\$40,527,123.50

Certificate of reconciliation

I certify that the investments have been made in accordance with section 625 of the Local Government Act 1993, the Regulations and Council's policies.

S Norman <u>Manager Finance</u>

DEBTORS

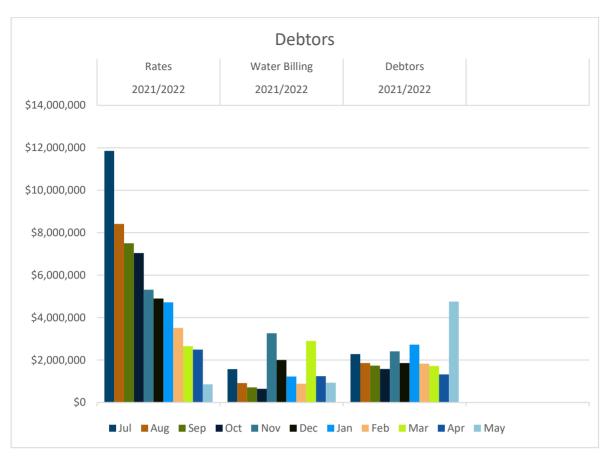
Debtors balance as at 31 May 2022 is \$6,536,251 with an overall increase of \$1,489,519 from previous month.

As detailed in the below graph, rates debtor has decreased by \$1,634,991. Water debtor has decreased by \$308,376 and sundry debtor increased by \$2,999,891 due to the raising of part of the saleyard grant.

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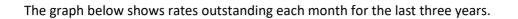


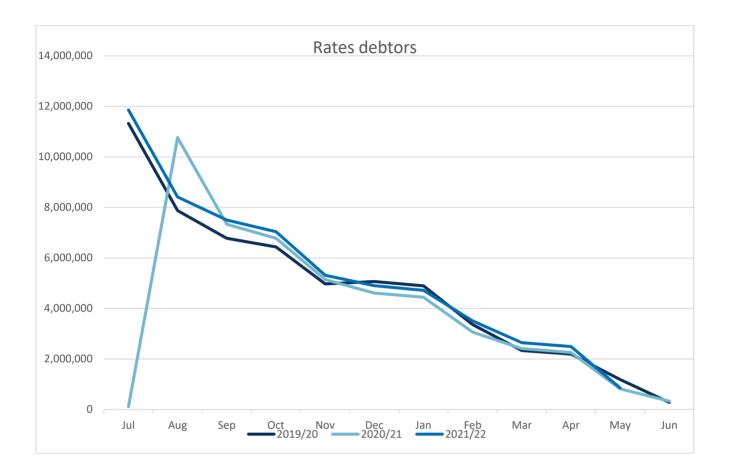
The graph above illustrates that the water billing debtor balance spike in March, June & November as expected when water bill were issued and rates debtor balance spike in July when rates are raised.

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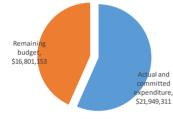
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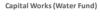
CAPITAL EXPENDITURE

Federation Council								-	< FFD	ERATION	
Capital Works Reporting (Snapshot)											
31 May 2022									\sim 000		
· · ·											
Description	Original	C/F	Council	Qrt 1 - 30	Qrt 2 - 31	Qrt 3 -	Revised	Actual and	% budget	Remaining	Notes
	Budget		approved	Sept 21	Dec 21	31 Mar	Budget	committed	committed	budget	
			budget			22		expenditure			
t.	-	-	transfers 👻	-	-	-	-	-	-		
Aerodrome	-	-	-	295,210	-	-	295,210	295,561	100%	(351)	1
Buildings, Land Improvements, Land & Recreation	-	2,981,908	345,750	27,300	(35,243)	23,450	3,343,165	1,604,207	48%	1,738,958	
Drought Funding	-	336,673	-	-	-	-	336,673	336,673	100%	-	
Industrial Land	-	-	-	-	46,000	-	46,000	56,951	124%	(10,951)	1
Information Technology	267,264	-	-	-	-	110,000	377,264	314,701	83%	62,563	
Local Road Community Infrastructure	-	1,032,471	300,000	-	-	-	1,332,471	909,018	68%	423,453	
Plant & Equipment	1,813,068	1,038,381	-	-	-	-	2,851,449	1,923,951	67%	927,498	
Regional Growth Fund Grants	-	2,915,912	-	-	-	-	2,915,912	3,136,579	108%	(220,667)	1
Roads, Footpaths, Bridges, Kerb & Guttering, Drainage	6,493,693	1,681,463	2,710,238	6,309	153,952	-	11,045,655	3,242,288	29%	7,803,367	
Saleyards	1,400,000	9,082,414	-	-	-	-	10,482,414	7,621,858	73%	2,860,556	
Sewerage	2,860,500	-	-	-	-	-	2,860,500	1,233,515	43%	1,626,985	
Stronger Country Communities Grants (Round 2)	-	66,801	-	-	-	-	168,951	102,151	60%	66,800	
Waste											
Water	2,694,800	-	-	-	-	-	2,694,800	1,171,858	43%	1,522,942	
Total Capital Works 2021/22	15,529,325	19,136,023	3,355,988	328,819	164,709	133,450	38,750,464	21,949,311	57%	16,801,153	
Capital Works (General Fund)	9,974,025	19,136,023	3,355,988	328,819	164,709	133,450	33,195,164	19,543,938	59%	13,651,226	
Capital Works (Water Fund)	2,694,800	-	-	-	-	-	2,694,800	1,171,858	43%	1,522,942	
Capital Works (Sewerage Fund)	2,860,500	-	-	-	-	-	2,860,500	1,233,515	43%	1,626,985	
Total Capital Works 2021/22	15,529,325	19,136,023	3,355,988	328,819	164,709	133,450	38,750,464	21,949,311	57%	16,801,153	

Total Capital Works 2021/22

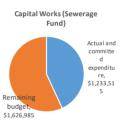






budget, \$1,522,942





Financial Performance Report – May 2022

CREATING OPPORTUNITY CELEBRATING COMMUNITY

Federation Council Ordinary Council Meeting 28 June 2022

8.2. Community Strategic Plan 2023-2032

Author: Jo Shannon, Director Corporate & Community Services

Summary

The purpose of this report is to:

- Provide an update on the public exhibition process for the draft Community Strategic Plan 2032;
- Provide detail on submissions received; and
- Recommend adoption of the final Community Strategic Plan 2032.

Recommendation

- 1. THAT Council note the report on the draft Community Strategic Plan 2032;
- THAT Council consider the submissions received in relation to the draft Community Strategic Plan 2032; and
- 3. THAT in accordance with Section 402 of the Local Government Act 1993 Council adopts the Community Strategic Plan for 2023-2032.

Background

The draft Community Strategic Plan 2032 was prepared and endorsed in-principle by Council for public exhibition at the May 2022 Council meeting. The plan covers the period from July 2022 to June 2032.

In accordance with the Local Government Act 1993, these documents were released on public exhibition to enable community members to provide input into the overarching ten year vision for Federation Council.

The 28 day public exhibition period closed on Monday 13 June 2022.

Two submissions were received. In summary the key matters raised in the submission were:

- Ensuring the strategic objectives consider the challenges associated with climate change.
- Providing greater thought to the role of local government in various strategic actions.
- Ensuring thought is given to how success will be measured.

The changes proposed in response to the feedback are detailed in the following table.

Pillar	Original CSP adopted 2017	Draft CSP as exhibited May 2022	Recommendation
Built	infrastructure that meets	Provision of appropriate and improved infrastructure and services that meets the needs of residents and industry.	infrastructure that meets the needs of residents and

Federation Council Ordinary Council Meeting

28 June 2022

Pillar	Original CSP adopted	Draft CSP as exhibited	Recommendation
	2017	May 2022	
Economic	Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.	Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.	Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.
Natural	Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces.	Sustainable communities, rural landscapes and waterways offering various lifestyle choices and protecting the natural environment.	Sustainable landscapes, waterways and open space to support various lifestyle choices, protect the natural environment and adapt to a changing climate.
Social	Close-knit and welcoming communities where people come together and support each other.	Close-knit and welcoming communities where people come together and support each other.	Close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes.
Well Governed	Strong civic leadership and governance supporting equity across communities and effective communication with residents.	Strong civic leadership and governance supporting equity across communities and effective communication with residents.	As exhibited.

The submissions received and responses are included at Attachment 1.

It is recommended that Council formally consider the submissions and adopt the final Community Strategic Plan 2023-2032.

Community Engagement

Initial feedback was sought from the community in January / February 2022, when community members were requested to advise areas they thought should have a greater focus and those with less focus.

A report on feedback was provided to the March 2022 Council meeting. Following this a revised Community Strategic Plan, covering the period to June 2032 was developed.

In addition the public exhibition period has now been completed as detailed above.

Attachments

- 1. Submission Received and Recommendations (22/21852)
- 2. Community Strategic Plan 2023-2032 (22/1831)

Federation Council Ordinary Council Meeting 28 June 2022

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: 5.3 Ensure good governance and administration.

Operational Plan Action 2021-2022: 5.3.3 Implement Integrated Planning and Reporting including development of Community Strategic Plan (CSP), following Council election and in consultation with the community.

Financial Implications

The detail of the financial implications is contained within the draft Long Term Financial Plan 2023-2032 which is include at agenda item 8.3.

Financial Sustainability

The plans that underpin the Community Strategic Plan have been developed to improve Council's financial sustainability over time. The financial sustainability indicators have been included in the draft Long Term Financial Plan 2023-2032.

Risk Implications

This document provides a ten year vision for the Federation Council community. The plans that underpin the Community Strategic Plan have been developed to be realistic and sustainable to minimise the risk of Council overcommitting its resources or creating unrealistic expectations to its community.

Legal Implications

There are no anticipated legal implications from proceeding with this recommendation.

Options

N/A

Community Strategic Plan

Submissions received

Advertised April 2022.

No	Record ref	Submission	Response
1	22/19705	 2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments. Understanding and implementing growth initiatives. Strategic focus on population and employment growth. While council can have a growth strategy, please explain to me how you will increase the youth population, measure that retainment, this is an action that is set to fail and needs to be fully reviewed and reworded. The retention/growth of population of youth is out of Council control. There are other strategies that can be developed to enhance their reason to stay, but you cannot force them. Bureau of statistics data is not in real time and the reliance on census data which is flawed is not advised. 	These strategic actions were derived from feedback obtained in the development of the initial Community Strategic Plan. The elements in italics related to the areas that were important to community members. Community feedback in early 2022 indicated that 49% of respondents view this as an area for increased focus over the coming ten years. Council's approach has been to focus on expanded employment opportunities (such as through its industrial estate developments and tourism services) as well as improving the general liveability of the region, investing in numerous community recreational and social assets. Council is also committed to engaging with young people to understand matters that are important to our youth, particularly through its support of the Federation Youth Council. Whilst actual population growth in specific segments is outside Council control, Council can influence the outcome by providing a community that those segments ae more likely to be attracted to. It is proposed that this work continue alongside the development of the Growth Strategy to improve liveability in our region.
	Inv pai Inv	2.3 Encourage affordability.	Council can influence rather than control this strategic action.
		Investigating the availability of small, affordable land parcels as part of planning initiatives. Investigating opportunities to incentivise the rental of unoccupied properties	Community feedback in early 2022 indicated that 32% of respondents view this as an area for increased focus and 20% for
			less focus over the coming ten years.

No	Record ref	Submission	Response
		How does council intend on achieving this and reporting on this? This is an issue for the open market, council has no impact on land availability or pricing unless it has land to offer for sale and that is the same for rental of unoccupied properties, council has no role in giving incentives to land/house owners and is not resourced to do so.	The Delivery Program, which details specific activities, proposes to ensure that strategy and long-term planning considers the development of new affordable residential land. At this stage this is the extent of Council's activity for this strategic action.
		2.4 Support inward investment. Provision of investment prospectus for the entire Council area.	Council can influence rather than control this strategic action. Community feedback in early 2022 indicated that 32% of
		Investigate incentives and grants to encourage new investment.	respondents view this as an area for increased focus and 21% for less focus over the coming ten years.
		Lobbying other levels of government for increased investment across the entire Council area. The first statement, I believe, is not council's role, private enterprise or the business chamber should be doing this if the community wants it. Creating a prospectus would involve collecting and storing sensitive data, not council's role.	The Delivery Program proposes limited activity with the development of an economic advocacy plan, seek funding for upgrades to Ball Park Caravan Park and advocacy to encourage increased public and private sector investment across the council area. Council officers are also progressing discussions with the local Chamber to strengthen their role within the community.
	Fostering connections and learning among current and prospective entrepreneurs.ISupport new business start-ups.IWho recognises current and prospective entrepreneurs? How willI	Community feedback in early 2022 indicated that 44% of respondents view this as an area for increased focus and 14% for less focus over the coming ten years. The role of Council is focused on industrial land developments and looking at opportunities for commercial activity on public land. Any other activity will be the responsibility of other stakeholders.	
		2.6 Support a collaborative regional approach to economic development.	Council 's proposed activity in this strategic action is to continue with implementing the Federation Council Economic Development Strategy and participating in regional tourism initiatives.

No	Record ref	Submission	Response
		Identifying and progressing opportunities to leverage the complementarity of areas across the region.	
		Investigating opportunities to form a joint group for economic development with neighbouring councils, including those in Victoria.	
		A job for RAMJO, not council. In my experience, councils are parochial in regards to bringing new business to their areas not supporting business to move or start up in a neighbouring council area.	
		2.7 Support the agricultural industry. Supporting the provision of infrastructure that meets the needs of the local agricultural industry.	Community feedback in early 2022 indicated that 42% of respondents view this as an area for increased focus and 15% for less focus over the coming ten years.
		Assist to address skilled labour shortages in the local agricultural industry. What assistance will council offer and how will it be reported with a casual labour force in the agricultural sector?	The Delivery Program proposes activity to focus on the Corowa Saleyards upgrade and increased investment in local road maintenance and renewal. The increased investment in local road maintenance is consistent with feedback received during the community roadshow and drop-in sessions.
		2.8 Increase tourism Investigating opportunities to increase tourism growth sector accommodation.	Community feedback in early 2022 indicated that 47% of respondents view this as an area for increased focus and 19% for less focus over the coming ten years.
		Investigating opportunities to further develop and market the area's natural and heritage attractions. Investigating opportunities for events-based tourism. Collaborative approach to regional marketing.	The Delivery Program proposes a continuation of the implementation of the North of the Murray Destination Marketing Strategy and seeking funding for development of key tourism product, primarily by private operators.
		<i>Ensure a strategic focus on tourism.</i> Once again some of these issues should not be left to council, how can council influence growth in the accommodation sector? Tourism operators must realise that council should not be the lead	activity to focus on the Corowa Saleyards upgrade and increased investment in local road maintenance and renewal. The increased investment in local road maintenance is consistent with feedback received during the community roadshow and drop-in sessions.

No	Record ref	Submission	Response
		agency in promoting their business, they can assist in promotion using social media etc but it is up to the individual to have their own promotional strategy and budget.	
		 4.8 Encourage community pride and spirit. Support diverse range of community activities and events to foster community pride and spirit. Support the use of rural town halls and other community facilities to bring people together and build local networks. Then council needs to review it events application to make it user friendly, actioned in a prompt manner and remove un-needed requests such as the need to comply with the Crimes Act 1900 unless it is a protest march. 	Community feedback in early 2022 indicated that 56% of respondents view this as an area for increased focus and 5% for less focus over the coming ten years. This feedback is noted. A review of the events application process has commenced and will be completed in the latter half of 2022.
		 5.2 Work toward the equitable servicing of all areas. Transparency of Council's expenditure and service provision by area. Responsiveness to the differing needs and aspirations of each area. Responsiveness to the broader planning catchments including those that extend into neighbouring NSW and Victorian Councils. This is where the disconnect is in my opinion. Progress associations, town improvement committee's and the like should have been approached to put their plans/wishes forward if they wanted to. In most of the IP&R documents only the larger centres get a mention, it may be onerous but all areas need a bit more detail in council plans. I would also ask when will some ordinary council meetings be held at Urana? 	Community feedback in early 2022 indicated that 58% of respondents view this as an area for increased focus and 8% for less focus over the coming ten years. With the shortened timeframe to deliver IP&R documents this year, it has been challenging to individually engage with relevant stakeholder groups, whether they be in our villages or represent specific segments or needs of our community. A framework for undertaking service reviews will be developed and implemented commencing in 2022/23. In addition, a Community Engagement Strategy will be developed in 2022 covering all of Council's activities. The needs of our smaller communities will be factored into both projects to ensure that their voices are heard. Current technological capability is able to support virtual attendance at Council meetings that are conducted in the Corowa Council Chamber. Whilst the mandatory nature of this requirement has ceased it remains a provision in Council's Code of Meeting

No	Record ref	Submission	Response
			Practice. The infrastructure in the Urana Council Chamber and substandard internet access is limiting the ability to provide virtual attendance for Council meetings in Urana.
			Further investigation will be undertaken of technology improvements required and a report provided to Council. This will enable a schedule of meetings for 2023 to be considered by Council, with a view to conducting some meetings in the Urana Council Chamber.
			The current ISDN network that is utilised to connect the Urana Office is due to be decommissioned by Telstra in November 2022. An upgrade to a new high-speed business-grade internet service will be progressed in late 2022.
		 5.5 Ensure quality customer service Access to an appropriate system for customer enquiries. Ensure the response time to customer service enquiries are within agreed service levels. Increasing the range and level of customer services available online. Improve access to customer services in rural communities. This is where council is failing, response times to residents, in my experience, is extremely poor. When this policy is reviewed, an implementation strategy should be developed and staff training to explain the issues and consequences of not getting back to residents in a timely manner. At the last ordinary meeting of council, the Mayor brought this subject up for future discussion. 	This feedback is noted. The Customer Service Charter is under review and a separate report has been prepared for the June 2022 Council meeting. An updated Community Engagement Strategy will also be developed later in 2022 covering all of Council's activities. This will be developed in consultation with our community.
		5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation. Financially responsible and sustainable Council.	This feedback is noted. Further work will be undertaken over the term of the Delivery Program to improve efficiency and effectiveness, and to better communicate progress to ratepayers.

No	Record ref	Submission	Response
		Council compliance with all relevant legislation and regulatory requirements. This is great to see this in here, I hope as prepare for the SRV that council can create policies and practice's that can find efficiencies within the organisation and relay these to residents.	
2	22/14127	 Suggestions were made to finetune the wording of the strategic outcome for each of the five pillars, as follows: Built Federation: Maintaining and improving infrastructure that meets the needs of residents and industry with particular reference to the ongoing challenges of human induced climate change. Economic Federation: Growing, progressive, innovative and prosperous communities. Supporting a sustainable manufacturing, agriculture and tourism base that is advantaged by our location to large centres on the Murray River, and affordability. Natural Federation: Protecting and improving our rural landscapes, waterways and recreational spaces whilst developing strategies to prepare and adapt to the challenges of a changing climate Social Federation: Nurturing close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes Well Governed Federation: Providing strong, fair and ethical leadership and governance supporting equity across communities and effective communication with residents. 	A number of these suggestions have been incorporated into the draft Community Strategic Plan that is recommended to Council.



Our Our Our Our Opportunity Strategic Plan

2022/23 – 2031/32







Version: Draft 1.0 Record No: 22/1831

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Message From The Mayor

It gives me great pleasure to present the new Community Strategic Plan (CSP) for Federation Council. The primary purpose of this plan is to outline the Community's strategic objectives, to allow Council and many other partners and stakeholders, to focus on delivering on these over the next ten years.

So often I hear people say how much they love living in the Federation Local Government Area, with comments like "we live here because we love its proximity to so many things, the great lifestyle the area offers, and the stunning landscapes and natural assets such as the rivers, lakes and creeks.".

This is a recurring theme that has emerged in the feedback provided by members of the community. Equally of significance is the need for Council to listen to the community and to find a balance between supporting a vibrant, prosperous, community life and protecting the environment whilst maintaining core services to a high standard.

This revised plan further builds on the original CSP and maintains the community's vision from the original plan of:

Federation – Creating Opportunities, Celebrating Communities

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

The key to Council's role in achieving the outcomes in this plan, is understanding the communities desired levels of service, and balancing these with the demands for essential/and core services levels, facilities and programs to ensure they can be all funded. The desired levels of service in some areas may be higher than the current service levels provided, so Council has to understand the level of service you expect, and what the community is prepared and has the capacity, to pay for. The agreed levels of service will inform and direct the budget to allow progress towards all of the actions within all of Council's plans.

On behalf of my fellow Councillors, I extend our appreciation to everyone who has contributed to this updated Community Strategic Plan. I look forward to continuing to work with my fellow Councillors, staff and our community to ensure our decision making reflects the priorities in this plan. This will enable us to continue to ensure the Federation Council Local Government area goes from strength to strength.



Patrick Bourke

Forward By General Manager

The Federation Council Local Government area is continually evolving and we need to keep pace, to provide opportunities for our young people and continue to cater for an ageing population, as well as promoting and supporting tourism, agriculture and economic development, whilst always considering our responsibilities in ensuring the sustainability of our highly valued natural environment.

This plan sets out the community's vision and strategic objectives and it was informed by the community. It outlines Council's commitment to achieving these objectives, and it is our overarching and highest level plan, sitting above and informing the many other strategies, policies and procedures that underpin Councils work.

Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the entire community, but it is not wholly responsible for its implementation. This plan belongs to the community. The plan is re-consulted with the community and updated each time a new Council is elected, to ensure it continues to reflect the community priorities, and captures the latest threats, opportunities and challenges.

Many other partners such as State and Federal agencies, along with our fantastic volunteers and community groups, clubs, and other organisations, all combine to help deliver on the plan. The strategic objectives in this plan shape and define Council's more detailed goals, strategies and actions that Council is more directly responsible for. These are all included and make up the 4 year Delivery Program and 1 year operational plans that Council develops and implements, including the annual budget each year.

This plan provides a road map to help us to build the sort of community we want for the future. Our community remind us that we also need to balance growth and change to maintain the special characteristics that contribute to the area's unique identity.

This plan is focussed around five key themes in which Council delivers services to the community:

1) Built Federation 2) Economic Federation 3) Natural Federation 4) Social Federation 5) Well Governed Federation

Each theme sets out the community's expectations and Council's goals, strategies, actions and targets for the next 10 years. Council applies an integrated approach to planning and reporting. This enables the community and our partners in government and business with clear indicators to track our progress and our achievements for each of these key themes. This provides transparency and accountability as we continue to realise the vision of creating opportunities and celebrating community, and continuing to ensure the area remains a fantastic region to live, work, visit and play!



Adrian Butler General Manager

Introduction and Purpose

The Community Strategic Plan (CSP) is the highestlevel plan that a council will prepare. The purpose of the CSP is to identify the community's main • priorities and aspirations for the future and to plan strategies for achieving these goals.

It guides all remaining strategies and plans and must be developed by councils with and on behalf of the community. The minimum timeframe for a CSP is 10 years and it addresses 4 key questions:

- 1. Where are we now?
- 2. Where do we want to be in 10 years' time?
- 3. How will we get there?
- 4. How will we know we have arrived?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting.

Key elements of the CSP

This CSP is developed and delivered as a partnership between the council, state agencies, business and industry groups, community groups and individuals and addresses a broad range of issues that are relevant to the whole community.

The planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the community's aims and aspirations.

The CSP:

- Addresses the Quadruple Bottom Line (QBL) civic leadership, social, environmental and economic issues in an integrated manner.
- Is based on Social Justice principles of equity, access, participation and rights.

- Is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues.
- Is developed having due regard to NSW Government's State Priorities and other relevant state and regional plans.

Responsibilities under the CSP

While a council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the Plan.

Community Strategic Plan (CSP)

- Highest level of strategic planning undertaken by a council.
- All other plans must support achievement of CSP objectives.
- Articulates community vision and reflects aspirations.
- Considers state and regional plans as they apply to the council.
- Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress.
- Based on social justice principles.

Duration: 10+ years

Review: In line with election cycle, generally every 4 years.

Overview of Integrated Planning and Reporting (IP&R) Framework

The NSW Local Government Act (1993) requires Council to develop a CSP to guide the way Council works with the community and implements priorities.

It is a long-term plan that identifies the community's main priorities and expectations for the future. It integrates and further expands on existing strategic planning work.

The components of the IP&R framework and how they fit together are illustrated below:

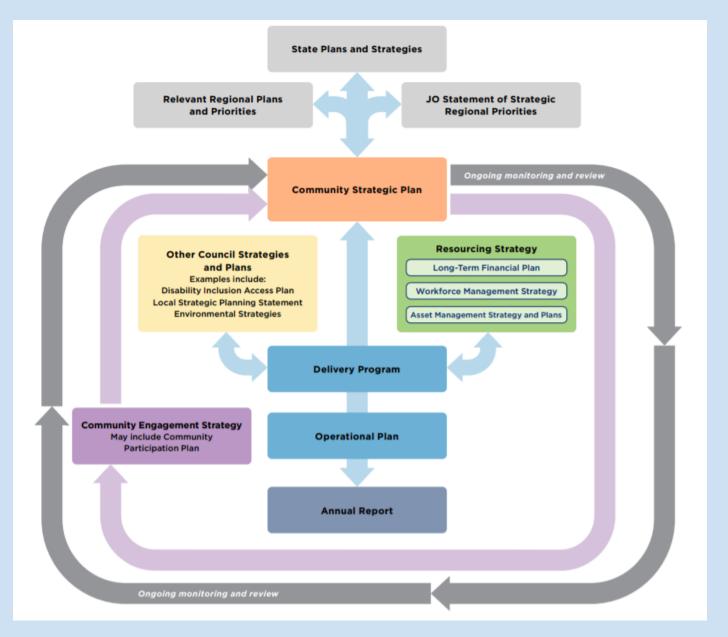


Figure 1: NSW Local Government IP&R Framework

Integration of CSP into Council Plans and Strategies

The directions and strategies set out in this CSP will form the basis of Council's programs, projects and strategies. Their implementation will be supported by the following key operational documents:

Four-Year Delivery Program and Annual Operation Plan

The Four-Year Delivery Program and Annual Operation Plan outlines the principal activities/ key services that Federation Council will undertake over a period of four years to deliver on its role in implementing the CSP, as well as a detailed yearly sub-plan listing all the activities Council will undertake during the year to achieve its strategic goals including its budget and fees and charges.



The Resourcing Strategy assists Council to translate the outcomes identified in the CSP, for which it is responsible, into actions. The LTFP is updated annually to ensure it remains current to reflect any changes to Council's financial outlook and manage any financial shocks if they present. The LTFP is the key tool to ensure Council's actions over the longer term are sustainable and service levels are captured and managed as part of this process.

Review of this Plan

The CSP is a 10-year document, reviewed within the first year of each newly elected Council. Input from the community enables the plan to reflect the current needs of the communities of the Federation Council. Each review adds an extra four years to the timeframe so that there is always a current minimum 10-year Plan.

Future Reporting against this Plan

The Annual Report focuses on the implementation of the Delivery Program & Annual Operational Plan. The report also includes some information that is prescribed by the Local Government (General) Regulation 2021. Council has committed to six monthly progress reports on the Operational Plan to keep the community informed.

A community satisfaction survey has helped to gauge the satisfaction of the community with the progress of initiatives, and where priorities could or should be assigned to particular areas in the future. These are currently scheduled each 4 years.

Councils are required to produce an End of Term Report or "State of our Council" report on the progress in implementing the Community Strategic Plan for the term of office of each elected council.



Links to whole of government priorities

While our CSP depicts our communities aspirations for the future, the requirements of Federal and State governments will also influence Council priorities. By aligning our long-term planning with the priorities of the State Government and other relevant agencies, we build stronger partnerships, achieve greater coordination of decision making and ensure efficient use of available resources. The following strategic plans have been considered in the development of this plan.

NSW Premiers Priorities	NSW Net Zero Plan
	The Net Zero Plan Stage 1: 2020-2030 is the foundation for NSW's action on climate change and goal to reach net zero emissions by 2050. It outlines the NSW Government's plan to protect our future by growing the economy, creating jobs and reducing emissions over the next decade. The NSW Councils Net Zero Emissions Program is a key initiative providing seed funding to local councils to sponsor research, policy development and innovation around net zero for the advancement of local government.
Riverina Murray Regional Plan 2036	Living well in Focus 2020-2024
 The Riverina Murray Regional Plan 2036 is a 20-year blueprint for the future of the Riverina Murray. It aims to deliver a diversified economy founded on Australia's food bowl, iconic waterways and a strong network of vibrant and connected communities, by 2036, through four key goals: A growing and diverse economy A healthy environment with pristine waterways Efficient transport and infrastructure networks Strong, connected and healthy communities 	 Living Well in Focus 2020 – 2024 identifies three whole -of-government priorities that inform the direction of mental health reform over the next five years. And includes: Strengthen community recovery and wellbeing Strategically invest in community wellbeing and mental health Ensure the right workforce for the future. It aligns with the NSW Premier's Priorities and directions of the Strategic Framework for Suicide Prevention in NSW 2018–2023. It also assists NSW to deliver on its commitments under the Fifth National Mental Health and Suicide Prevention Plan and the National Mental Health and Wellbeing Pandemic Response Plan (Pandemic Response Plan).
The State Infrastructure Strategy (SIS)	Regional Economic Development Strategies
The State Infrastructure Strategy (SIS) is a 20-year infrastructure investment plan that places strategic fit and economic merit at the centre of investment decisions. The strategy assesses infrastructure problems and solutions, and provides recommendations to best grow the State's economy, enhance productivity and improve living standards. Updated every five years the plan also addresses regional NSW geographic directions.	In 2018, the NSW Government assisted local councils to develop Regional Economic Development Strategies (REDS) based on the concept of a Functional Economic Region (FER). FERs are made up of one or more Local Government Areas in regional NSW that work together to create smaller economies with strong economic links. The Albury Wodonga <u>Regional Economic</u> <u>Development Strategy 2018-2022</u> has been adopted by AlburyCity, Wodonga, Federation, Greater Hume and Indigo Councils. This is currently being reviewed.

Corobimilla

Cullive

Council location and land use rundah

The Federation Council area is bounded by Narrandera Shire in the north, Lockhart Shire and Greater Hume Shire in the east, the Murray River and the Victorian border in the south, and Berrigan Shire and the Murrumbidgee Council area in the west.

> The Council region extends from the banks of the Murray River in Corowa and Howlong, westward to Mulwala and north east and west to the towns and villages of Savernake, Rennie, Lowesdale, Balldale, Coreen, Daysdale, Rand, Oaklands, Boree Creek, Morundah and Urana.

> > Oaklands

NEW SOUTH WALES

delaide

VICTORIA

Daysdale

Coreen

Coros

Rutherglen

S

Canbe

8400

Melbourne

Federation Council is located in southern NSW approximately 600KM south-west of Sydney and 350KM north of Melbourne and lies on the traditional country of the Bpangerang people and the Wiradjuri people.

Rand

Brocklesby

Boreg-Creek

A21

Fr

Savernake

Aulwala

Yarrawonga

1e

rrigan

Burrumbutto

Council Assets

Council is responsible for the maintenance and renewal of over 15,000 community assets which includes:

- Local road network with over 2,300 km of road
- Approximately 837m of bridges and culverts
- Over 53km of footpaths
- Town water supply including 182km of water mains and 5,304 water meters
- Storm water drainage
- Town sewer with 169km of sewer mains
- Buildings including halls, libraries, and public toilets
- Facilities such as swimming pools, airports, saleyards
- Cemeteries and aged care facilities
- Parks, gardens and playgrounds

¹ Federation Council | Statement of Financial Position | For the year ended 30 June 2021

Below Image - Newly constructed Corowa Aquatic Centre, opened in April 2021.



Where are we now?

Demographic profile provides important context when planning for the future of the Federation Council area. This analysis can be used to describe who we are, and predict what we might be like in future.

The demographic profile is based on data from the Australian Bureau of Statistics 2016 and 2020 Census of Population and housing and compares demographic characteristics of the Federation Local Government Area to NSW more broadly.

ABS Census of Population and Housing depicted a low rate of growth, having increased in population by only 0.4% since 2006 (compared to NSW's overall increase of 14.2%). The Estimated Resident Population (ERP) 2021 estimates a growth of

Population

Cultural and Linguistic Characteristics

Our most common ancestries in 2016¹ were Australian 33.1%, English 30.6%, Irish 10.0%, Scottish 8.8% and German 3.6%.

Of our community 83.3% were born in Australia. The following most common countries of birth were England 2.4%, New Zealand 0.9%, Scotland 0.4%, Philippines 0.4% and Germany 0.4%. 90.0% of us only spoke English at home. Other languages spoken at home included Italian 0.3%, Filipino/Tagalog 0.2%, Dutch 0.1%, Mandarin 0.1% and Korean 0.1%.

Income

The median weekly personal income for people aged 15 years in our community was \$559, which is significantly less when compared with \$664 for NSW more broadly.

The median weekly family income in our community was \$1,299 compared with \$1,486 for NSW.

1.1% in the most recent 12 month period, which follows a 1.3% increase in the previous period.

Family Composition

Of the families in our area, 34.1% were couple families with children, 51.0% were couple families without children and 13.8% were one parent families. Of the single parent population22.1% were male and 77.9% were female.

85.0% of families were intact and 13.7% were either blended or step families.

Tenure Type

Of occupied private dwellings in our area, 88.1% were separate houses, 3.8% were semi-detached, row or terrace houses, townhouses etc, 5.7% were flat or apartments and 1.8% were other dwellings.

Of occupied private dwellings in our area, 43.8% were owned outright, 29.1% were owned with a mortgage and 22.5% were rented.

Occupation and Employment

There were 5,222 people who reported being in the labour force. Of these 56.2% were employed full time, 31.6% were employed part-time and 4.9% were unemployed. This can be compared with NSW where unemployment sits at 6.3%.

The most common occupations in our community included Managers 17.5%, Labourers 17.4%, Technicians and Trades Workers 14.9%, Professionals 11.2%, and Clerical and Administrative and Community and Personal Service workers each making up 10.0% of the workforce. Sales workers and Machinery operator / drivers made up 8.9% and 8.3% respectively.

Of the employed people in our community, 4.2% worked in Pig Farming. Other major industries of employment included Supermarket and Grocery Stores 3.7%, Other Grain Growing 3.1%, Hospitals (except Psychiatric Hospitals) 3.0% and Aged Care Residential Services 3.0%.

Education

28.1% of our community were attending an educational institution. Of these, 27.4% were in primary school, 19.7% in secondary school and 10.8% in a tertiary or technical institution. When compared to NSW more broadly, our community has a significantly lower proportion of people attending university or tertiary institutions.

Socio-Economic Disadvantage

Our area is slightly more disadvantaged than regional NSW overall, ranking in the 30th percentile; and there is significant socio-economic diversity within the area, with some area ranking in the 20th percentile, experiencing significant disadvantage as confirmed by the Australian Early Development Census, which found that in some areas, 42.3% of children were developmentally vulnerable across one or more domains (more than twice the NSW average of 20.2%).





Further Statistics

Population density	2.22 persons per square km
Number of households	5,283
Median age	49 years
Non English as dominant language at home	1.9%
Residential building approvals (2020/21)	74 (up by 27 from 2019/20)
Total value of building approvals (2020/21)	\$40.5m
GST Registered businesses as at June 2021	959
Population doing some form of voluntary work (2016)	24.8%
Largest industry (employment 2016)	19% (Agriculture)
Manufacturing (employment 2016)	16.5%
Construction (employment 2016)	5.7%
Accommodation and Food Services (employment 2016)	12.1
Agricultural output	\$391m
Largest commodity produced	36.7%% (Cereal crops)
Primary Land Use	92.6% (Primary production)
Gross Regional Product (year ended 30 June 2020)	\$780m
Local jobs (year ended 30 June 2016)	4,930
Tourism and hospitality sales (2019/20)	\$64.1m
Value Add	\$32.6m
Total number of domestic visitor nights (2019/20)	513,630

Note: data from the 2021 Census will become available from June 2022.

Additional data can be obtained from the following locations.

Community Profile http://profile.id.com.au/federation

The Community Profile provides demographic analysis for the Council and its suburbs based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures.

Economic Profile http://economy.id.com.au/federation

The Council's economic profile presents economic information that describes the area's role within the broader economy, supports exploration options for economic development and promotion of the area's strengths.

The information presented is derived from official sources of information (Australian Bureau of Statistics) National Economics (NIEIR) modelling and other relevant sources.

Demographic change across Australia is recorded by the Australian Bureau of Statistics (ABS) in the Census collections every five years. Population experts <u>.id (informed decisions)</u> analyse and convert these raw figures into stories of place to inform council staff, community groups, investors, business, students and the general public.

Federation Council area Community Profile provides demographic analysis for the Council and its suburbs based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when

Our Challenges

A high and rapidly rising median age of 49 having increased by 11.4% since 2006 is significant when compared to NSW's overall median age of 38.

In NSW, as in most parts of the world, major population changes are taking place because of declines in fertility and increasing life expectancies. People in NSW are living longer (average life expectancy is projected to increase by about 9 years by 2050) and the proportion of the population made up of people aged 65 and over is projected to increase to 22% in 2031 and 26% by 2051. Population increase in the 15 to 64 years age group will slow over coming decades due to lower past and prospective fertility rates and the passage of the baby boomers into retirement age.¹

The challenges of an ageing population and low overall population growth requires substantial focus on sustainability and resourcing of Council priorities.

Planning for an ageing population can mean that the needs of other groups in the community are also met. Therefore it does not necessarily mean extra work for councils. For example, designing the built environment so that it caters for older people often means that it also caters for other groups in the community that experience difficulty with physical access, such as people with a disability and children.²

Notwithstanding this, it is also imperative that Council addresses its long term financial sustainability and capacity to deliver mandatory services and key priorities, whilst also capturing and planning for the aspirations and goals that will enhance the liveability of Federation Council long into the future.

In addition to our age demographics, our community, along with global communities, is also increasing its adaptation to a changing climate. Council will work with the Federal and State Governments to plan infrastructure and service delivery for the future, factoring in the risk of more frequent extreme weather events and other expected impacts.

Our Opportunities

Coordinated planning with all stakeholders will be a fundamental driver to achieve ongoing sustainability of key infrastructure that is consistent with community expectations. Linking to other state and federal regional strategies and plans will enable us to maximise our opportunities to address barriers or challenges for growth.

Responsibility for achieving the community's long term goals rests with the whole community, including state and federal governments, peak organisations, the business community, local community groups and organisations and residents. Council may have varied levels of responsibility in progressing an outcome, but most will fall under either influence or control (ACELG, 2012). The distinctions may be made as follows and as set out in the objectives outlined in this plan.

- 1. **Council influence**, where Council has partial or shared responsibility for outcomes with the community and other groups, and is distinguished from the traditional sphere of local government. This is Council's role in the majority of strategies set out in this Plan. For example, economic development is not an area of core service provision for local government, but Council can work with partners to support the economy in a number of ways.
- 2. **Council control**, which relates to a Council's areas of core service provision and other statutory responsibilities. This includes roads, rates and waste management, as well as a range of governance and planning activities.

1 & 2. https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/support-for-implementation-of-ipr-framework/ planning-for-an- ageing-population/

How Council is already delivering on strategies to achieve the community's vision.

Achieving the vision set out by the community in this plan requires a commitment to action. Federation Council has already prepared and commenced delivery of several significant plans and strategies to guide growth and change for the council.

Community Engagement Strategy	Disability Inclusion Action Plan
Council believes it's important that our community can see and have a direct impact on the decisions of its Council. The Community Engagement Strategy provides a roadmap for creating and maintaining good relationships and effective engagement with our community and stakeholders. It acts as a guide for consultation, research and engagement across Council in order to ensure best practice engagement with our community, now and into the future.	Council for everyone who lives, works and visits Federation Council. This <u>Disability Inclusion Action Plan</u> outlines the practical steps Council will take to create a more inclusive community for people with disability. The actions focus on developing positive community attitudes and behaviours,
Regional Economic Development Strategy 2018- 2022	Federation Council Economic Development Strategy 2021-2025
The first-ever Albury Wodonga <u>Regional Economic</u> <u>Development Strategy 2018-2022</u> has been adopted by AlburyCity, Wodonga, Federation, Greater Hume and Indigo Councils. An initiative of the NSW Government, the strategy has been developed using each council's community strategic plans and economic development strategies, both of which are 'community' driven. Home to more than 130,000 people, the economy of the wider region is valued at \$7.1 billion annually. Key industries of specialisation are identified as manufacturing, agribusiness and transport and logistics. Sectors including tourism, health care and defence are also seen as engines of growth, critical to creating prosperity and enhancing the quality of life for residents. This is currently being reviewed.	 A robust and resilient economy is essential to ensuring the wellbeing of our entire community. To help enable this, the Federation Council Economic Development Strategy sets a clear framework to strengthen local business, empower our community, leverage key industries and enhance economic diversity and resilience. The strategy identifies seven key themes to achieve this. Strengthening local business; Empowering our community; Leveraging key industries; Enhancing economic diversity and resilience; Boosting the visitor economy; Attracting investment; and Increasing skills and economic capacity.
Ageing Well Strategy 2018-2022	Federation Arts and Culture Strategy 2021-2025
Council has developed the <u>Ageing Well Strategy 2018-2022</u> to address the changing needs of older people on the Federation Council. The strategy sets Council's priorities for working with senior residents and incorporates actions which address eight interconnected themes including outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community and health services.	

OUR COMMUNITY VISION

Federation – Creating Opportunities, Celebrating Communities Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

OUR COMMUNITY VALUES

Federation Council's Vision and set of Community Values, developed by the community in 2018, will guide future planning and provide direction for how the Council responds to change and growth.

This new direction reflects the priorities of our residents and will shape policies and plans prepared by Council, including this plan.

We value the Federation Council area for its waterways, parks and recreational opportunities, its tranquil country lifestyle, its strong community spirit, and its close proximity to other centres on both sides of the Murray.

We Seek

Maintained and improved infrastructure that meets the needs of residents and industry.

We Seek

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.

We Seek

Sustainable rural landscapes and waterways offering tranguility and attractive recreational spaces.

We Seek

Close-knit and welcoming communities where people come together and support each other.

We Seek

Strong civic leadership and governance supporting equity across communities and effective communication with residents.











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Development of this Plan

The CSP is a 10 year plan for our community that is based on the aspirations and values expressed by the residents and ratepayers who provided feedback through online, telephone and face to face community forums.

Following the extensive community consultation in 2018, the community identified the outcomes sought that represented our aspirations and values.

For each of these outcomes a number of objectives were identified to capture the priorities of the key areas. These areas of importance formed our key objectives and the basis of Council's four year Delivery Program.

The following table shows the engagement undertaken in 2018.

Online	Face to Face	Media	Phone
Updates on Council's website	Ten Community workshops attended by 250 residents at Boree Creek, Coreen, Corowa, Howlong, Mulwala, Oaklands, Savernake, Urana and additional Youth and interagency workshops.	 Council Snippets for Corowa Free Press and Yarrawonga Chronicle Media Release 	Telephone survey of 225 respondents

The review of our Community Strategic Plan is required to be undertaken by an incoming Council by 30th June following the election. Council resolved at is February 2022 meeting to seek feedback from the community in regard to the previously identified priorities with a focus on the next 10 years. Respondents were asked whether they wanted to see more or less focus on each of the objectives that represent the communities previously identified priorities under each theme.

The survey was available from 3 February to 1 March 2022 and distributed to all households. Public awareness was supported through Council's social media platforms and print media as well as newsletters for smaller townships.

The table below shows the engagement undertaken in 2022.

Online	Media	Mail / Email
 Community survey on Council's website Social media posts Video messaging from Mayor on Council website and Facebook Online community information session 	 Council Snippets for Corowa Free Press and Yarrawonga Chronicle Media Releases 	 Flyer sent to all households Email to Council Committees and key stakeholders .

Throughout the survey engagement, Council received 68 online survey submissions and 4 paper based survey submissions. The full results have been collated as a separate report and can be viewed on Council's website or by using this <u>link</u>. Hard copies are available by contacting Council's Right to Information Officer.

Survey Comments and Common Themes

The survey provided the community with an opportunity to provide comments in relation to each of the themes. These comments provide valuable insight as the reason why some services may have been depicted as requiring higher or lower focus. Some of these comments are provided below.



that a new sewerage treatment plant is built and an appropriate drainage strategy is implemented.

Speaking for Corowa only, I believe our sewerage system is almost at capacity. We need to encourage a new big employer to the town. Uncle Tobys is now one third as big as it once was. More jobs bring more money to the town and hopefully more small business opportunity.

Need more diversity in the shopping complex of Corowa .

Emergency Action Plan for flood/fire evacuation of horses, small stock, & pets.

Since we are a semi isolated community we need to be able to communicate with relatives in other areas and we need to be able to exercise safely.

Better roads in the farming areas of this electorate.

Accessibility for residents with mobility issues .

Reports back on recycling and rubbish. Eg amount sent to landfill compared to last year, the cost of this and tips to reduce.

Need to focus on the core council services .

Very concerned about the overload and pressure on town water and sewerage.

Survey Comments and Common Themes

The survey provided the community with an opportunity to provide comments in relation to each of the themes. These comments provide valuable insight as the reason why some services may have been depicted as requiring higher or lower focus. The word map below identifies the most commonly used words as provided in the survey responses.

Some of the key things mentioned by the respondents are outlined below.

maintenance feedback governance consultation social engagement biodiversity enhanced effective sustainable ageing equality residential footpaths business assets drainage potential employment foreshore parks tourism industry communicate development rural focus industrial growth farming roads environment income retail listen income retail listen planning infrastructure natural attraction opportunities upgrades

OUR COMMUNITY PRIORITIES

The community feedback has been collated and presented under the key pillars of our CSP being: Built Federation, Economic Federation, Natural Federation, Social Federation and Well Governed Federation.

Our Priorities—Built Federation

Maintained and improved infrastructure that meets the needs of residents and industry.

Our community identified well maintained and improved water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry as well as roads, bridges and footpaths as being the highest infrastructure priorities. Consistent and appropriate land use planning outcomes is also highly valued.

Our Priorities—Economic Federation

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.

A greater focus on supporting business development and a collaborative regional approach to economic development, as well as enhancing retail is now what the community want to see a greater focus on, perhaps partly due to the impact of both a pandemic, major flood event.

Our Priorities—Natural Federation

Sustainable rural landscapes and waterways offering tranquility and attractive recreational spaces.

The community priorities are consistent with those identified previously with a desire to conserve and utilise waterways, and develop their frontages and to ensure attractive and vibrant public spaces.

Our Priorities—Social Federation

Close-knit and welcoming communities where people come together and support each other.

There was a lean towards encouraging community pride and spirit and in line with the previous priorities, improving healthcare.

Our Priorities—Well Governed Federation

Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Our community places a high value on having the solid foundations for strong leadership, including in particular, extensive communication and consultation with residents, rates and fees that are in line with community needs, equitable servicing of all areas, good governance and administration, operational efficiency and effectiveness to enable us to be resilient and responsive to change.









Infrastructure priorities 2018-2028

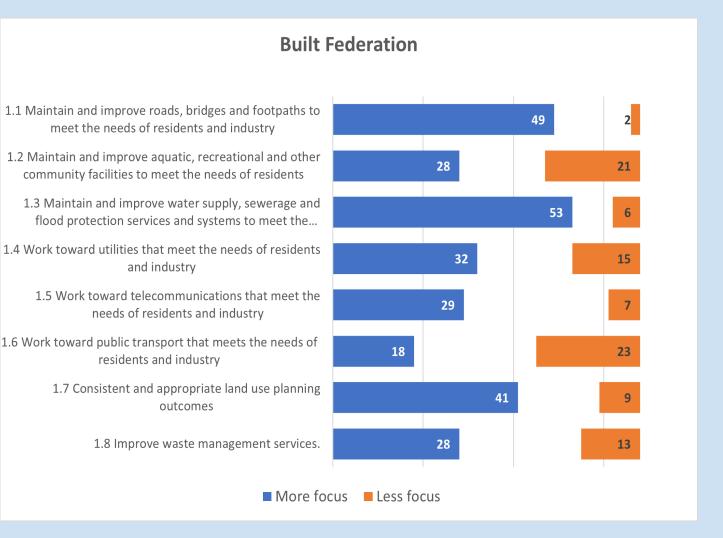
Our community identified roads (including road maintenance) and pools (including the development of a new 50-metre pool) as the highest infrastructure priorities.

Built Federation priorities 2022-2032

Maintained and improved infrastructure that meet the needs of residents and industry.

The top 3 infrastructure areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these areas.

- 1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry N=53
- 1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry N=49
- 3. 1.7 Consistent and appropriate land use planning outcomes. N=41



Minor changes have been made to the CSP objective to reflect the services provided in the Built Federation pillar.

Economic priorities 2018-2028

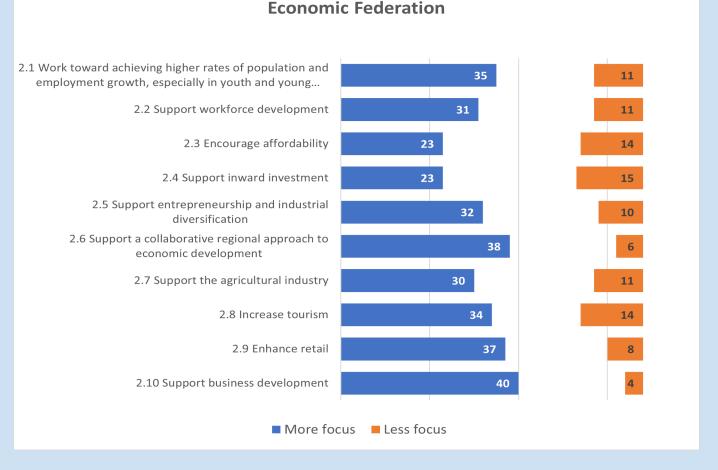
Consistent with the overall concerns regarding the growth and sustainability of the area, our community identified employment (with particular emphasis on youth employment) and tourism as the highest economic priorities. These are followed by retail, business development and business attraction.

Economic Federation priorities 2022-2032

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.

The top 3 economic areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these areas.

- 1. 2.10 Support business development. N=40
- 2. 2.6 Support a collaborative regional approach to economic development. N=38
- 3. 2.9 Enhance retail. N=37



Minor changes have been made to the CSP objective to reflect the feedback provided on the Economic Federation pillar.

Environmental priorities 2018—2028

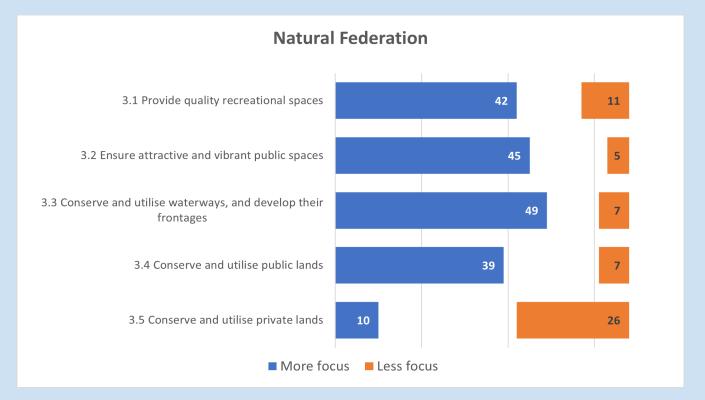
Our community identified parks and gardens (including playgrounds), water management (including supply and quality of water), and placemaking (including the improvement of public spaces and main streets) as the highest environmental priorities. These are followed by maintenance, protection and utilisation of the river, and development of the river frontage.

Natural Federation priorities 2022-2032

Sustainable rural landscapes and waterways offering tranquility and attractive recreational spaces.

The top 3 environmental (Natural) areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these area.

- 1. 3.3 Conserve and utilise waterways, and develop their frontages. N=49
- 2. 3.2 Ensure attractive and vibrant public spaces N=45
- 3. 3.1 Provide quality recreational spaces. N=42 (also in top 3 with less focus)
- 4. 3.4 Conserve and utilise public lands N=39



Minor changes have been made to the CSP objective to reflect the feedback provided on the Natural Federation pillar, particularly in relation to adapting to a changing climate.

Community priorities 2018-2028

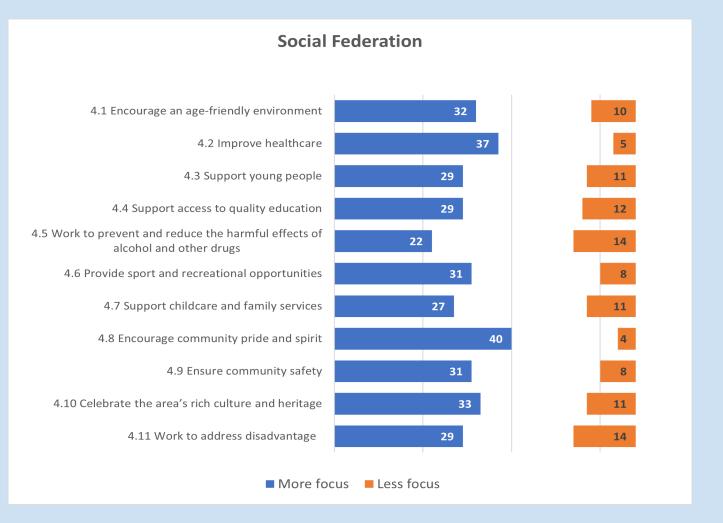
Consistent with our ageing population, our community identified aged care and healthcare as the leading community priorities in the phone survey, followed by youth services and schools (in part to enable the growth and sustainability of the area).

Social Federation priorities 2022-2032

Close-knit and welcoming communities where people come together and support each other.

The top 3 social areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these areas.

- 1. 4.8 Encourage community pride and spirit N=40
- 2. 4.2 Improve healthcare N=37
- 3. 4.10 Celebrate the area's rich culture and heritage (N=33 below 50% response level)



Minor changes have been made to the CSP objective to reflect the feedback provided on the Social Federation pillar.

Governance priorities 2022-2032

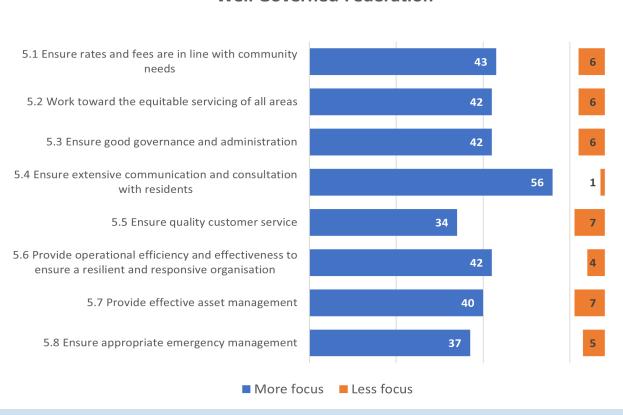
Our community identified rates affordability, the equitable servicing of all suburbs, and financial sustainability as the highest governance priorities.

Well Governed Federation priorities 2022-2032

Strong civic leadership and governance supporting equity across communities and effective communication with residents.

The top 3 well-governed areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these areas.

- 1. 5.4 Ensure extensive communication and consultation with residents. N=56
- 2. 5.1 Ensure rates and fees are in line with community needs N=43
- =3. 5.2 Work toward the equitable servicing of all areas. N=42
- =3. 5.3 Ensure good governance and administration. N=42
- =3. 5.6 Operational efficiency and effectiveness to ensure a resilient and responsive organisation. N=42



Well Governed Federation

Governance priorities 2022-2032

It must be noted that Well Governed Federation contains many areas of Council that are required in order for any organisation to prosper. These are, as outlined by one of the comments received, the "hallmarks of a well-run council". Furthermore, many of these objectives are subject to particular legislative and mandatory requirements of a council. Council believes it is important however to present these to the community. In doing so, it is supporting transparency and providing a more complete view of the financial and resource impact on all the objectives identified.

Council has noted that is the only theme in which **all objectives were above the 50% response** indicator with three objectives sharing the top third ranking response. By contrast the areas of less focus identified by the community did not extend to more than N=7 or just over 10% of respondents compared with other areas which have recorded responses of N=12-23 or (18% - 34%). This tells us that our community expect that these things will be a high priority and this is reflected in many of the comments from survey participants.



CREATING OPPORTUNITY CELEBRATING COMMUNITY



How to read this Plan

The themes are a way to structure the Community Strategic Plan. These are the same as the community values that were adopted by Council in June 2018 following extensive community engagement. And as shown on page 16. The outcome is the communities long term aspiration sand priorities for the council area. Council has a custodial role in working towards realising these outcomes; however, it is not wholly responsible for achieving them. Council's role may be one of control or influence as outlined on page 11. Other partners, such as individuals, state agencies and community groups have an important role to play in delivering them.

The **objectives** are the long term goals set to achieve the desired outcome. These set the priorities for the Councils 4 year Delivery Program.

1.1 Maintain and More Aligning roads service levels to residents' and industry's needs Control improve roads, for each class of road of each area bridges and footpaths Investigating opportunities to develop additional heavy traffic Control to meet the needs of volume alternate routes residents and Investigating opportunities to develop a new bridge over Lake Influence industry Mulwala Strategic focus in the facilitation of the maintenance and Control development of roads, bridges and footpaths Aaintain and More Progressing the development of a new swimming pool in Corowa Control e aquatic, in the near term nal and Strategic focus in the maintenance and development of Control er community recreation and community infrastructure ilities to meet the needs of residents 1.3 Maintain and More Aligning wat er supply, sewer age treatment, stormwater Contro Reflects the feedback from the community on whether they think the area requires more or less focus over the

> These are the identified areas of importance that will help us reach the long term aspirations and goals. The Delivery Programs significant projects and works to be carried out are identified from these areas of importance. Projects and key priorities are adopted by Council in line with Council's adopted Resourcing Strategy.

Councils role in achieving the areas of importance may be one of control or influence.

Items that are within council's control are reflected in the Delivery Program as actions to be reported on every six months.

Areas that Council has influence over requires Council to advocate for, or work with other strategic partners though various platforms to achieve

The **performance measures** will help us track progress as we move towards the long term objectives. Council conducts a community satisfaction survey at least once in every four year period. The survey results are published on our website.

next 10 years.

How will we know we have arrived

Resident surveys will find increased satisfaction with roads, bridges and footpaths .

Resident surveys will find increased satisfaction with aquatic, recreational and other community facilities.

Resident surveys will find increased satisfaction with water supply, waste, sewerage treatment, stormwater drainage and flood protection.

Built Federation

Outcome: Maintained and improved infrastructure and services that meet the needs of residents and industry.

OBJECTIVE: Where do we want to be in the future	More / Less focus next 10 years	What do we need to do to get there	Council's Role
1.1 Maintain and improve roads,	More	Aligning roads service levels to residents' and industry's needs for each class of road of each area	Control
bridges and footpaths to meet the needs of		Investigating opportunities to develop additional heavy traffic volume alternate routes	Control
residents and industry		Investigating opportunities to develop a new bridge over Lake Mulwala	Influence
		Strategic focus in the facilitation of the maintenance and development of roads, bridges and footpaths	Control
1.2 Maintain and improve aquatic,	More	Progressing the development of a new swimming pool in Corowa in the near term	Control
recreational and other community facilities to meet the needs of residents		Strategic focus in the maintenance and development of recreation and community infrastructure	Control
1.3 Maintain and improve water supply services and systems to meet the needs of residents and industry	More	Aligning water supply, sewerage treatment, stormwater drainage and flood protection service levels to residents' and industry's needs and aspirations in each area	Control
1.4 Maintain and improve sewerage, services and systems to meet the needs of residents and industry	More	Strategic focus in the maintenance and development of water, sewerage, stormwater drainage and flood infrastructure	Control
1.5 Maintain and improve flood protection services and systems to meet the needs of residents and industry	More		Control
1.6 Work toward	More	Increased energy affordability	Influence
utilities that meet the needs of residents and industry		Investigating opportunities to increase local renewable energy production	Influence
1.7 Work toward telecommunications	More	A more comprehensive and expeditious rollout of the improved mobile and internet coverage locally	Influence
that meet the needs of residents and industry		Investigating opportunities to partner with mobile phone and internet service providers to increase coverage locally	Influence

OBJECTIVE: Where do we want to be in the future	More / Less focus next 10 years	What do we need to do to get there	Council's Role
1.8 Work toward public transport that meets the needs of residents and industry	Less	Increased public transport locally and interstate, with particular emphasis on assisting residents with mobility limitations to access services, and addressing supply- demand imbalances in the labour market	Influence
		Investigating opportunities to increase community transport in rural communities, with a view to leveraging contemporary technology and volunteerism	Influence
1.9 Improve waste management services.	More	Aligning waste management service levels to residents' and industry's needs for waste management services in each area	Control
		Identifying and progressing opportunities to discourage dumping	Influence
		Investigating opportunities to increase recycling	Influence

How will we know we have arrived

Resident surveys will find increased satisfaction with roads, bridges and footpaths.

Resident surveys will find increased satisfaction with aquatic, recreational and other community facilities.

Resident surveys will find increased satisfaction with water supply, waste, sewerage treatment, stormwater drainage and flood protection.

Compliance with asset management benchmarks - Building and Infrastructure Asset Renewal Ratio, Infrastructure Backlog Ratio and Asset Maintenance Ratio.

Economic Federation

Outcome: Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.

OBJECTIVE:	More / Less	AREAS OF COMMUNITY IMPORTANCE:	Council's
Where do we want to be in the future	focus next 10 years	What do we need to do to get there	Role
2.1 Work toward achieving higher rates	More	Understanding and implementing growth initiatives	Influence
of population and em- ployment growth, es- pecially in youth and young family segments		Strategic focus on population and employment growth	Control
2.2 Support workforce development	More	Identifying local skill shortages, and advocating to the training organisa- tions and other levels of-government to address them through post- school education and training	Influence
		Investigating opportunities to attract and retain skilled migrant workers	Influence
2.3 Encourage afforda- bility	More	Investigating the availability of small, affordable land parcels as part of planning initiatives	Control
		Investigating opportunities to incentivise the rental of unoccupied prop- erties	Influence
2.4 Support inward investment	More	Provision of investment prospectus for the entire Council area	Control
		Investigate incentives and grants to encourage new investment	Control
		Lobbying other levels of government for increased investment across the entire Council area	Influence
2.5 Support entrepre- neurship and industrial	More	Fostering connections and learning among current and prospective entre- preneurs	Influence
diversification		Support new business start ups	Influence
2.6 Support a collabo- rative regional ap-	More	Identifying and progressing opportunities to leverage the complementari- ty of areas across the region	Influence
proach to economic development		Investigating opportunities to form a joint group for economic develop- ment with neighbouring councils, including those in Victoria	Influence
2.7 Support the agricul- tural industry	More	Supporting the provision of infrastructure that meets the needs of the local agricultural industry	Influence
		Assist to address skilled labour shortages in the local agricultural industry	Influence
2.8 Increase tourism	More	Investigating opportunities to increase tourism growth sector accommo- dation	Influence
		Investigating opportunities to further develop and market the area's nat- ural and heritage attractions	Influence
		Investigating opportunities for events-based tourism	Influence
		Collaborative approach to regional marketing	Influence
		Ensure a strategic focus on tourism	Control
2.9 Enhance retail	More	Support initiatives to encourage residents to shop locally	Influence
		Increased retail opportunities as part of planning and economic develop- ment initiatives	Control
2.10 Support business development	More	Support grants program for business development	Influence
		Collaboration with local and regional business chambers and other business development organisations	Influence

How will we know we have arrived?

Census data will show that local population and employment rates (in target sectors) are increasing.

Visitor data will show that yield from increasing visitation numbers.

Economic data will show that lost retail expenditure from the local area has reduced.

Economic data will show that Gross Regional Product (GRP) for target sectors is increasing.



Federation Council – Draft Community Strategic Plan 2032

Natural Federation

Outcome: Sustainable landscapes, waterways and open space to support various lifestyle choices, protect the natural environment and adapt to a changing climate.

Objective	More / Less focus next 10 years	Areas of community importance	Council's Role
3.1 Provide quality recreational spaces	More	Provide parks, playgrounds and gardens to meet community expectation	Control
		Strategic focus in the maintenance and sustainable development of recreational spaces	Control
3.2 Ensure attractive and vibrant public spaces	More	Support facade improvement incentives	Influence
		Community place-making initiatives	Influence
3.3 Conserve and utilise waterways, and develop	More	Supporting conservation of waterways in the area	Influence
their frontages		Supporting opportunities for increased utilisation of The Murray River, Lake Urana and Lake Mulwala by residents and tourists	Influence
		Identifying and progressing additional opportunities for land and commercial development on water frontages	Influence
3.4 Conserve and utilise public lands	More	Supporting flora and fauna conservation	Control
3.5 Conserve and utilise private lands	Less	Support flora and fauna conservation and responsible land management practices	Influence
3.6 Implement consistent and appropriate land use planning outcomes	More	Transparent and accessible information on land use planning outcomes	Control



How will we know we have arrived?

Resident surveys will find increased satisfaction with recreational (parks) spaces Resident surveys will find increased satisfaction with the utilisation of public spaces Weed Management plan implemented Increased landholder engagement at education sessions



Social Federation

Outcome: Close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes.

Objective	More / Less focus next	Areas of community importance	Council's Role
	10 years		
4.1 Encourage an age- friendly environment	More	Provision of ageing well initiatives	Control
		Enabling the autonomy of older people	Influence
		Strategic focus in addressing the needs of ageing communities	Influence
4.2 Improve healthcare	More	Facilitate general practitioners in rural communities	Influence
		Improved health facilities and services across the Council area	Influence
		Improved public transport to assist residents with mobility limitations to access healthcare	Influence
4.3 Support young people	More	Encouraging young people to participate in and contribute to all aspects of community life, including through sport and recreation, arts and culture, volunteering, and involvement in decision making	Influence
		Advocacy for increased opportunities for young people to learn, find jobs and develop life skills	Influence
		Strategic focus in youth development	Control
4.4 Support access to	More	Opportunities for collaboration between students at different schools	Influence
quality education		Preservation of schools in rural communities	Influence
4.5 Work to prevent and reduce the harmful effects	More	Support a Local Drug Action Team for the entire Council area	Influence
of alcohol and other drugs		Support programs aimed to reduce addictive behaviours	Influence
4.6 Provide sport and recreational opportunities	More	Align sport and recreational opportunities to meet community expectation	Control
		Strategic focus in the development of sport and recreational facilities	Control
4.7 Support childcare and	More	Increased provision of child and family services	Influence
family services		Investigating the viability of providing childcare in areas with unmet need	Control
4.8 Encourage community pride and spirit	More	Support diverse range of community activities and events to foster community pride and spirit	Influence
		Support the use of rural town halls and other community facilities to bring people together and build local networks	Influence
4.9 Ensure community	More	Supporting emergency services in rural communities	Influence
safety		Support increased police and emergency services	Influence
4.10 Celebrate the area's rich culture and heritage	More	Preservation and celebration of the history and heritage of all cultures across the Council area	Influence
		Supporting arts and cultural initiatives	Influence
4.11 Work to address	More	Collaboration in services for people experiencing disadvantage	Influence
disadvantage		Supporting social capital formation, social inclusion, capabilities	Influence
		development and other approaches to overcoming disadvantage Supporting services for people with a disability	Influence
		Strategic focus in reconciliation and diversity	Control
4.12 Provide library			Control
services and programs accessible to all residents.			control

How will we know we have arrived?

Resident surveys will find increased overall satisfaction among older residents. Resident surveys will find increased satisfaction with community activities, programs and events.

Resident survey will find an increase in residents feeling of connectedness.

Resident survey will find an increase in youth participation.

Census data will find an increase in volunteer numbers.



Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Objective	More / Less	Areas of community importance	Council's
Objective	focus next 10 years		Role
5.1 Ensure rates and fees are in line with community needs	More	Community awareness and consultation in setting rates & fees	Control
5.2 Work toward the equitable servicing of all	More	Transparency of Council's expenditure and service provision by area	Control
areas		Responsiveness to the differing needs and aspirations of each area	Control
		Responsiveness to the broader planning catchments including those that extend into neighbouring NSW and Victorian Councils	Control
5.3 Ensure good governance and	More	Visionary leadership for the entire Council area	Control
administration		Achieving a Council that is representative of the entire Council area	Influence
		Open, transparent and accountable Council	Control
5.4 Ensure extensive communication and	More	Open, transparent and consistent approach to engaging with all communities in Council decision-making processes	Control
consultation with residents		Utilising contemporary communication channels to achieve two way communication	Control
		Consistent Council branding across the entire Council area	Control
		Enhanced sharing of Council and community information in high- visibility spaces	Control
5.5 Ensure quality customer service	More	Access to an appropriate system for customer enquiries	Control
customer service		Ensure the response time to customer service enquiries are within agreed service levels	Control
		Increasing the range and level of customer services available online	Control
		Improve access to customer services in rural communities	Control
5.6 Provide operational efficiency and	More	Financially responsible and sustainable Council	Control
effectiveness to ensure a resilient and responsive organisation		Council compliance with all relevant legislation and regulatory requirements	Control
5.7 Provide effective asset management	More	Strategic focus in Council's allocation of resources for the management of assets	Control
5.8 Ensure appropriate emergency management	More	Provision of appropriate emergency management functions	Control

How will we know we have arrived?

Resident surveys will find increased satisfaction with local governance overall (leadership, image, reputation).

Resident surveys will find increased satisfaction with Council's performance overall.

Resident surveys will find increased satisfaction with Council's communication and community engagement.

Resident survey will find increased satisfaction with Council's customer service. Performance against financial sustainability benchmarks.



8.3 Delivery Program 2023-2026, Annual Operational Plan 2022/23 and Long Term Financial Plan 2022/2032

Author: Jo Shannon, Director Corporate and Community Services Adrian Butler, General Manager

Summary

The purpose of this report is to:

- Provide an update on the public exhibition process for the following draft Integrated Planning and Reporting (IP&R) plans:
 - Draft Combined Delivery Program 2023-2026 and Annual Operational Plan 2022/23;
 - Draft Revenue Policy for the financial year 2022/23 (including Fees and Charges schedule);
 - Draft Long-Term Financial Plan 2022-2032 (including Annual Budget 2022/23);
- Provide detail on submissions received;
- Provide revised draft IP&R plans in response to community feedback where considered appropriate;
- Provide options for Councillors to consider, and a staff recommendation, to allow for adoption of the final IP&R plans for 2022/23.

Recommendation

- 1. THAT Council note the report on Integrated Planning and Reporting incorporating the 10-year Financial Plan, Delivery Program 2022-2026 and Operational Plan 2022/2023.
- 2. THAT Council consider the submissions received in relation to the Delivery Program and Operational Plan 2022/23, Revenue Policy 2022/23 and Long-Term Financial Plan 2022-2032.
- 3. THAT Council endorse the above recommended changes to the exhibited documents.
- 4. THAT in accordance with Section 405 of the Local Government Act 1993 Council adopts the Integrated Planning and Reporting documents incorporating:

a. Delivery Program 2022-2026 and Annual Operational Plan 2022/23, Revenue Policy 2022/23 and Long-Term Financial Plan 2022-2032, inclusive of the Riverina Regional Library Fees and Charges;

b. Under Section 566 (3) of the Local Government Act the maximum interest on overdue rates and charges for 2022/2023 be set at 6.00% per annum for the period 1 July 2022 to 30 June 2023.

c.That Council make and levy the Schedule of Sewerage Annual Charges for the Year Ending 30 June 2023 as detailed and published in the Annual Operational Plan 2022/23, Revenue Policy 2022/23 and Fees & Charges schedule;

d. That Council make and levy the Schedule of Water Annual Charges for the Year Ending 30 June 2023 as detailed and published in the Annual Operational Plan 2022/23, Revenue Policy 2022/23 and Fees & Charges schedule;

e. That Council make and levy the Schedule of Domestic and Non-Domestic Waste Annual Charges for the Year Ending 30 June 2023 as detailed and published in the Annual Operational Plan 2022/23, Revenue Policy 2022/23 and Fees & Charges schedule

5. THAT the variations as detailed in this report and attachments, including any other changes as resolved at this meeting be adopted.

Background

The following draft plans were prepared and endorsed in-principle by Council for public exhibition at the May 2022 Council meeting:

- Draft Combined Delivery Program 2023-2026 and Annual Operational Plan 2022/23
- Draft Revenue Policy for the financial year 2022/23 (including Fees and Charges schedule)
- Draft Long-Term Financial Plan (LTFP) 2022-2032 (including Annual Budget 2022/23).

In accordance with the Local Government Act 1993, these documents were released on public exhibition to enable community members to provide input into Council's plans for 2022/23 and the plans for this term of Council.

The 28 day public exhibition period closed on Wednesday 15 June 2022.

Council received 79 submissions from the public. These have all been forwarded to Councillors in their entirety with only the names redacted for privacy reasons. In summary the key themes raised in the submissions were:

- Ability of ratepayers, particularly pensioners, to afford increased rates
- Condition of rural roads and need for service reviews of all Council services
- Certainty that increased rural rates will be committed to increased investment in rural roads
- Accountability and transparency
- Productivity improvements and cost containment strategies
- Lack of responsiveness to communications
- Clear plan for future infrastructure renewal and investment
- Quantum of general rate increase
- Focus on core services such as roads, waste, water and sewerage
- Better planning for new projects including whole of life costing
- An expectation that service reviews and efficiency and productivity measures should have all been done prior to any proposed rate increases being quantified/sought
- Clearer communication and a stronger engagement prior to this stage of the Special Rate Variation (SRV) proposal

Many submissions also contained feedback on specific matters. Responses will be provided to each community member who requested a response on the online submission form or submitted a written submission.

The following provides a brief response to each of the key themes raised.

Ability of ratepayers, particularly pensioners, to afford increased rates

It is acknowledged that the proposed plans and the associated SRV will impact all ratepayers, including pensioners.

As discussed in the community sessions and reported in the plans, general rates in the Federation Council area are currently among the lowest in the NSW. The increased rates proposed from July 2023, if the application is endorsed by Council as proposed, (the planned scenario in the draft Long Term Financial Plan (LTFP)), will move Federation Council's general rates to be more consistent with average rates for a similar sized council over the 4 year planned increase, if each increase if applied by Council at the % rate approved. This is also assuming none of the other Councils apply and are successful during this period. It is known that many Councils have already applied and some are implementing SRV's, whilst others may do so also in the next 5 years of course.

Council has commissioned an independent *Capacity to Pay* report from Morrison Low. This report provides an analysis and evaluation of relative wealth and financial capacity and looks at the financial vulnerability and exposure of different community groups within the Federation Local Government Area (LGA).

In summary it finds that whilst the communities of Corowa and Urana and Surrounds have the highest proportion of 'at risk' households, the SRV is predicted to have a lesser impact on these ratepayers. This assumption is based on the fact that:

1) Those property values are not as high to other areas in the Federation LGA, and

2) an assumption that Council will leave the rate in the dollar at the same or a similar amount for those rate categories.

It also finds that the ratepayers most impacted by the general rates increase are those in Mulwala (due to high residential land values relative to other residential land in the Federation LGA) and Corowa Rural Districts (due to the higher value of farmland properties in that area relative to other farmland in the Federation LGA). The report provides the following commentary "overall we observe the lowest level of disadvantage is in the Corowa Rural Districts, compared with the highest level of disadvantage in Urana and Surrounds and the large population centre of Corowa."

The report is included in the business papers.

The current Hardship Policy is under review to better align with guidance provided by the NSW Ombudsman's office. The purpose of the policy to is to provide a support mechanism for those that are more financial vulnerable in the community. A draft of this policy will be presented at the August 2022 Council meeting for consideration by Council for public exhibition and an adoption once any submissions have been considered.

Condition of rural roads and need for service reviews of all Council services

Significant feedback referenced the deteriorating condition of rural roads in the Federation Council area.

The need for further investment in rural and urban roads is acknowledged and has been a regular issue discussed in Council meetings and Councillor workshops.

Council has established a Rural Roads Advisory Committee to provide guidance as it implements improvements to the way it manages roads and associated infrastructure. This has been in place under the former Council and was instrumental in assisting with the preparation of road improvement strategy work. The original Committee only consisted of Councillors and staff, and included operational staff, to allow the information to be worked on. The intent was always to include community representation once base level information was available.

Under the Terms of Reference for the Committee, its objectives are to:

- Develop and review the principles underlying the provision of the road network within the Council area Road Hierarchy network.
- Monitor and provide information/advice to Council in relation to the issues arising out Council's Road network.
- Review strategies and provide advice to Council and staff regarding the management, maintenance, service levels, renewal and upgrading of roads within the council area.
- Review and provide advice on the downgrading or closing of roads within the Council Area.

A revised Terms of Reference is being presented to this Council meeting to seek endorsement to include community representatives and advertise for members.

This Committee includes Councillor representatives and staff, and Agenda item 10.3 of this Business Paper, recommends the inclusion of up to 8 ratepayers representatives to assist with this work.

The work of the Committee will assist in determining the priority areas for investment of additional rates received under a Special Rate Variation.

Service reviews are undertaken by Council periodically however Council does not have a program of ensuring all 45 services are reviewed in a regular timeframe. Council will receive further reports on this in the coming months with a framework and recommended program, including community engagement.

Certainty that increased rural rates will be committed to increased investment in rural roads

Many of the rural ratepayer submissions wish to seek certainty that increased funds received through an SRV will be committed to increased investment in rural roads. This can be achieved through the SRV application to the Independent Pricing and Regulatory Tribunal (IPART), whereby Council must nominate the purpose of the SRV, being to

- a. Improve the council's underlying financial position for the General Fund
- b. Fund specific projects or programs of expenditure, or
- c. Achieve both outcomes

It is intended that the work of the Rates Advisory Committee and the Roads Advisory Committee will provide guidance for Council, on a program of expenditure on roads that can be committed to for the duration of the SRV. A decision on this will be made by Council in late 2022 prior to the SRV being submitted. Council will ensure this is communicated as this is progressed and another advantage of the Rates and Roads advisory committee, is to have the community members assist Council in spreading this information.

Accountability and transparency, including in service reviews and any planned productivity and efficiency measures

Regular standard format reports are provided monthly, quarterly and annually to Council, through the monthly business reports that form the basis of the Council meetings. Feedback has been received that ratepayers are having difficulty easily accessing information in an easy to understand form.

Several suggestions have been made to improve access to information. Further consideration will be given to opportunities to provide easier access and improve transparency and this can include summary documents outlining matters resolved in Council meetings as well as communication on any efficiency and productivity actions proposed/enacted, and the results of these when available

Changes have also been made to the adoption of the Annual Budget. The Annual Budget now includes annual budgeted operating revenue and expenditure by service. This will make it clearer the expected investment in specific areas. A Financial Policy will be developed to support this new approach.

Productivity improvements and cost containment strategies

Community feedback indicates that there could be improved communication of productivity improvements and cost containment strategies that have been implemented. In addition, ratepayers are seeking Council to drive additional productivity improvements and cost containment strategies across its services.

Numerous suggestions have been made through the community engagement process. Whilst some well-intentioned suggestions are not possible under existing legislative and contractual requirements, there are some suggestions of substance that will be further explored.

Further productivity improvements and cost containment strategies will be pursued as part of service reviews that will be undertaken over the coming period. These service reviews will also have community engagement factored into the process. This work is ongoing but it is accepted Council can always do more to improve its communication and engagement on these matters.

The framework for Service Reviews to come to Council in the coming months will outline a recommended approach for community engagement through the service reviews processes.

Lack of responsiveness to communications

Feedback has been received that some ratepayers have not received replies to communications or requests that have been made. It is acknowledged that there is opportunity for improvement in this area. Agenda item 7.8 refers to this matter.

Clear plan for future infrastructure renewal and investment

Feedback has been received that an SRV would be more acceptable if there was a clear plan for the expenditure of additional rate funds.

The Long Term Financial Plan presents the majority of the increased funds being invested in the capital works program. The specific priority of the works will be worked through with the Roads Advisory Committee and the Rates Advisory Committee. This information will be communicated as priorities are determined and this will be also continually informed by Councils ongoing Asset Management work. Again this also needs to be more clearly and easily communicated.

Quantum of general rate increase

It is noted that when IPART approves a Special Rate Variation, Council has discretion each year on the how much of any approved SRV is applied. It is therefore possible that that in future years Council may agree to implement a rate increase that is less than the approved increase.

It may do this where Council has

- Realised sufficient productivity improvements and cost containment strategies
- Reduced service levels or reduced services provided
- Secured additional funding from other sources to improve infrastructure

This would require Council to reassess its current financial position and the external environment to ensure that it continues to improve its financial sustainability.

Focus on core services such as roads, waste, water and sewerage

Council has specific legislative responsibilities that must be prioritised over discretionary activities. The Delivery Program distinguishes between these activities and provides an increased focus on services that are mandatory for council to deliver. In particular there is a focus on the investment required in roads, water and sewerage.

Better planning for new projects including whole of life costing

Feedback has been received that Council should ensure it has full ongoing costs, including maintenance and depreciation, factored into planning prior to applying for grant funding to deliver projects.

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This feedback is noted and will be considered when Council adopts a new Financial Policy later in 2022. Council has undertaken significant work in this area across the last 3 to 4 years especially, with Capital Expenditure Reviews developed for major projects where required.

An expectation that service reviews and efficiency and productivity measures should have all been done prior to any proposed rate increases being quantified/sought

Council has since its inception in May 2016, been on a continuous improvement journey, balancing the immediate running of an entirely new organisation delivering the day to day services of the two former Councils from day 1, with the demands of significant new funding, and ensuring a sound financial base into the future.

The prior Council elected in 2017 initiated the work that led to the Councils first entirely new LTFP, adopted in 19/20. The 2016/17, 18/19 LTFPs were basically combined versions of each former Council. Federation like most forced mergers did not have the luxury of planning and preparing these plans, months or years earlier, like some of the city Councils who were already proposing and preparing for the merger.

The first entirely new LTFP flagged the need for SRV in future years in order to maintain financial sustainability if the current services, and their service levels, were to be maintained at similar levels. This was primarily to ensure Council can manage its cash reserves to a suitable level and borrowing commitments, and also to be able to manage assets responsibly into the future for users.

Each new adoption of the LTFP, across 20/21, 21/22 and now this draft, has further improved and refined the financial information, especially as new assets came on line, and road revaluations in particular, placed a major increase in Councils operating expense of Depreciation.

Clearer communication and a stronger engagement prior to this stage of the Special Rate Variation (SRV) proposal

Council whilst noting that the SRV has been planned and previously highlighted including in the 21/22 draft IP&R engagement processes via the LTFP draft also, accepts that people do not always become engaged that far out, and particularly when the main focus of the 21/22 budget preparations was the planned Corowa Aquatic Centre SRV, and the brining into one rate system, the rate systems of the former Corowa and Urana Councils.

In response to the feedback received, the following changes are recommended to the Delivery Program and Annual Operational Plan:

- a. Update strategic outcomes to reflect changes adopted in the Community Strategic Plan 2032
- b. Update the Delivery Program Future Highlights to include the following:
 - Deliver the increased drainage program that is included in the draft budget (increase from \$309k to \$416k)
 - Implement increased investment in road maintenance and renewal as allowed by the proposed Special Rate Variation
- c. Update the Annual Operational Plan action for the Natural Federation pillar as follows:

CSP k	CSP Key Objective		Draft Operational Plan action			Recommended				
							Opera	tional F	Plan actio	n
3.1	Provide	quality	3.1.2	Seek	funding	for	3.1.2	Seek	funding	for
recre	ational space	es	implem	nentation	of Lowe Sc	uare	impler	nentati	on	of
			Howlor	ng Master	plan		maste	rplans	for	key
							recrea	tion re	eserves:	lowe

28 June 2022

CSP Key Objective	Draft Operational Plan action	Recommended	
		Operational Plan action	
		Square Howlong, Lonsdale	
		Reserve Mulwala, John	
		Foord Reserve Corowa and	
		Urana Aquatic Centre	

d. Update the Annual Operational Plan action for the Social Federation pillar as follows:

CSP Key Objective	Draft Operational Plan action	Recommended
		Operational Plan action
4.2 Improve healthcare	4.2.1 Attendance at interagency meetings	4.2.1 Host interagency meetings with service providers delivering outreach services in the
		Federation Council area
4.3 Support young people	nil	4.3.3 Investigate the benefits of developing a youth strategy
4.7 Support childcare and	nil	4.7.3 Support schools to
family services		participate in Council led activities
	nil	4.7.3 Ensure long term plans enable child care services to support the Mulwala community
4.10 Celebrate the area's rich culture and heritage	4.10.2 Support the work of the Arts and Culture Committee	4.10.2 Deliver actions from the Arts and Culture Strategy (noting this includes support for the committee)
	4.10.3 Develop an annual program of events and exhibitions for Artspace at Corowa Civic Centre	Remove as already in above strategy.

e. Update the Annual Operational Plan action for the Well Governed Federation pillar as follows:

CSP Key Objective	Draft Operational Plan action	Recommended
		Operational Plan action
5.1 Ensure rates and fees are in line with community needs	5.1.2 Progress SRV application for 2023/24 to support financial sustainability of Council	5.1.2 Progress SRV application for 2023/24 to invest in road maintenance and renewal and support the financial sustainability of Council
5.5 Ensure quality customer service	5.5.1 Review Customer Service Charter	5.5.1 Review the Customer Service Charter and implement associated actions to improve the customer experience
5.6 Provide operational	5.6.1 Implement service review	5.6.1 Implement a program

28 June 2022

CSP Key Objective	Draft Operational Plan action	Recommended Operational Plan action		
		•		
efficiency and	schedule	of service reviews that		
effectiveness to ensure a		demonstrates commitment		
resilient and response		to continuous improvement		
organisation		and stakeholder		
		engagement		
	nil	5.6.9 Work with the Roads		
		Advisory Committee to		
		respond to priority road		
		concerns		
	nil	5.6.10 Implement a planned		
		program to deliver and		
		communicate productivity		
		improvements and cost		
		containment strategies		

f. Update the Annual Operational Plan charts that detail Total Expenditure 2022/23 by service and the Net Cost to ratepayers and the associated tables.

PROPOSED CHANGES TO REVENUE POLICY AND FEES AND CHARGES SCHEDULE

In response to feedback received, the following changes are recommended to the Revenue Policy and Fees and Charges Schedule:

- g. Reduce by 50% the increase to water and sewer access charges for 2022/23
- h. Add the chart that displays the value of rates collected by each rating category
- i. Update relevant tables to include prior year comparatives and consistent formatting through the policy

PROPOSED CHANGES TO LONG TERM FINANCIAL PLAN

In response to feedback received, the following changes are recommended to the Long Term Financial Plan 2022-2032 and the 2022/23 Annual Budget:

- j. Update LTFP for above recommended changes to the Revenue Policy and Fees and Charges Schedule.
- k. Include proposed annual budgeted revenue and expenditure by service area to increase transparency and accountability.
- I. Adjust the Ball Park Caravan Park to a break even scenario consistent with Competitive Neutrality Guidelines.
- m. Adjust the operating revenue and expenditure for the Corowa Aquatic Centre to align with the draft Business Case.
- n. Add narrative confirming future water and sewer plan renewals for years 5-10.
- o. Add comparative chart of average residential rates of nearby councils.
- p. Correct the calculation that computes the unrestricted cash ratio.

It is recommended that Council formally consider the submissions and adopt the following final documents:

- Delivery Program 2023-2026 and Annual Operational Plan 2022/23 23 as amended for the above proposed changes
- Revenue Policy for the financial year 2022/23 (including Fees and Charges schedule)
- Long-Term Financial Plan 2022-2032 (including Annual Budget 2022/23)

Community Engagement

Opportunities to seek further information and provide input into the drat IP&R documents were advertised in local media and through social media. Information was available on Council's website and a number of community information sessions were conducted throughout the Council area.

These public community meetings were held to provide residents with the opportunity to discuss the draft documents during the exhibition period. Public meetings were held in Corowa, Mulwala, Howlong and Urana during May 2022 prior to the public exhibition period closing. In June 2022 drop-in sessions were also conducted in Corowa, Mulwala, Howlong and Urana.

Over 150 people attended either the public meetings and drop in sessions which based on previous years, is a significant increase in engagement, and Council is grateful for this.

Detail on the digital and media engagement statistics is contained in the attachments.

Attachments

- 1. Submission received (22/22268)
- 2. Exhibition digital and media engagement statistics (22/22252)
- 3. Delivery Program 2023-2026 and Annual Operational Plan 2022/23 as exhibited (22/8085)
- 4. Long Term Financial Plan 2023 2032 (22/15906)
- 5. Workforce Management Strategy 2023-2026 (22/10398)
- 6. Asset Management Strategy 2023-2026 (22/15733)
- 7. Revenue Policy for 2022/23 (including Fees and Charges schedule) (22/16458)
- 8. Capacity to Pay Study Morrison Low June 2022 (22/22248)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: 5.3 Ensure good governance and administration.

Operational Plan Action 2021-2022: 5.3.1 Implement Long Term Financial Plan and associated strategies.

5.3.10 Demonstrate appropriate, effective and efficient financial services.

Financial Implications

The detail of the financial implications are contained within the attachments.

Financial Sustainability

The plans contained in the attached documents have been developed to improve Council's financial sustainability. Financial Sustainability indicators by fund have been updated and are included in the Long Term Financial Plan 2022-2032.

Risk Implications

These documents form the basis of Council's commitment to the community and provide clear These documents form the basis of Council's commitment to the community and provide clear direction to Council officers on the priorities for this term of Council. Measures are in place to minimise the risk of Council not delivering on the actions contained within the plans through regular monitoring and oversight. Measures are also in place to reduce the risk of Council exceeding the allocated budgets.

Legal Implications

There are no anticipated legal implications from proceeding with this recommendation.

Options

Option 1: **As recommended** - Adopt the Delivery Program and Annual Operational Plan, Revenue Policy and Long-Term Financial Plan with the Planned Scenario as presented.

This provides Council with the greatest ability to maintain the existing 45 services, and increase (over time) existing service levels in key/core service areas such as roads. This will allow Council to respond to increasing community concerns regarding the declining conditions of roads and community infrastructure, by providing increased revenue over time. This will allow Council to respond to a number of identified risks and to be better placed to respond to the increased demands being placed on Council by government, insurers and other stakeholders.

Councils road network have not kept up over many years with the increasing demands being placed on the roads, due to systemic lack of funding. The increasing demands include, for rural areas, a move to all year round almost, grain and livestock out and inputs into farm, freight movements. Roads were not designed for this, and whilst new roads are, the costs of new road works (\$300,000 estimate per kilometre conservatively – contractor or Council delivered) does not allow sufficient renewals, and Council is caught in a declining situation of maintenance not keeping up with deterioration, or in most cases, the original roads not being built to be able to be maintained to meet current demands (expected service levels).

Noting if this scenario is approved by Council and ultimately by IPART, this does not remove Council from the responsibility of continuing to seek efficiency and productivity improvements via service reviews, and stressing that if approved, the SRV does not have to be applied to its full extent each year.

For example, in the unlikely but still possible scenario that Council receives significant additional recurrent (year on year) funding for roads in particular, from either the State and or Federal Government, this would be an example of where Council could not apply the full increase.

Further in the ongoing service reviews, in the event that an entire service/s is removed, and or significant savings are realised from other service reviews (e.g. through efficiencies or reducing service levels), this could also assist in Council considering reducing the planned approved increase in any given year.

Option 2: Adopt the Delivery Program and Annual Operational Plan, Revenue Policy and Long Term Financial Plan with Alternate Scenario 1.

Councils ability to inject new capital into the assets, especially roads would be reduced.

Option 3: Adopt the Delivery Program and Annual Operational Plan, Revenue Policy and Long Term Financial Plan with Alternate Scenario 2.

A reason for this not being recommended is that feedback received from the community does not support the level of service reduction that would be required to be implemented. Far more work would be needed on service reviews and public consultation to allow this to be considered, and it would be highly likely the mixed feedback received would require

Council to choose winners and losers, with some community members naturally valuing some services over others. It is also not considered in keeping with the Community owned (under the custodianship of Council) Community Strategic Plan and the visions and strategic objectives therein of what the Community want the future of the Federation Local Government Areas to be like.

Option 4 Adopt a revised Delivery Program and Annual Operational Plan and revised Long Term Financial Plan with the proposed Special Rate Variation removed and the presented Revenue Policy.

> This is also not recommended. The modelling in last year's LTFP demonstrated that Council would be insolvent by 2026 with no SRV if it continues with service levels and the number of services at their current levels. This would not be an acceptable situation and would therefore require reductions in expenditure of 15% which would flow through to a significant reduction in discretionary and possibly even some core services. It would also require a reduction in the capital renewal program and an overall run down of assets, not meeting Councils legal requirements to be financially responsible and the community's expectations of asset management.

Option 5 Adopt a revised Delivery Program and Annual Operational Plan and revised Long Term Financial Plan with the proposed Special Rate Variation delayed by 12 months and the presented Revenue Policy.

This is also not recommended. The modelling in last year's LTFP demonstrated that Council had a financial need for additional rates funds to invest in the maintenance and renewal of its infrastructure assets. An increase of 8-12% per annum for five years was foreshadowed and presented in community sessions conducted in May 2021. Further work has been undertaken to refine the infrastructure needs and this work will be further refined over the coming period. In the short term it will delay Council's ability to increase its investment in road maintenance and renewal and therefore its ability to respond to increasing community concerns. Effectively Council will not be meeting the needs of road users.

Option 6: Do not adopt a Delivery Program and Annual Operational Plan, Long Term Financial Plan and Revenue Policy.

This is not recommended as it will not comply with the requirements of the Local Government Act, and would not provide budget allocations for Council services and activities to continue to be delivered, and it would not permit ratepayers to be levied with rates and charges for the 2022/23 year.

INTEGRATED PLANNING AND REPORTING 2022

DELIVERY PROGRAM AND ASSOCIATED PLANS

SUBMISSIONS RECEIVED

Council has received numerous submissions in relation to the draft Delivery Program and associated documents that were released on public exhibition in May 2022.

In total 79 submissions were received:

- Twenty (20) online submissions
- One (1) written submission from a group of rural ratepayers that met in Coreen
- 58 individual written submissions

In addition there were numerous questions raised as community members registered to attend the roadshow sessions. These have also been included for consideration.

Copies of these submissions follow.

Integrated Planning and Reporting 2022 Online submissions

A1 Ra A2 A3	ate increases are ridiculously high	Rate rises are ridiculously high for no improvements	Alternate Scenario One Alternate Scenario Two Alternate Scenario Two	Where was events funding spent during covid? Surely that was a saving of our money. Who wanted the bike path? Never spotted anyone in corowa sporting Lycra.
				a saving of our money. Who wanted the bike path? Never spotted anyone in corowa sporting Lycra.
A3			Alternate Scenario Two	
				The services are not being met - events etc , hard copies not needed , make available for viewing at shire. Community can run events without shire , communications not useful. Look at building and planning staff (current system doesn't encourage people to develop here as too hard) and look to large industry rate increases for financial help/ incentives to encourage families/ workers employees to town
A4			Planned Scenario	
Co	Il 3 scenarios are not valuable for rate payers and community. Combining the 3 and the last, leasing out Caravan Park might e a better option.	Paying a 2.5% increase and having services withdrawn or reduced is poor judgement on council. Pay more for less?		I can't commit to any of these scenarios. None of them give the rate payer value.
de no	eems strange you would want to up our rate prices but ecrease hours and functions we are paying you to do anyway o rate rise , isn't needed with the price of living nowadays , ood way to make people sell or up and move away	yes silly to make us rate payers pay for a new pool and then to cut back hours at the said pool we are help paying for and reducing council hours at civic centre is point less too so we paying you guys more for less work ? no thank you cheers		non of the above why are you guys so keen on charging us more for less , less hours for the pool, less hours for your office, less hours for library why would you think that's a good idea
A7			Planned Scenario	
A8 Fii	ire your accountant	Doubling rates in 5 years is atrocious	Alternate Scenario Two	The fourth scenario, where the entire council is dismissed and we get responsible financial leadership instead
mo wo int to an inc	The plan for the recommended scenario seems sensible. Is nore information available on the expenditure of the capital vorks eg is it just to sustain critical infrastructure or is there intended new infrastructure that will further enhance attraction of our region for tourists and residents? I'm also interested in ny considerations for council to work with private residents to increase rental housing stock, perhaps a shared approach of unding/investment?	Please note the above response.	Planned Scenario	A suite of planning docs of intended expenditure which I trust has already been completed be simplified and made available.
A10	······································			

Ref	After reading the summary information provided, do you have any feedback about the general principles that have guided development of the draft 2022/2023 Operational Plan, 2022-2026 Delivery Program and Financial Plans?	Do you have any feedback in relation to the draft plans or items for inclusion?	Recommended scenario	Please provide any additional comments
A11	no service level changes, however if we do not consent to significant rate increases in the third scenario that our service level changes will significantly be reduced and/or removed. I	awareness of the proposed rate variation, the Federation Council has not been managing its finances well, The Federation Council has not demonstrated productivity or service level improvements, and finally the Federation Council does not understand what its community values and their Community Strategic Plan was poor and not in the best interests of the LGA community, an example of this is Federation Council's management of Howlong Water Supply.		I cannot consent to any of the above scenarios and I believe the Federation council should take it back to the drawing board with more community engagement.
A12			Planned Scenario	
A13	What has been provided outlines the need to increase rates in order to maintain services and seevice our community. No one enjoys paying more however we must maintain the facilities we have and entice tourism and business.		Planned Scenario	Thankyou for providing the opportunity to respond to the choices presented. The plan is well presented giving the people the chance of reply.
A14	Disgraceful		Alternate Scenario Two	I don't believe you should put rates up at all, people are struggling with costs and inflation, ball park does not need to be open and costing money with no visitors , we are already not receiving service such as community events and tourism events. Look to large companies to help fund these things - wineries uncle Tony's dairy rivalea, join library with info centre, return RSL park management to RSL, cut back on shire staff , don't need youth and aged care and arts officers when nothing is being done that is vital for the community right now. Water pressure is pathetic- you can not increase rates if you can't provide the services already. A lot of angry people in this town about management of the shire- needs an independent audit. very very concerning these figures - roads are untidy and streets are not even clean. Acoms all over the footpath Main Street is a hazard. So many issues not being addressed

Ref	After reading the summary information provided, do you have any feedback about the general principles that have guided development of the draft 2022/2023 Operational Plan, 2022-2026 Delivery Program and Financial Plans?	Do you have any feedback in relation to the draft plans or items for inclusion?	Recommended scenario	Please provide any additional comments
A15	We have no drainage no lighting no footpaths in Howlong we have had covid job losses the flu now monkey poks ekifilitice because of mozzie corowa has a new pool road's the road's in Howlong on the way to wodonga are a mess this whole plan stinks and you all need to be replaced you are only in it for your own greed	In conclusion to this whole financial plan its disgusting that you would cut services and up rates you are hurting the elderly future families and retired people who have worked all there life the whole federation council needs to be replaced with a fair council who thinks of Howlong as it is turning into a getting with criminal activity drugs and thefts anywonder people are leaving this town	Planned Scenario,Alternate Scenario One,Alternate Scenario Two	
A16	NO		Planned Scenario	THE COUNCIL REQUIRES TO HAVE PROVISION TO UPGRADE STREET LIGHTING ON COROWA ROAD, MULWALA FROM THE CHANNEL BRIDGE TO THE END OF TOWN TRAVELLING TOWARDS ALBURY; SIMILAR TO THAT HAS BEEN INSTALLED ON SPRING DRIVE WHICH COVERS THE ENTIRE DISTANCE RIGHT THROUGH COROWA.
A17	The general principles guiding any plan have little value if economic management is unsound. Spending \$3.3m on a bike track to Mulwala, while nice to have for some of the community, seems extravagant when homes are flooding during rain events with little flood mitigation being undertaken in Corowa and kerbing and channelling is vitally needed in many areas.	A significant rate variation of 8% was granted from Ju.y 2021 and the proposed significant additional variations will place a heavy financial burden on households already struggling to meet cost of living demands. The outcome of the proposed variations will mean my rates here are slightly higher than I paid on my unit on the Gold Coast but for a much lower property value.		I suggest a special council meeting inviting rate payers to have their say on the proposed scenarios might be a better way to engage with the community.
A18	I am very concerned that specific projects have not been identified to be delivered. Most objectives are "to maintain" not improve or expand.	I want projects specified so as ratepayers we can clearly identify if they are delivered. Unlike the previous 8% rate increase and what has been delivered, very hard to find. A little less fancy graphic design and a lot more content would be less patronising. There is a lot of outsourcing to Manex and DES? Why? Do we not have that expertise in Council?	Alternate Scenario Two	The reduction should be indicated in staff cuts, selling some parklands for redevelopment, less consultants, less litigation, ensuring population to service ratio is utilised, and establish sturdy business models before any asset purchase or build, to ensure Council can afford to operate it.

Ref	After reading the summary information provided, do you have any feedback about the general principles that have guided development of the draft 2022/2023 Operational Plan, 2022-2026 Delivery Program and Financial Plans?	Do you have any feedback in relation to the draft plans or items for inclusion?	Recommended scenario	Please provide any additional comments
A19		Disappointed that the inclusion of a rate variation was not spelt out clearly enough. It is buried in the documentation.		 Employee Costs are over 1/3 of the expenditure at \$16.1M. Based on your latest annual report on your website page 64 states that senior staff were paid a total of \$1.2M for 4 staff. Your draft Workforce Management Strategy states there are 10 Managers. This appears to be a top heavy management structure for a small rural Council. When comparing to Albury City (much larger in size than Federation Council) the CEO + 2 senior staff were paid \$972,000. Before Council seeks any additional revenue from rates a review of the organisation structure especially senior staff should be undertaken. There is no information included in any of the plans about Councils organisation cost containment or strategies around how Council is looking to reduce operating costs via efficiences of services, staff or otherwise. At this stage I am unable to select any of the scenarios provided above, Council should inform residents on what it is doing to be more efficient in relation to its operations as this would impact on figures. The Ball Park Caravan Park being left empty for many years now, this is unacceptable management. Was/is there a strategy? A great example of a business that could be providing revenue to Council.
A20	Yes. Council have, since amalgamation, neglected the core business of local government, i.e., roads, rubbish, water, sewer etc., and have instead concentrated on new ideas outside of the core business, bike tracks for tourists, function centres that get very little use. Many argue state grant funds paid for all this, however, only some projects were fully funded and all projects are now subject to maintenance and upkeep at the expense of the rate payer. Why are rates paying for free story telling sessions for children? That is the work of schools. Why are rates paying for free bus travel and meals for senior citizens? Senior citizens are the most financially secure members of our LGA! Get the RSL to provide a seniors lunch with all the money they make from our senior citizens pouring money into their poker machines. Stop providing this type of stuff at the ratepayers expense.	town water of Howlong, Corowa and Mulwala only goingup 7%. The Balldale town water remains un-potable, not suitable for drinking, bathing or washing cars. Improvements are on the way but there is still no guarantee the new bore will produce potable water and it will still be untreated. The improvement will definitely not be online by July1 so why the exorbitant increase?	Alternate Scenario Two	Get rid of the feel good fluffy stuff and get back to the core business of road maintenance, rubbish removal, water supply and sewer services. You need to review the productivity you are getting out of your employees too, plenty of them driving around by themselves but not stopping doing much, except sitting on a park bench reading their mobile pfone for an hour or two



Group Submission: Summary of Issues and Opportunities from Federation Ratepayer Discussion Group

Good afternoon,

Please find attached a group submission re: the proposed SRV, the draft budget and delivery plan and the long-term financial scenarios.

This group submission is a summary of issues and opportunities raised at the recent Federation Ratepayers Discussion Group meeting held at Coreen. We intend to submit the full report for Council's consideration at the next meeting 28 June 2022.





Mr Adrian Butler General Manager Federation Shire Council PO Box 77 Corowa NSW 2646

14 June 2022

Dear Mr Butler,

Re: proposed Special Rate Variation, Draft Budget and Operational Plan 2023 - 2027

I write to inform Council and Councillors about the issues and opportunities raised by ratepayers who attended our recent public meeting of the Federation Ratepayers Discussion Group on 8 June 2022. Almost 100 people attended from areas across the Shire and an additional 20-30 people have engaged after the meeting. Overwhelmingly the feedback from participants was in objection to the proposed Special Rate Variation (SRV) and significant constructive feedback was given on the draft budget and operational plan including the long-term financial scenarios.

I am currently analysing all the data and information collected at the meeting and we intend to present the full report to Council to supplement discussion and debate at the upcoming Council meeting on 28 June. In the meantime, we wish to submit the following issues and opportunities to be included in the official consultation process closing 14 June 2022.

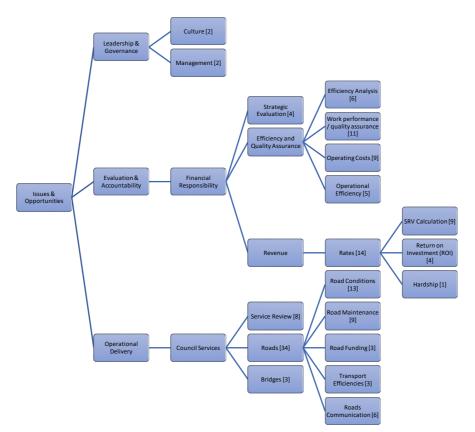
Participants at the meeting were engaged in facilitated discussion to identify key areas and themes of concern. These included:

- Evaluation and accountability,
- Council revenue,
- Council services,
- Rates (including the proposed SRV),
- Operating costs,
- Roads, and
- Bridges.

Participants were given sticky notes and asked to list their concerns and place the notes on under the relevant areas of concern and further discussion elicited strong themes and

threads of discussion. A total of 106 issues were documented and these have been sorted and themed during desktop analysis.

This diagram shows the issues and opportunities sorted into a visual hierarchy. The total number of issues for each theme are signified in parentheses.



The most commonly raised issues included roads, road conditions, rates, work performance and quality assurance. It was clear in the discussion session that ratepayers were concerned not only about the operational delivery of infrastructure such as roads, drainage, maintenance and efficiency gains but also there is strong concern about the level of accountability and transparency as well as leadership and governance issues in relation to financial responsibility and decisions that affect operational delivery and core council services.

Table 1 below outlines all the issues and opportunities for Council's consideration. The theme of 'Evaluation and Accountability' recorded the highest number of issues with 49, followed by 'Operational Delivery' with 45 issues and 'Leadership and Governance' recorded 4 issues.

We will continue to engage with our community and facilitate discussion that can help progress these issues and we ask that Council continue to engage with us in open dialogue so that we may have these issues debated as part of the consultation process.

Table 1. Group Discussion Session 'Issues and Opportunities'

		Culture	Need to look at team culture following the merger: we should be 1 Council = united.			
		Culture	1 team = 'team shire'.			
Leadership and	Governance (4)	Management	Leadership starts at the top: need a top-down review of culture, performance, efficien and accountability.			
		Wanagement		o (General Manager) re: accountability, production. Debate over ors – they need to be held accountable also.		
			Council buildings, if we a	are 1 Council, do we need 2 buildings?		
	Ctuata aia Evaluatian		Road prioritisation – ho	w does this work?		
	Strategic Evaluation	Strategic Evaluation		'wants'.		
			Look at prioritising funds allocation rather than reactionary spending.			
				What are the KPIs kilometres/hr for road grading?		
		Efficiency and Quality Assurance		What our Council's key performance indicators (KPIs)? Who is measuring these and how are these being reported?		
				2kms max straight grade (safe limit) before turning around is inefficient.		
			Analysis	There is no accountability, care or understanding re: concerns.		
	Financial Responsibility			Need to optimise contractors vs. council labour costs.		
				Cost comparisons of council labour vs. contractors compared on hourly rates but is this an accurate picture of costs? Should be based on unit cost.		
Evaluation and Accountability (49)			Work performance / quality assurance	Look at accountability of Council workers: - driving back to Corowa from the job site at 80kms/hr, - doing laps around town in Council utes/trucks to waste time before knock off, - convoys of council vehicles at the bakery/ café at smoko		

		Is someone (who?) supervising/checking Council road works/repairs? Steve Carmichael says yes, but ratepayers see evidence of poor repairs, rubbish left on roadsides etc.
		Where is the accountability for quality of roads work carried out?
		Need to reinstitute the policy of 'start and finish road works on the job' = less wastage as roads workers drive to the job and don't leave until finished.
		Look at Moira Shire road operations where they run 2 crews and operate 7 days/week; savings to be made and greater customer service satisfaction.
		Council not sustainable even despite the roads situation.
		Council needs to be more accountable, then better decision- making re: expenditure should follow.
		Reduce wastage
		Look at utilisation of council services and reduce wastage.
		Need to increase efficiencies
		Efficiency of contractors vs. council labour.
		Review salaries and labour costs
Financial		Do a forensic analysis of pre-merger staffing and management with what we have now; there has been a huge increase; and now a 9 day fortnight, then no Rostered Days Off (RDOs).
Evaluation	Operating Costs	Get the CEO of Ararat Council to address Federation Council on how to run an efficient business:
		 Same size as Federation, Zero directors, Everyone is accountable for their actions.

Operational efficiency Look at executive salary caps – suggested salary cap of \$120K Look at executive salary caps – suggested salary cap of \$120K Look at council staff (wage capping). Look at employment numbers; job justification? Reduce staff levels, improve efficiencies. Employ contractors. Stop chasing grants for unsustainable projects Be more efficient with the resources available. Better accountability is required for expenses (e.g. project cost blow outs and funding acquittal including unfunded maintenance). Be more efficient with plant and equipment Opportunity to hire out plant and equipment to generate income.		Revenue	Rates (14)	Special Rate Variation (SRV) Calculation	Need to explore alternatives to SRV increases; come up with alternatives. Rates are only meant to rise 1.6% when there is a short fall they put in for a special rise to cover inefficiency? What impact will increasing land valuations have on rates and the proposed SRV?
Look at executive salary caps – suggested salary cap of \$120K Look at council staff (wage capping). Look at employment numbers; job justification? Reduce staff levels, improve efficiencies. Employ contractors. Stop chasing grants for unsustainable projects			Operati	onal efficiency	blow outs and funding acquittal including unfunded maintenance). Be more efficient with plant and equipment
using work vehicles for travel to and from work and for private travel while at work including lunch, and smoko runs.					travel while at work including lunch, and smoko runs. Look at executive salary caps – suggested salary cap of \$120K Look at council staff (wage capping). Look at employment numbers; job justification? Reduce staff levels, improve efficiencies. Employ contractors. Stop chasing grants for unsustainable projects

	The proposed SRV is not equitable across rate types: - residential rates go up to the comparative average of other Councils, - businesses will be paying less than the comparative average, - farmland rates will be paying considerably above average.
	If rural ratepayers are expected to pay above average rates under the SRV then Council should look at applying for a site specific SRV to guarantee the increase is spent on roads and other rural infrastructure (e.g. rural drainage, bridges, rural waste management etc.).
	What are Councillors plans for the when the proposed SRV runs out in 2027? Another SRV? Based on the operating performance ratio we will still be in a negative position so how do they plan to proceed then?
	An SRV from farm rates needs to be spent on rural services (e.g. roads, rubbish and rural rec ground maintenance).
	What are Councils intentions with the SRV? Do they intend to go ahead with SRV regardless of what ratepayers say?
	"Other RAMJO member Councils (used in the comparative models) are looking to apply for SRV's too" - Mayor Patrick Bourke. This will distort comparative averages.
	What is the return on investment for rural ratepayers?
Return on Investment	Compare other similar sized rural councils levels of service delivery commensurate with rates levels.
(ROI)	Rural ratepayers are not getting the services for the amount of income collected.

				What is the (expenditure) division between the 3 types of rates (residential, business and farmland); are we seeing our rates invested in our area?
			Hardship	Drought: who can afford to pay their rates when no money is coming in? Does Council have any alternative policies or ideas for rate freezes for farmers?
				We are seeing a decline in services despite a rate increase. How can this be addressed?
				It seems rates are increasing and services are declining
				Need to rationalise services
				Are farmland rates propping up rural towns?
		Service Review		Put on functions to bring people to the town (e.g. billy cart races), look into tourism.
				Non-core services should be reduced.
	Council			We would like to have the Council contribute to the maintenance of football ovals outside the major towns as they do in town.
Operational Delivery (45)	Services			Cost of tourism services vs. return on investment.
			Road	Roads that are fit for purpose are needed. The roads are not being maintained adequately for the traffic they carry. As agriculture is the biggest single contributor to Council revenue we should be provided with safe roads to enable us to receive supplies and get goods to market.
			Conditions	Our main concern with our local roads is the reduction in service; we used to have well maintain roads and now they are impassable.
		Roads (34)		Need emergency services (fire, rescue and ambulance) access to all properties.

	There seems to be 3 levels of dirt roads: - roads that have dropped off the Council maintenance list, - roads flagged for 'no further maintenance' which will drop off the list soon, - which roads are next on the chopping block? Our roads are impassable, no gravel and ineffective table drains. Table drains are full of dead wood, trees and shrubs. Access roads for fire trucks must be maintained. Safety of bus drivers and children on our roads. School bus routes should be a priority. Deterioration of gravel roads. Merton road – piggery access not safe. Fergusons road is unusable as a through-road when wet. Our roads are getting to the point of becoming an OH&S issue
Road Maintenance	 when shifting plant and equipment. Bitumen roads only have a certain lifecycle and need to be done regularly. \$8M expenditure on roads, bridges and rural drainage but \$12M needed to get rural roads back to condition. Could increase efficiency of road grading by spraying weeds prior to grading. Use contractors to do road maintenance. Private contractors would be more effective for grading roads. Maintenance of roads need to be carried out according to appropriate time of year.

		Council suggested looking at maintaining central access points for farms rather than every gravel/loam road.
		Weed spraying of gravel roads is not being done.
		Need tied funding for roads.
		Can we have a portion of future rate rises to be guaranteed to go to rural roads not just the major townships.
	Road Funding	Implementation of NSW Farm Gate Access Scheme for high priority vehicles; encourage transport businesses and farmers to use telematics devices with the Road Infrastructure Management (RIM) application to collect and send road data straight to NSW State Government and Council for funding prioritisation.
	Transport efficiencies	Need to look at efficiencies but how do we do it? More efficient farm transport means more B-doubles and road trains; therefore more impact on roads.
		Need to plan for increased front axle loads on trucks which will have an impact on road deterioration.
		Plans for increasing road train access, opportunity to lobby for Inland Rail connectivity North to South.
		Roads committee: proposed 4 geographic quadrants, public participation, roads hierarchy needs updating.
	Roads Communicati	Need better communication between bus companies and Council re: school bus routes so roads can be maintained appropriately.
	on	Maintenance?? Accountability and communication.
		Consideration of selling roads back to local landholders if they are not going to be maintained.

	Creating pathways to allow landholders to legally maintain local access roads if they wish to. If I put gravel on a road can I take it off my Shire rates?
	Bridge network
Bridges (3)	Has a decision been made on the bridge? (Yarrawonga - Mulwala?) If not, time to do so.
	We need a B-double rated bridge between Yarrawonga – Mulwala. A route needs to be chosen so planning can begin.

We implore Councillors to reconsider the proposed SRV and long-term financial scenarios to redesign the budget and operational plan. Ratepayers deserve better financial justification and improved transparency and accountability.

Yours Sincerely,



Delivery Program submissions

Ref	Submission / Record number	Theme	CSP/DP/LTF	P Objective	Comments/Issues/Proposed changes to objective	Cr / Public	Nature of issues
C1	22/20474	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV
		Natural	DP	3.1 Provide quality recreational spaces	Maintenance of rural Rec Grounds	Public	SRV
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV
C2	22/24073	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV/ Transparency / Service Reviews / Customer Service Communication
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV/ Transparency / Service Reviews / Customer Service Communication
C3	22/20472	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / Assur Planning
C4	22/20471	Built	DP	 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry 	Condition of rural roads	Public	SRV / Equity / Assurance
C5	22/20470	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Customer Service / Communication
C6	22/20469	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV/ Transparency / Service Reviews / Customer Service Communication
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV/ Transparency / Service Reviews / Customer Service Communication
C7	22/20468	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV/ Transparency / Service Reviews / Customer Service Communication
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV/ Transparency / Service Reviews / Customer Service Communication
C8	22/20467	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV/ Transparency / Service Reviews / Customer Service Communication / Accounta Culture
C9	22/20466	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Staffing / Councillor knowledge
C10	22/20465	N/A	N/A	N/A	N/A	Public	SRV

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Ref	Submission / Record number	Theme	CSP/DP/LTFF	P Objective	Comments/Issues/Proposed changes to objective	Cr / Public	Nature of issues
C11	22/20464	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	Mahonga Lane
C12	22/20461	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV/ Transparency / Serv Reviews / Customer Servi Communication
C13	22/20458	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV
C14	22/20455	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / Effi
C15	22/20451	N/A	N/A	N/A	N/A	Public	SRV
C16	22/20452	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / Effi
C17	22/20450	N/A	N/A	N/A	N/A	Public	SRV
C18	22/20475	Built	DP	 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry 	Condition of rural roads	Public	SRV / Efficiencies/ Staffing Vehicle costs / Assurance
C19	22/20476	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Lack of action / Management / Staffing / costs / Culture / Equity
C20	22/20477	Built	DP	2.4.3 Seek public and private sector investment for upgrades to Ball Park Caravan Park.	Viability of Ball Park Caravan Park	Public	SRV / Communication / Efficiencies /
		Built	DP	1.7 Improve waste management services	Hard Waste collection	Public	SRV / Hardship
C21	22/20480	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV/ Planning / Financial mismanagement / Staff c Hardship / Culture / GIPA
C22	22/20479	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Financial mismanag Priorities / Equity
C23	22/20478	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	ESRV / Equity /Squatters , Hardship
C24	22/20481	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Hardship / Transpar Communication / Efficien
C25	22/20483	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Hardship / Transpar Efficiencies / School bus r

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C27 22/20485 Built DP 1.7 Improve waste management services Rural Rubbish service Public SRV / Transparency / Culture C27 22/20485 Built DP 1.7 Improve waste management services Rural Rubbish service Public SRV / Transparency / Culture C27 22/20485 Built DP 1.1 Maintain and improve roads, bridges, and industry Condition of rural roads Public SRV / Transparency / Culture C28 22/20485 Built DP 1.1 Maintain and improve roads, bridges, and industry Condition of rural roads Public SRV / Accountability / transparency / Culture C28 22/20487 Built DP 1.1 Maintain and improve roads, bridges, and industry Reclands Road / Sanger street - Industrial area Public SRV / Accountability / transparency / Culture C28 22/20487 Built DP 1.1 Maintain and improve roads, bridges, and industry Condition of rural roads Public SRV / Accountability / transparency / Sevice Etficiency gains / Sevice Etficiency gains / transparency / Sevice Etficiency gains / Sevice Etficiency g								
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C2922/20488BuiltDP1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industryCondition of rural roadsPublicSRV / Service Reviews / Communication / Effici 	C28	22/20487	Built	DP	footpaths to meet the needs of residents and	Condition of rural roads	Public	Communicaton / Financia transparency / Service rev
C31 22/20448 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry Condition of rural roads Public SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Hardship / Squatter SRV / Accountability / Emerge SRV / Accou	C29	22/20488	Built	DP	footpaths to meet the needs of residents and	Condition of rural roads	Public	SRV / Service Reviews / Communication / Efficien / Transparency / Account
C31 22/20448 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry Condition of rural roads Public SRV / Hardship / Squate footpaths to meet the needs of residents and industry C32 22/20579 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry Condition of rural roads Public SRV / Accounatbility / Communicaton / Finan transparency / Service Efficiency gains / C33 22/20580 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry Condition of rural roads Public SRV / Accounatbility / Communicaton / Finan transparency / Service Efficiency gains / C33 22/20580 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents a	C30	22/20449	Built	DP	footpaths to meet the needs of residents and	Condition of rural roads	Public	SRV / Staffing inefficiencie Accountability / Emergen Access / Communication
C32 22/20579 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry Condition of rural roads Public SRV / Accountbility / Communicaton / Finan transparency / Service Efficiency gains / C33 22/20580 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry Condition of rural roads Public SRV / Accountbility / Communicaton / Finan transparency / Service Efficiency gains / C33 22/20580 Built DP 1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and footpaths to meet the needs of residents and Condition of rural roads Public SRV / Service reviews / Transparency / ROI	C31	22/20448	Built	DP	footpaths to meet the needs of residents and	Condition of rural roads	Public	SRV / Hardship / Squatter
C33 22/20580 Built DP 1.1 Maintain and improve roads, bridges, and condition of rural roads Public SRV / Service reviews / Transparency / ROI C33 22/20580 Built DP 1.1 Maintain and improve roads, bridges, and condition of rural roads Public SRV / Service reviews / Transparency / ROI	C32	22/20579	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and	Condition of rural roads	Public	Communicaton / Financia transparency / Service rev
	C33	22/20580	Built	DP	footpaths to meet the needs of residents and	Condition of rural roads	Public	SRV / Service reviews /

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Ref	Submission / Record number	Theme	CSP/DP/LTI	P Objective	Comments/Issues/Proposed changes to objective	Cr / Public	c Nature of issues
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV / Service reviews / Transparency / ROI Accountability / Custome
C34	22/20578	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accounatbility / Communicaton / Financia transparency / Service rev Efficiency gains /
C35	22/20567	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accounatbility / Communicaton / Financia transparency / Service rev Efficiency gains /
C36	22/20566	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Service reviews / Transparency / ROI Accountability / Custome
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV / Service reviews / Transparency / ROI Accountability / Custome
C37	22/20554	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads - Back Berrigan road - Oaklands to Federation Way and Daysdale Crossing	Public	SRV / Equity / Assurance / Independent Audits / Accountability / Financial Management / Productivi improvments
C38	22/20553	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Equity / Assurance / Independent Audits / Accountability / Financial Management / Productivi improvments
C39	22/20550	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads - One tree lane at cemertery end	Public	SRV / Accountability / Ass Planning / Reporting / Communication
C40	22/20174	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / Ass Planning / Reporting / Communication
C41	22/20338	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / Ass Planning / Reporting / Communication / Service
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV / Accountability / Ass Planning / Reporting / Communication / Service

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Ref	Submission / Record number	Theme	CSP/DP/LTF	P Objective	Comments/Issues/Proposed changes to objective	Cr / Publi	c Nature of issues
C42	22/20341	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / Ass Planning / Reporting / Communication / Service
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
C43	22/20342	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
C44	22/20343	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
C45	22/20594	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Footpaths / Lighting / drainage / roads	Public	SRV / Complaint / Hardsł
C46	22/20619	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
		Built	DP	1.7 Improve waste management services	Rural Rubbish service	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
C47	22/20781	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of rural roads	Public	SRV / Accountability / As Planning / Reporting / Communication / Service
C48	22/20777	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of roads	Public	SRV / Hardship / Account Assurance / Planning / Re / Communication / Servio Reviews / Culture / Staffi Park

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Ref	Submission / Record number	Theme	CSP/DP/LT	FP Objective	Comments/Issues/Proposed changes to objective	Cr / Public	c Nature of issues
C49	22/20779	Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Condition of roads	Public	SRV / Hardship
C50	22/20435	Well Gover	rn: LTFP		Impact on residential ratepayers	Public	SRV / Hardship
		Built	DP	1.1 Maintain and improve roads, bridges, and footpaths to meet the needs of residents and industry	Howlong street lighting needs	Public	Lack of service
					Suitability of venue and equipment	Public	Venue
C51	22/21793	Social	DP	3.1.2	Add Lonsdale Rec Reserve Master Plan	Public	Service level
				4.2 Improve healthcare	Add: encourage and help facilitate a doctors surgery in Mulwala	Public	Service level
				4.7 Support childcare and family services	Add: encourage and help facilitate child care for Mulwala	Public	Service level
C52	22/22095	Well Gover	rn: LTFP		Impact on residential ratepayers	Public	SRV / Hardship
C53	22/22126	Well Gover	rn: LTFP		Impact on residential ratepayers	Public	SRV / Hardship
C54	22/18004	Well Gover	rned		Lack of transparency and communtiy engagement; lack of demonstarign productcivty improvements	Public	Communith engageme
C55	22/20433				Suitability of venue and equipment	Public	Venue
C56	22/20453	Well Gover	rn: LTFP		Impact on residential ratepayers	Public	SRV / Hardship
C57	22/20463	Well Gover	rn: LTFP		Impact on residential ratepayers	Public	SRV / Hardship
C58 C59	22/20806 22/22264	All All			Various Various	Group sub Cr	or Various Various

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Integrated Planning and Reporting 2022 Online registrations

Reference	When registering for the session, do you have any specific questions?
B1	Please advise if you have any questions you would like to put forward to be addressed during the presentation.
B2	No
B3	Not at this stage
B4	Not Yet
B5	No
B6	Will wait for the presentation first
B7	How can you justify such a steep increase proposed for farmland rates when we are getting absolutely nothing in terms of rural roads maintenance for the already high rates we are presently paying. 13% of ratepayers paying 41.5% of total rates currently collected. This is an unfair proportion which will only get worse with the proposed SRV's
B8	Why does council continue to apply for special rate increases above the NSW governments rate-pegging figure? Why would you apply for a permanent increase - are you planning to not be able to make ends meet in the future? Why do you keep raiding rural road funding to fill black holes in your day to day budget?
B9	N/A
B10	N/A
B11	Observer
B12	The size of the increases are unsustainable rural rate payers will be slugged the hardest. Rural rates have to be quarentined and used in rural areas
B13	Please inform me of the arrangements for the previously announce Balldale Road upgrade and the Balldale Water Supply upgrade, are the allocated funds still being applied to these projects?
B14	Road Maintenance - pot holes Replacement planting /beautification of the Digger Loughan Park - Original plants dead and removed 5 years ago, spoken to Councillors regarding replanting before Covid and to date there has been no replacement planting.
B15	I will
B16	Why are such steep increases required
B17	What will be the allocated dollar figure for the maintenance and repairs on rural roads? Can this figure be guaranteed only to be spent on the rural roads and not dispersed to other projects? Finally, will this come at no further cost to rate payers?
B18	 If any of these are already contained within the draft documents I understand if you do not address these questions. 1. What additional assets are planned to be sold to support the financial viability? 2. What work is being done to lobby govt and obtain better grants for this council region? 3. Balldale Water Supply - 21-22 funding allocation. What does this mean in terms of timing now for completion now? 4. Is the Sanger St tree replacement a done deal? Why cannot they be maintained the way other cities manage them?
B19	Net at this stage
B20	Not at this stage Changes resulting for the library service/s resulting from the withdrawal of Wagga participation
B21	No specific questions at this stage
B22	No questions yet
B23	Na
B24	
B25	no questions
B26	How many residents does council anticipate are at financial risk and likely to have accommodation crisis as a result of a rapid increase in rates?
B27	Why is it necessary to raise rates for farm land holders who often do not see any benefits from the councils activity. The recent 15% increase in farm rates has not equated to 15% increase in services and infrastructure that farm businesses use.
B28	What is the long term plan to improve roads in the LGA. Is there a system to identify roads that are important EG access to residential housing, access for grain freight, access for oversize machinery.

Reference	When registering for the session, do you have any specific questions?
B29	None at this stage thanks.
B30	Not at this stage
B31	yes
B32	Why have unsealed roads been left to deteriorate to dangerous state of repair?
	What is the overall cost on the Daysdale "S" bend.
	Does the Council consider Agriculture as a business in the Council area? If so, why is there so little support for this type of business as compared to businesses in the towns?
B33	What year is the Valuer General giving you the updated land valuations. depending on this answer another question may result.
B34	How can you rise the rates at this rate when they are set to to be at 1.7% and what are we seeing for it?
B35	Not at this stage
B36	attending for facts
B37	With can we expect to gain from the increase.
B38	How do the actual Aquatic Centre figures match up against the feasibility study in terms of operational costs and number of visitors?
B39	Rate increase increments to be explained
B40	Why is the roadwork at Daysdale taking so long?
B41	N/A
B42	None
B43	Is there a section in the budget for plant and equipment for maintenance of gravel roads and a resheating program
B44	How can the rate increases be justified
B45	Rate increase explanation
B46	Rates
B47	Not at this stage
B48	Not sure
B49	Road conditions are declining. Roads that have been upgraded then have to be done again in a short period. Why cant they be done properly in the first instant to last an extended period of 30+ years? ex road east of Oaklands. Concerned about planned increases to rural rates with no benefit to rural areas.
B50	Not at present
B51	No
B52	How the Council can justify such a rapid increase?
B53	-
B54	-
B55	None
B56	Rural roads expenditure as per my letter to General Manager Adrian Butler



On Exhibition | Draft Delivery Program and Budget – Key Performance Statistics

The draft Delivery Program and Budget public exhibition period concluded on Wednesday 15 June 2022.

This report provides a high level overview of digital and print engagement statistics for this exhibition along with the face to face engagement for the Road Show and Drop-In Sessions. Note: this report has not captured the number of attendees at each individual face to face session.

Note: The Draft Community Strategic Plan public exhibition statistics are provided in a separate report.

External communication period: Tuesday 17 May to Wednesday 15 June, 2022.

Corporate Website: www.federationcouncil.nsw.gov.au

A suite of strategic information and documents was presented under a five page section Connect/On-Exhibition/Delivery-Program-and-Draft-Budget-Exhibition.

Website statistics snapshot:

- Total web page views: 1331
- Total PDF document downloads: 307
- Total E-book reads: 223
- Landing Page: Page views 524. The overview flyer was embedded as an e-book on the page which was read 196 times with 480 impressions. The average read time was 1 minutes 38 seconds. The page included four tiles to link to the four pages below plus a summary of the Roadshow sessions with a button to register interest to attend. 55 people registered to attend the Roadshow sessions. An excel data download of the submissions is included separately with this report.
- 2. View draft documents page: Page views 234. Seven documents were provided for download on the page as follows;
 - > Draft Community Strategic Plan, downloaded 100 times.
 - > Draft Asset Management Strategy, downloaded 27 times.
 - > Draft Delivery Program and Operational Plan, downloaded 30 times.
 - Draft Revenue Policy, downloaded 32 times.
 - > Draft Workforce Management Strategy, downloaded 17 times.
 - ▶ Long Term Financial Plan, downloaded 36 times.
 - Community Engagement Strategy, downloaded 8 times.
- 3. Provide your feedback page: Page views 112. The online feedback form was embedded on this page. A total of 21 online forms were submitted. An excel data download from the submissions is included separately with this report. Also included was a link to print the online form to allow written submissions to be provided. This report does not capture the written letter, email and form submissions provided to Council.
- 4. Long Term Financial Plan Scenarios page: Page views 331. Four scenarios were presented on the page including in a PDF document of scenarios to download. This was downloaded 40 times.

CREATING OPPORTUNITY CELEBRATING COMMUNITY

5. Roadshow Presentation page: Page views 41. The presentation file was embedded as an e-book on the page which was read 27 times with 55 impressions. The average read time was 10 minutes. The presentation file was also provided as a PDF which was downloaded 17 times.

Latest News Pages | Media Releases

Three latest news web pages were published and linked back to the On Exhibition content noted above as follows;

- 1. Latest News Page: /News-Media/Council-endorses-20222023-Operational-Plan-2022-2026-Delivery-Program-and-Financial-Plans. Page views: 33.
- 2. Latest News Page: /News-Media/Council-continues-its-engagement-on-the-draft-Delivery-Program-Budget. Page views: 46.
- 3. Latest News Page: /News-Media/Residents-invited-to-attend-Delivery-Program-and-Draft-Budget-Roadshow-Sessions. Page views: 10.

Hero Banner published from the homepage which included a link to the landing page.

Corporate Social Media: https://www.facebook.com/FederationCouncilNSW

A comprehensive campaign was rolled out across Council's Corporate Facebook page which included organic and paid social media posts published during the exhibition period. A number of posts were also shared to community group pages representing Federation communities during the exhibition period. A total of 18 posts were published with further details included below.

Social media statistics snapshot:

- Total organic reach: 29405 people
- Total paid reach: 3112 people
- Total reach: 32517 people
- Total post impressions: 32828 (number of times displayed on screen)

Content theme: Roadshow invitation and reminder

1. Friday 6 May, organic reach 1833 people, post impressions 1944 with 16 engagements.

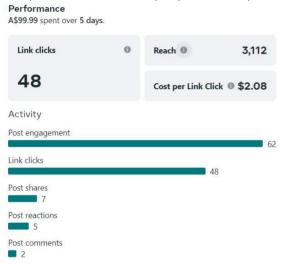
DELIVERY PROGRAM & DIANT BUDGET ROADSHOW			ategic documents are which guide our futur	
	Published by I	Hootsuite 🕜 · May 6 ·	Public	
Post Impres	ssions 🚯	Post Reach 🚯	Post Engagem	nent 🚺
1,944		1,833	16	

2. Friday 13 May, organic reach 1691 people, post impressions 2011 with 28 engagements.

DELIVERY PROGRAM & DRAFT BUDGET ROADSHOW			our Delivery Program and as starting this week?
	Published by H	Hootsuite 🕜 · May 13 ·	Public
Post Impre	ssions 🚯	Post Reach	Post Engagement 🕕
2,001		1,691	28

A paid Facebook advertising campaign was also completed for this post from Friday 13 May for 5 days. The total spend was \$100.00.

The paid reach was 3112 people with 62 post engagements.



Content theme: View more information and provide feedback

3. Tuesday 17 May, organic reach 1657 people, post impressions 1894 with 515 engagements. Video views: The average time the video was viewed by 15 seconds.

	Aaro	on Nicho	lls, Sally Hu		eration Council wena Black to t 2:18 PM · 🚱	
Post Impres	sions	0	Post Reach 1,657	0	Post Engagement 515	0
Views						0
🕌 3-Se	cond	Video Vie	WS			1,798
😢 1-mi	nute v	video view	S			255
Aver	age m	ninutes vie	wed			0:15

4. Wednesday 18 May, organic reach 1462 people, post impressions 1573 with 21 engagements.

-		0		
BUDGET	1	0	9	
202-303		2		
-		1.0		

Council has endorsed its draft 2022/2023 Operational Plan, 2022-2026 Delivery Program and Financial Plans ... Published by Hootsuite **@** · May 18 at 9:00 AM · **@ Public**

Post Impressions	Post Reach 🕕	Post Engagement 🕕
1,573	1,462	21

5. Thursday 26 May, organic reach 494 people, post impressions 536 with 76 engagements.

BUDEFT 2022-2023 Winney Winney Winney	2022/2023 Operational am and Financial Plans D2 AM · 😋		
Post Impres	sions 🚯	Post Reach 🚯	Post Engagement 🚯
536		494	76

Content theme: Thank you to residents for attending Roadshow sessions and feedback.

6. Thursday 19 May, Corowa, organic reach 48 people, post impressions 50 with 26 post engagements.

	Thank you to our residents who joined Councillors and Council staff last night for our first Delivery Program a					
Published	by Hootsuite 🕜 · May 19 at 2:00 PM	• OPublic				
Post Impressions	Post Reach 🚯	Post Engagement 🕚				
50	48	26				

7. Thursday 19 May, Howlong, organic reach 1593 people, post impressions 1675 with 170 post engagements.



8. Thursday 26 May, Mulwala, organic reach 97 people, post impressions 100 with 16 post engagements.

					nding our Delivery v on Tuesday
	Publis	hed by I	Hootsuite 🛛 · Ma	y 26 at 2:00 PM ·	Public
Post Impress	ions	6	Post Reach	0	Post Engagement
100			97		16

9. Friday 3 June, reach 1617 people, post impressions 1784 with 94 post engagements.



Content theme: Long Term Financial Plan

10. Tuesday 24 May, organic reach 4121 people, post impressions 4121 with 309 post engagements.

	Based on the three scenarios developed in our Long Term Financial Plan, that is currently out on exhibition,				
	Published by H	ootsuite 🕜 · Ma	ay 24 at 3:30 PM ·	Public	
Post Impres	sions 🚯	Post Reach 3,370	0	Post Engagement	0

Content theme: Significant general rate increase

11. Friday 27 May, organic reach 4365 people, post impressions 5072 with 1800 post engagements.

	Our proposed Delivery Program for 2022-2026 and associated financial plans contain a significant general Published by Hootsuite O · May 27 at 2:54 PM · O				
Post Impre 5.072	ssions 🕕	Post Reach (1)	Post Engagement ① 1.821		

Content theme: Built Federation content

12. Monday 30 May, organic reach 1003 people, post impressions 1014 with 36 post engagements.

-				2022-2026 and ur plans for the	
	Published by H	lootsuite 🕜 · Ma	ay 30 at 2:00 PM	Public	
Post Impre	ssions 🚯	Post Reach	0	Post Engagement	6
1,014		1,003		36	

Content theme: Economic Federation content

13. Wednesday 1 June, organic reach 5233 people, post impressions 5903 with 511 post engagements.

	Our proposed Delivery Program for 2022-2026 and associated financial plans are now out for public					
	Publis	ned by I	Hootsuite 🛿 · Jur	ne 1 at 1:05 PM ·	Public	
Post Impres	sions	0	Post Reach	0	Post Engagement	0
5,903			5,233		511	

Content theme: Natural Federation content

14. Tuesday 7 June, organic reach 1917 people, post impressions 2051 with 233 post engagements.

		your feedback on our or 2022-2026 and the	proposed Delivery e associated financial
	Published by	Hootsuite 🕜 · June 7 at 9:0!	5 AM · 🚱 Public
Post Impres	sions 🕦	Post Reach 🚯	Post Engagement 🚯
2,051		1,917	233

Content theme: Social Federation content

15. Thursday 9 June, organic reach 1 person, post impressions 1 with 3 post engagements.

	Our proposed Delivery Program for 2022-2026 and associated financial plans contain our plans for the Published by Hootsuite O · 6d · O Public				
Post Impress	sions 🚯	Post Reach	0	Post Engagement	0

Content theme: Well Governed content

16. Monday 13 June, organic reach 387 people, post impressions 397 with 11 post engagements.

	We want your feedback on the governance priorities contained in the proposed Delivery Program for 2022				
Published b	y Hootsuite 🛛 · 3d · 📿 🖓 Publi	c			
Post Impressions	Post Reach	Post Engagement 🕕			
397	387	11			

Content theme: Drop In Sessions

17. Wednesday 1 June, organic reach 2304 people, post impressions 2369 with 25 post engagements.

RLINERY PROCEIDS & DRUT REOCT DRUT ALS SSIGNS	To further provide an opportunity for residents to engage with Council on our draft suite of strategic				
	Published by Ho	otsuite 🕜 · Jur	ne 1 at 3:05 PM ·	Public	
Post Impres	sions 🚺	Post Reach	0	Post Engagement	0
2,369		2,304		25	

18. Monday 6 June, organic reach 333 people, post impressions 343 with 0 post engagements.

DELIVERY PROGRAM & DAMT RUBCET DROP-IN SESSIDHS	A reminder that our Drop-in Sessions commenced today to further provide an opportunity for residents to				
	Published by Ho	otsuite 🖉 · June 6 at 9	9:00 AM · 🚱 Public		
Post Impres	sions 🚯	Post Reach 🕕	Post Engagement	0	
343		333	0		

Electronic Newsletters

Article included in the following Council electronic newsletter editions;

- Community Conversations EDM, May edition, with an audience of 140 email address subscriptions. This edition received a 42.9% open rate and was opened 125 times.
- Specific Delivery Program & Draft Budget Roadshow Edition sent to the Community Conversations and Business Database on Friday 6 May. The Community Conversation audience received a 59.2% open rate and was opened 77 times. The Business Database audience consists of 526 email address subscriptions. This edition received a 41.9% open rate and was opened 198 times.
- Tourism Industry Update EDM, June edition, with an audience of 583 email address subscriptions. This edition received a 32.5% open rate and was opened 176 times.

Print Mediums

Article content included in the following print mediums;

• Council Snippets advertisement published in the Corowa Free Press and Yarrawonga Chronicle in four editions on Wednesday 8/6, 1/6, 25/5 and 18/5 with hero Banner for the Road Show and Budget included in two editions.

Content topics included;

- > Residents invited to attend Delivery Program and Draft Budget Roadshow sessions.
- Council endorses 2022/2023 Operational Plan, 2022/2026 Delivery Program and Financial Plan.
- Additional Special Rate Variation.
- Council to host drop in sessions.
- Urana & District Newsletter, May and June 2022 editions.
- Howlong Grapevine Publication Council contribution, June 2022 edition.

Visual Creative Assets

To support the above communication, Council's internal graphic designer, Sharni created a suite of visual assets for use across Council's multiple communication channels incorporating the following designs.





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Adding Michael

COUNCIL

OPERATIONAL PLANS 2022/23 – 2025/26

www.federationcouncil.nsw.gov.au

Record No: 22/8085: Adopted: 1

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Disclaimer: This is a DRAFT document which has been prepared for public discussion purposes and does not necessarily indicate the position of Council. Council will adopt this plan after consideration of all public submissions received and amendments have been made to address concerns where appropriate.

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ACKNOWLEDGMENT OF TRADITIONAL OWNERS

Federation Council acknowledges the traditional custodians of the land, the Bpangerang and Wiradjuri people. As a community, we pay our respects to elder's past, present and emerging, and to future generations. We also acknowledge and recognise the strength, resilience and capacity of all Aboriginal people of this Land.

> Contact us: (02) 6033 8999 during business hours 1800 110 088 after hours emergencies

council@federationcouncil.nsw.gov.au

www.federationcouncil.nsw.gov.au

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EXECUTIVE SUMMARY

Welcome to Council's combined Delivery Program and Operational Plans for 1 July 2022 to 30 June 2026. The Delivery Program summarises the activities the Council has prioritised to achieve the strategic goals in the updated Community Strategic Plan (CSP). These plans outline some significant projects and programs, and continues on with all of Council's current services.

A major component of the financial elements of the plans is that a significant special rate increase has been modelled, that if successful in the application to the Independent Pricing and Regulatory Tribunal, will be applied for four consecutive years, from 1 July 2023.

Council understands this is a tough decision to increase people's rates, but also firmly believes that the majority of ratepayers understand the strain now on Council's assets, particularly our rural road network. Historically low rates compared with other similar characteristic Councils, combined with significant price increases in road work materials, means the income Council currently receives, to manage over \$500 million of assets, is not anywhere near sufficient.

Council has particularly in the last four years, seen the roads decline following one of the worst droughts on record over 2018 and 2019, to then 2021 and 2022 being two of the wettest seasons on record, resulting in record harvests and increased load on the roads.

The development of the original CSP 2018-2028 was one of

Federation Council Delivery Program and Operational Plan 2022/23 - 2025/26

Council's key priorities when elected in 2017. This current Council has now reviewed the 2018 - 2028 CSP, including consulting with the community and an updated 2022 - 2032 CSP has been developed.

This Delivery Program and Operational Plan:

- Summarises the activities Council has some responsibility for in the CSP and turns the goals into actions.dd
- Addresses the full range of the Council's operations with all plans, projects, activities and funding allocations of the Council required to be directly linked to the Delivery Program.
- Is the key 'go to' document for Councillors.



Cr Pat Bourke MAYOR



Mr Adrian Butler GENERAL MANAGER

FUTURE HIGHLIGHTS

The Delivery Plan, supported by the Resourcing Strategy, enables the continuation of Council's existing strategic program and provides for the following initiatives in 2022/23:

Built Federation - Maintained and improved infrastructure that meets the needs of residents and industry:

- Complete delivery of the \$10.6million Corowa Saleyards upgrade, providing improved animal welfare and environmental outcomes
- Deliver a \$18million Capital Works Program in addition to carry forward projects from 2021/22, including:
 - roads, bridges and footpaths \$8.2m
 - sewerage \$3.4m
 - water \$5.5m
- \$2.6million Cullivel Road Urana upgrade
- Improve Asset Management Planning to better inform decision making and allocation of resources
- Implement water infrastructure upgrades for Howlong
- Develop Masterplan for Memorial Park / Cross Street Reserve Howlong
- Finalise the Flood Management Plan for Urana and surrounding areas
- Finalise and implement Council wide Waste Management strategy

Economic Federation - Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.

- Progress sales of industrial lots in the Howlong Business Parks
- Continue implementation of the North of the Murray Branding strategy
- Seek public and private sector investment for upgrades to Ball Park Caravan Park Corowa
- Finalise the Federation Council Growth Strategy
- Develop an Economic Advocacy Plan

FUTURE HIGHLIGHTS

Natural Federation - Sustainable rural landscapes and waterways offering tranquility and attractive recreational spaces

- Maintain Council's extensive network of parks, gardens and recreation reserves
- Deliver the \$2.6m Corowa foreshore upgrade
- Update the Lowe Square Howlong Masterplan
- Work with Landcare and Local Land Services for weed management and bush regeneration.
- Provide waste collection and recycling services across the Council area
- Finalise the John Foord Corowa Reserve Masterplan
- Update the Community Strategic Planning Statement

Social Federation - Close-knit and welcoming communities where people come together and support each other.

- Implement the Ageing Well Strategy
- Continue to foster leadership within the Federation Youth Council.
- Implement the Disability Inclusion Action Plan
- Continue to support the Arts and Culture Committee
- Support the work of the Community Drug Action Team
- Provide a Community Grants Program that supports community ownership of local events and initiatives
- Provide mobile preschool services in the northern Council area (Boree Creek, Daysdale, Oaklands, Rand, Urana)
- Provide library services across the Council area (Corowa, Howlong, Mulwala, mobile library)

Well-Governed Federation - Strong civic leadership supporting equity across communities and effective communication with residents

- Undertake various legislative post-election requirements, including the review of delegations
- Develop and implement a Community Engagement Strategy that applies across all Council's operations
- Progress Special Rate Variation for 2023/24 to support financial sustainability of Council
- Develop a climate change adaptation plan
- Review the Customer Service Charter

Federation Council Delivery Program and Operational Plan 2022/23 – 2025/26

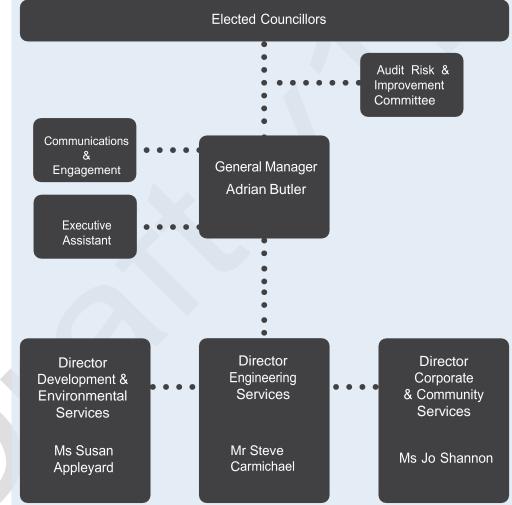
OUR COUNCILLORS



7

ORGANISATIONAL STRUCTURE

Federation Council comprises of four departments, led by our executive management team, being the General Manager's unit, along with the three departments led by each Director.



Federation Council Delivery Program and Operational Plan 2022/23 – 2025/26

EXCECUTIVE TEAM

Our executive management team, have responsibility for the following departments.



Mr Adrian Butler General Manager

Exec Support Mayoral support Media & Communications Ball Park Caravan Park



Ms Jo Shannon Director Corporate and Community Services

Human Resources Finance Corporate Governance / Risk Customer Service / Libraries Service NSW Economic Development / Tourism Community Services Mobile Pre-schools

> Mr Steve Carmichael Director Engineering

> > Infrastructure Utilities Operations Recreation



Ms Susan Appleyard Director Development and Environmental Services

Environment, Facilities and Regulations Planning & Development Facilities Corowa Aquatic Centre Corowa Saleyards Complex



Federation Council Delivery Program and Operational Plan 2022/23 – 2025/26

OUR COMMUNITY

Federation Council is home to the vibrant and diverse communities of Balldale, Boree Creek, Buraja, Coreen, Corowa, Daysdale, Hopefield, Howlong, Lowesdale, Mulwala, Oaklands, Urana, Morundah, Rand, Redlands, Rennie and Savernake.

We are located in an agriculturally rich and diverse area on the border of New South Wales and Victoria, in the Southern Riverina region in one of the most productive wool, grain, pig, lamb and beef cattle growing areas in Australia.

Square km - 5,685

ABS – as presented in Profile id.

Largest Industry (by employment) 19% Agriculture, Forestry and Fishing

National Economics (NIEIR) - Modelled series. 2020

Total Value of Building Approvals

(2020/21) **\$40.5m**

Australian Bureau of Statistics, <u>Building Approvals</u>, Australia, catalogue number 8731.0. Compiled and presented in economy.id



ABOUT THIS PLAN

While the Community Strategic Plan (CSP) sets the community's priorities for the future, this Delivery Program and Operational Plan detail the Council's plan of action for responding to these priorities. The Delivery Program is the Council's roadmap to achieve the objectives within the CSP that are within Council's area of responsibility. It is a four-year plan which includes the Operational Plan, this being a sub plan outlining annual key projects to be delivered to achieve the commitments over the term of the Delivery Program.

Both the Delivery Program and Operational Plan represents the CSP themes of Built, Economic, Natural, Social and Well Governed in its outcomes to incorporate the principles of access and equity and social justice.

Council's Resourcing Strategy provides the link between our CSP and Council's Delivery Program and Operational Plan. It outlines how we will meet our obligations now and, in the future, taking into account our workforce, our finances and our assets. This must be prepared for a minimum 10-year period. The budget is then reviewed annually to consider any key priorities and identified risks that might impact on the completion of services and projects. (E.g., Covid-19, loss of key skills, major environmental disaster, loss of funding or investment income through financial market downward fluctuations, change of government, etc.)

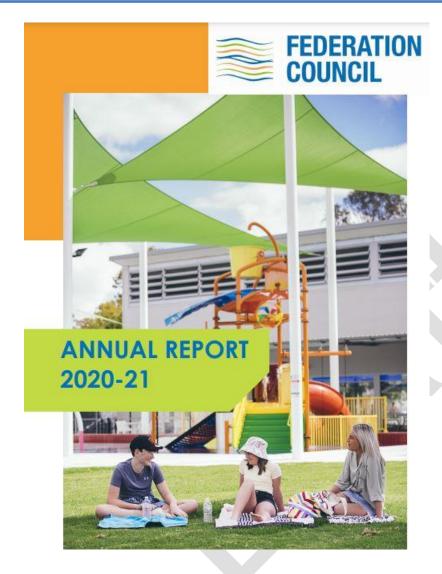


The diagram on the next page shows how the various levels of the planning framework connect.

PLANNING AND REPORTING FRAMEWORK

Development & Review			PLANS			Reporting	
		\bigtriangledown					
Reviewed for each new Council Term	Built	Economic	Natural	Social	Governance	State of our Region Report	
Developed with community	OUTCOMES sough	t for the communit	ty identified	-	Tabled at second meeting of a newly elected Council for		
Minimum 10-year plan	OE	JECTIVES outlines	key priorities for the	he community		noting.	
		Û					
For each New Council Term	Built	Economic	Natural	Social	Governance	Annual Report	
Developed with Councillors and staff with feedback on draft	DELIVERY PR	By end of November each year					
document sought from the community 4-year plan	ACTIONS outlin						
		OPER/	TIONAL PLAN				
Annual Review	Built	Economic	Natural	Social	Governance	Progress Report to Council (Minimum twice yearly).	
Reviewed each year as part of Delivery Program Review	ACTIONS outlin		orities and annual u ioal and CSP Object	•	ieve Delivery Plan	February & August each year.	
1-year plans			2				

REPORT ON PROGRESS



Federation Council Delivery Program and Operational Plan 2022/23 – 2025/26

Council will report periodically on the progress of the activities undertaken in achieving the strategic objectives.

Key accountability reporting points are:

Six monthly reports by the General Manager to Council on progress in achieving the actions in the Delivery Program and Operational Plan.

Annual Report by Council which is prepared after the end of the financial year, reporting achievements for each year, against the Delivery Program and Operational Plan.

Every four years, tied to the Council election cycle, the State of Our Region Report, is prepared by the outgoing Council and focuses on how effective council has been in delivering its key objectives over the 4-year term. It reports against the high-level strategies and priorities of the CSP and has a community focus, rather than a council one. This is presented at the second meeting of the incoming Council.

The report should assist the new Council to undertake a review of the Community Strategic Plan and develop its own Delivery Program for the ensuing four years.

HOW TO READ THIS PLAN

	Communit	y Strategic Plan Key Objective]					
	Deliv	ery Program Goal (4 years)	Operational Plan action	to be undertake	en by Coun	cil		
Counc	til's role in co	ompleting the action						
Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.1 Mai	ntain and im	prove roads, bridges, and footpaths to meet th	ne needs of residents and	industry				
1.1.1	с	Develop an overarching Asset Management Plan for Council's assets.	Asset Management Strategy 2022/23-2026	MI	•			
1.1.2	C	Finalise Asset Management Plan for local roads, bridges, and footpaths.	Asset Management Strategy 2022/23-2026	MI	•			
1.1.3	с	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle, and pedestrian infrastructure.	Asset Management Strategy 2022/23-2026	MI	•	•		
1.1.4	с	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.		DES	•	•	•	
1.1.5	C ·	Develop masterplans for town main street revitalisation.		MI			o	o

RESPONSIBLE OFFICER KEY

	Responsible Officer Key
СТ	Coordinator Tourism
DCCS	Director Corporate and Community Services
DDES	Director Development and Environmental Services
DES	Director Engineering Services
EDO	Economic Development Officer
EA	Executive Assistant
GM	General Manager
GO	Governance Officer
GRO	Grants Officer
HRA	Human Resources Adviser
MCE	Manager Communications and Engagement
MCED	Manager Community and Economic Development
MEFR	Manager Environment Facilities and Regulations
MF	Manager Finance
MFE	Manager Facilities and Environment - North
MI	Manager Infrastructure
MICS	Manager IT and Customer Service
MO	Manager Operations
MPD	Manager Planning and Development
MR	Manager Recreation
MU	Manager Utilities
PO	Property Officer
RMC	Risk Management Coordinator
RSO	Road Safety Officer
TLCD	Team Leader Community Development
TLL	Team Leader Library
TLMP	Team Leader Mobile Pre Schools

Council officers have responsibility for reporting on the progress of actions within the Delivery Program at least twice per year as well as providing relevant reports as needed to prepare Councils Annual Report.

VISION & VALUES

Federation – Creating Opportunities, Celebrating Communities

Federation Council will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes, and waterways.



Extensive consultation across the first half of 2018, gave us the community's vision and aspirations of "Creating Opportunities, Celebrating Communities". These were translated into outcomes for the community as shown in Section 2 of this Delivery Program and detailed in the 10 year Community Strategic Plan (CSP).

Council will work in partnership with other organisations and agencies to help achieve these outcomes, with consideration of current issues, commitments, pressures and level of resources as strategies are achieved.

This combined Delivery Program and Operational Plan is Council's roadmap that we call "Our Community - Our Opportunity – 2032". All of Council's identified projects and priorities in this plan are underpinned by the CSP. It aligns our strategies with the outcomes and aspirations of the community.

This document is supported by Council's Long Term Financial Plan 2022- 2032 (which includes the Annual Budget 2022/23 and Revenue Policy).

These are provided in supplementary documents and are available on Council's website.

www.federationcouncil.nsw.gov.au

RESOURCING THIS PLAN

The Community Strategic Plan outlines the communities long term vision and aspirations and is the highest-level strategic plan for NSW Councils. This plan details the level of importance that the community places on a range of services and is used to inform Council's priorities across the services that it is responsible for delivering.

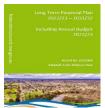
The Delivery Program and Annual Operational Plan sets out the

- functions that Council is required to undertake,
- the services that Council has agreed to provide to residents and ratepayers
- the strategic initiatives that Council is seeking to deliver in order to progress towards meeting the strategic objectives in the Community Strategic Plan.

A Resourcing Strategy is developed, prioritising those functions that Council is required to undertake, and clearly articulating how Council will resource what it is seeking to achieve.

The Resourcing Strategy consists of 3 components:

- 1. Long-Term Financial Plan 2023-2033 (LTFP) The LTFP captures the financial implications of functions that Council is required to undertake, maintenance and renewal of Council's extensive infrastructure assets, and delivery of the services and strategic objectives proposed in the Delivery Program.
- 2. Workforce Management Strategy 2023-2026 Four-year strategy to document Council's workforce capacity and capability to achieve Council's strategic goals and objectives.
- 3. Asset Management Strategy 2023-2026 Planning for the sustainability of new and existing assets such as roads, water and sewerage systems, drains, bridges, footpaths, buildings, recreational facilities, parks, and gardens needs to identify assets that are critical to the council's operations with a risk management strategy for each of these.







RESOURCING THIS PLAN

As part of the process of reviewing the CSP and each of the planning documents, Council will engage with the community and discuss any financial implications that need to take into account such as:

- Are the strategies of the Delivery Program financially achievable?
- How much is the community willing to pay to achieve these objectives?
- Are there other sources of revenue?
- What are the priorities?

Key messages arising from these plans and strategies include:

- A Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network.
- Average residential rates in the Federation Council are the fifth lowest of all NSW large rural councils (42 councils in total)
- Significant new community assets constructed since merger, including the Corowa Aquatic Centre, Urana Aquatic Leisure Centre, and All Abilities Playground in Mulwala, have been factored into the modelling
- Planning is underway to address water and sewer needs in serviced communities
- Improved asset management practices will ensure that funds invested in assets are used most effectively
- There are opportunities that Council can harness to address the challenges of an ageing workforce and skills gaps in key areas
- Investment in Council staff capability will ensure they are better able to deliver on legislative responsibilities and the priorities contained in the Delivery Program

There are alternate scenarios for a lesser Special Rate Variation. These would require a reduction in current service levels.

Further information can be obtained within each of the above draft documents, which are currently on public exhibition.

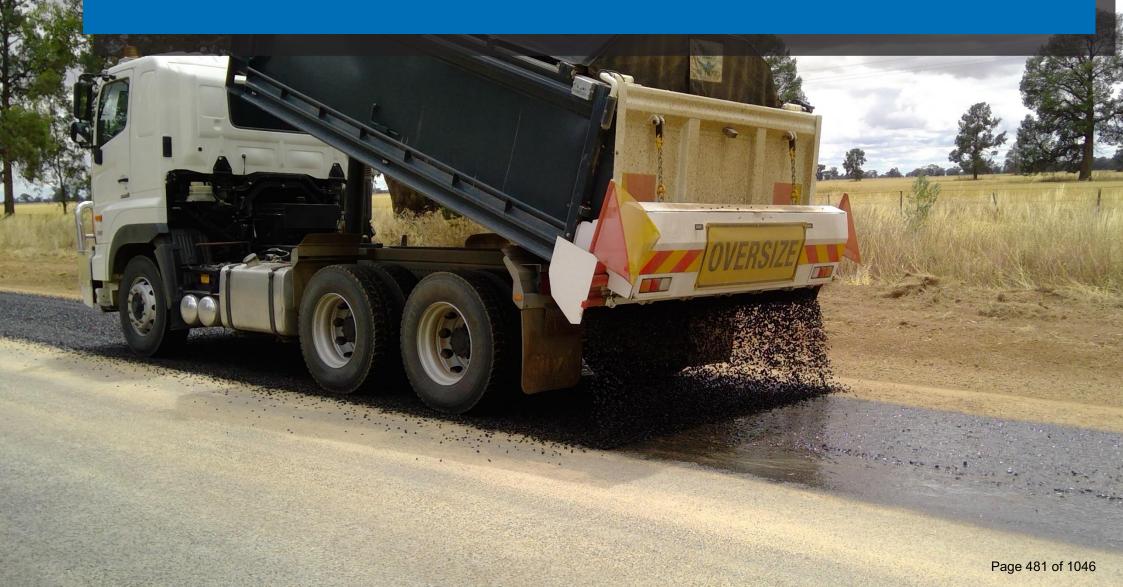
Delivery Program Strategic Objectives



BUILT FEDERATION

Objective

Maintained and improved infrastructure and services that meets the needs of residents and industry.



Built Federation

Community Strategic Plan Outcome:

Maintained and improved infrastructure and services that meet the needs of residents and industry

What we deliver:

The first service grouping provides a range of mandatory functions of Council including:

- Asset management systems for all infrastructure.
- Compliance of land developers with Council's Engineering standards and engineering conditions of Development Approvals.
- Provision of safe water that comply with licence requirements
- Provision of domestic sewerage services that comply with licence requirements

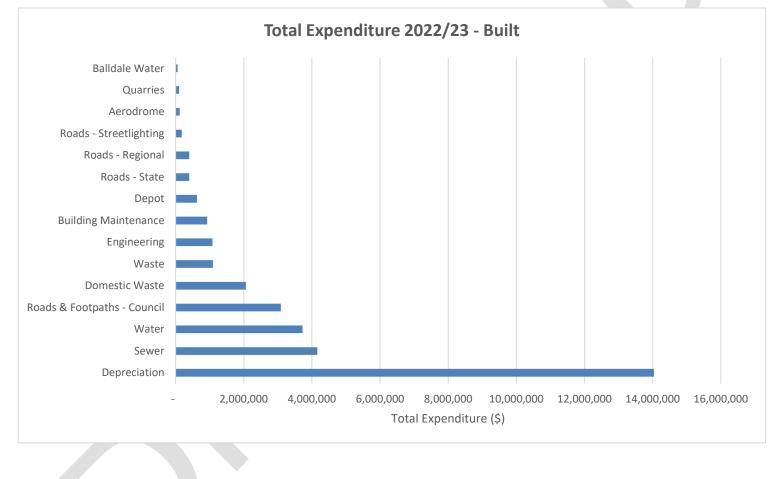
The discretionary provision of appropriate infrastructure involves maintenance, renewal, and operation of:

- rural road network including roads, bridges culverts, drains and signage.
- urban road network including roads, drains, traffic facilities, carparks and, kerb and gutter.
- footpath, shared ways, and bicycle paths.
- Council operational and community buildings, facilities, and structures.
- dams, weirs, levees, flood pumps and flood culverts.
- quarries, waste management facilities, quarries, cemeteries, and aerodromes.
- water supply systems including bores, pumps, water treatment plants, storage reservoirs rising mains, distribution mains, telemetry systems and valves for the towns of Corowa, Howlong, Mulwala and minor systems for Balldale and Daysdale.
- sewerage systems, including sewerage mains, access pits, pump stations, sewerage treatment plants, and effluents ponds for Corowa, Howlong, Mulwala, Oaklands and Urana.
- street and public lighting.

We provide a domestic waste, recyclable, and green waste kerbside collection service. We also advocate for the provision of community services provided by government agencies including flood plain management, public transport, and telecommunications.

Total cost of providing service area:

Total annual expenditure in this service area is approx. \$32 million, including annual depreciation of \$14 million. The following graph displays the total cost of the various services or functions that comprise this service area, with depreciation classified separately to assist readers.



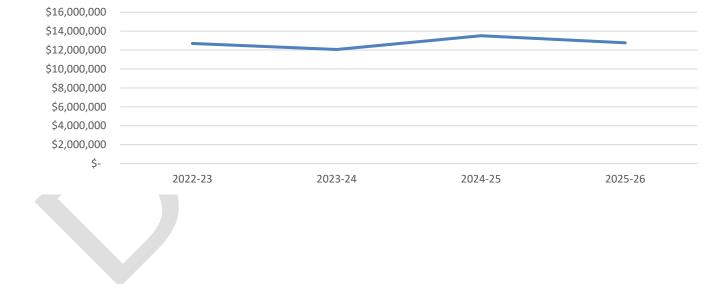
Net cost to deliver to the ratepayers:

		2022-23		2023-24		2024-25		2025-26
Revenue	-\$	19,024,297	-\$	20,026,454	-\$	21,086,036	-\$	22,206,443
Expenditure	\$	31,724,656	\$	32,086,273	\$	34,598,588	\$	34,974,814
Net Cost	\$	12,700,359	\$	12,059,819	\$	13,512,552	\$	12,768,371

The revenue, expenditure (including depreciation) and net cost to provide the services in this area are included in the below table.

The graph below displays the net cost of this service area over the four years of the Delivery Program.

Net cost to ratepayers - Built



How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on annually in Council's Annual Report.

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Unsealed roads graded	km	1,100	1,100	1,100	1,100
Sealed roads renewed	km	14	15	16	17
Validated customer requests regarding broken or damaged infrastructure	#	<100	<95	<90	<85
Sewer compliance with NSW Environment Protection Authority licence requirements	%	100	100	100	100
Life cycle asset sustainability index for 6 major categories.	#	0.80	0.82	0.83	0.84
Water quality meets Australian Drinking Water Guidelines	%	100	100	100	100
Availability of sporting/ recreation facilities for users	%	100	100	100	100
Recyclable / organics in kerbside collection	%	80	80	80	80
Waste deposited in landfills	Cubic metres	2,400	2,400	2,350	2,350

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Significant projects /works:

Council will also deliver on a range of strategic initiatives over the four years of the Delivery Program. Key strategic initiatives and projects are identified in the following table.

Progress on these actions is reported to Council every six months.

- Key: Scheduled
 - Scheduled subject to SRV 2023/24

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.1 Ma	intain and im	prove roads, bridges, and footpaths to meet th	e needs of residents and	industry				
1.1.1	С	Develop an overarching Asset Management Plan for Council's assets.	Asset Management Strategy 2022/23-2026	MI	•			
1.1.2	С	Finalise Asset Management Plan for local roads, bridges, and footpaths.	Asset Management Strategy 2022/23-2026	MI	•			
1.1.3	с	Develop road hierarchy and asset management strategies to protect and improve existing road, bicycle, and pedestrian infrastructure.	Asset Management Strategy 2022/23-2026	MI	•	•		
1.1.4	с	Implement a Capital Works renewal and improvement program for roads, bridges, footpaths, and bicycle tracks.		DES	•	•	•	•
1.1.5	С	Develop masterplans for town main street revitalisation.		MI			0	0
1.2 Ma	intain and im	prove aquatic, recreational, and other commu	nity facilities to meet the	needs of reside	nts			
1.2.1	С	Implement a Capital Works renewal and improvement program.		DES	•	•	•	•
1.2.2	C	Develop Masterplan for Memorial Park / Cross Street Reserve Howlong.		MR	•			

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.3 Mai	intain and im	prove water supply services and systems to m	eet the needs of resid	dents and industry				
1.3.1	С	Implement a Capital Works renewal and improvement program for water services.		MU	•	•	•	•
1.3.2	С	Develop water systems capacity review (Corowa, Howlong, and Mulwala).		MU	•			
1.3.3	С	Implement water infrastructure upgrades for Howlong.		MU	•	•		
1.3.4	С	Seek funding for the renewal of the Mulwala Water Treatment Plant.		MU	•	•	•	
1.3.5	С	Develop long term funding strategy and plan for the replacement of Water Treatment Plants.		MU			•	•
1.3.6	С	Develop Integrated Water Cycle Management Plan.		MU	•	•		
1.4 Ma	intain and im	prove sewerage services and systems to meet	the needs of residen	ts and industry				
1.4.1	С	Implement a Capital Works renewal and improvement program for sewer services.		MU	•	•	•	•
1.4.2	с	Complete funding strategy and ensure long term planning includes construction of a new Corowa Sewerage Treatment Plant.		DES	•	•		
1.4.3	С	Develop sewerage systems capacity review (Corowa, Howlong, and Mulwala).		MU	•			
1.5 Ma	intain and im	prove stormwater and flood protection system	ns to meet the needs	of residents and indu	ustry			
1.5.1	C	Implement a Capital Works renewal and improvement program for stormwater services.		MU	•	•	•	•
1.5.2	С	Develop a Stormwater Drainage Strategy for urban areas.		MU		0	0	

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
1.5.3	С	Finalise Urana and surrounding villages Flood Management Plan, develop long term works plan and seek funding for implementation.		MI	·		•	
1.5.4	C	Develop and implement flood protection strategy.		DES		•		
1.5.5	С	Finalise Howlong Corowa and Mulwala Flood Study and Plan.		DDES	•			
1.6 Adv	ocate for pu	blic transport, telecommunications and energ	y utilities that meet	the needs of residents	and indus	try		
1.6.1	I	Advocate for improved public transport, telecommunications, and other utilities that meet the needs of residents and industry.		GM	•	•	•	•
1.7 Imp	prove waste r	management services						
1.7.1	С	Actively participate in kerbside collection contract renewal process.		MO	•	•		
1.7.2	С	Finalise Federation Council Waste Strategy.		MO	•			
1.7.3	С	Introduce three bin system for all Waste collection areas under the joint contract.		МО			•	•

ECONOMIC FEDERATION

Objective

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to the centres, on both sides of the Murray River, and affordability.



Economic Federation

Community Strategic Plan Outcome:

Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to the centres, on both sides of the Murray River, and affordability.

What we deliver:

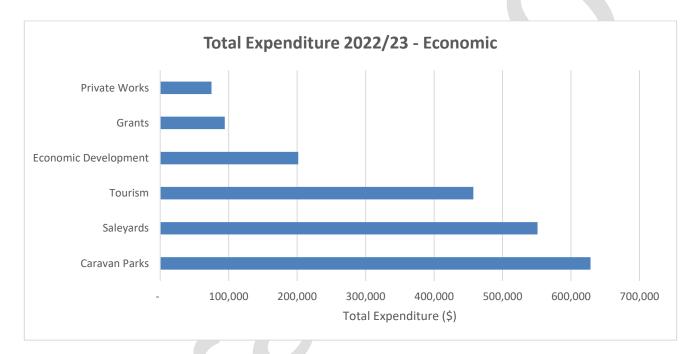
Economic Federation reflects our commitment to support the local economy and attract new businesses and grow employment for the Federation council region. Whilst not a mandatory service for Councils the importance of maintaining some services in this area is often more important for rural councils than larger regional councils. This sentiment is strongly supported by the community and reflected in recent feedback which highlighted a desire to have greater focus on things such as supporting a collaborative regional approach to economic development and supporting business development as well as enhancing our retail sector.

Whilst there are no mandatory functions of Council in this service area, there is a general acceptance that local councils have a key role in supporting economic development within local communities. Discretionary services provided in this area are:

- Economic Development
- Tourism
- Visitor Information Services
- Corowa Saleyards
- Grants management
- Industrial land sales
- Property management
- Caravan Park operation (Corowa and Urana)
- Private works

Total cost of providing service area

Total annual expenditure in this service area is approx. \$2.0 million and the following graph displays the total cost of the various services or functions that are included.



Net cost to deliver to the ratepayers:

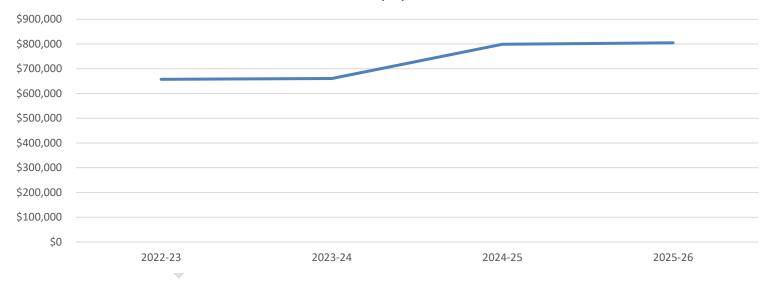
The main revenue streams in this area are from users of the Ball Park Caravan Park, Urana Caravan Park, and the Corowa Saleyards.

The revenue, expenditure, and net cost to provide the services in this area are included in the below table and graph.

	2022-23		2023-24	2024-25		2025-26
Revenue	\$ 1,381,557	\$	1,418,987	\$	1,457,436	\$ 1,496,930
Expenditure	\$ 2,038,889	\$	2,079,667	\$	2,256,260	\$ 2,301,685
Net Cost to ratepayers	\$ 657,332	\$	660,680	\$	798,824	\$ 804,755

The graph below displays the net cost of this service area over the four years of the Delivery Program.

Net cost to ratepayers - Economic



How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on annually in Council's Annual Report.

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Actions from Economic Development Strategy progressed	%	10%	20%	45%	70%
Increase in visitation numbers to the Federation region	%	5%	10%	10%	10%
Corowa Saleyards throughput	head	615,000	621,000	627,000	633,000
Ball Park Caravan Park visitation – increase on prior year	%	10	10	10	10

Significant projects /works

Council will also deliver on a range of strategic initiatives over the four years of the Delivery Program. Key strategic initiatives and projects are identified in the following table.

Progress on these actions is reported to Council every six months.

- Key: Scheduled
 - O Scheduled subject to SRV 2023/24

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.1 Wor	rk toward ad	chieving higher rates of population and emp	ployment growth, esp	pecially in you	th and you	ung family	segment	S
2.1.1	с	Finalise the Federation Council Growth Strategy, ensuring it includes projects to achieve higher rates of population and employment growth, especially in youth and young family segments.	Economic Development Strategy 2021-2025	DDES	•			

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.2 Sup	port workfo	prce development						
2.2.1	С	Work with RAMJO and other key stakeholders to prepare a plan which addresses critical local skills shortages.	Economic Development Strategy 2021-2025	MCED	•	•		
2.2.2	с	Facilitate training opportunities to support industry development in line with priorities identified in the Economic Development Strategy.		MCED		0	0	0
2.3 Enco	ourage affor	rdability						
2.3.1	С	Ensure strategy and long-term planning considers the development of new affordable residential land.		DDES	•	•	•	•
2.4 Sup	port inward	investment						
2.4.1	С	Develop an Economic Advocacy Plan.	Economic Development Strategy 2021-2025	MCED	•	•		
2.4.2	I	Support and encourage opportunities for increased public and private sector investment across the Council area.		GM	•	•	•	•
2.4.3	С	Seek public and private sector investment for upgrades to Ball Park Caravan Park.		MCED	•	•	•	•
2.5 Supj	port entrep	reneurship and industrial diversification						
2.5.1	С	Progress sale of industrial land in the Howlong Industrial Estate.		MCED	•	•	•	•
2.5.2	С	Ensure Local Environmental Plan and Growth Strategy considers development of industrial land projects.	Economic Development Strategy 2021-2025	DDES	•			

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.5.3	С	Develop and implement Commercial Activities on Public Land Policy.		MCED	•			
2.6 Supp	oort a collab	porative regional approach to economic dev	velopment					
2.6.1	с	Progress actions within the Federation Council Economic Development Strategy.	Economic Development Strategy 2021-2025	MCED	·	0	0	0
2.6.2	С	Support and encourage innovative industry trials and projects where appropriate.		MCED	•	•	•	•
2.6.3	С	Maintain membership with Murray Regional Tourism and Destination Riverina Murray and actively participate in regional initiatives.	Economic Development Strategy 2021-2025	СТ	•	•	•	•
2.7 Supp	port the agr	icultural industry						
2.7.1	С	Deliver Stage 1 of the Masterplan for the Corowa Saleyards.		MEFR	•			
2.7.2	С	Investigate options to support the sustainability of the Corowa Saleyards.		MCED		•	•	
2.7.3	С	Increase investment in local road maintenance and renewal.		DES		0	ο	ο
2.8 Incre	ease tourisr	n						
2.8.1	С	Continue to develop and market the electronic newsletter as a means for communicating with tourism stakeholders.		СТ	•	•	•	•
2.8.2	С	Continue implementation of the North of the Murray 5 Year Destination Marketing Strategy 2020-2024.	Economic Development Strategy 2021-2025	СТ	•	0	0	0
2.8.3	С	Actively seek opportunities for external funding to support the development of key tourism product.		СТ	•	•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
2.9 Enha	2.9 Enhance retail							1
2.9.1	С	Identify priority streetscape improvements and seek funding to implement.		MI			0	0
2.9.2	С	Support initiatives to encourage residents to shop locally.		MCED	•	•	•	•
2.10 Sup	port busine	ess development						
2.10.1	С	Progress funding strategy for Masterplan for Corowa Aerodrome.		GM	•			
2.10.2	С	Facilitate local business support services in line with Economic Development Strategy.			•	•	•	•

NATURAL FEDERATION

Objective

Sustainable rural landscapes and waterways offering tranquility and attractive recreational spaces.



Natural Federation

Community Strategic Plan Outcome:

Sustainable communities, rural landscapes and waterways offering various lifestyle choices and protecting the natural environment.

Natural Federation covers the built and natural environment from the open and public spaces to the natural landscapes and waterways of the area, including the legislative controls required to manage our environs.

What we deliver:

Mandatory services provided under this pillar includes:

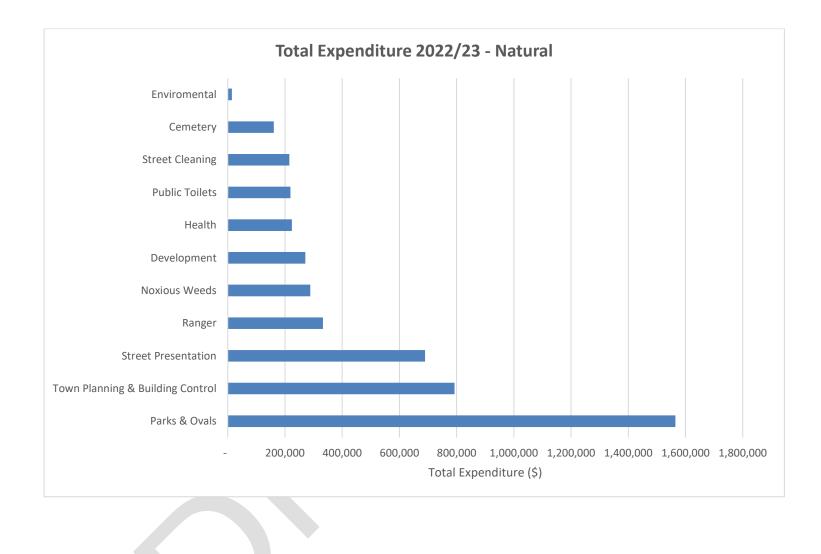
- Land-use approvals under the Local Government Actⁱ
- Statutory Land use planningⁱⁱ
- Registration and control of companion animalsⁱⁱⁱ
- Cemetery operations^{iv}
- Compliance with Biosecurity Act
- Implement and monitor local litter laws
- Pest control services
- Public health services^v
- Building services^{vi}

There are several discretionary services that Council provides under the Natural pillar. These include:

- Tree management services
- Parks, gardens and recreation reserve management
- Road side vegetation management, verge slashing and reserve mowing
- Street cleaning services
- Maintenance, renewal and improvement of parks, reserves, street furniture, playgrounds, picnic facilities, gardens and street/ public trees.

Total cost of providing service area

Total annual expenditure in this service area is approx. \$4.8 million and the following graph displays the total cost of the various services or functions that comprise this service area. This total cost includes annual depreciation of \$0.2 million.



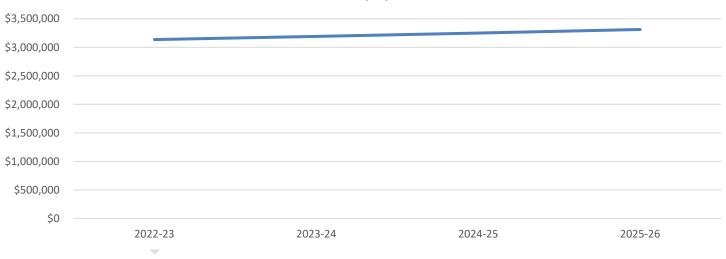
Net cost to deliver to the ratepayers:

	2022-23		2023-24		2024-25		2025-26
Revenue	\$	736,810	\$ 750,761	\$	765,009	\$	779,559
Expenditure	\$	3,872,173	\$ 3,941,442	\$	4,015,948	\$	4,091,945
Net Cost	\$	3,135,363	\$ 3,190,681	\$	3,250,939	\$	3,312,386

The revenue, expenditure and net cost to provide the services in this area are included in the below table.

The graph below displays the net cost of this service area over the four years of the Delivery Program.

Net cost to ratepayers - Natural



How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on annually in Council's Annual Report.

Key Performance Indicator Measure	Measure	202/-23	2023/24	2024/25	2025/26
Development Applications assessed within regulatory time frames	%	80	80	80	80
Value of Construction Certificates and Complying Development Certificates Issued	\$	\$15M	\$16M	\$17M	\$18M
Inspections of high risk food premises conducted	#	79	79	79	79
Number of skin penetration inspections	#	6	6	6	6
Number of animals destroyed	#	>20	>20	>20	>20
Biosecurity Area treated	Km	700	700	700	700
Number of Notices , orders and fines issued	#	20	20	20	20
Average usage of ovals	#	104	104	104	104
Number of requests for tree removals	#	20	20	20	20

Significant projects /works:

Council will also deliver on a range of strategic initiatives over the four years of the Delivery Program. Key strategic initiatives and projects are identified in the following table.

Progress on these actions is reported to Council every six months.

- Key:

 Scheduled
 - Scheduled subject to SRV 2023/24

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
3.1 Prov	vide quality	recreational spaces						
3.1.1	С	Adopt updated Lowe Square Howlong Masterplan.		MR	•			
3.1.2	С	Seek funding for implementation of Lowe Square Howlong Masterplan.		MR		•	•	
3.1.3	С	Finalise Urana Aquatic Centre (including Urana Caravan Park and JM Smith Nature Reserve) Masterplan		MR		•	•	
3.1.4	С	Finalise John Foord Corowa Reserve Masterplan.		MR	•			
3.1.5	С	Continue to work on delivery of Corowa Foreshore Structure Plan incorporating four separate Precinct masterplans.						
3.2 Ens	ure attractiv	ve and vibrant public spaces						
3.2.1	С	Develop a tree management strategy to respond to changing climate.		MR		0	0	
3.2.2	С	Develop a tree register for priority recreation reserves.		MR		0	0	
3.3 Con	serve and u	tilise waterways, and develop their frontages						
3.3.1	С	Progress upgrade to Corowa foreshore (Ball Park Reserve).		DES	•			
3.3.2	С	Update masterplan for the Mulwala foreshore.		MR				0
3.4 Con	serve and u	tilise public lands						
3.4.1	I	Support initiatives to manage flora and fauna conservation.		MR	•	•	•	•

3.4.2	С	Finalise Crown Land plan of management across Council managed Crown reserves.	РО	٠			
3.5 Supp	port respo	onsible land management practices					
3.5.1	I	Partner with Corowa and District Landcare to provide education and awareness opportunities for landholders.	MR	•	•	•	•
3.6 Impl	ement co	nsistent and appropriate land use planning strategies					
3.6.1	С	Finalise Federation Council Local Environmental Plan including supporting Growth strategy, studies and plans.	DDES	•	•		
3.6.2	С	Preparation of Council wide Development Control Plan.	DDES		•	•	
3.6.3	С	Review and update of developer contribution plans.	DDES	٠	•		
3.6.4	С	Update of Community Strategic Planning Statement.	DDES	•			
3.6.5	С	Update Community Participation Plan in accordance with EP&A Act 1979.	DDES	٠			

SOCIAL FEDERATION

Objective

Close-knit and welcoming communities where people come together and support each other.



Social Federation

Community Strategic Plan Outcome:

Close-knit and welcoming communities where people come together and support each other.

What we deliver:

Social Federation delivers a range of services that help to shape a safer, welcoming, and connected community supporting all segments of the community and business sector to gather, to thrive, to grow and to enjoy the lifestyle and opportunities that Federation Council offers its residents.

Mandatory functions in this area are:

- Implementation of the Disability Inclusion Action Plan
- Cemetery management services
- Volunteer management and coordination
- Companion animals
- Regulatory compliance
- Alcohol free zones
- Private swimming pool inspections

In addition, Council is committed to providing library services in accordance with the Libraries Act 1939. Council provides library services in Corowa, Howlong and Mulwala and a mobile library service in Boree Creek, Daysdale, Oaklands, Rand and Urana.

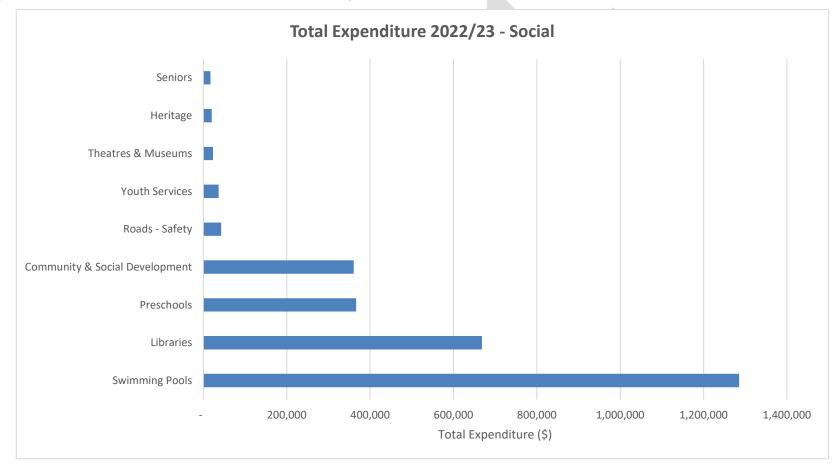
Other discretionary services to support a safe, close-knit and welcoming community include: Federation Youth Council and other youth programs

- Ageing Well Committee
- Arts and Culture Committee
- Traditional owner engagement
- Mobile preschool service in northern area
- Community grants program
- Event management
- Swimming pools
- Service NSW Agency

- Social housing initiatives
- Heritage
- Road safety
- Public health and food safety
- Advocacy for residential aged care services, health services, schools and childcare and family support services

Total cost of providing service area:

Total annual expenditure in this service area is approx. \$2.8 million and the following graph displays the total cost of the various services or functions that comprise this service area. This total cost includes annual depreciation of \$0.3 million.



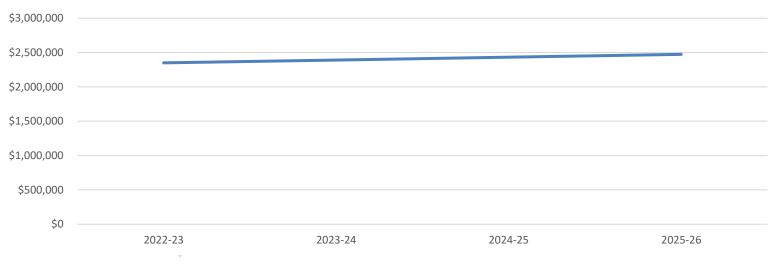
Net cost to deliver to the ratepayers:

	2	.022/23	2023/24		2024/25		2025/26
Revenue	\$	856,800	\$	874,715	\$	893,037	\$ 911,777
Expenditure	\$	3,206,248	\$	3,264,582	\$	3,324,090	\$ 3,384,797
Net Cost	\$	2,349,448	\$	2,389,867	\$	2,431,053	\$ 2,473,020

The revenue, expenditure (including depreciation) and net cost to provide the services in this area are included in the below table.

The graph below displays the net cost of this service area over the four years of the Delivery Program.

Net cost to ratepayers - Social



How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on annually in Council's Annual Report.

Key Performance Indicator Measure	Measure	2022/23	2023/24	2024/25	2025/26
Youth Council Meetings facilitated or attended	#	6	6	6	6
Disability Inclusion Action Committee Meetings facilitated	#	10	10	10	10
Disability Inclusion Action Plan implementation	% of actions	20%	40%	60%	80%
Visits to library per capita	#	2.4	2.6	2.8	3.0
Visits to swimming pools / Corowa Aquatic Centre per capita	#	2.7	2.8	2.9	3.0

Significant projects /works:

Council will also deliver on a range of strategic initiatives over the four years of the Delivery Program. Key strategic initiatives and projects are identified in the following table.

Progress on these actions is reported to Council every six months.

- Key: Scheduled
 - Scheduled subject to SRV 2023/24

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.1 Enco	ourage an ag	e-friendly environment	-					
4.1.1	С	Update and implement the Pedestrian Access and Mobility Plan (PAMP).		RSO	•	•	•	•
4.1.2	I	Support the work of the Ageing Well Committee.	Ageing Well Strategy	TLCD	•	•	•	•
4.1.3	С	Implement the actions within the Ageing Well Strategy.	Ageing Well Strategy	TLCD	•	•	•	•
4.1.4	С	Celebrate the contribution of senior residents through the delivery of a Seniors Week initiative.	Ageing Well Strategy	TLCD	•	•	•	•
4.1.5	С	Finalise purchase of Billabidgee Units Urana.		PO	•			
4.2 Imp	rove healthc	are				1		1
4.2.1	I	Attendance at interagency meetings.		TLCD	•	•	•	•
4.3 Sup	port young p	eople			1	1	1	1
4.3.1	С	Support the Youth Council to deliver a youth led initiative during Youth Week.		TLCD	•	•	•	•
4.3.2	C/I	Continue to support the development, maintenance and roll out of a directory with youth focused and mental health services listed.		TLCD	•	•	•	•
4.4 Sup	port access t	o quality education			·			·
4.4.1	I	Advocate for the preservation of schools in rural communities.		GM	•	•	•	•
4.5 Wor	k to prevent	and reduce the harmful effects of alcohol and ot	her drugs					
4.5.1	I	Support the work of the Community Drug Action Team.		TLCD	•	•	•	•

Action Code	Control or Influence	Operational Plan Action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.6 Prov	ide sport an	d recreational opportunities						
4.6.1	С	Seek grant funding for community-led sport and recreational projects.		GRO		•	•	•
4.7 Supp	ort childcar	e and family services						
4.7.1	С	Support awareness and access to the Family andTLCDChildren's Services Directory.				•	•	•
4.7.2	С	Deliver the mobile preschool service across the northern area of the LGA.	TLMP	•	•	•	•	
4.8 Enco	urage comn	nunity pride and spirit						
4.8.1	С	Update the new residents pack, circulate and make available online.		TLCD			•	•
4.8.2	С	Continue to promote and encourage use of the free online community directory.		TLCD	•	•	•	•
4.8.3	С	Recognise volunteers in the Federation Council area during Volunteers Week.		TLCD	•	•	•	•
4.8.4	С	Develop and implement a management framework to support the valued work of volunteers.			•	•		
4.9 Ensu	re communi	ity safety						
4.9.1	С	Implement the Road Safety Program.		RSO	•	•	•	•
4.9.2	С	Review and implement the Council's Alcohol Free Zones.						•
4.9.3	С	Continue to manage and respond to public health, animal management, environmental, parking and other regulatory compliance matters.		MEFR	•	•	•	•
4.9.4	С	Implement the Companion Animal Management Plan.		MEFR	•	•	•	•

Action Code	Control or Influence			Responsible Officer	2022/23	2023/24	2024/25	2025/26
4.10.1	С	Develop and implement a Reconciliation Plan for the Federation Council area.		MCED	•	•	•	•
4.10.2	С	Support the work of the Arts & Culture Committee.		TLCD	•	•	•	•
4.10.3	С	Develop an Annual program of events and exhibitions for ArtSpace at Corowa Civic Centre.		TLCD	·	0	0	0
4.10.4	С	Continue to progress Council's Friendship Agreement with Miki City.		TLCD	•	0	0	0
4.10.5	I	Ensure long term planning strategies include further development of the Federation Museum.		MCED	•	0	0	0
4.10.6	С	Investigate a sister city relationship with an urban council.		MCED	•			
4.11 Wo	rk to addres	s disadvantage in all its forms	X					
4.11.1	С	Continue to implement, monitor, evaluate and review the Disability Inclusion Action Plan.	Disability Inclusion Action Plan	TLCD	•	•	•	•
4.12 Pro	vide library	services and programs accessible to all residents a	and visitors					
4.12.1	С	Encourage library membership by promoting the range of services available.		TLL	•	•	•	•
4.12.2	С	Deliver school holiday programs across the Council area.		TLL	•	•	•	•
4.12.3	С	Provide a free delivery service to housebound library patrons.		TLL	•	•	•	•

WELL GOVERNED FEDERATION

Objective

Strong civic leadership and governance supporting equity across communities and effective communication with residents.



Well Governed Federation

Community Strategic Plan Outcome:

Strong civic leadership and governance supporting equity across communities and effective communication with residents.

What we deliver:

Underpinning all of Federation Council's services requires much work behind the scenes that does not always have a visible presence to most of our customers. These functions facilitate planned, resourced, efficient and transparent systems to form the foundations of our programs and services that enable our community to function and thrive.

The community expects responsible and transparent decision making with a focus on public conversations and ownership. Council's role as visionary regional leader, service provider, partner and promoter draws together the skills and resources of other government agencies, businesses and community organisations to contribute to making the Federation of tomorrow even better than it is today.

This area includes our Councillors, executive management team, and our supporting functions such as financial services, procurement, information technology, communications and engagement, and customer service.

It also includes regulatory contributions to the NSW Government for bushfire and emergency services and local government election costs.

This service grouping supports a range of mandatory functions of Council including:

- Management of the organisation's governance framework including delegations, policies, corporate compliance
- Corporate planning and reporting (IP&R)
- Records/information management
- Privacy Management and Access to information
- Audit Risk and Improvement Committee
- Risk Management
- Insurance renewals
- Financial Services
- Human Resources management
- Work Health and Safety
- Performance Management
- Health and Wellbeing
- Dispute Resolution and IR
- Learning and Development

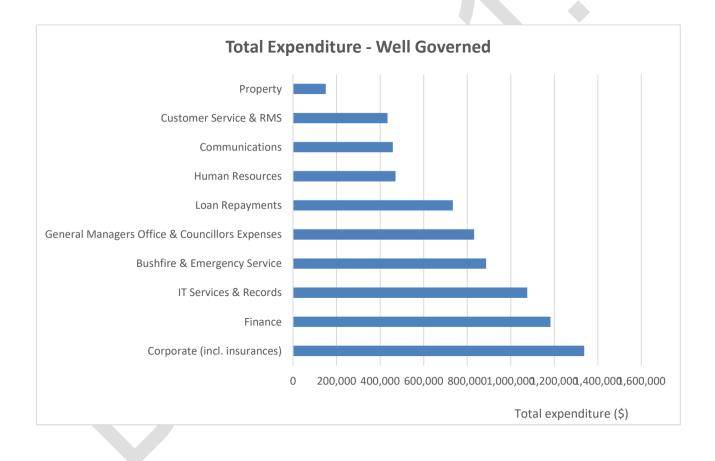
- Information Technology
- Internal Audit
- External Audit
- Property Service
- Crown Land management
- Councillor services
- Citizenship ceremonies
- Council elections
- Customer Services
- Communications and Engagement
- Marketing and Advertising
- Community satisfaction survey

This area has few discretionary activities. Those that are included are:

- Service NSW agency in Corowa
- Centrelink Agency in Urana

Total cost of providing service area:

Total annual expenditure in this service area is approx. \$6.7 million and the following graph displays the total cost of the various services or functions that comprise this service area.



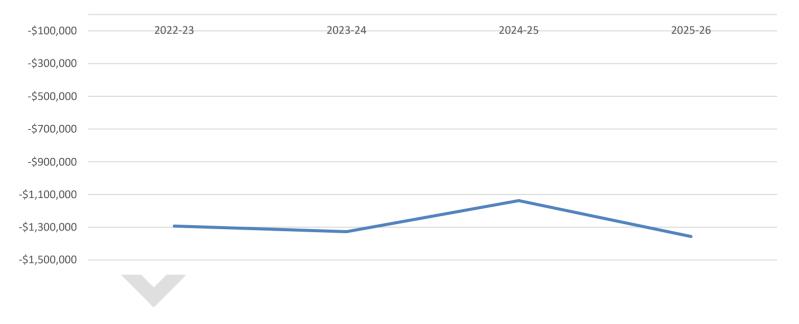
Net cost to deliver the service to the ratepayers:

The revenue, expenditure (including depreciation) and net cost to provide the services in this area are included in the below table. Financial Assistance Grants provided by the Commonwealth Government are allocated to this area.

		2022-23		2023-24		2024-25		2025-26
Revenue	\$	8,459,146	\$	8,589,040	\$	8,720,965	\$	8,855,190
Expenditure	\$	7,166,050	\$	7,261,418	\$	7,583,607	\$	7,498,496
Net Cost	-\$	1,293,096	-\$	1,327,622	-\$	1,137,358	-\$	1,356,694

The graph below displays the net cost of this service area over the four years of the Delivery Program.

Net cost to ratepayers - Well Governed



How we measure:

A number of performance measures have been identified to monitor progress in this area. These are reported on annually in Council's Annual Report.

Key Performance Indicator Measure	Measure	2022- 23	2023- 24	2024- 25	2025- 26
Respond to GIPA requests within required timeframes	%	100	100	100	100
Six monthly performance reports to Council provided in accordance with legislation	#	2	2	2	2
Number of Audit Risk and Improvement Committee meetings held	#	5	5	5	5
Number of public liability/professional indemnity insurance claims	#	<5	<5	<5	<5
Council business papers provided in accordance with Code of Meeting Practice	%	100	100	100	100
Number of Code of Conduct complaints reported annually	#	<3	<3	<3	<3
Operating performance ratio (General Fund)	%	-23.59	-18.11	-11.89	-4.98
Unrestricted current ratio (General Fund)	#	2.92	2.97	3.01	3.07
Councillors and staff participation in Cyber training exercises.	%	>80	>80	>80	>80

Significant projects /works:

Council will also deliver on a range of strategic initiatives over the four years of the Delivery Program. Key strategic initiatives and projects are identified in the following table.

Progress on these actions is reported to Council every six months.

Key: • Scheduled

0

Scheduled subject to SRV 2023/24

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Action Code	Control or Influence	Operational Plan action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.1 Ensu	ire rates and	fees are in line with community needs.						
5.1.1	C	Support rates review process and engagement with RatesMFReview Advisory Committee to inform rating structure.MF		•	•			
5.1.2	с	Progress Special Rate Variation application for 2023/24 to support financial sustainability of Council.	Long Term Financial Plan 2023-2033	DCCS	•			
5.1.3	С	Engage with the community when setting annual fees and charges.		МСЕ	•	•	•	•
5.2 Wor	k toward the	equitable servicing of all areas.		~				
5.2.1	I	Work with regional and state organisations to ensure consideration of cross Council and border issues.		GM	•	•	•	•
5.2.2	С	Ensure Service Reviews include assessment of service levels across Council area.		GM	•	•	•	•
5.3 Ensu	ire good gove	ernance and administration.						
5.3.1	C	Coordinate review of delegations from Council to the Mayor and General Manager.		GO	•			
5.3.2	С	Coordinate review of delegations from General Manager to staff.		GO	•			
5.3.3	С	Review delegations from Council to Committees.		GO		•		
5.3.4	С	Review Council Policy Framework.		GO		•		
5.3.5	С	Review Open Access records.		GO	•	•	•	•
5.3.6	С	Review of Privacy Management Plan.		GO	•			
5.3.7	С	Review of Delivery Program/Operational Plan.		GO	•	•		•
5.3.8	С	Prepare Annual Report.		GO	•	•	•	•
5.3.9	С	Review of Community Strategic Plan for new Council.	Community Engagement Strategy	GO			•	
5.3.10	С	Develop Delivery Program for new Council.		GO			•	
5.3.11	С	Develop Councillor Professional Development program.		GM	•			

Action Code	Control or Influence	Operational Plan action	Strategy Responsible Officer		2022/23	2023/24	2024/25	2025/26
5.3.12	С	Introduce framework for managing council's obligations under the Modern Slavery Act 2018.		DCCS	•			
5.3.13	С	Standardise practices to meet Child Safe Standards.		DCCS	•	•		
5.4 Ensu	ire extensive	communication and consultation with residents.						
5.4.1	С	Develop Community Engagement Strategy in accordance with legislation.		MCE	•			
5.4.2	С	Implement Community Engagement Strategy.		MCE		•	•	•
5.4.3	С	Implement internal communications strategy.		MCE	•	•	•	•
5.4.4	С	Maintain Council online presence via digital channels.		MCE	•	•	•	•
5.5 Ensu	ire quality cu	stomer service.						
5.5.1	С	Review Customer Service Charter.		MICS	•			
5.5.2	С	Maintain a user-friendly customer request system.		MICS	•	•	•	•
5.5.3	С	Implement four yearly customer satisfaction surveys to understand strengths and areas for improvement.		MCE		•		
5.6 Prov	ide operatio	nal efficiency and effectiveness to ensure a resilient and resp	onsive organisati	on.				
5.6.1	С	Implement service review schedule.		DCCS	•	•	•	•
5.6.2	С	Implement Workforce Management Plan.	Workforce Management Plan 2023-2026	DCCS	•	•	•	•
5.6.3	С	Implement Long Term Financial Plan and associated strategies.	Long Term Financial Plan 2023-2033	DCCS	•	•	•	•
5.6.4	С	Implement new Audit and Risk Management Framework components as legislated.	Risk Management Strategy	DCCS		•		•

Action Code	Control or Influence	Operational Plan action	Strategy	Responsible Officer	2022/23	2023/24	2024/25	2025/26
5.6.5	С	Develop Internal Audit Charter.		GO	•			
5.6.6	с	Develop and maintain Strategic Risk Register.	Risk Management Strategy	DCCS	•	•	•	•
5.6.7	С	C Conduct Annual Insurance renewals. DCCS •		•	•	•	٠	
5.6.8	С	Develop climate change adaptation plan DCCS		•	•			
5.7 Prov	vide effective	asset management.		*				
5.7.1	с	Implement Asset Management Improvement Plan arising from Asset Management Strategy.	Asset Management Strategy	MI	•	•	•	•
5.7.2	с	Develop and implement Asset Management Plans. Develop and implement Asset Management Plans. MI Management Strategy		MI	•	•	•	•
5.8 Ensu	ire appropria	te emergency management.						
5.8.1	С	Support the Local Emergency Management Committee.		DES	•	•	•	٠
5.8.2	С	Provide After Hours Emergency Response.		MI	•	•	•	•

Record Management

Document Type	PLANNING DOCUMENT
Reference Number	Combined Delivery Program and Operational Plans 2022/23 - 2025/26
Adopted by Council	Date adopted by Council
Resolution Number	
Version Number	1.0
Responsible Director	Director Corporate and Community Services
Review schedule	Within 12 months of new council
Next Review Date	April 2025

Version Control

Version	Date	Changes / Amendments
Draft	29/03/2022	Initial Draft Combined Delivery Program and Operational Plan
Draft	16/05/2022	Adopted by Council in principle
1.0		

NOTE: This is a controlled document. If you are reading a printed copy please check that you have the latest version by checking it on Councils Electronic Document system. Printed or downloaded versions of this document are uncontrolled.

ⁱ Local Government Act 1993, Chapter 7

- ⁱⁱ Environmental Planning and Assessment Act 1979
- ⁱⁱⁱ Companion Animals At 1998; Impounding Act 1993
- ^{iv} Cemeteries and Crematoria Act 2013
- ^v Public Health Act 2010
- vi Environmental Planning and Assessment Act 1979

Federation Council Combined Delivery Program & Operational Plan 2023-2026 www.federationcouncil.nsw.gov.au

Long Term Financial Plan 2022/23 – 2031/32

Including Annual Budget 2022/23

> Record No: 22/15906 Adopted: Enter Adoption Date



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Document History

Version	Date	Council resolution	Changes / Amendments
1.0	16 May 2022		Adopted in principle for public exhibition
2.0	28 June 2022		As recommended for Council adoption

1 INTRODUCTION

This Long Term Financial Plan (LTFP) provides the strategic framework including ten year forward projections based on a range of scenarios to direct Council's longer-term financial sustainability. The LTFP is updated annually to respond to any changes in the previous year, and to ensure it is always projecting out ten years, so it is essentially a rolling plan. The LTFP is also updated at other times as and if required. For example to respond to significant including multi-year impacts to Councils forecast revenue and or expenditure. This can be from things such as new grants being received for major projects, other unexpected expenditure requirements for example on Council assets/services, and as a result of any changes to rate income, such as from any special rate variations if applied for and received.

The information and scenarios allow Council to make decisions and adapt and respond to challenges and opportunities whilst managing its long-term financial sustainability. It also allows the establishment of key financial principles that when executed, will ensure Federation Council continues to be financially sustainable and responsible, as it delivers the services that are valued and in many cases required (for critical services) right across the vast Federation Council Local Government area.

Council is required to follow the Integrated Planning and Reporting requirements set out by the NSW Government. See below for a diagram of how these suite of strategic documents interact to inform from a 10 year horizon, down into Council's 4 and 1 year plans (in orange). This LTFP is within the Resourcing Strategy set of plans.



Figure 1 – NSW Local Government Integrated Planning and Reporting Framework

The Community Strategic Plan outlines the needs and aspirations of the Federation community, delivered through the Delivery Program and Operational Plans of Council. The Resourcing Strategy is critical to ensuring Council has the capability and capacity to deliver the services as planned.

The LTFP aligns the delivery of services as outlined in the community expectations with the requirement for responsible management of Council's current and future financial sustainability. The aim of the LTFP is to provide the Council with sound financial information upon which to make decisions. Decisions made by Council will likely require continual revision of the LTFP as estimates of revenues, expenditures and capital investments are refined and become more accurate.

As decisions are made, more detail can be added to the LTFP. For example, as the council finalises its Delivery Program, the first four years of the LTFP will become firmer. As the Operational Plan is completed, the detailed budget will form the first year of the LTFP.

The LTFP has been prepared following a detailed service planning review, with service managers identifying current levels of service, forecasting future service demand, identifying the asset requirements and estimating the future incomes and expenditure. Through service planning Council has a very good understanding of the risks and challenges to the future sustainability of the Council. This work continues to be refined as grant funding is secured for key infrastructure, internal asset data improves and the external operating environment changes (for example, as a result of the COVID-19 pandemic).

This report presents a full suite of financial statements for 2022/23 to 2031/32.

2 ABOUT FEDERATION COUNCIL

Federation Council was formed in May 2016 as a newly merged Council from the former Urana and Corowa Shire Councils. Federation Council is located in the Southern Riverina Murray area of New South Wales. Council has an estimated resident population of 12,735 (profile id 2021), up from 12,377 in the 2016 census. The Council area is 5,685 square kilometres and comprises vast productive farming land (mostly dry land and some irrigation to the south and central areas), that is predominantly used for cereal cropping and to lesser extent livestock, including sheep, cattle and pigs. The larger towns in the south also support some other industry including Manufacturing and Construction, Retail, Transport and Agriculture related industries especially.

The bulk of the population reside in the southern sections of the Council area, including in the Murray River towns of Mulwala (2,245), Corowa (5,439), Howlong (2,929), whilst the rural areas of Corowa Rural (865) and Urana and Surrounds (1,144) contain a mix of small towns, villages, localities and those who live on farms.



Whilst the Council area itself has only experienced moderate population growth since the last census, there is some growing discussion that the area will began to see more accelerated growth patterns. Some of the factors for this including a growing awareness of the affordability of property in the region, and the relative close proximity to Melbourne and other attractive liveability features such as wineries and snowfields nearby, excellent sporting and community amenities especially, low crime rates and good health and education services.

The COVID-19 pandemic, and more recently the Federation Council Local Government Area being listed as one of the Top 10 affordable regional areas, in the nation, as part of PRD Real Estate report into stand out regions are other factors likely to see the next 10 years outstrip the last 10 years quite comfortably in growth. See -

https://www.prd.com.au/documents/2145/PRD_Stand_Out_Regions - Top_10_Affordable_Regional_Areas_2021.pdf

Council as a result of \$15 million from the Stronger Communities Fund (merger funds), as well as many other grants since then including from the Stronger Country Communities Program, COVID Stimulus, Drought Funding and other grants, has invested in many new and upgraded community assets right across the Council region. These include skate parks, tennis and netball courts, boat ramps, extensive playgrounds, a new \$10.5 million dollar year round pool in Corowa, and the list goes on. This is also enhancing the area's reputation for liveability greatly. Council has also undertaken significant grant funded investment into its roads and related infrastructure network, however there remains a significant challenge in managing these assets with current revenue levels.

Council as an entity has experienced rapid changes and growth since its creation in May 2016. Both former Councils had historically low rate bases and disproportionate asset bases to population levels. These challenges include a road network of 2,322 km of roads broken into 964 km of sealed roads and 1,358 km of gravel roads. Council also due to having 14 towns and villages, have a large amount of relatively low usage but high priority to the community, facilities, such as halls, courts and ovals. These are spread across the towns and villages of Corowa, Howlong, Mulwala, Urana, Balldale, Boree Creek, Buraja-Lowesdale, Coreen, Daysdale, Morundah, Oaklands, Rand, Rennie and Savernake. Council also has varying service levels across each of these facilities.

Council's total non-current assets are recorded at \$592,047,000, with an annual depreciation amount of \$13,413,000 from Councils 2020/21 Financial Statements. Prior to the creation of Federation Council, both Councils had infrastructure backlogs, being \$17,693,000 (Corowa Shire) and \$3,433,000 (Urana Shire) as taken from the last financial statements from each Council. This backlog was attributed to due to low rate bases and historic issues of cost shifting from the State Government, and general underfunding from State and Federal Governments,

Council has maintained very low general rate charges over many decades. This has been due to rate pegging, strong consideration towards the rural rate base and economic factors. Some significant achievements have been made by the Council given the limited rate revenue and the high level of infrastructure and service demands.

Council is continually working on initiatives and strategies focused on improving the long-term sustainability of the Council. Key to this is the delivery of the recommendations and action plans developed through the merger-funded Asset Management and Long Term Financial Planning Services Model – completed in the 2019/20 financial year. The objective of this project was to integrate Council's asset management planning and whole-of-life costings into service costings to enable more robust long term financial planning to be undertaken. This work is continuing.

The LTFP provides an Annual Budget for 2022/23 and financial projections through to June 2032 and is an essential component of the Council's Resourcing Strategy, as required under the NSW Local Government Integrated Planning and Reporting (IP&R) Framework.

2.1 Council Services

In 2019, Federation Council completed a strategic review of services it provides to its community through the application of a Service Planning framework. The Service Planning framework enables Council to better understand how effectively the organisation is operating and to review the level of service provided, the cost of service and consider the sustainability of the service mix over the life of Council's Long-Term Financial Plan (LTFP).

Council provides forty-five (45) separate services that include statutory responsibilities (core services) and other (non-core) services that are not required under the current enabling legislation, the Local Government Act 1993, or other statutes. The provision of non-core services that require full or part subsidisation from the general rate revenue is a challenge for Council's financial planning. Past cost-shifting from other levels of government to Council without adequate funding places further stresses upon the financial planning of Council.

The identified 45 services are as follows:

- Aerodrome
- Bridges
- Caravan Parks
- Cemeteries
- Communication & Engagement
- Community Services
- Corowa Saleyards
- Council Buildings
- Customer Services
- Depots
- Development Assessment & Building
 Control
- Directorate Support
- Domestic Waste
- Drainage
- Economic Development
- Electrical Services
- Emergency Management
- Engineering & Design
- Environmental Services & Natural Resources
- Event Management
- Executive Services
- Finance

- Fleet Management
- Footpaths
- Governance
- Grants
- Human Resources
- Information Technology
- Land Management
- Landfills
- Libraries
- Mobile Pre-School
- Procurement
- Quarries
- Regulation & Compliance
- Risk & Safety
- Roads
- Service NSW
- Sewerage Operations
- Sporting Playgrounds Presentation
- Strategic Land Use Planning
- Swimming Pools
- Tourism
- Waste Management
- Water Operations

Core services undertaken by Federation Council include the provision of roads, drainage, bridges, footpaths, cemeteries, waste, emergency management, environmental and natural resources, land management, regulation, water and sewerage, as well as the community leadership, advocacy and management functions of the Council.

An indication of some of the non-core service areas undertaken by Federation Council to support a stronger community are as follows:

- Corowa Aquatic Centre and other swimming pools,
- Industrial Subdivision developments,

- Parks, gardens and sporting grounds,
- Corowa Saleyards,
- Corowa Aerodrome,
- Caravan Parks (Ball Park Caravan Park Corowa and Urana Caravan Park), and
- Services relating to Youth, Aged, Disability, Libraries, Medical Services (GP) support, Mobile Preschools, Health, Early and Seniors Education, Social, Arts and Culture, Tourism and Economic Development.

Council values and acknowledges that the non-core services are a priority, given that they make a place more liveable and a place that visitors want to visit, as has been communicated by the community in various forums over the past four years. In addition Council acknowledges its role in supporting economic activity in the Council area, as evidenced by its commitment to developing industrial land and operating caravan parks and the Corowa Saleyards. These activities are able to generate economic activity for local businesses and result in more employment opportunities. In addition, over time these activities will be able to generate a financial return to Council which will assist in alleviating the rates burden.

It is the responsibility of Council to plan and prioritise services through the LTFP, which inevitably includes balancing financial needs of the core and non-core services, as well as the affordability of the rate and charges burden upon the community.

Over the coming four years of the Delivery Program, levels of service provided in many areas will be reviewed in consultation with the community.

3 OBJECTIVES

The objectives of the Federation Council LTFP are to:

- Understand the cumulative effects of Council's service requirements, asset management commitments and the community aspirations.
- Identify the financial opportunities and threats confronting Council.
- Provide a basis for sound and strategic decision-making.
- Ensure that Council's decision-making processes are undertaken within a framework of financial sustainability.
- Meet the requirements of the Office of Local Government (OLG) Integrated Planning and Reporting (IP&R) framework.

The objectives of the Federation Council Annual Budget are to:

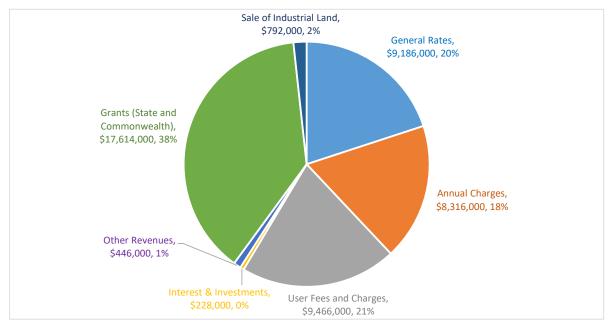
- Provide resources for the delivery of initiatives contained in the Delivery program and Annual Operational Plan.
- Provide direction to Council officers on the funds available to implement Council's plans.
- Provide a basis for transparency and accountability.
- Meet the requirements of the Office of Local Government (OLG) Integrated Planning and Reporting (IP&R) framework.

4 ANNUAL BUDGET 2022/23

The Annual Budget for 2022/23 is forecasting revenue of \$46.05 million and operating expenditure of \$48.71 million, resulting in an operating deficit of \$2.1 million.

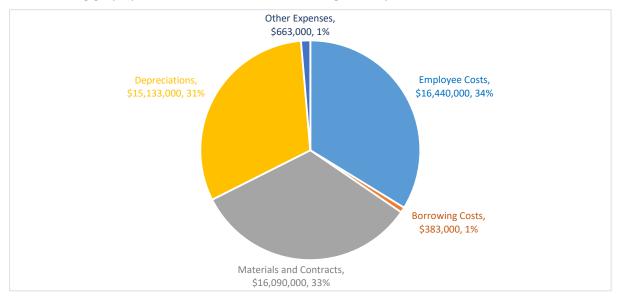
4.1 Total Revenue

Budgeted revenue of \$46.05 million comes from a range of sources including ratepayers, State and Commonwealth Government and users of specific services. The following graph provides detail on the sources of revenue and their contribution to total budgeted revenue for 2022/23.



4.2 Total Operating Expenditure

Budgeted expenditure of \$48.71 million will fund the delivery of an extensive range of Council services and meet Council's existing legislative and contractual obligations.



The following graph provides further detail on the budgeted expenditure for 2022/23.

4.3 Revenue and Expenditure by pillar

The Annual Budget for 2022/23 provides for the follow income and expenditure by service:

Built Federation	Income \$	Expenses \$
Aerodrome	(35,000)	120,000
Balldale Water	(24,000)	55,830
Building Maintenance	(105,509)	971,336
Depot	-	624,348
Domestic Waste (Kerbside Collection)	(2,106,440)	1,854,402
Engineering	(13,000)	1,081,217
Plant Operating	-	1,892,052
Quarries	-	100,000
Roads - Regional	(2,010,000)	400,000
Roads - State	(400,000)	401,270
Roads - Streetlighting	(45,000)	180,000
Roads & Footpaths - Council	(6,770,000) ¹	3,086,602
Sewer	(5,521,000)	4,165,790
Waste (Landfill, transfer stations, non-domestic)	(1,064,253)	1,095,577
Water	(6,265,095)	3,732,607
Depreciation	-	14,543,499
Overheads for Domestic Waste	-	237,038
Overheads for Sewer	-	1,211,617
Overheads for Water	-	1,331,878
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(727,431)
Plant Recovery	(100,000)	(3,235,750)
Total - Built Federation	(24,459,297)	33,121,882

1. Income for roads includes revenue received to deliver capital projects.

Economic Federation	Income \$	Expenses \$
Caravan Parks	(619,100)	628,512
Economic Development	-	201,677
Grants	-	94,350
Land Sales	(792,000)	31,000
Private Works	(75,000)	75,000
Saleyards	(950,000)	550,994
Tourism	(1,557)	457,356
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(23,965)
Total - Economic Federation	(2,437,657)	2,014,924

Natural Federation	Income \$	Expenses \$
Cemetery	(127,027)	160,941
Development	-	271,320
Environmental	(5,000)	14,353
Health	(37,519)	224,000
Noxious Weeds	(75,000)	288,694
Parks & Ovals	-	1,348,655
Public Toilets	-	218,930
Ranger	(15,264)	332,904
Street Cleaning	-	214,895
Street Presentation	-	689,551
Town Planning & Building Control	(477,000)	792,490
Depreciation	-	219,886
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(82,481)
Total - Natural Federation	(736,810)	4,694,138

Social Federation	Income \$	Expenses \$
Community	-	517,482
Heritage	(20,000)	19,999
Libraries	(85,000)	668,322
Preschools	(351,000)	366,450
Roads - Safety	(20,800)	42,792
Swimming Pools	(480,000)	1,285,380
Depreciation	-	305,823
Total - Social Federation	(956,800)	3,206,248

Well Governed Federation	Income \$	Expenses \$
Bushfire & Emergency Service	(270,000)	886,880
Communications	(5,000)	458,429
Corporate	(500)	647,350
Customer Service & Service NSW	(168,991)	434,099
Finance	(17,002,140)	1,796,533
General Managers Office & Councillors Expenses	-	831,820
Insurances	-	804,683

Federation Council Long Term Financial Plan 2022/23 – 2031/32 (22/15906)

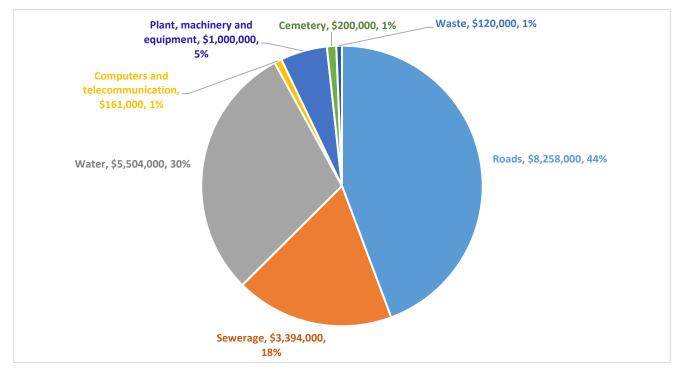
Well Governed Federation	Income \$	Expenses \$
IT Services & Records	(515)	1,075,852
Interest Repayments	-	210,000
Oncosts	(10,000)	260,000
Property	-	150,042
Depreciation	-	64,176
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(1,946,656)
Total – Well Governed Federation	(17,457,146)	5,673,208

Internal Allocations of cost overheads to various service areas.

4.4 Capital Expenditure

The Capital Works program is budgeted at \$18.6 million for 2022/23. This will enable delivery of key infrastructure projects such as the Balldale Road upgrade, the expansion of Corowa cemetery and the upgrade of the Howlong Water system, as well as routine renewal of infrastructure assets across the Council area.

The following graph provides further detail on the budgeted capital expenditure for 2022/23.



4.5 Key initiatives

The Annual Budget for 2022/23 supports the Delivery Program, and enables the continuation of Council's strategic program and provides for the following key initiatives:

Built Federation - Maintained and improved infrastructure that meets the needs of residents and industry:

- Complete delivery of the \$10.6million Corowa Saleyards upgrade, providing improved animal welfare and environmental outcomes
- Deliver a \$18million Capital Works Program in addition to carry forward projects from 2021/22, including:
 - o roads, bridges and footpaths \$8.2m
 - o sewerage \$3.4m
 - o water \$5.5m
- \$2.6million Cullivel Road Urana upgrade
- Improve Asset Management Planning to better inform decision making and allocation of resources
- Implement water infrastructure upgrades for Howlong
- Develop Masterplan for Memorial Park / Cross Street Reserve Howlong
- Finalise the Flood Management Plan for Urana and surrounding areas
- Finalise and implement Council wide Waste Management strategy

Economic Federation - Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.

- Progress sales of industrial lots in the Howlong Business Parks
- Continue implementation of the North of the Murray Branding strategy
- Seek public and private sector investment for upgrades to Ball Park Caravan Park Corowa
- Finalise the Federation Council Growth Strategy
- Develop an Economic Advocacy Plan

Natural Federation - Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces

- Maintain Council's extensive network of parks, gardens and recreation reserves
- Deliver the \$2.6m Corowa foreshore upgrade
- Update the Lowe Square Howlong Masterplan
- Work with Landcare and Local Land Services for weed management and bush regeneration.
- Provide waste collection and recycling services across the Council area
- Finalise the John Foord Corowa Reserve Masterplan
- Update the Community Strategic Planning Statement

Social Federation - Close-knit and welcoming communities where people come together and support each other.

- Implement the Ageing Well Strategy
- Continue to foster leadership within the Federation Youth Council
- Implement the Disability Inclusion Action Plan

- Continue to support the Arts and Culture Committee
- Support the work of the Community Drug Action Team
- Provide a Community Grants Program that supports community ownership of local events and initiatives
- Provide mobile preschool services in the northern Council area (Boree Creek, Daysdale, Oaklands, Rand, Urana)
- Provide library services across the Council area (Corowa, Howlong, Mulwala, mobile library)

Well-Governed Federation - Strong civic leadership supporting equity across communities and effective communication with residents

- Undertake various legislative post-election requirements, including the review of delegations
- Develop and implement a Community Engagement Strategy that applies across all Council's operations
- Progress Special Rate Variation for 2023/24 to support financial sustainability of Council
- Develop a climate change adaptation plan
- Review the Customer Service Charter

Further detail on the full program is contained in Council's Delivery Program 2023-2026 and Operational Plan 2022-2023.

5 FINANCIAL SUSTAINABILITY

Financial sustainability is about having the capacity to deliver services, absorb changes and shocks and make decisions in the best interests of the community over the long term (10 years plus). This focus is to ensure Council's decisions made today regarding financial, physical and human resources take account of the long-term impacts, which include:

- meeting the agreed service needs of the community;
- maintaining, operating and upgrading infrastructure and equipment to an acceptable condition and capacity to meet service needs;
- absorbing foreseeable changes and unexpected shocks without having to make disruptive revenue or expenditure adjustments;
- having strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting and decision making; and
- reflects the objectives of Federation Council to maintain a financially sustainable position across its 10-year planning horizon.

Following the merger of the former Corowa and Urana Shire Councils in May 2016, Council's priority has been establishing itself as new, larger, more mature organisation, and delivering on the significant community projects funded through the Stronger Communities Program.

After a period of administration, the first Federation Council was elected in September 2017. This commenced a period of significant organisational change and the implementation of many internal improvements funded through the New Council Implementation Fund. The changes have been implemented to shape the organisation as it matures into a Council that delivers a range of comprehensive services that meet legislative responsibilities and community expectations.

5.1 Approach to financial sustainability

With a more robust organisation in place, Council continues to focus on its financial sustainability challenges. It is primarily doing this based on:

- Engaging with the community on current services provided, reviewing service levels and obtaining clarity on community expectations.
- Implementing improvements to asset management practices across all asset classes (moving from a reactive to a proactive approach and undertaking greater prioritisation of works).
- Establishing targets and monitoring key financial performance measures to guide long term financial planning and improve Council's financial position.
- Implementing a finance services improvement strategy to ensure the organisation is well supported by its finance function and is able to make well-informed and considered decisions.
- Identifying opportunities and implementing measure to improve productivity and contain costs.
- Implementing a Special Rate Variation from July 2023 to meet the community's service expectations.

5.2 Financial sustainability ratios

Key financial performance measures to guide long term financial planning and improve Council's financial position have been established. The table overleaf provides a summary of the targets with the immediate focus on measures to address short term financial sustainably.

Ratio	Calculation	Target	Source
Operating performance	Total continuing operating revenue excluding capital grants and contributions less operating expenses / Total continuing operating revenue excluding capital grants and contributions	>0	IP&R
Own source operating revenue	Total continuing operating revenue1 excluding all grants and contributions / Total continuing operating revenue1 inclusive of all grants and contributions	>60%	IP&R
Unrestricted current ratio	Current assets less all external restrictions / Current liabilities less specific purpose liabilities	>1.5 x	IP&R
Debt service cover ratio	Operating results1 before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the Statement of Cash Flows) + borrowing costs (from the Income Statement)	> 2 x	IP&R
Rates and annual charges outstanding percentage	Rates and annual charges outstanding / Rates and annual charges collectable	< 10%	IP&R
Cash expense ratio	(Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financing activities) x 12	> 3 months	IP&R
Unrestricted cash (effective)	Unrestricted cash less FAGs advance payment less creditors plus government debtors	>\$1million	Internal
Internally restricted reserve - waste	Internally restricted waste reserve / Waste Management Levy collected less funds incurred to rehabilitate closed landfill /s (cumulative)	100%	Internal
Capital expenditure ratio	Capital expenditure / Depreciation	>110%	Tcorp

Section 11 contains the IP&R Financial Ratios for the Recommended Scenario at a consolidated level. Appendix A provides the financial ratios by fund. This provides a more meaningful analysis and enables better targeting of strategies to address ratios that do not meet government targets

5.3 Asset management improvements

Asset management practices continue to be improved, with the Asset Management Strategy being developed as part of the Resourcing Strategy. Further progress is being made on developing a Strategic Asset Management Plan and individual Asset Management Plans by asset category. This will support better planning for future service delivery and enable better financial planning of long term asset needs.

A Roads Strategy Committee was previously established to provide a better understanding of Council's asset management and renewal requirements with respect to roads, enabling appropriate long term financial planning to be undertaken.

In 2021, the early analysis of the Roads Strategy Committee recommended a significant increase to the roads maintenance and asset renewal program. As reported in the LTFP for 2021-2031, the analysis recommended an additional investment of \$4million per annum to Council roads, which would require a 12% rate increase for four years to fund it.

Investment in roads was the number one community infrastructure priority when the Community Strategic Plan was developed in 2017. Feedback obtained since that time through various forums and engagement opportunities indicates that investment in roads is still not at a level that meets the community's needs.

There has also been an increase in the number of customer requests and complaints received regarding the condition of Council's local roads and without additional funding for State or Commonwealth Governments, this will require funding through the recommended Special Rate Variation.

6 SCENARIOS

Under the NSW Integrated Planning and Reporting framework, the development process for the LTFP should include financial modelling of different scenarios (e.g. planned/optimistic/conservative). The use of scenarios provides the Council with an idea of how much flexibility is in the Plan and how much latitude it has with various projects and scenarios.

The scenarios modelled are important when discussing the financial implications of the Community Strategic Plan with residents and will also assist councillors in developing suitable actions for the Delivery Program.

If councils are considering applying for a special rate variation, one of the financial scenarios developed must address this option. This will help to enable the discussion with the community about the costs and benefits of any potential increases in rates.

Planned Scenario (Recommended):	This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$104m total capital program over the 10 years.
SRV with current services maintained and an increase in service levels for roads and other community infrastructure	It contains rate increases at 2.5% for 2022/23, followed by a special rate variation for four years from 2023/24 to 2026/27 being 19%, 17%, 14% & 10%. This would provide capacity for Council to address the asset management demands of existing infrastructure over an extended period of time and maintain similar levels of service to those currently delivered and continue to improve its financial sustainability. This would enables to address the concerns being raised within the community regarding Council's local road network and other ageing infrastructure.
Alternate scenario 1:	This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$92m total capital program over 10 years.
SRV with current services maintained and an increase in service levels for roads and other community infrastructure	It contains rate increases at 2.5% for 2022/23, followed by a special rate variation for three years from 2023/24 to 2025/26 being 17%, 15%, & 13%. This would provide capacity for Council to address some of the asset management demands of existing infrastructure over an extended period of time and maintain similar levels of service to those currently delivered and slowly improve its financial sustainability.
Alternate Scenario 2:	This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$102m total capital program over 10 years but a lower level of service in the operational area.
SRV with service reductions in discretionary services and an increase in service levels for roads and other community infrastructure	It contains rate increases at 2.5% for 2022/23, followed by a special rate variation for three years from 2023/24 to 2025/26 being 17%, 15%, & 13% as well as a \$1M reduction in the level of council service. This would see the reduction of library hours, customer service hours, swimming pool hours, street presentation and parks & gardens service levels, reduction of community grants and community programs, reduction of tourism and council communication.

For the purpose of the draft LTFP 2022-2032, three options have been prepared:

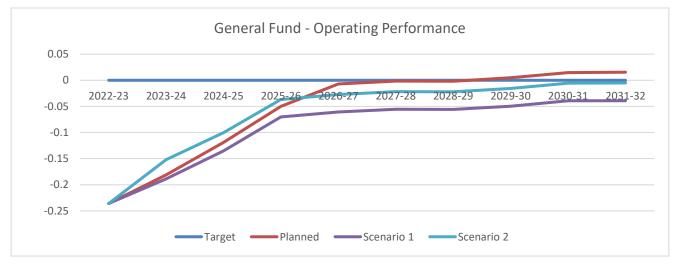
Council manages its finances using a Funds accounting approach. Separate funds are established for water, sewerage and waste (kerbside collection) services and assist Council to manage its compliance with the Local Government Act, in that funds collected for these services are only able to be expended on these services. The remaining Council responsibilities and services are managed through the General Fund.

Below are graphs of some ratios for the General Fund showing the modelled scenarios against the OLG recommended target.

General Fund - Operating Performance ratio

The Operating Performance ratio measures Council's net operating result relative to operating revenue. When this ratio is positive, Council is able to provide the existing range of services and appropriately plan for the renewal of assets. It may also mean that Council is able to invest more in discretionary services and infrastructure, such as sporting ovals and community halls.

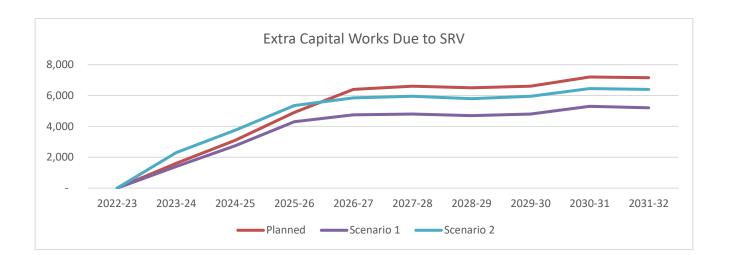
When the ratio is negative, Council is unlikely to be able to both provide the existing range of services and appropriately plan for the renewal of assets. This means that compromises are made between delivering services and renewing Council assets, such as roads, footpaths, halls, etc. In the Recommended Scenario (red in the graph below) the Operating Performance ratio trends towards zero over six years. Scenarios 1 & 2 don't achieve a positive ratio, with Scenario 2 requiring a reduction in the level of service to achieve an improved ratio.



General Fund - Extra funds available for Capital Works

This graph show the amount of extra funds that would be available for capital works if the Special Rate Variation from 2023/24 is endorsed and approved.

The Recommended Scenario (red in the following graph) provides Council with the required funds to address the asset management demands of existing infrastructure in future years. Scenario 1 provides a reduced level of funding for capital which would put demands on existing infrastructure while Scenario 2 requires Council to lower the level of service in operational areas to allow this level of additional capital investment.



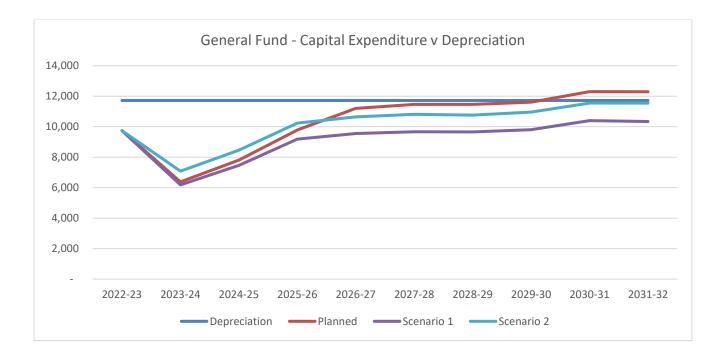
General Fund – Capital Expenditure v Depreciation

The General Fund – Capital Expenditure v Depreciation graph below shows the amount of Council funds planned to be spent on capital compared to annual depreciation.

In the Recommended Scenario (red in the following graph) Council gradually increases the amount invested in capital works. In the latter years Council would be investing an amount in capital renewal and upgrade works that is greater than annual depreciation, the situation that Council is trying to achieve.

In the other two scenarios Council doesn't invest in capital to the value of annual depreciation; this will result in a deterioration of Council's asset base unless there is additional grant funding provided.

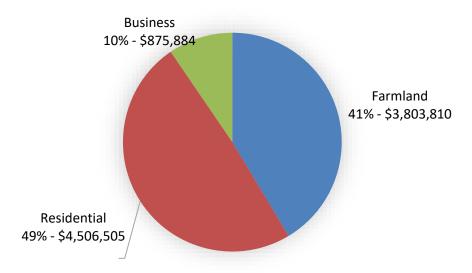
Note this analysis is primarily refers to Council funds. If Council is successful in securing capital grants Council will be able to invest more in capital or other projects or reduce the contribution required from ratepayers.



Federation Council Long Term Financial Plan 2022/23 – 2031/32 (22/15906)

7 SPECIAL RATE VARIATION

Council will be collecting \$9,186,199 in general rates for 2022/23 with the split betwnee rating categories as detailed in the chart below.



The Independent Pricing and Regulatory Tribunal (IPART) assesses and determines applications by councils for rate variations. IPART expects that a council's Integrated Planning and Reporting documentation will support the application, providing a rationale for the proposed rate increase, include consideration of the impact of the increase on ratepayers, and providing evidence of the consultation the council has undertaken to obtain the community's views on the proposal. The Long Term Financial Plan is a tool for providing commentary that achieves this requirement and explains the rate variation scenario provided in the financial modelling.

When announcing Council mergers in 2016, the NSW Government committed to these communities being protected from rate increases above the rate peg for a four year period. This meant that merged Councils were required to restrict their general rating collect to the level that existed at the time of amalgamation, with an annual rate peg increase. This placed an enormous strain on the merged Council's long term financial sustainability particularly for smaller rural and regional Councils, with existing low rate bases, asset backlogs, and the increased costs from building an organisation with suitable staffing levels (neither Corowa nor Urana had sufficient staff to meet legislative requirements).

It is recognised that prior to merger, both Corowa and Urana Shire Councils required rate increases to meet Fit for the Future targets. These increases were not progressed as the merger was implemented.

Further increased costs are being borne also by the very significant State Government funding that delivered many new community and other assets across the Council area, but as these are now delivered in the main, their operational costs and deprecation have to be met by Council. Council considers the generous funding has achieved the objectives in continuing to create stronger communities, and improve liability, however these additional costs now have to be managed.

In addition Council's roads and other infrastructure requires significant maintenance and renewal. In particular the roads are not lasting as long as they once used to. This is primarily due to:

- Increased volume of traffic on Council roads
- Increased size and weight of heavy vehicles using Council roads
- Use of Council roads in all weather conditions

As a consequence increased maintenance is required and renewal is required earlier than previously planned.

7.1 Additional Special Variation 2022/23

The Long Term Financial Plan for 2021-2031 contained a 2.5% general rate increase for 2022/23. IPART released the rate pegging for Federation Council at 1.6% for 2022/23. In April 2022 an Additional Special Variation application was submitted applying for a 2.5% general rate increase for 2022/23. IPART approved this increase in June 2022.

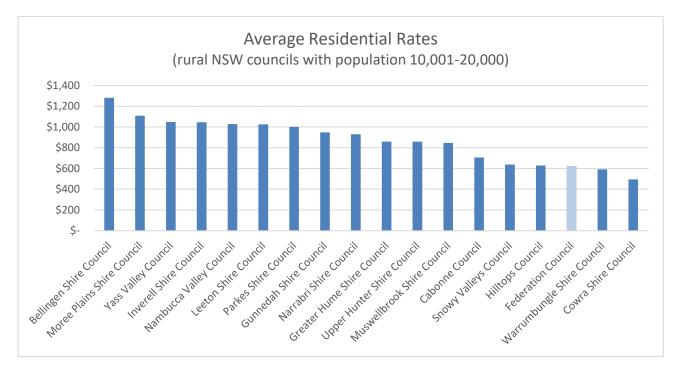
7.2 Future Special Rate Variation from 2023/24

As detailed above under Asset Management improvement (section 5.3), review of Council's asset infrastructure is clarifying a need for a future Special Rate Variation to maintain and renew a vast infrastructure network and to maintain existing service levels.

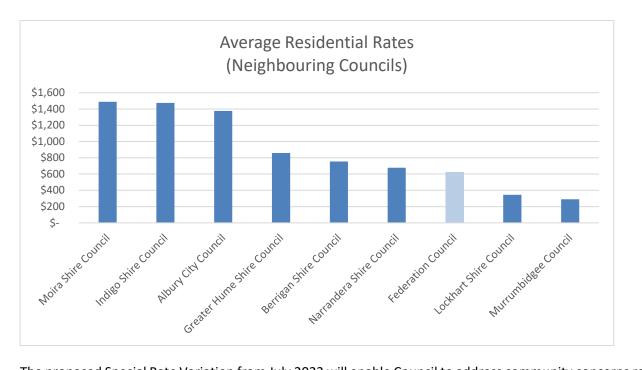
The modelling and analysis has found that to continue the current level of services for the community and to support roads and building infrastructure into the future the following rate increases are needed over the following four years starting in 2023/24 19%, 17%, 14% & 10%.

Impact on residential ratepayers

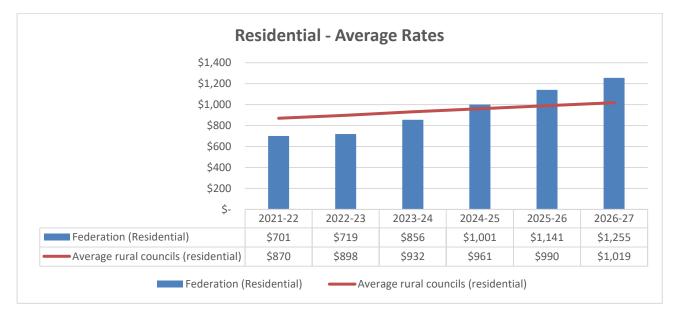
Currently average residential rates are amongst the lowest in NSW. When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average residential rates are the third lowest, as reported in the graph below.



Comparison has also been made with nearby councils on both sides of the Murray River. The graph below shows Federation Council compared to our neighbouring average residential rates.



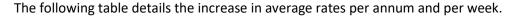
The proposed Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, as well as service new community assets that have been constructed since merger in 2016.

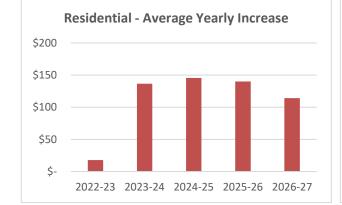


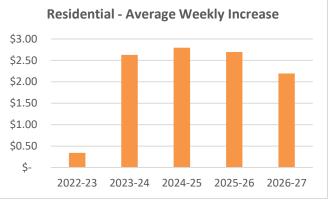
The average residential rates would increase over the term of the Special Rate Variation (2023/24-2026/27) as detailed in the following graph.

As a comparison, the average of similar rural councils has been included with a 2.5% increase in forward years. Subject to none of these Councils seeking an SRV, over the four years, average residential rates would be more consistent with average rates in similar councils, and after three years may be greater than the average.

Residential - Average Increase	20	2022-23		2023-24		24-25	20	25-26	20	26-27
Yearly	\$	17.86	\$ 1	136.63	\$ 1	L45.47	\$ 1	L40.17	\$ 1	.14.13
Weekly	\$	0.34	\$	2.63	\$	2.80	\$	2.70	\$	2.19







The capacity of community members to pay increased rates is at the forefront of Council's thinking. Balancing the community's needs and wishes for improved structure needs to consider the financial impact on ratepayers.

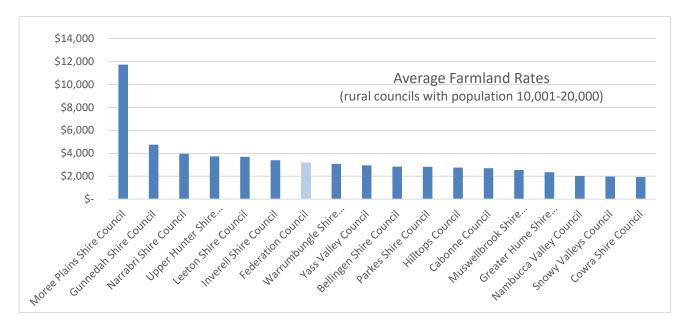
Council commissioned an independent Capacity to Pay report from Morrison Low. This report provides an analysis and evaluation of relative wealth and financial capacity and looks at the financial vulnerability and exposure of different community groups with the local government area.

In summary it finds that the communities of Corowa and Urana and Surrounds have the highest proportion of 'at risk' households, and that the SRV will have a lesser impact on these ratepayers. It also finds that the ratepayers most impacted by the general rates increase are those in Mulwala (due to high residential land values) and Corowa Rural Districts (due to the value of farmland properties) and provides the following commentary "overall we observe the lowest level of disadvantage is in the Corowa Rural Districts, compared with the highest level of disadvantage in Urana and Surrounds and the large population centre of Corowa."

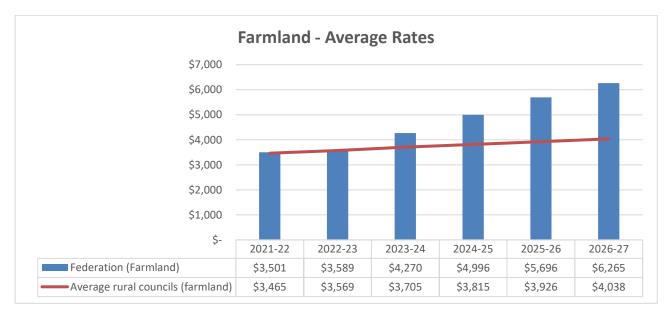
In addition Council's Hardship Policy will be reviewed to ensure that it aligns with the OLG Debt Management And Hardship Guidelines (Nov 2018) and provides a level of relief for vulnerable ratepayers.

Impact on farmland ratepayers

Currently average farmland rates are around average in NSW. When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average farmland rates are similar to most similar councils as reported in the graph below.



As previously reported the proposed Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, as well as service new community assets that have been constructed since merger in 2016.

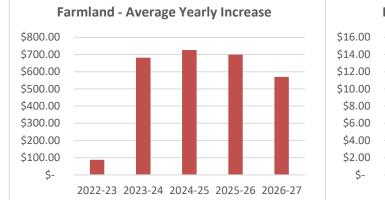


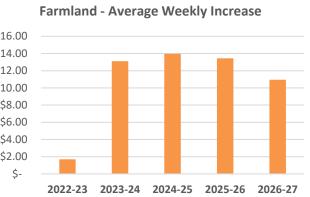
The average farmland rates would increase over the term of the Special Rate Variation (2023/24-2026/27) as detailed in the following graph.

As a comparison, the average of similar rural councils has been included with a 2.5% increase in forward years. Over the four years average farmland rates would move from being similar to those in similar councils, to being greater than the average. Given that farmland rates are a function of the size of the farm, farm size is a key factor in calculating the average rates per farm. This can make comparison to averages problematic across council areas with different agricultural outputs and associated farm sizes.

The following table details the increase in average rates per annum and per week.

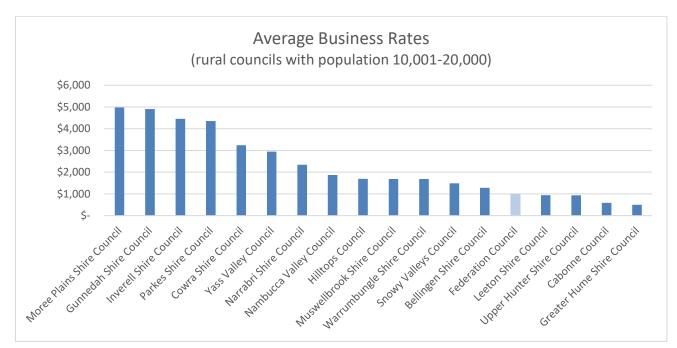
Farmland - Average Increase	2022-23	2023-24	2024-25	2025-26	2026-27
Yearly	\$ 87.67	\$ 681.82	\$ 725.95	\$ 699.48	\$ 569.57
Weekly	\$ 1.69	\$ 13.11	\$ 13.96	\$ 13.45	\$ 10.95





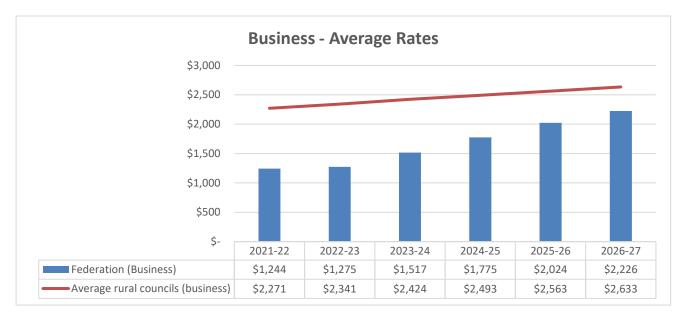
Impact on business ratepayers

Currently average business rates are also amongst the lowest in NSW. When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average residential rates are the fifth lowest, as reported in the graph below.



As previously reported the proposed Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, as well as service new community assets that have been constructed since merger in 2016.

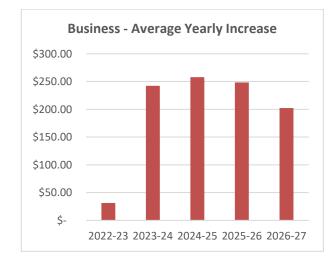
The average business rates would increase over the term of the Special Rate Variation (2023/24-2026/27) as detailed in the following graph.

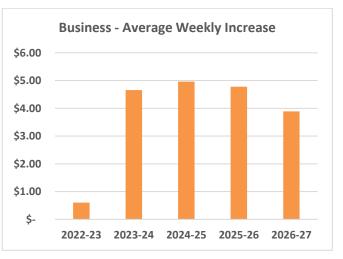


As a comparison, the average of similar rural councils has been included with a 2.5% increase in forward years. Over the four years average business rates would remain below the average being levied in in similar councils.

The following table details the increase in average rates per annum and per week.

Business - Average Increase	20	022-23	20	23-24	20	24-25	20	25-26	20	26-27
Yearly	\$	31.40	\$ 2	242.24	\$ 2	257.92	\$ 2	248.51	\$ 2	202.36
Weekly	\$	0.60	\$	4.66	\$	4.96	\$	4.78	\$	3.89





8 SENSITIVITY/ASSUMPTIONS

The following is an overview of key assumptions which have been in the preparation of the Operating, Delivery Program and Long Term Financial Plan:

8.1 Levels of Service

Current levels of service identified through the Service Planning review and current asset maintenance standards are assumed to be satisfactory and have therefore been used as a baseline for the costing to financial projections. These service levels will be further reviewed as part of the consultation work with the new Council elected from December 2021.

8.2 Asset Renewal Predictions

This LTFP has been informed by asset renewal predictions using broad assumptions at a program level. Condition and capacity assessments are currently limited in providing confident predictions of when individual assets will require renewal or upgrade. While the renewal planned in the Capital Works Plan is considered adequate to meet minimum legislative requirements and manage known risks at the "system" or "network" level, asset management process improvements will be continued in 2022/23 to provide more detailed assessment and predictions of asset renewals at an asset level.

8.3 Indexation Rates

A range of indexation has been applied to the income, expenditures and capital works planning. The following table details the indexation rates that have been used with the financial statements.

Indexation	Rate
No indexation applied	0.00%
Construction index - low	2.00%
Construction index - base	2.75%
Construction index - high	4.00%
Labour index - low	2.00%
Labour index - base	2.70%
Labour index - high	3.40%
Consumer price index - low	2.00%
Consumer price index - base	2.50%
Consumer price index - high	3.00%
Local government cost index (LGCI)	2.50%
Rate Peg Index	2.50%
Grants index	1.50%

8.4 Workforce Levels

Workforce levels have been budgeted based on the organisational structure that was adopted in September 2019 and minor amendments that have been made since that time. A Workforce Management Strategy has been developed to direct capacity and capability enhancement over the coming four years. The Special Rate Variation is proposed to provide increased investment in Council's extensive asset network. If this is approved, over time there will be an increase in capital investment. As this progresses, analysis will be undertaken to deliver this increased capital investment in the most efficient and effective manner. This may result in an increase to workforce levels. Any changes will be included in updates to this plan.

8.5 Roads to Recovery Funding and Own Source of Funds Expenditure:

Council is required to maintain at least \$1.975 million expenditure on roads per year, funded from own source funds such as rates and charges, to meet the requirements of the Roads to Recovery (RTR) funding agreement.

This Federal Government RTR program provides Council with an average amount of around \$1.5m in funding, primarily for use on Council Local Roads and Streets.

8.6 Rate Income and Rate Pegging:

The former Corowa Shire Council was acknowledged as being one of the lowest rated Council in New South Wales. This level of rating supported the NSW Office of Local Government and Independent Pricing and Regulatory Tribunal (IPART) to allow the former Corowa Council to increase the rates income amount by 7% over the 4 years ending 2017/18.

The Annual Budget includes a 2.5% Additional Special Variation that was approved by IPART in June 2022. This increase will take effect from 1 July 2022.

For Council to continue to service the community with the current levels of service, further Special Rate Variations will be recommended beginning in 2023/24. This is modelled in this plan, along with some alternate scenarios.

8.7 Water and Sewer Fees and Charges

A number of major upgrades in the Water and Sewerage Treatment Plants (Mulwala Water, Howlong and Corowa Sewerage) are expected to be planned, designed and costed (and in some case commenced) over the period of the LTFP.

Pricing in the areas of water and sewer will be more comprehensively reviewed in future years as more information becomes available for the detailed design and operations for the new treatment plants.

An increase of 5% has been applied to the sewer fees and charges across the 10 year LTFP.

Water Access fees have been increased to \$189 to align charges with Best Practice Water Supply and Sewerage guidelines with an appropriate split between the revenue generated from access charges to consumption Charges (recommended 25/75, currently at 19/81), while usage fees have been increased by 5%.

8.8 Fees and Charges

Federation Council applies a range of fees and charges for services provided to the community. These are reviewed annually and set as part of Council's Revenue Policy.

Regulatory fees have been increased in accordance with legislation.

The base consumer price index (CPI) of 2.5% has been applied to general fees and charges across the 10 year LTFP.

The waste facility / environmental levy is \$65 per property to meet the cost of regulatory requirements with Council's landfills.

8.9 Grants Provided for Operational Purposes

Financial Assistance Grants (FAGs) are received from the Commonwealth Government and are a major source of Council's revenue.

The amount of the FAGs provided to Council each year has varied over the past 10 years with variations ranging from no increments to an increase equivalent to CPI. Further lobbying is occurring both state and nationally to gain an increase in this funding.

Currently, Federation Council is also reliant on the Federal Government to maintain the Roads to Recovery Program for an average amount of \$1.5million. This amount has also been noted as operational revenues though it can only be utilised for Capital Works associated with transport services.

A conservative grant index (CPI) of 1.5% has been applied to recurrent grants anticipated across the 10 year LTFP.

8.10 Capital Grants

Capital grants of a competitive nature have been included at the cost of the project, or the anticipated portion. Projects relying upon capital grants (competitive) will only continue if the funding expected is received, or otherwise prioritised by Council.

8.11 Expenditure - Maintenance Costs

Maintenance budgets have been reviewed by respective management areas and scrutinised through the Service Planning review. Consumer price indexation of 2.5% has been applied to maintenance budgets over the LTFP.

8.12 Expenditure - Wages Increase (inclusive of employee benefits and on-costs)

A labour indexation of 2.0% has been applied to wages over the LTFP.

8.13 Expenditure – Non-Capital (Depreciation and Amortisation)

Federation Council will continue to undertake a revaluation program on all Council assets as prescribed by the Office of Local Government.

Depreciation costs used in the LTFP relate to existing assets and any proposed capital works. The results of future asset revaluations may result in depreciation estimates being revised over time.

Depreciation expenses have been derived using asset modelling so amounts vary according to projected costs and allowance for capital works (including upgrade and expansion expenditure) over the course of the financial plan.

8.14 Expenditure – Materials, Contracts and Other Operating Expenses

Local government is characterised by relatively high levels of materials and contract expenses due to the large number of assets held, constructed and maintained by Council. This places Council under considerable pressure when rising materials and construction costs occur.

A low consumer price indexation of 2% for the term of the LTFP is expected.

8.15 Borrowings

Council has existing borrowings of approximately \$11million.

Borrowings of \$2.75M in 2022/23 and \$1.05M in 2023/24 are required for urgent work in the Howlong Water system. Other borrowings are planned for major Water and Sewer Treatment upgrade works in 2027/28, 2028/29 & 2029/30.

9 PRODUCTIVITY IMPROVEMENTS AND COST CONTAINMENT STRATEGIES

Council is committed to delivering services in an efficient and effective manner. To achieve this Council management have a continuing focus on identifying and implementing opportunities to improve productivity and contain costs.

Productivity improvements and cost containment initiatives that Council has implemented in past years includes the following:

- Established zero-based budget to effect immediate cost savings in the 19/20 budget and forward year budgets to improve awareness and ownership of program budgets.
- Increased finance engagement within the organisation to ensure greater understanding of Council's financial position and improve decentralised decision making.
- Whole-of-life costing for significant financial transactions extending over more than one financial year.
- Conducted major upgrade of the Authority finance system that is enabling integration and reporting.
- Improved reporting to Council, executive and management support greater accountability for results, along with improved financial controls.
- Implemented Vendor Panel to enable visibility of all procurement activities, reduce risk, achieve greater value for money and reduced time spent on procurement.
- Developed Business Continuity Plan, including subplans for all critical services.
- Updated Emergency preparedness plans across key Council facilities.
- Improved IT desktop environment so that staff can login at any site and work remotely resulting in reduced travel movements between sites, reduced travel time, reduced paper movements across sites, and greater productivity.
- Developed and progressively implemented the IT Strategy, including development of as disaster recovery plan.
- Implemented appropriate security network controls and single sign on to improve efficiency of access.
- Upgraded street lights to LED technology to provide ongoing savings.
- Undertaken regular monitoring of cashflow and unrestricted cash and provided reports to Council and the Audit Risk and Improvement Committee
- Ensured progress is made towards the financial performance measure targets when developing each year's annual budget.

Additional cash flow has also been realised through the sale of excess assets (land) and the sale of properties with outstanding rates greater than 5 years

Productivity improvements and cost containment initiatives that Council intends to implement over future years include:

- Implement strategies to ensure full costing to grant funded projects, water, sewer and domestic waste services and business units (saleyards, caravan parks, other waste, etc).
- Reviewing existing salary packaging arrangements to ensure they are consistent with agreed policies and to identify which can be moved over to an external salary packaging provider.
- Undertake service reviews and implement service level changes where appropriate.
- Continue development of Asset Management Plans by asset category and enable better financial planning of long term asset needs.
- Ensure asset management planning provides for proactive asset management, which reduces reactive responses to emerging issues

Further initiatives are currently under development and will be implemented where appropriate.

10 CAPITAL WORKS PLAN

Capital works are asset acquisitions or building and engineering works that construct an asset. Capital works projects would typically include purchase of plant and fleet, construction of new infrastructure and upgrade of existing infrastructure.

Capital expenditure is undertaken to;

- **Renew or replace** existing asset or a component of an asset that has reached the end of its useful life. With the exception of land, assets have limited useful lives and decline in value due to wear and tear – for example, reseal an existing sealed road or replace a roof on a building such as a public hall.
- New to construct an asset that did not previously exist.
- **Upgrade** (growth or enhancement) to increase the capacity of existing assets beyond their original design capacity or service potential for example, widen a bridge or extend a building.
- **Disposal or decommission** to remove an asset from service that is no longer required.

Council's Capital Works Plan has been extensively reviewed as an outcome of the Service Planning review and development of Asset Management Plans.

In developing the Capital Works Plan for the LTFP, Council has applied a disciplined approach to the selection and prioritisation of projects, as well as application of a project decision making framework. The decisionmaking framework includes the progression of projects through stages from concept through to execution and closure. Generally, only projects that have reached a stage of initiation have been included in the LTFP. Projects that are either at concept or planning phase require further definition before they can be included in the LTFP. This may require further prioritisation to remove or reduce the scope of projects currently included in the LTFP to enable further projects to the included.

Key water and sewer upgrades planned for in the ten year period include:

- Priority Howlong water network upgrade
- Mulwala water treatment plant
- Corowa sewage treatment plant.

The ten year Capital Works Plan included in all three scenarios is outlined in Table 2.

Federation Council Long Term Financial Plan 202	1/22 - 2031/32									
Capital Works Statement Projections										
	Proposed Budget									
Year Ending	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sew erage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Capital Works Sustainability Adjustment	-	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	1,600	3,100	4,900	6,400	6,600	6,500	6,600	7,200	7,150
Total Capital Works	18,637	10,011	9,250	13,077	16,561	20,458	28,479	24,974	23,161	15,110

A detailed listing of Capital Works for 2021/22 is outlined below in Table 3.

Local Services	Project Name	Project Description	Location	Amount
(Units in \$)				
Balldale Water	Upgrade of the Balldale Water Supply	LRCI Funding for Balldalw Water Supply	Balldale	253,064
Sub Total - Balldale	Water			253,064
Buildings	Council Buildings Upgrades through LRCI Round 3	LRCI Funding for Council Building Upgrades	Various	100,000
Sub Total - Building	s			100,000
Cemetery	Expansion of Corowa Cemetery	Expand of the Corowa Cemetery for future buriels	Corowa	200,000
Sub Total - Cemeter	y			200,000
Fleet Management	Fleet Replacement Program	Annual Fleet Program	Various	1,000,000
Sub Total - Fleet Ma	nagement			1,000,000
Information Techno	logy Information Technology Capital Program	IT Capital Program	Various	161,000
Sub Total - Informat	ion Technology			161,000
Recreation	Water System John Foord Oval through LRCI Round 3	LRCI Funding for Water System	Corowa	130,000
	Main Street Tree Replacement through LRCI Round 3	LRCI Funding for Main Street Tree replacement	Various	200,000
	North Street Park through LRCI Round 3	LRCI Funding for Park Upgrade	Mulwala	100,000
Sub Total - Recreati	on			430,000
Roads	REPAIR Program - Regional Roads	Repair Program on Regional Road	Various	330,000
	Block Grant - Regional Roads	Block Grant works on Regional Roads	Various	1,280,000
	Balldale Road	Fixing of Balldale Road through 100% grant fund from Fixing Country Roads	Balldale	2,635,000
	Gravel Road Resheeting through LRCI Round 3	LRCI Funding for Gravel Resheeting	Various	750,000
	Local Road Resealing through LRCI Round 3	LRCI Funding for Local Road Resealing	Various	520,000
	Local Roads Heavy Patching through LRCI Round 3	LRCI Funding for Local Roads Heavy Patching	Various	500,000
	Traffic Facilities Upgrades	LRCI Funding for Traffic Facilities Upgrades	Various	60,000
	Road to Recovery Grant Program	Roads to Recovery Projects	Various	1,400,000
Sub Total - Roads				7,475,000
Waste	Tip Cells at Waste Facilities	Create tip cells at Waste Facilities	Various	120,000
Sub Total - Waste				120,000
Sub Total General F	und			9,739,064

ocal Services	Project Name	Project Description	Location	Amount
Sewerage	CCTV Inspections	CCTV Inspections inform the relining program each year	Various	100,000
	Sewer Relining	Informed by the CCTV - Extends life of the pipe	Various	240,000
	Hay Street Sewer Main Renewal	Corowa	Corowa	200,000
	Infiltration testing		0 Various	32,500
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout five towns	Council-wide	Various	133,500
	Pump replacements as required, All towns		0 Various	205,000
	Replace SPS Lids	Council-wide	Various	100,000
	Howlong STP - Proposed Augmentation of Existing Works - Preparation of Concept Plan	Howlong	Howlong STP	100,000
	Howlong STP - New Step Screen & Auger	Howlong	Howlong STP	300,000
	Sewer Reticulation Analyses & Computer Modelling - Corowa, Howlong & Mulwala	Sewer Program	Various	175,000
	Major Microwave Network Upgrade - Corowa Civic Centre to Urana Council Building - Supply, Install C	o WS Electrical Telemetry Capital Works Program	Corowa	16,000
	Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	WS Electrical Telemetry Capital Works Program	Various	10,300
	Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	WS Electrical Telemetry Capital Works Program	Various	15,500
	Solar Facility - Telemetry Installation	WS Electrical Telemetry Capital Works Program	Solar Facility	5,000
	Annual Switchboard Replacement, Upgrade & Maintenance Program - Sewerage Pumping Stations	WS Electrical Telemetry Maintenance Program	Various	120,000
	Sewer Vent Stack Inspection, removal and replacement programme	Council-wide	Various	100,000
	Plant and Equipment	Council-wide	Various	315,000
	Septic Waste Recieval Station Corowa STP	Corowa	Corowa STP	85,000
	Improvement Works Corowa STP	Corowa	Corowa STP	105,000
	Improvement Works Mulwala STP	Mulwala	Mulwala STP	30,000
	Improvement Works Howlong STP	Howlong	Howlong STP	35,000
	Improvement Works Urana STP	Urana	Urana STP	75,000
	Improvement Works Oaklands STP	Oaklands	Oaklands STP	40,000
	Dock Street SPS Corowa - installation of storm surge tank	Corowa	Corowa SPS	45,000
	SPS Valve Pit replacement and wel upgrades	Council-wide	Various	200,000
	SCADA, Telemetry and Communications network upgrade	WS Electrical Telemetry Capital Works Program	Various	10,300
	Motor Drive, energy efficiency and cooloing upgrades	Council-wide	Various	80,500
	Step Screen Replacement Corowa STP Inlet Works	Corowa	Corowa STP	120,000
	PLC Replacement and Clear SCADA Upgrade Mulwala STP	Mulwala	Mulwala STP	100,000
	Reactor Blower Replacement Mulwala STP	Mulwala	Mulwala STP	200,000
	UV System Replacement Mulwala STP	Mulwala	Mulwala STP	100,000
ub Total - Sewerag				3,393,600

ocal Services	Project Name	Project Description	Location	Amount
/ater	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns	Major risk to fire fighting capability due to failing assets	Various	135,00
	Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations	WS Electrical Capital Works Program	Various	77,00
	Corowa Water - Enclose DAFF Cells and Skillion	Corowa	Corowa WTP	85,000
	Corowa Water - Netherby WPS Flow Meter	Corowa	Corowa WTP	35,00
	Corowa Water - Netherby WPS Reline suction main	Corowa	Corowa WTP	95,000
	Corowa WFP - Upgrade WPS - Pumps, Valves, Actuators & Board	Corowa	Corowa WTP	25,000
	Corowa WTP Improve laboratory Facilities	Corowa	Corowa WTP	20,000
	Corowa WFP - Replace PAC Dosing Unit	Corowa	Corowa WFP	35,00
	Corowa WFP - Filter Refurbishment	Corowa	Corowa WFP	525,000
	Corowa WFP - PLC Replacement	Corowa	Corowa WFP	80,000
	Howlong WTP - Service Water Pump Upgrade	Howlong	Howlong WTP	11,500
	Howlong Service Reservoir - Check Condition and Investigate Cleaning of Reservoir	Howlong	Howlong Reservoir	15,000
	Mulwala WTP - Replacement of PAC Dosing pumps	Mulwala	Mulwala WTP	10,50
	IWCM Plan - Complete	Water Program	Various	150,000
	Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwal	Council-wide	Various	115,000
	NRAR Water Metering and telemetry regulatory compliance works Corowa, Mulwala and Howlong	Council-wide	Various	75,00
	Improvements Victoria St RWPS	Corowa	Victoria Street RWPS	5,000
	Building and drainage works Howlong WFP	Howlong	Howlong WFP	45,000
	Upgrade Access Hatches, Ladders, Fall Restraint and recovery equipment	Council-wide	Various	75,00
	Repairs and Refurbishment to Mulwala WFP Structure	Mulwala	Mulwala WFP	91,000
	Replace Clear Water Boost Pump Mulwala WFP	Mulwala	Mulwala WFP	90,000
	Switchboard and Citec Upgrade Mulwala WFP	Mulwala	Mulwala WFP	90,000
	Plant and Equipment	Council-wide	Various	235,00
		Water Main Replacement	Various	340,000
	EME SWMS Development, Inductions and Safety Equipment at Various Reservoir Sites	Council-wide	Various	15,000
	Howlong Water Supply	Howlong Water Supply - New Trunk Main from Clear Water Well at Treatment Works	Howlong WTP	1,550,000
		Howlong	Howlong Reservoir	1,200,000
	÷	*	Howlong WFP	105,000
	Variable Speed Drive Installation with Remote Monitoring & Control system	WS Electrical Telemetry Maintenance Program	Various	10,50
	Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	WS Electrical Telemetry Capital Works Program	Various	10,30
	Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	WS Electrical Telemetry Capital Works Program	Various	10,30
		WS Electrical Telemetry Capital Works Program	Various	10,300
		WS Electrical Telemetry Capital Works Program	Mulwala Reservoirs	75,00
		WS Electrical Telemetry Capital Works Program	Various	50,00
		WS Electrical Telemetry Capital Works Program	Various	7,50
ub Total - Water				5,503,900
TAL - All Services				18.636.564

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11 MONITORING KEY PERFORMANCE INDICATORS (KPI'S)

An important component of the LTFP is the ability to monitor the financial performance of Federation Council within the parameters of the plan. To achieve this, Council will closely monitor the financial performance of outcomes of the plan in accordance with the requirements of Fit for the Future performance measures.

Key Performance Indicators which will be reported on include:

- A) Operating Performance Ratio
- B) Own Source Revenue
- C) Building and Infrastructure Asset Renewal
- D) Infrastructure Backlog
- E) Asset Maintenance Result
- F) Debt Service
- G) Real Operating Expenditure per Capita

Council will review the LTFP each year as part of the development of Council's annual Operational Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made in the LTFP compared to the actual results. Evaluation will include reviewing and amending estimates and scenarios where long-term goals are not being achieved or where changes have affected set goals and strategies. Assumptions will also be revisited to improve the accuracy of the plan over time.

The following analysis of the performance ratios is based upon the Consolidated Fund Planned (Base) Scenario for the 2022/23 Budget. Financial sustainability ratios by fund type are included at Appendix A.

11.1 Operating Performance Ratio

Operating Revenue (excl Capital Grants & Contributions) *minus* Operating Expenses *over* Operating Revenue (excl Capital Grants & Contributions)

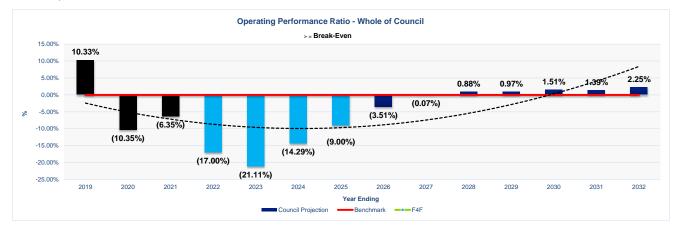


Figure 2 – Operating Performance Ratio

Figure 2 indicates that Council is producing a negative operating performance ratio. This is due to the heavy reliance upon grant funding for regional roads and other grant funded asset renewals – the formula for the ratio removes capital grants and contributions – while the depreciation expense is included in the operating expenditure.

The key for sustainability is whether Council can produce sufficient cash over the long term to replace assets when required. This is more accurately reflected in the Statement of Cashflows, where the cash required for asset renewals is based upon the asset management planning and the Capital Works Plan.

11.2 Own Source Revenue

Total Continuing operating revenue *minus* all grants & contributions *over* Total Continuing operating revenue inclusive of Capital Grant

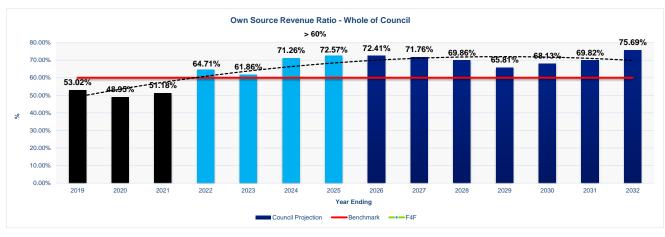


Figure 3 – Own Source Revenue Ratio

Figure 3 indicates that Council's own source revenue as a percentage of the total revenue improves over the 10-year period of the LTFP. This reflects a decreasing reliance upon grants.

11.3 Building and Infrastructure Asset Renewal Ratio

Asset renewals (building & infrastructure) *over* Depreciation, amortisation & impairment (building & infrastructure).

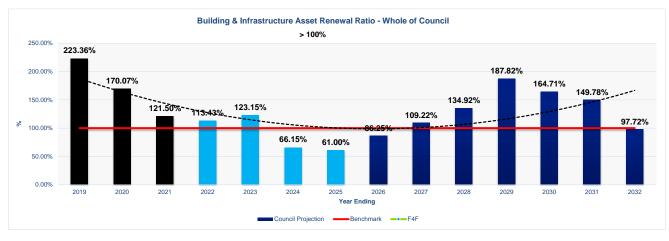


Figure 4 – Building and Infrastructure Asset Renewal Ratio

Figure 4 indicates that Council has invested heavily in the years 2017-2019 on renewal of assets and continues to plan to invest in renewals in the years 2020 and 2021. Following this period, Council plans to invest around or above the benchmark throughout the 10 year period.

11.4 Infrastructure Backlog Ratio

Estimated cost to bring assets to a satisfactory condition *over* Total Written Down Value of infrastructure, building, other structures & land improvements

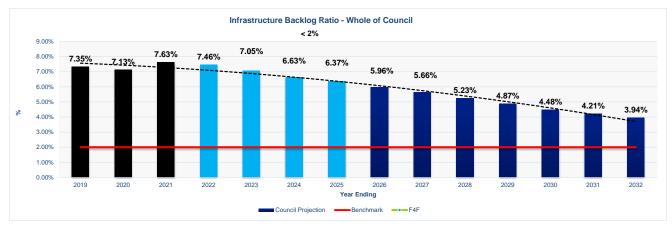


Figure 5 – Infrastructure Backlog Ratio

Figure 5 indicates that Council plans to expend sufficient funding in the renewal of existing assets to reduce the backlog by each year across the 10 years of the LTFP.

11.5 Asset Maintenance Result Ratio

Actual Asset Maintenance over Required Asset Maintenance

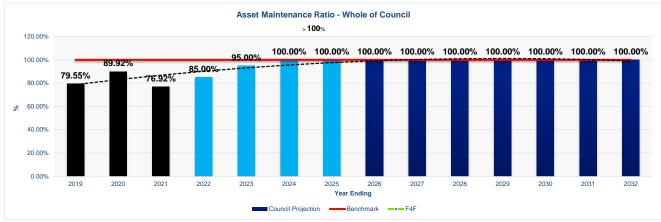


Figure 6 – Asset Maintenance Ratio

Figure 6 indicates that Council is currently below in the investment on maintenance and plans to increase the investment on maintenance to meet the demand by the year 2024. This is a key outcome expected from the focus upon enhanced asset management capability.

11.6 Debt Service Ratio

Cost of debt service (interest expenses & principal repayments) *over* Total continuing operating revenue (excluding capital grants & contrib.).

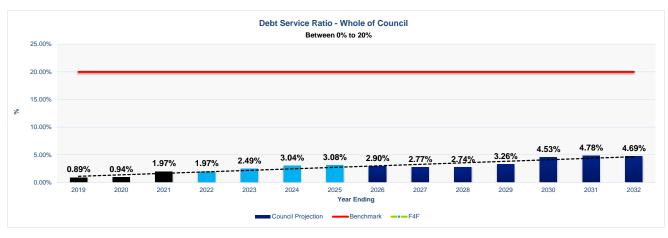


Figure 7 – Debt Service Ratio

Figure 7 indicates that Council maintains affordable borrowings over the 10 year LTFP. This is reliant upon a low interest rate and 20 year term for the new and proposed loans throughout the LTFP.

11.7 Real Operating Expenditure per Capita ratio

Real Operating Expenditure over Population

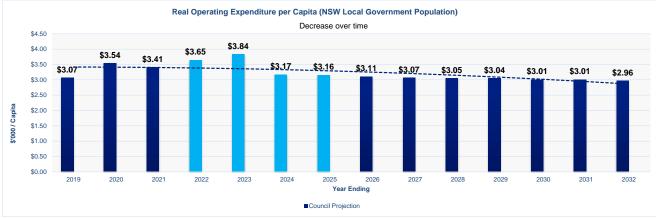


Figure 8 – Real Operating Expenditure per Capita

12 FINANCIAL STATEMENTS

The pages following contain the 10 year financial statements for the following:

Planned (Base or Recommended) Scenario Statements

- 2021/22 to 2030/31 Consolidated & Individual Funds Income Statements
- 2021/22 to 2030/31 Consolidated & Individual Funds Balance Sheets
- 2021/22 to 2030/31 Consolidated & Individual Funds Cash Flow Statements
- 2021/22 to 2030/31 Capital Works Statement

Scenario 1 Statements

- 2021/22 to 2030/31 Consolidated Income Statement
- 2021/22 to 2030/31 Consolidated Balance Sheet
- 2021/22 to 2030/31 Consolidated Cash Flow Statement
- 2021/22 to 2030/31 Capital Works Statement

Scenario 2 Statements

- 2021/22 to 2030/31 Consolidated Income Statement
- 2021/22 to 2030/31 Consolidated Balance Sheet
- 2021/22 to 2030/31 Consolidated Cash Flow Statement
- 2021/22 to 2030/31 Capital Works Statement

PLANNED SCENARIO FINANCIAL STATEMENTS – CONSOLIDATED INCOME STATEMENT

	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	15,318	16,368	17.502	19,773	22,173	24,526	26,509	27,453	28,360	29,290	30,029	30,786
User Charges and Fees	8.553	9.520	9.466	9.755	10.043	10.362	10.672	10.990	11.309	11.638	11.959	12.289
Interest & Investment Revenue	185	230	228	231	235	238	242	246	250	253	257	262
Other Revenues	497	442	446	455	465	475	485	495	506	516	527	538
Grants & Contributions for Operating Purposes	16,324	11.626	12,003	12,184	12,367	12,553	12,742	12,934	13,128	13,326	13,527	13,730
Grants & Contributions for Capital Purposes - Cash	7,097	3,823	5.611	363	465	1,400	2,531	4,313	8.216	6,302	5,073	363
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	
Total Income from Continuing Operations	47,974	43,773	46,048	43,309	46,295	50,102	53,728	56,978	62,317	61,574	61,620	57,968
Expenses from Continuing Operations												
Employee Costs	14,151	15,871	16,440	16,801	17,171	17,549	17,935	18,330	18,734	19,147	19,569	20,000
Borrow ing Costs	367	339	383	439	440	410	378	361	545	1,029	1,295	1,228
Materials and Services	14,912	14,589	16,090	16,446	16,810	17,182	17,562	17,951	18,349	18,755	19,171	19,596
Depreciation	13,413	13,690	15,133	15,133	15,163	15,163	15,163	15,163	15,163	15,163	15,463	15,463
Net Losses from the Disposal of Assets	8,015	-	-	-	-	-	-	-	-	-	-	
Other Expenses	630	487	663	481	736	426	393	484	768	522	449	466
Total Expenses from Continuing Operations	51,488	44,976	48,709	49,301	50,321	50,730	51,431	52,289	53,559	54,617	55,947	56,754
Operating Result from Continuing Operations												
Surplus/(Deficit)	(3,514)	(1,203)	(2,661)	(5,992)	(4,025)	(627)	2,297	4,689	8,758	6,957	5,673	1,214
Net Operating Result for the year before Grants and												
Contributions provided for Capital Purposes Surplus/(Deficit)	(10,611)	(5,026)	(8,272)	(6,355)	(4,490)	(2,027)	(233)	376	542	655	600	851

PLANNED SCENARIO FINANCIAL STATEMENTS – GENERAL FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - General Fund - Income Statement Projections	2031/32											
General Fund - Income Statement Projections	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	8,687	9,106	9,518	11.264	13,123	14,914	16,372	16,774	17,185	17,607	18,039	18,482
User Charges and Fees	3.803	4.251	4.054	4.157	4.263	4.371	4.482	4.596	4.712	4.832	4.955	5,081
Interest & Investment Revenue	84	30	4,004	-,137	4,203	-,371	80	4,550 80	-,, 12	4,032	4,000	80
Other Revenues	407	344	345	352	359	366	373	381	389	396	404	412
Grants & Contributions for Operating Purposes	16.111	11.409	11.789	11.966	12,145	12,328	12,512	12,700	12.891	13,084	13,280	13,479
Grants & Contributions for Capital Purposes - Cash	6,989	3,823	5,578	330	330	330	330	330	330	330	330	330
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	
Total Income from Continuing Operations	36,081	30,727	32,156	28,697	30,848	32,937	34,698	35,409	36,135	36,577	37,336	37,864
Expenses from Continuing Operations												
Employee Costs	9,679	10,622	10,987	11,207	11,431	11,659	11,893	12,131	12,373	12,621	12,873	13,130
Borrow ing Costs	183	181	210	198	185	173	159	145	131	116	104	93
Materials and Services	11,375	7,890	9,263	9,448	9,637	9,830	10,027	10,227	10,432	10,640	10,853	11,070
Depreciation	11,150	11,398	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720
Net Losses from the Disposal of Assets	7,895	-	-	-	-	-	-	-	-	-	-	
Other Expenses	116	487	584	862	1,126	826	802	904	1,199	963	901	930
Total Expenses from Continuing Operations	40,398	30,578	32,764	33,435	34,100	34,208	34,600	35,127	35,854	36,061	36,451	36,943
Operating Result from Continuing Operations												
	(4,317)	149	(608)	(4,738)	(3,252)	(1,271)	97	282	280	517	885	921
Surplus/(Deficit)					· · · ·							
Net Operating Result for the year before Grants and												
Contributions provided for Capital Purposes	(11,306)	(3,674)	(6,186)	(5,068)	(3,582)	(1,601)	(233)	(48)	(50)	187	555	591
Surplus/(Deficit)												

PLANNED SCENARIO FINANCIAL STATEMENTS – WATER FUND INCOME STATEMENT

Water - Income Statement Projections	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	694	1,162	1.396	1,596	1.795	1,995	2,194	2,394	2,593	2,793	2.877	2,963
User Charges and Fees	4,223	4.624	4.635	4,774	4,907	5.066	5,218	5,374	5,536	5,702	5.873	6,049
Interest & Investment Revenue	4,223	4,024	4,033	4,774	4,507	3,000 86	3,210 88	5,574 91	93	95	5,075 97	100
Other Revenues	55	54	53	54	56	57	59	60	93 61	63	65	66
Grants & Contributions for Operating Purposes	55 65	54 67	68	54 70	50 71	73	59 75	77	79	81	83	85
Grants & Contributions for Capital Purposes - Cash	48		33	33	33	692	710	782	3,607	3,705	4,096	33
Total Income from Continuing Operations	5,137	6,008	6,265	6.609	6,946	7.969	8,344	8,777	11.969	12,439	13,091	9,296
	5,157	0,000	0,200	0,000	0,040	1,505	0,044	0,777	11,000	12,400	10,001	5,250
Expenses from Continuing Operations												
Employee Costs	2,245	2,675	2,700	2,773	2,848	2,925	3,004	3,085	3,168	3,254	3,341	3,432
Borrow ing Costs	-	-	7	81	101	91	80	69	85	382	560	532
Materials and Services	905	2,226	2,357	2,416	2,476	2,538	2,602	2,667	2,733	2,802	2,872	2,944
Depreciation	1,112	1,101	1,712	1,712	1,742	1,742	1,742	1,742	1,742	1,742	2,042	2,042
Net Losses from the Disposal of Assets	91	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	345	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	4,698	6,002	6,776	6,982	7,167	7,296	7,428	7,563	7,728	8,179	8,815	8,949
Operating Result from Continuing Operations												
Surplus/(Deficit)	439	6	(511)	(373)	(221)	674	916	1,214	4,240	4,260	4,276	347
Net Operating Result for the year before Grants and												
Contributions provided for Capital Purposes	391	6	(544)	(406)	(254)	(18)	206	432	634	555	180	314
Surplus/(Deficit)	551	0	(344)	(400)	(234)	(10)	200	432	004	555	100	514

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PLANNED SCENARIO FINANCIAL STATEMENTS – SEWERAGE FUND INCOME STATEMENT

	Actual	Budget	Proposed Budget								
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations											
Rates and Annual Charges	4,047	4,062	4,575	4,850	5.140	5,449	5,721	6,007	6,248	6,498	6,66
User Charges and Fees	527	645	777	824	873	925	972	1,020	1,061	1,104	1,13
Interest & Investment Revenue	44	86	55	56	58	59	61	62	64	65	67
Other Revenues	35	44	48	49	50	52	53	54	56	57	58
Grants & Contributions for Operating Purposes	68	70	66	66	66	66	66	66	66	66	66
Grants & Contributions for Capital Purposes - Cash	60	-	-	-	102	378	1,491	3,201	4,280	2,267	647
Total Income from Continuing Operations	4,781	4,907	5,521	5,845	6,289	6,929	8,363	10,411	11,774	10,057	8,630
Expenses from Continuing Operations											
Employee Costs	2,014	2,408	2,588	2,653	2.719	2,787	2,857	2,928	3,001	3,076	3,153
Borrow ing Costs	184	158	166	160	153	146	138	146	329	531	631
Materials and Services	879	2,523	2,623	2,689	2,756	2,825	2,895	2,968	3,042	3,118	3,196
Depreciation	1,151	1,191	1,701	1,701	1,701	1,701	1,701	1,701	1,701	1,701	1,701
Net Losses from the Disposal of Assets	29	-	-	-	-	-	-	-	-	-	
Other Expenses	169	-	-	(461)	(473)	(485)	(497)	(509)	(522)	(535)	(548)
Total Expenses from Continuing Operations	4,426	6,280	7,078	6,741	6,856	6,974	7,095	7,234	7,551	7,891	8,133
Operating Result from Continuing Operations		(1.8)		(00-1)	(=			a 15-		a 16-	
Surplus/(Deficit)	355	(1,373)	(1,557)	(896)	(567)	(45)	1,269	3,178	4,222	2,165	496
Net Operating Result for the year before Grants and											
Contributions provided for Capital Purposes	295	(1,373)	(1,557)	(896)	(669)	(423)	(222)	(23)	(57)	(102)	(151)
Surplus/(Deficit)	200	(.,	(.,==)/	()	()	(()	(-0)	()	()	(101)

PLANNED SCENARIO FINANCIAL STATEMENTS – WASTE FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 Waste - Income Statement Projections	- 2031/32											
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	1,890	2,038	2.013	2,063	2.115	2.168	2,222	2,278	2.334	2,393	2.453	2.514
User Charges and Fees	-			2,000			_,		2,001	-		,0
Interest & Investment Revenue	5	13	13	13	13	13	13	13	13	13	13	13
Other Revenues	_	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	80	80	80	82	84	86	88	91	93	95	97	100
Grants & Contributions for Capital Purposes - Cash	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,975	2,131	2,106	2,158	2,212	2,267	2,323	2,381	2,440	2,501	2,563	2,627
Expenses from Continuing Operations												
Employee Costs	213	166	165	169	173	178	182	187	191	196	201	206
Borrow ing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials and Services	1,753	1,870	1,847	1,893	1,941	1,989	2,039	2,090	2,142	2,196	2,250	2,307
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	79	81	83	85	87	89	92	94	96	99
Total Expenses from Continuing Operations	1,966	2,036	2,091	2,143	2,197	2,252	2,308	2,366	2,425	2,486	2,548	2,611
Operating Result from Continuing Operations Surplus/(Deficit)	9	95	15	15	15	15	15	15	15	15	15	15
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	9	95	15	15	15	15	15	15	15	15	15	15

PLANNED SCENARIO FINANCIAL STATEMENTS – CONSOLIDATED BALANCE SHEET

Federation Council Long Term Financial Plan 2021	22 - 2031/32											
Balance Sheet Projections	22 - 203 1/32											
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	8,393	26,375	22,400	22,326	23,368	23,802	23,686	25,270	28,530	30,548	27,489	28,300
Investments	20,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,979	3,434	3,987	3,703	3,957	4,302	4,631	4,922	5,446	5,384	5,375	5,020
Inventories	2,382	1,835	,	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	119	190	190	190	190	190	190	190	190	190	190	190
Total Current Assets	37,911	31,834	28,412	28,054	29,350	30,129	30,343	32,217	36,001	37,957	34,889	35,346
Non-Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	592,048	576,027	579,231	585,027	578,814	587,265	588,363	603,805	616,821	636,382	643,780	652,764
Other	276	585		585	585	585	585	585	585	585	585	585
Total Non-Current Assets	602,392	576,672		585,672	579,459	587,910	589,008	604,450	617,466	637,027	644,425	653,409
Total Assets	640,303	608,506	608,288	613,726	608,809	618,039	619,351	636,667	653,467	637,027 674,983	679,313	653,409 688,755
	640,303	000,000	000,200	613,726	000,009	616,039	619,351	636,667	653,467	074,903	079,313	000,755
Current Liabilities												
Payables	12,546	2,544	2,866	2,903	2,998	3,034	3,097	3,165	3,268	3,317	3,382	3,448
Borrowings	517	763	867	986	1,016	1,048	1,081	1,202	1,464	1,409	1,475	1,519
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446
Total Current Liabilities	16,291	7,185	7,179	7,335	7,460	7,528	7,624	7,813	8,178	8,172	8,303	8,413
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,593	10,001	12,018	12,075	11,058	10,010	8,929	10,922	18,598	23,115	21,640	20,121
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
Total Non Current Liabilities	11,679	11,087	13,536	13,593	12,576	11,528	10,447	12,440	20,116	24,633	23,158	21,639
Total Liabilities	27,970	18,272	20,715	20,928	20,036	19,057	18,072	20,252	28,294	32,804	31,461	30,052
Net Assets	612,333	590.234	587,573	592.798	588,773	598.982	601.279	616,415	625,173	642.179	647,852	658,703
	012,000	000,204	001,010	002,100	000,170	000,002	001,270	010,410	020,170	0-12,170	041,002	000,700
Equity												
Retained Earnings	502,913	526,648	523,986	517,993	513,968	513,341	515,638	520,327	529,085	536,042	541,715	542,929
Revaluation Reserves	109,420	63,586		74,805	74,805	85,641	85,641	96,088	96,088	106,137	106,137	115,774
Other Reserves			-	,	-	-	-	-	-	-	-	
Total Equity	612,333	590,234	587,573	592,798	588,773	598,982	601,279	616,415	625,173	642,179	647,852	658,703

PLANNED SCENARIO FINANCIAL STATEMENTS – GENERAL FUND BALANCE SHEET

Federation Council Long Term Financial Plan 202	21/22 - 2031/32											
General Fund - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	2,585	9,800	10,831	11,540	11,810	12,036	12,253	12,486	12,720	13,007	13,240	13,516
Investments	7,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,356	2,378	2,725	2,433	2,631	2,819	2,977	3,032	3,104	3,168	3,238	3,297
Inventories	2,382	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	119	190	190	190	190	190	190	190	190	190	190	190
Total Current Assets	15,480	14,203	15,581	15,998	16,466	16,879	17,255	17,543	17,848	18,200	18,503	18,838
Non-Current Assets												
Cash & Cash Equivalents												
	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	495,053	473,186	,	474,496	470,288	476,993	476,172	484,270	483,709	491,655	491,934	500,266
Other	276	585	585	585	585	585	585	585	585	585	585	585
Total Non-Current Assets	505,397	473,831	471,550	475,141	470,933	477,638	476,817	484,915	484,354	492,300	492,579	500,911
Total Assets	520,877	488,034	487,131	491,138	487,399	494,517	494,071	502,458	502,202	510,500	511,082	519,749
Current Liabilities												
Payables	10,846	1,561	1,793	1,848	1,913	1,922	1,957	1,998	2,068	2,086	2,121	2,158
-	440	685	539	552	565	578	592	606	596	338	349	361
Borrowings				552		578	592		290	338		301
Provisions	432	432		-	-	-	-	-	-	-	-	-
Other	2,796	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842
Total Current Liabilities	14,514	5,520	5,174	5,242	5,320	5,342	5,391	5,446	5,506	5,266	5,312	5,361
Non Current Liabilities												
Payables		-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,307	7,793	7,412	6,860	6,295	5,717	5,125	4,519	3,922	3,584	3,235	2,874
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
Total Non Current Liabilities	9,393	8,879	8,930	8,378	7,813	7,235	6,643	6,037	5,440	5,102	4,753	4,392
Total Liabilities	23,907	,		<u> </u>	,	12,577	12,033	,	10,947	,	,	4,392 9,753
	23,907	14,399	14,104	13,620	13,133	12,377	12,033	11,483	10,947	10,369	10,065	9,753
Net Assets	496,970	473,635	473,027	477,518	474,266	481,941	482,038	490,975	491,256	500,132	501,017	509,996
Equity												
Retained Earnings	403,681	425,576	424,968	420,230	416,978	415,707	415,804	416,086	416,367	416,883	417,769	418,690
Revaluation Reserves	93,289								74,889			
	93,289	48,059	48,059	57,288	57,288	66,233	66,233	74,889	74,889	83,248	83,248	91,306
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	496,970	473,635	473,027	477,518	474,267	481,941	482,038	490,975	491,255	500,132	501,017	509,996

PLANNED SCENARIO FINANCIAL STATEMENTS – WATER FUND BALANCE SHEET

Federation Council Long Term Financial Plan 202	21/22 - 2031/32											
Water - Balance Sheet Projections	<u> </u>											
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	3,179	9,431	7,802	7,771	8,347	8,365	8,702	8,861	11,459	12,581	9,418	9,501
Investments	7,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,529	485	574	573	590	685	716	754	1,066	1,104	1,165	795
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,708	9,916	8,375	8,344	8,937	9,051	9,418	9,615	12,525	13,685	10,583	10,296
Non-Current Assets												
Cash & Cash Equivalents		_	_	-	_	-	-	-	-	_	-	-
Investments		-	-	-	-	-	-	-	-	-	-	-
	-			-		-	-	-	-	-	-	-
Receivables	-	-	-		-			-		-	-	-
Infrastructure, Property, Plant & Equipment	42,409	46,500	50,292	51,659	50,519	51,585	51,786	53,236	59,547	66,524	73,259	73,897
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	42,409	46,500	50,292	51,659	50,519	51,585	51,786	53,236	59,547	66,524	73,259	73,897
Total Assets	54,117	56,416	58,667	60,003	59,455	60,636	61,205	62,851	72,072	80,209	83,842	84,193
Current Liabilities												
Payables	562	403	435	445	458	470	482	493	508	521	534	547
Borrowings		_	240	339	349	360	371	382	538	657	685	687
Provisions		-		-	-	-	-	-	-	-	-	-
Other		264	264	264	264	264	264	264	264	264	264	264
	-											
Total Current Liabilities	562	667	939	1,048	1,071	1,094	1,117	1,139	1,310	1,442	1,483	1,498
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		-	2,490	3,194	2,845	2,485	2,114	1,732	6,542	9,550	8,865	8,177
Provisions		-	2,100	-	2,010		_,		-	-	-	-
Other		_	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	-	-		3,194	2,845	2,485	2,114	1,732	6,542	9,550	8,865	8,177
Total Liabilities	562	667	3,429	4,242	3,915	3,578	3,231	2,871	7,852	10,991	10,348	9,675
	502	007	3,423	4,242	5,515	3,370	3,231	2,071	7,052	10,331	10,540	3,075
Net Assets	53,555	55,749	55,238	55,761	55,540	57,058	57,974	59,980	64,220	69,218	73,494	74,518
Equity												
Retained Earnings	51,187	53,661	53,150	52,777	52,556	53,229	54,145	55,360	59,600	63,860	68,136	68,483
Revaluation Reserves	2,368		,									6,035
	2,368	2,088	2,088	2,984	2,984	3,828	3,828	4,620	4,620	5,358	5,358	0,035
Other Reserves	-		-	-	-	-		-	-	-		
Total Equity	53,555	55,749	55,238	55,761	55,540	57,058	57,974	59,980	64,220	69,218	73,494	74,518

PLANNED SCENARIO FINANCIAL STATEMENTS – SEWERAGE FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22	2 - 2031/32											
Sewerage - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	2,584	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641	5,078
Investments	6,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,946	396	499	505	538	595	731	924	1,058	888	743	694
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,530	7,487	4,200	3,437	3,652	3,883	3,334	4,704	5,251	5,674	5,385	5,772
Non-Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	54,586	56,341	58,034	58,873	58,008	58,686	60,405	66,299	73,565	78,202	78,586	78,601
Other				,	,	,			-	-		
Total Non-Current Assets	54,586	56,341	58,034	58,873	58,008	58,686	60,405	66,299	73,565	78,202	78,586	78,601
Total Assets	65,116	63,828	62,234	62,310	61,660	62,570	63,740	71,002	78,816	83,876	83,971	84,373
	03,110	03,020	02,234	02,010	01,000	02,010	03,740	71,002	70,010	03,070	00,071	04,010
Current Liabilities												
Payables	1,138	405	450	418	430	441	452	462	475	486	499	510
Borrowings	77	78	88	95	102	110	118	213	330	414	441	471
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	_	340	340	340	340	340	340	340	340	340	340	340
Total Current Liabilities	1,215	823	878	853	872	891	910	1,015	1,145	1,240	1,280	1,321
	1,210	020	010	000	012	001	510	1,010	1,145	1,240	1,200	1,021
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,286	2,208	2,116	2,021	1,919	1,809	1,691	4,671	8,133	9,981	9,540	9,069
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	_	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	2,286	2,208	2,116	2,021	1,919	1,809	1,691	4,671	8,133	9,981	9,540	9,069
Total Liabilities	3,501	3,031	2,994	2,874	2,791	2,700	2,600	5,686	9,277	11,222	10,819	10,390
Net Assets	61,615	60,797	59,240	59,436	58,869	59,870	61,139	65,317	69,539	72,655	73,152	73,984
Equity												
Retained Earnings	47,852	47,357	45,800	44,903	44,336	44,291	45,560	48,737	52,960	55,125	55,621	55,551
Revaluation Reserves	13,763	13,440	13,440	14,533	14,533	15,579	15,579	16,579	16,579	17,530	17,530	18,433
Other Reserves			-		-			-		-	-	
Total Equity	61,615	60,797	59,240	59,436	58,869	59,870	61,139	65,316	69,538	72,655	73,151	73,984

PLANNED SCENARIO FINANCIAL STATEMENTS – WASTE FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22	- 2031/32											
Waste - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
•	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets		50					100		150		100	
Cash & Cash Equivalents	45	53	68	83	98	113	128	143	159	174	189	205
Investments Receivables	- 148	- 175	- 188	- 192	- 198	- 203	- 208	- 212	- 218	- 224	- 229	- 234
Inventories	- 148	1/5	-	192	198	203	208	212	218	- 224	229	234
Other (Includes Assets Held for Sale)		-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	193	228	256	275	295	315	336	356	377	398	419	439
	155	220	230	215	200	515	550	550	511	550	415	+33
Non-Current Assets												
Cash & Cash Equivalents		-	-	-	_	_	-	_	_	-	-	
Investments		_	_		_	_	_	_	_		_	_
Receivables		-	_	_	-	-	-	-	-	-	-	_
	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Assets	193	228	256	275	295	315	336	356	377	398	419	439
Current Liabilities												
Payables	-	175	188	192	197	202	207	212	218	223	229	234
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	175	188	192	197	202	207	212	218	223	229	234
		110	100	102	107	202	201	212	210	220	220	204
Non Current Liabilities												
Payables		_	_		_	_	_	_	_		_	-
-		-	-	-	-	-	-	-	-	-	-	-
Borrow ings	-	-	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	-		-	-	-	-	-	-	-	-	-	-
Total Liabilities	-	175	188	192	197	202	207	212	218	223	229	234
Net Assets	193	53	68	83	98	113	129	144	159	174	190	205
Equity												
Retained Earnings	193	53	68	83	98	113	129	144	159	174	190	205
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves		-	-	-	-	-	-	-	-	-	-	-
Total Equity	193	53	68	83	98	113	129	144	159	174	190	205
	100	88	66	50	50	.10	.29		.55	.14	:50	_50

PLANNED SCENARIO FINANCIAL STATEMENTS – CONSOLIDATED CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2 Cash Flow Statement Projections	031/32											
	Actual	Forecast	Proposed Budget									
Year Ending	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	58,508	41,951	45,092	43,090	45,610	49,362	53,006	56,302	61,447	61,495	61,504	58,400
Payments - Operating Activities	(30,784)	(30,712)	(31,505)	(32,821)	(33,899)	(34,050)	(34,411)	(34,900)	(35,186)	(36,041)	(36,986)	(38,594)
Net Cash Provided by (or used in) Operating Activities	27,724	11,239	13,587	10,269	11,711	15,312	18,595	21,403	26,261	25,455	24,519	19,807
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,528)	(13,509)	(20,501)	(11,012)	(10,175)	(14,385)	(18,218)	(22,504)	(31,327)	(27,472)	(25,477)	(16,621)
Receipts/Purchases - Other Assets	(15,270)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(39,201)	(11,245)	(19,299)	(10,079)	(9,242)	(13,452)	(17,285)	(21,571)	(30,394)	(26,869)	(24,874)	(16,291)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	5,090	-	2,750	1,050	-	-	-	3,201	9,160	5,939	-	-
Payments - Principal Repayments	(440)	(450)	(629)	(875)	(986)	(1,016)	(1,048)	(1,088)	(1,222)	(1,477)	(1,409)	(1,475)
Payments - Finance Costs	(367)	(339)	(383)	(439)	(440)	(410)	(378)	(361)	(545)	(1,029)	(1,295)	(1,228)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	4,283	(789)	1,738	(264)	(1,426)	(1,426)	(1,426)	1,752	7,393	3,432	(2,704)	(2,704)
Net Increase/(Decrease) in Cash Assets Held	(7,194)	(795)	(3,975)	(75)	1,043	434	(116)	1,584	3,260	2,018	(3,059)	812
Cash and Cash Equivalents at Beginning of Reporting Period	15,587	27,170	26,375	22,400	22,326	23,368	23,802	23,686	25,270	28,530	30,548	27,489
Cash and Cash Equivalents at End of Reporting Period	8,393	26,375	22,400	22,326	23,368	23,802	23,686	25,270	28,530	30,548	27,489	28,300
plus Investments on Hand - End of Reporting Period	30,046	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	38,439	26,375	22,400	22,326	23,368	23,802	23,686	25,270	28,530	30,548	27,489	28,300

PLANNED SCENARIO FINANCIAL STATEMENTS – GENERAL FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2 General Fund - Cash Flow Statement Projections	031/32											
	Actual	Forecast	Proposed Budget									
Year Ending	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	47,069	28,954	31,261	28,520	30,220	32,323	34,114	34,922	35,633	36,386	37,146	37,932
Payments - Operating Activities	(22,266)	(18,950)	(19,982)	(20,988)	(21,553)	(21,535)	(21,774)	(22,275)	(22,990)	(23,221)	(23,545)	(24,021)
Net Cash Provided by (or used in) Operating Activities	24,803	10,004	11,280	7,533	8,668	10,788	12,340	12,647	12,643	13,164	13,601	13,912
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,224)	(8,774)	(10,713)	(7,019)	(8,593)	(10,758)	(12,318)	(12,609)	(12,605)	(12,767)	(13,529)	(13,524)
Receipts/Purchases - Other Assets	(2,270)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(25,897)	(6,510)	(9,512)	(6,086)	(7,660)	(9,826)	(11,385)	(11,677)	(11,672)	(12,164)	(12,926)	(13,194)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	5,090	-	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(368)	(676)	(527)	(539)	(552)	(565)	(578)	(592)	(606)	(596)	(338)	(349)
Payments - Finance Costs	(183)	(181)	(210)	(198)	(185)	(173)	(159)	(145)	(131)	(116)	(104)	(93)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	4,539	(857)	(737)	(737)	(737)	(737)	(737)	(737)	(737)	(713)	(442)	(442)
Net Increase/(Decrease) in Cash Assets Held	3,445	2,637	1,031	709	270	226	218	233	233	287	233	276
Cash and Cash Equivalents at Beginning of Reporting Period	(860)	7,163	9,800	10,831	11,540	11,810	12,036	12,253	12,486	12,720	13,007	13,240
Cash and Cash Equivalents at End of Reporting Period	2,585	9,800	10,831	11,540	11,810	12,036	12,253	12,486	12,720	13,007	13,240	13,516
plus Investments on Hand - End of Reporting Period	17,046	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	19,631	9,800	10,831	11,540	11,810	12,036	12,253	12,486	12,720	13,007	13,240	13,516

PLANNED SCENARIO FINANCIAL STATEMENTS – WATER FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2 Water - Cash Flow Statement Projections	031/32											
water - Cash How Statement Projections	Actual	Forecast	Proposed Budget									
Year Ending	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	5,184	5,961	6,250	6,591	6,926	7,895	8,322	8,753	11,714	12,410	13,047	9,620
Payments - Operating Activities	(3,495)	(4,834)	(4,548)	(4,942)	(5,247)	(5,275)	(5,408)	(5,514)	(5,139)	(5,254)	(5,339)	(6,117)
Net Cash Provided by (or used in) Operating Activities	1,689	1,127	1,702	1,649	1,679	2,619	2,914	3,239	6,575	7,157	7,708	3,504
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(254)	(1,875)	(6,054)	(2,401)	(662)	(2,160)	(2,137)	(2,640)	(8,858)	(8,779)	(9,655)	(2,203)
Receipts/Purchases - Other Assets	(7,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(7,254)	(1,875)	(6,054)	(2,401)	(662)	(2,160)	(2,137)	(2,640)	(8,858)	(8,779)	(9,655)	(2,203)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	-	-	2,750	1,050	-	-	-	-	5,360	3,672	-	-
Payments - Principal Repayments	-	-	(20)	(248)	(339)	(349)	(360)	(371)	(394)	(546)	(657)	(685)
Payments - Finance Costs	-	-	(7)	(81)	(101)	(91)	(80)	(69)	(85)	(382)	(560)	(532)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	-	2,723	721	(440)	(440)	(440)	(440)	4,881	2,745	(1,217)	(1,217)
Net Increase/(Decrease) in Cash Assets Held	(5,565)	(748)	(1,629)	(31)	576	18	337	159	2,598	1,122	(3,163)	84
Cash and Cash Equivalents at Beginning of Reporting Period	8,744	10,179	9,431	7,802	7,771	8,347	8,365	8,702	8,861	11,459	12,581	9,418
Cash and Cash Equivalents at End of Reporting Period	3,179	9,431	7,802	7,771	8,347	8,365	8,702	8,861	11,459	12,581	9,418	9,501
plus Investments on Hand - End of Reporting Period	7,000	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	10,179	9,431	7,802	7,771	8,347	8,365	8,702	8,861	11,459	12,581	9,418	9,501

PLANNED SCENARIO FINANCIAL STATEMENTS – SEWERAGE FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2 Sewerage - Cash Flow Statement Projections	2031/32											
	Actual	Forecast	Proposed Budget									
Year Ending	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	4,306	4,923	5,472	5,824	6,257	6,882	8,251	10,251	11,665	10,204	8,753	8,225
Payments - Operating Activities	(3,057)	(4,824)	(4,881)	(4,752)	(4,907)	(4,993)	(4,925)	(4,749)	(4,638)	(5,085)	(5,559)	(5,849)
Net Cash Provided by (or used in) Operating Activities	1,249	99	591	1,072	1,349	1,889	3,325	5,501	7,028	5,118	3,194	2,376
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(50)	(2,860)	(3,733)	(1,592)	(920)	(1,466)	(3,762)	(7,255)	(9,864)	(5,926)	(2,294)	(894)
Receipts/Purchases - Other Assets	(6,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(6,050)	(2,860)	(3,733)	(1,592)	(920)	(1,466)	(3,762)	(7,255)	(9,864)	(5,926)	(2,294)	(894)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	3,201	3,800	2,267	-	-
Payments - Principal Repayments	(72)	226	(82)	(88)	(95)	(102)	(110)	(125)	(222)	(335)	(414)	(441)
Payments - Finance Costs	(184)	(158)	(166)	(160)	(153)	(146)	(138)	(146)	(329)	(531)	(631)	(604)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(256)	68	(248)	(248)	(248)	(248)	(248)	2,930	3,249	1,401	(1,045)	(1,045)
Net Increase/(Decrease) in Cash Assets Held	(5,057)	(2,693)	(3,391)	(768)	181	175	(685)	1,177	413	593	(145)	437
Cash and Cash Equivalents at Beginning of Reporting Period	7,641	9,784	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641
Cash and Cash Equivalents at End of Reporting Period	2,584	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641	5,078
plus Investments on Hand - End of Reporting Period	6,000	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	8,584	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641	5,078

PLANNED SCENARIO FINANCIAL STATEMENTS – WASTE FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2	031/32											
Waste - Cash Flow Statement Projections	Actual	Forecast	Proposed Budget									
Year Ending	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	1,949	2,113	2,109	2,155	2,207	2,262	2,319	2,377	2,435	2,496	2,558	2,622
Payments - Operating Activities	(1,966)	(2,104)	(2,094)	(2,140)	(2,192)	(2,247)	(2,303)	(2,362)	(2,419)	(2,481)	(2,543)	(2,607)
Net Cash Provided by (or used in) Operating Activities	(17)	9	15	15	15	15	15	15	15	15	15	15
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	(17)	9	15	15	15	15	15	15	15	15	15	15
· · · · · · · · · · · · · · · · · · ·												
Cash and Cash Equivalents at Beginning of Reporting Period	62	44	53	68	83	98	113	128	143	159	174	189
Cash and Cash Equivalents at End of Reporting Period	45	53	68	83	98	113	128	143	159	174	189	205
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	45	53	68	83	98	113	128	143	159	174	189	205

PLANNED SCENARIO FINANCIAL STATEMENTS – CAPITAL WORKS STATEMENT

Federation Council Long Term Financial Plan 2 Capital Works Statement Projections	021/22 - 2031/32									
Capital Works Statement Projections	Proposed Budget									
Year Ending	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sew erage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Capital Works Sustainability Adjustment	-	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	1,600	3,100	4,900	6,400	6,600	6,500	6,600	7,200	7,150
Total Capital Works	18,637	10,011	9,250	13,077	16,561	20,458	28,479	24,974	23,161	15,110

SCENARIO 1 FINANCIAL STATEMENTS – CONSOLIDATED INCOME STATEMENT

Income Statement Projections	_											
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	15,318	16,368	18,002	20,307	22,613	24,768	25,537	26,333	27,092	27,876	28,578	29,29
User Charges and Fees	8,553	9,520	9,102	9,381	9,660	9,970	10,270	10,578	10,887	11,205	11,515	11,83
Interest & Investment Revenue	185	230	228	231	235	238	242	246	250	253	257	26
Other Revenues	497	442	446	455	465	475	485	495	506	516	527	53
Grants & Contributions for Operating Purposes	16,324	11,626	12,003	12,184	12,367	12,553	12,742	12,934	13,128	13,326	13,527	13,73
Grants & Contributions for Capital Purposes - Cash	7,097	3,823	5,611	363	465	1,400	2,531	4,313	8,216	6,302	5,073	36
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	
Total Income from Continuing Operations	47,974	43,773	46,184	43,470	46,353	49,952	52,355	55,447	60,627	59,726	59,726	56,02
Expenses from Continuing Operations												
Employee Costs	14,151	15,871	16,190	16,546	16,911	17,284	17,664	18,054	18,452	18,859	19,276	19,70
Borrow ing Costs	367	339	383	439	440	410	378	361	545	1,029	1,295	1,22
Materials and Services	14,912	14,589	15,975	16,329	16,690	17,060	17,438	17,824	18,219	18,623	19,036	19,45
Depreciation	13,413	13,690	15,133	15,133	15,163	15,163	15,163	15,163	15,163	15,163	15,463	15,46
Net Losses from the Disposal of Assets	8,015	-	-	-	-	-	-	-	-	-	-	
Other Expenses	630	487	663	481	736	426	393	484	768	522	449	46
Total Expenses from Continuing Operations	51,488	44,976	48,344	48,929	49,941	50,342	51,036	51,886	53,148	54,198	55,519	56,31
Operating Result from Continuing Operations Surplus/(Deficit)	(3,514)	(1,203)	(2,160)	(5,459)	(3,588)	(390)	1,319	3,561	7,479	5,529	4,207	(291
Net Operating Result for the year before Grants and												
Contributions provided for Capital Purposes Surplus/(Deficit)	(10,611)	(5,026)	(7,771)	(5,822)	(4,052)	(1,790)	(1,212)	(752)	(737)	(773)	(866)	(654

SCENARIO 1 FINANCIAL STATEMENTS – CONSOLIDATED BALANCE SHEET

Federation Council Long Term Financial Plan 202	21/22 - 2031/32											
Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	8,393	26,375	22,860	23,518	25,357	26,647	27,311	29,579	33,373	35,775	33,153	34,413
Investments	20,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,979	3,434	3,997	3,714	3,958	4,284	4,504	4,781	5,291	5,216	5,202	4,844
Inventories	2,382	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	119	190	190	190	190	190	190	190	190	190	190	190
Total Current Assets	37,911	31,834	28,882	29,257	31,340	32,955	33,840	36,385	40,688	43,015	40,380	41,282
Non-Current Assets												
Cash & Cash Equivalents		-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	_		_	-	-	_		_	-	
Receivables	60	60	60	-	60	60	60	60	60	60	60	60
				60								
Infrastructure, Property, Plant & Equipment	592,048	576,027	579,231	584,827	578,264	586,115	585,563	599,205	610,421	628,182	633,680	640,714
Other	276	585	585	585	585	585	585	585	585	585	585	585
Total Non-Current Assets	602,392	576,672	579,876	585,472	578,909	586,760	586,208	599,850	611,066	628,827	634,325	641,359
Total Assets	640,303	608,506	608,758	614,729	610,249	619,715	620,048	636,235	651,755	671,842	674,705	682,641
Current Liabilities												
Payables	12,546	2,544	2,835	2,872	2,965	3,001	3,064	3,131	3,233	3,281	3,346	3,411
Borrowings	517	763	867	986	1,016	1,048	1,081	1,202	1,464	1,409	1,475	1,519
0			007	300		1,040	1,001		1,404	,		1,515
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446
Total Current Liabilities	16,291	7,185	7,148	7,304	7,427	7,495	7,591	7,779	8,143	8,136	8,267	8,376
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,593	10,001	12,018	12,075	11,058	10,010	8,929	10,922	18.598	23,115	21,640	20,121
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
Total Non Current Liabilities	11,679	11,087	13,536	13,593	12,576	11,528	10,447	12,440	20,116	24,633	23,158	21,639
Total Liabilities	27,970	18,272	20,684	20,897	20,004	19,024	18,038	20,218	28,259	32,769	31,425	30,015
		,=				,0_1	.0,000			02,000	0.,.20	
Net Assets	612,333	590,234	588,074	593,832	590,245	600,691	602,010	616,017	623,496	639,073	643,280	652,626
Equity												
Retained Earnings	502,913	526,648	524,487	519,028	515,440	515,050	516,369	519,929	527,408	532,937	537,143	536,852
6												
Revaluation Reserves	109,420	63,586	63,587	74,805	74,805	85,641	85,641	96,088	96,088	106,137	106,137	115,774
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	612,333	590,234	588,074	593,832	590,245	600,691	602,010	616,017	623,496	639,073	643,280	652,626

SCENARIO 1 FINANCIAL STATEMENTS – CONSOLIDATED CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2 Cash Flow Statement Projections	031/32											
	Actual	Forecast	Proposed Budget									
Year Ending	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	58,508	41,951	45,217	43,249	45,676	49,229	51,733	54,783	59,770	59,660	59,614	56,463
Payments - Operating Activities	(30,784)	(30,712)	(31,170)	(32,468)	(33,554)	(33,721)	(34,173)	(34,676)	(34,956)	(35,802)	(36,748)	(38,353)
Net Cash Provided by (or used in) Operating Activities	27,724	11,239	14,047	10,782	12,122	15,508	17,560	20,107	24,814	23,858	22,866	18,110
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,528)	(13,509)	(20,501)	(10,792)	(9,790)	(13,725)	(16,403)	(20,524)	(29,347)	(25,492)	(23,387)	(14,476)
Receipts/Purchases - Other Assets	(15,270)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(39,201)	(11,245)	(19,299)	(9,859)	(8,857)	(12,792)	(15,470)	(19,591)	(28,414)	(24,889)	(22,784)	(14,146)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	5,090	-	2,750	1,050	-	-	-	3,201	9,160	5,939	-	-
Payments - Principal Repayments	(440)	(450)	(629)	(875)	(986)	(1,016)	(1,048)	(1,088)	(1,222)	(1,477)	(1,409)	(1,475)
Payments - Finance Costs	(367)	(339)	(383)	(439)	(440)	(410)	(378)	(361)	(545)	(1,029)	(1,295)	(1,228)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	4,283	(789)	1,738	(264)	(1,426)	(1,426)	(1,426)	1,752	7,393	3,432	(2,704)	(2,704)
Net Increase/(Decrease) in Cash Assets Held	(7,194)	(795)	(3,515)	658	1,839	1,290	665	2,268	3,793	2,402	(2,622)	1,260
Cash and Cash Equivalents at Beginning of Reporting Period	15,587	27,170	26,375	22,860	23,518	25,357	26,647	27,311	29,579	33,373	35,775	33,153
Cash and Cash Equivalents at End of Reporting Period	8,393	26,375	22,860	23,518	25,357	26,647	27,311	29,579	33,373	35,775	33,153	34,413
plus Investments on Hand - End of Reporting Period	30,046	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	38,439	26,375	22,860	23,518	25,357	26,647	27,311	29,579	33,373	35,775	33,153	34,413

SCENARIO 1 FINANCIAL STATEMENTS – CAPITAL WORKS STATEMENT

Federation Council Long Term Financial Plan	2021/22 - 2031/32									
Capital Works Statement Projections										
	Proposed Budget									
Year Ending	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sew erage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV		1,400	2,750	4,300	4,750	4,800	4,700	4,800	5,300	5,200
Total Capital Works	18,637	9,811	8,900	12,477	14,911	18,658	26,679	23,174	21,261	13,160

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SCENARIO 2 FINANCIAL STATEMENTS – CONSOLIDATED INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2	2031/32											
Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	15,318	16,368	18,002	20,307	22,613	24,768	25,537	26,333	27,092	27,876	28,578	29,299
User Charges and Fees	8,553	9,520	9,102	9,381	9,660	9,970	10,270	10,578	10,887	11,205	11,515	11,835
Interest & Investment Revenue	185	230	228	231	235	238	242	246	250	253	257	262
Other Revenues	497	442	446	455	465	475	485	495	506	516	527	538
Grants & Contributions for Operating Purposes	16,324	11,626	12,003	12,184	12,367	12,553	12,742	12,934	13,128	13,326	13,527	13,730
Grants & Contributions for Capital Purposes - Cash	7,097	3,823	5,611	363	465	1,400	2,531	4,313	8,216	6,302	5,073	363
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	-
Net Share of Interests in Joint Ventures and Associates Using th	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	47,974	43,773	46,184	43,470	46,353	49,952	52,355	55,447	60,627	59,726	59,726	56,027
Expenses from Continuing Operations												
Employee Costs	14,151	15,871	16,190	16,546	16,911	17,284	17,664	18,054	18,452	18,859	19,276	19,701
Borrow ing Costs	367	339	383	439	440	410	378	361	545	1,029	1,295	1,228
Materials and Services	14,912	14,589	15,975	16,329	16,690	17,060	17,438	17,824	18,219	18,623	19,036	19,459
Depreciation	13,413	13,690	15,133	15,133	15,163	15,163	15,163	15,163	15,163	15,163	15,463	15,463
Net Losses from the Disposal of Assets	8,015	13,030	-	10,100	-	13,103	13,103	-	15,105	15,105	13,403	13,403
Fair Value Decrement on Investment Properties	0,015	-		_	-	-	-	-	-	-	-	-
Other Expenses	- 630	- 487	- 663	(539)	(304)	(635)	(690)	(620)	(358)	(626)	(722)	(729)
Total Expenses from Continuing Operations	51,488	487	48,344	47,909	48,900	49,281	49,953	50,782	52,022	53,049	54,348	55,123
	51,400	,570	-0,044	,509	-10,000	75,201	-0,000	50,752	52,022	00,049	54,540	55,125
Operating Result from Continuing Operations	(0.54.4)	(4,000)	(2.400)	(4.420)	(0.547)	674	0.404	4 665	0.005	6 677	5 070	004
Surplus/(Deficit)	(3,514)	(1,203)	(2,160)	(4,439)	(2,547)	671	2,401	4,665	8,605	6,677	5,378	904
Net Operating Result for the year before Grants and												
Contributions provided for Capital Purposes Surplus/(Deficit)	(10,611)	(5,026)	(7,771)	(4,802)	(3,012)	(729)	(129)	352	389	375	305	541
Sur prus/(Dentit)												

SCENARIO 2 FINANCIAL STATEMENTS – CONSOLIDATED BALANCE SHEET

Federation Council Long Term Financial Plan 202	21/22 - 2031/32											
Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	8,393	26,375	22,860	23,547	25,424	26,722	27,367	29,588	33,405	35,804	33,202	34,455
Investments	20,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,979	3,434	3,997	3,713	3,957	4,283	4,504	4,781	5,291	5,216	5,202	4,844
Inventories	2,382	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	119	190	190	190	190	190	190	190	190	190	190	190
Total Current Assets	37,911	31,834	28,882	29,285	31,406	33,031	33,896	36,394	40,721	43,044	40,429	41,324
Non-Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	592,048	576,027	579,231	585,727	580,164	589,065	589,613	604,405	616,721	635,632	642,280	650,514
Other	276	585	585	585	585	585	585	585	585	585	585	585
Total Non-Current Assets	602,392	576,672		586,372	580,809	589,710	590,258	605,050	617,366	636,277	642,925	651,159
Total Assets	640.303	608,506	608,758	615,657	612,215	622,741	624,154	641,443	658,087	679,321	683,354	692,483
		,	,	,	,	,	,	,	,	,	,	,
Current Liabilities												
Payables	12,546	2,544	2,835	2,780	2,871	2,906	2,966	3,031	3,132	3,177	3,240	3,304
Borrowings	517	763	867	986	1,016	1,048	1,081	1,202	1,464	1,409	1,475	1,519
Provisions	432	432		-	-	-	-	-	-	-	-	-
Other	2,796	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446
Total Current Liabilities	16,291	7,185	7,148	7,212	7,333	7,400	7,493	7,679	8,042	8,032	8,161	8,269
	10,231	7,105	7,140	7,212	7,000	7,400	7,433	1,019	0,042	0,032	0,101	0,203
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,593	10,001	12,018	12,075	11,058	10,010	8,929	10,922	18,598	23,115	21,640	20,121
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
Total Non Current Liabilities	11,679	11,087	13,536	13,593	12,576	11,528	10,447	12,440	20,116	24,633	23,158	21,639
Total Liabilities	27,970	18,272	20,684	20,805	19,910	18,928	17,940	20,119	28,157	32,665	31,319	29,907
	,											
Net Assets	612,333	590,234	588,074	594,852	592,305	603,813	606,214	621,325	629,930	646,656	652,035	662,576
F early and the second s												
Equity	500 010	500 0 /0	504 407	500.070	F17 F00	540.474	500 570	505.007	500.010	E 40 E 22	545.000	F 40 000
Retained Earnings	502,913	526,648		520,048	517,500	518,171	520,573	525,237	533,842	540,520	545,898	546,802
Revaluation Reserves	109,420	63,586	63,587	74,805	74,805	85,641	85,641	96,088	96,088	106,137	106,137	115,774
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	612,333	590,234	588,074	594,852	592,305	603,813	606,214	621,325	629,930	646,656	652,035	662,576

SCENARIO 2 FINANCIAL STATEMENTS – CONSOLIDATED CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2	031/32											
Cash Flow Statement Projections	Actual	Forecast	Proposed Budget									
Year Ending	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	58,508	41,951	45,217	43,249	45,676	49,229	51,733	54,783	59,770	59,660	59,614	56,463
Payments - Operating Activities	(30,784)	(30,712)	(31,170)	(31,449)	(32,416)	(32,557)	(32,982)	(33,459)	(33,721)	(34,541)	(35,463)	(37,039)
Net Cash Provided by (or used in) Operating Activities	27,724	11,239	14,047	11,801	13,260	16,672	18,750	21,324	26,049	25,120	24,151	19,423
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,528)	(13,509)	(20,501)	(11,782)	(10,890)	(14,880)	(17,613)	(21,789)	(30,557)	(26,757)	(24,652)	(15,796)
Receipts/Purchases - Other Assets	(15,270)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(39,201)	(11,245)	(19,299)	(10,849)	(9,957)	(13,947)	(16,680)	(20,856)	(29,624)	(26,154)	(24,049)	(15,466)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	5,090	-	2,750	1,050	-	-	-	3,201	9,160	5,939	-	-
Payments - Principal Repayments	(440)	(450)	(629)	(875)	(986)	(1,016)	(1,048)	(1,088)	(1,222)	(1,477)	(1,409)	(1,475)
Payments - Finance Costs	(367)	(339)	(383)	(439)	(440)	(410)	(378)	(361)	(545)	(1,029)	(1,295)	(1,228)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	4,283	(789)	1,738	(264)	(1,426)	(1,426)	(1,426)	1,752	7,393	3,432	(2,704)	(2,704)
Net Increase/(Decrease) in Cash Assets Held	(7,194)	(795)	(3,515)	687	1,877	1,299	645	2,220	3,818	2,398	(2,602)	1,253
Cash and Cash Equivalents at Beginning of Reporting Period	15,587	27,170	26,375	22,860	23,547	25,424	26,722	27,367	29,588	33,405	35,804	33,202
Cash and Cash Equivalents at End of Reporting Period	8,393	26,375	22,860	23,547	25,424	26,722	27,367	29,588	33,405	35,804	33,202	34,455
plus Investments on Hand - End of Reporting Period	30,046	-	-	-	-	-	-	-	-	-	-	
Total Cash, Cash Equivalents and Investments at End of Reporting Period	38,439	26,375	22,860	23,547	25,424	26,722	27,367	29,588	33,405	35,804	33,202	34,455

SCENARIO 2 FINANCIAL STATEMENTS – CAPITAL WORKS STATEMENT

Federation Council Long Term Financial Plan 2021/22 -	2031/32									
Capital Works Statement Projections										
	Proposed Budget									
Year Ending	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sew erage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	2,300	3,750	5,350	5,850	5,950	5,800	5,950	6,450	6,400
Total Capital Works	18,637	10,711	9,900	13,527	16,011	19,808	27,779	24,324	22,411	14,360

Appendix A – Financial Sustainability Indicators (Planned Scenario)

RATIC	DS															
Fund/s	Ratio	Target	Source	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
				actual	actual	budget	LTFP									
	Operating performance	>0	IP&R	21.78%	-13.67%	-13.66%	-23.28%	-17.87%	-11.74%	-4.91%	-0.68%	-0.14%	-0.14%	0.52%	1.50%	1.58%
_	Own source operating revenue	>60%	IP&R	40.78%	37.19%	50.43%	45.99%	57.15%	59.56%	61.57%	62.99%	63.20%	63.41%	63.33%	63.55%	63.53%
FUND	Unrestricted current ratio	>1.5 x	IP&R	1.89	2.35	2.48	2.91	2.95	3.00	3.06	3.11	3.13	3.15	3.36	3.39	3.42
FŪ	Debt service cover ratio	> 2 x	IP&R	118.37	24.78	16.78	6.48	7.75	9.46	11.74	20.46	20.97	21.16	21.80	22.60	22.73
IAL	Rates and annual charges outstanding percentage	< 10%	IP&R	4.47%	4.76%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%
GENERA	Cash expense ratio	> 3 months	IP&R	12.17	4.69	· 0.22	1.36	2.23	2.34	2.17	2.04	1.94	2.01	2.94	3.22	3.43
ЭЕ С	Unrestricted cash (effective)	>\$1million	Internal	- 6,476,612	- 3,258,306	708,000	1,306,531	1,760,940	1,766,397	1,782,880	1,765,615	1,757,262	1,720,171	1,789,711	1,788,287	1,826,767
•	Internally restricted reserve - waste	100%	Internal	56.43%	0.00%	0.00%	7.39%	12.40%	16.02%	18.75%	20.89%	22.61%	24.03%	25.21%	26.22%	27.08%
	Capital expenditure ratio	>110%	Tcorp	327.68%	316.96%	76.98%	91.41%	59.89%	73.32%	91.80%	105.10%	107.59%	107.55%	108.93%	115.43%	115.39%
			1080	15 440/	1 1 20/	0.10%	0 720/	C 170/	2 (20)	0.25%	2 70%	F 410/	7 5 90/	C 250/	2.00%	2 200/
~	Operating performance	>0	IP&R	-15.44%	1.12%	0.10%	-8.73%	-6.17%	-3.68%	-0.25%	2.70%	5.41%	7.58%	6.35%	2.00%	3.39%
UND	Own source operating revenue	>60%	IP&R	96.64%	98.16%	98.88%	98.39%	98.45%	98.50%	90.40%	90.59%	90.21%	69.21%	69.56%	68.08%	98.73%
ш	Unrestricted current ratio	>1.5 x	IP&R	20.21	18.93	14.42	8.60	7.68	8.07	8.00	8.16	8.18	9.34	9.28	6.93	6.68
TER	Debt service cover ratio	> 2 x	IP&R	-	-	-	44.25	4.22	3.61	4.12	4.61	5.10	5.14	2.89	2.29	2.37
4	Rates and annual charges outstanding percentage	< 10%	IP&R	36.90%	24.00%	27.35%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%
3	Cash expense ratio	> 3 months	IP&R	32.69	NA	22.46	20.47	17.69	17.61	17.56	17.85	17.86	24.48	24.42	17.24	15.55
	Capital expenditure ratio	>110%	Tcorp	79.73%	99.63%	154.11%	353.64%	140.26%	38.01%	124.02%	122.69%	151.55%	508.51%	503.97%	472.81%	107.89%
	Operating performance	>0	IP&R	-37.55%	-55.00%	3.06%	-28.21%	-15.34%	-10.81%	-6.46%	-3.23%	-0.32%	-0.76%	-1.31%	-1.89%	-0.86%
DN	Own source operating revenue	>60%	IP&R	94.64%	95.50%	96.14%	98.80%	98.87%	97.34%	93.59%	81.39%	68.62%	63.09%	76.80%	91.74%	99.19%
FUN	Unrestricted current ratio	>1.5 x	IP&R	21.97	7.87	10.59	4.30	3.53	3.70	3.88	3.20	4.22	4.22	4.23	3.88	4.05
	Debt service cover ratio	> 2 x	IP&R	- 1.93	6.75	4.84	1.25	3.89	4.78	5.74	6.51	6.72	3.58	2.46	2.09	2.14
EWER	Rates and annual charges outstanding percentage	< 10%	IP&R	11.80%	6.54%	20.89%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%
SE	Cash expense ratio	> 3 months	IP&R	22.90	NA	21.66	8.66	7.04	7.25	7.53	6.04	9.03	9.70	9.65	8.43	8.84
	Capital expenditure ratio	>110%	Tcorp	56.72%	21.13%	139.23%	219.48%	93.57%	54.06%	86.20%	221.16%	426.48%	579.88%	348.37%	134.83%	52.57%

Ratios: Operating performance ratio = Total continuing operating revenue excluding capital grants and contributions less operating expenses / Total continuing operating revenue excluding capital grants and contributions Own source operating revenue ratio = Total continuing operating revenue excluding all grants and contributions / Total continuing operating revenue1 inclusive of all grants and contributions

Unrestricted current ratio = Current assets less all external restrictions / Current liabilities less specific purpose liabilities

Debt service cover ratio = Operating results before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the Statement of Cash Flows) + borrowing costs (from the Income Statement) Rates and annual charges outstanding percentage = Rates and annual charges outstanding / Rates and annual charges collectable

Cash expense ratio = (Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financing activities) x 12

Unrestricted cash (effective) = Unrestricted cash less Financial Assistance Grants advance payment less creditors plus government debtors

Internally restricted reserve - waste = Internally restricted waste reserve / Waste Management Levy collected less funds incurred to rehabilitate closed landfill /s (cumulative)

Capital expenditure ratio = Capital expenditure / Depreciation

Workforce Management Strategy 2022/23 – 2025/26

Record No: 22/10398 Adopted: Enter Adoption Date



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Message From The General Manager

I am pleased to present Federation Councils Workforce Management Strategy 2022-2026. In doing so I also thank the working group who collaborated to lead this important strategic work.

This strategy is a first for Federation Council, as Council continues to develop and improve its strategic framework and as a result, Councils capability to deliver for its many communities. Critically this work focuses on our staff, our most valuable asset, and it allows Council to integrate and manage the workforce to deliver on the short, medium and longer term objectives, goals and actions contained in Councils Community Strategic Plan (Long term), Delivery Program (Medium term) and Annual Operational Plans (Short term).

There are a range of factors and trends, both existing and new and emerging that will result in many opportunities and challenges being present within our community and workforce over the coming years. As such, it is important for Federation Council to identify the appropriate skills and implement strategies to ensure Council's capacity is there, to deliver the many and varied services that provide such important outcomes for the community.

A major focus of this work and Councils other complementary plans is to ensure Council can continue to ensure that the workforce can adequately, sustainably (including financially, environmentally and physically) and realistically grasp the opportunities that present and meet any challenges also. The strategy will be a very useful tool to inform Councils service delivery, both now and into the future, and continue to equip and develop our workforce.

The Workforce Management Strategy 2022-2026 is a key component in the Federation Council Resourcing Strategy along with the Long Term Financial Plan and Asset Management Plans. This Strategy is aligned to the direction set out in the Federation Council Delivery Program & Operational Plan; and will provide the actions recommended for maintaining a workforce that has the capacity to continue delivering the services to our community. The Strategy is the result of a comprehensive analysis of the factors influencing Council's work environment and addresses these issues through strengthening Council's workforce.

This Strategy will assist us to Engage, Empower & Develop our workforce today and into the future.

I look forward to Federation Council realising its workforce objectives and the benefits it will bring to the organisation and critically as a result of successful execution of this strategy, the benefits and positive outcomes it will bring to the many communities Federation Council serves.

Adrian Butler GENERAL MANAGER



Scope

The Workforce Management Strategy 2022-26 is a four-year plan developed to support the implementation of medium to long term workforce strategies that align with and enhance Council's Operational Plan and Delivery Program. This Strategy will assist Council to engage, empower and develop a workforce with the necessary skills and capacities appropriate to navigate current and future challenges. Ultimately, developing and delivering on a Workforce Management Strategy, will allow Council to develop, attract and retaina highly skilled workforce, operating in a safe and competent manner that is able to deliver value for money outcomes for the Federation Council area.

Workforce Planning Process

The NSW Government Integrated Planning & Reporting (IP&R) Framework recognises that council plans, policies and strategies are linked and work together to plan for the future.

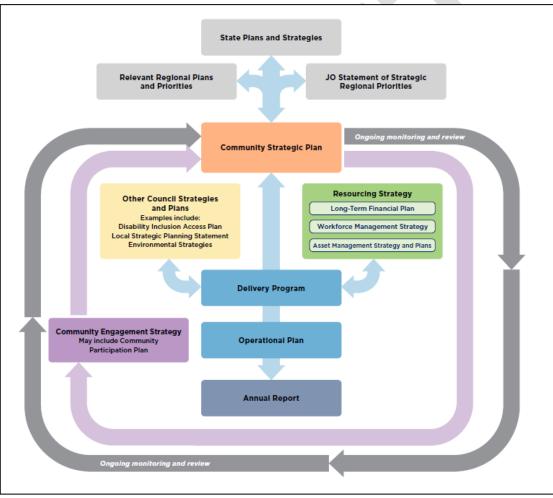


Figure 1: IP&R Framework

(Source: https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/)

The Local Government Act 1993 requires councils to develop a Resourcing Strategy that assists in achieving the objectives of the Community Strategic Plan. The Resourcing Strategy is made up of the Workforce Management Strategy, the Asset Management Plan and the Long Term Financial Plan, which together provide the resources necessary to achieve the Delivery Program.

Strategic workforce planning is an important aspect in the long term planning for an organisation. It's critical to ensuring that there is capable workforce to carry out the organisation's vision – that our people are appropriately

skilled and supported to be in the right place at the right time to build a strong, interconnected and sustainable organisation.

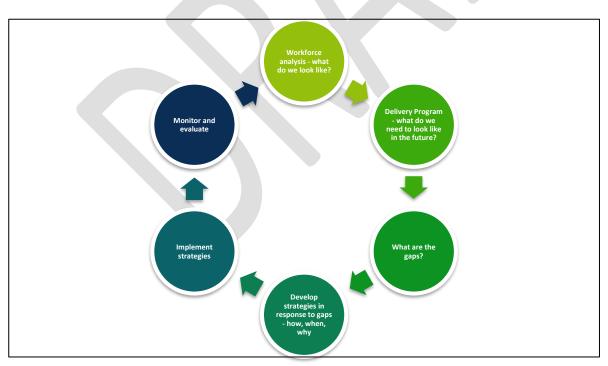
Workforce planning supports the achievement of the Delivery Program by ensuring that the workforce is capable of delivering quality outcomes for the community. Council's Workforce Management Strategy 2022-26 is a four-year plan which identifies the people, skills, experience and expertise required to implement the Delivery Program. It address issues such as:

- an ageing workforce;
- retention of skills and knowledge;
- succession planning;
- how to provide opportunities to create and retain positions for local young people;
- incentives and other programs that will support the council to be an employer of choice;
- learning and development;
- performance management;
- recruitment strategies to fill skills gaps; and
- workforce diversity.

To develop this Strategy, Federation Council has undertaken a strategic assessment of both internal and external drivers that will affect the size, shape and type of workforce required to deliver services to meet community needs now and into the future.

The Strategy was developed by undertaking an analysis of the current workforce, assessment of the objectives outlined in the Delivery Program and critical review of gaps to determine suitable workforce management strategies for the organisation. The implementation of the strategy will continue to follow the process outlined below in Figure 2.

Figure 2: Strategy Development Process



Strategic Direction

This Workforce Management Strategy outlines how Council will support and develop its workforce to deliver on its commitments outlined in the various strategic documents in the IP&R framework.

The Community's Vision: Community Strategic Plan

The Community Strategic Plan 2022-2032 outlines the community's key priorities and strategies for the next 10 years. The community has a strong vision for the Federation local government area, which includes:

"Federation – Creating Opportunities, Celebrating Communities. Federation will be a home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways".

Council's Vision & Values - Delivery Program and Operational Plan

Together Council's Delivery Program and Operational Plan outlines the activities Council will undertake to help deliver the aspirations its community outlined in the Community Strategy Plan.

Vision

Council has set a clear vision for organisation to bring the Community Strategic Plan to life:

"A quality Council with an ongoing focus towards continuous improvement. We are committed to building, celebrating and supporting strong, sustainable and diverse communities".

Values

To support Council's vision, a set of guiding values have been developed to provide clear purpose and direction for the workforce:

- 1. **Accountability** we will plan well and report on our progress. We will ensure fair and transparent decision making and take responsibility for our actions.
- 2. Collaboration we support each other as a team and will engage closely with the community.
- 3. **Customer Focus** we will be responsive and accessible to the community. We will be open, respectful and truthful in our dealings.
- 4. **Embracing Change** we will create our future by being innovative and encouraging new ideas, opportunities and better ways of doing things.
- 5. **Quality Outcomes** we will strive for excellence and to deliver value for money for the community.

Organisational Structure

Management Executive Team

Federation Council comprises of four departments, led by the senior management team, referred to as Manex. Manex is responsible for the strategic direction and leadership of the organisation.

Figure 3: Senior Management Team



Leadership Team

The Leadership Team at Federation Council comprises of Manex, Managers and other specialists who work in areas that cross over all Council Departments. This group aims to achieve a high level of organisational performance through unifying the organisation's direction, identifying opportunities for improvement, working to build a culture of excellence and ensuring the delivery of quality customer service and value for money. The membership of the Leadership Group includes:

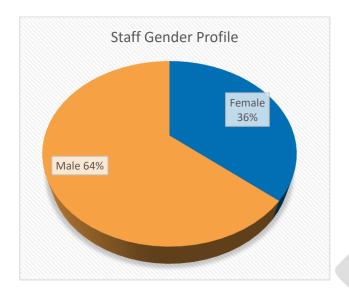
Manex	General Manager
	Director Corporate & Community Services
	Director Development and Environment
	Director Engineering Services
Managers	Manager Infrastructure
	Manager Communications & Engagement
	Manager Community & Economic Development
	Manager Environment, Facilities & Regulations
	Manager Facilities & Environment (North)
	Manager Finance
	Manager IT and Customer Service
	Manager Operations
	Manager Recreation
	Manager Utilities
Other	Executive Assistant
specialists	Governance Officer
-	Human Resources Advisor
	Risk Management Coordinator

Table 1: Leadership Team Membership

The Leadership Group will be pivotal in helping the Council to deliver on its commitments in the Delivery Program.

Our Workforce Profile

Staff Gender Profile



This graph shows that Federation Council's workforce is made up of 64% male employees and 36% female employees. The female ratio is predominantly in our indoor staff and we are still very heavily weighted towards a high proportion of male employees on our outdoor staff, with only one female in the outdoor workforce at present. These imbalances tend to be historical and as a result of those occupational areas attracting people of a specific gender.

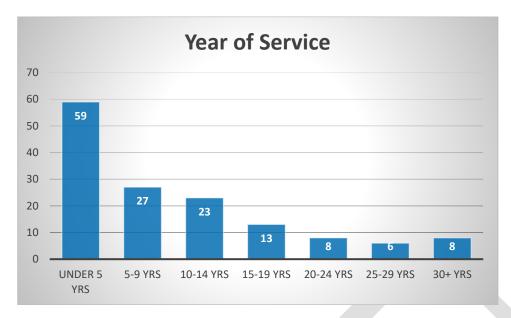
Staff Age Demographics 60 50 55 40 30 27 20 22 10 0 20-30 31-40 41-50 51-60 61-70 UNDER 20 71-80

Age breakdown

This graph shows:

- Federation Council's workforce has a diverse spread across the various age groups
- Around 47% of employees are aged 50 and over, with around 17% having the potential to retire within the next 5 years.
- The number of employees under 30 is 13% which is in part reflective of local government not having an attractive profile to the younger segment of the labour market.

Years of service



This graph shows:

- Federation Council has staff numbers spread across all service year groupings, with one area to note, being a lower number of staff in the 15 to 19 years' service, in comparison to the 5 years to 9 years.
- Council has a number of staff that have recently commenced and a number that have over 20 years' service. Council has been focusing on attracting staff to the organisation, and the above 20 years group is considered to be directly related to no retirement age legislation, and the job security that Local Government provides.
- The drop in the 15 to 19 years grouping is considered a reflection that it is a long time to spend in the local government sector with the private sector being very competitive.



Employee Turnover

This graph shows:

- Over the last five years, Federation Council's staff turnover has averaged at 12%
- The increase in 2017/18 is a result of the amalgamation of Corowa and Urana Shire Councils to Federation Council.

• The level of employee turnover in the last 12 months is 9% and this is considered a good result, as the departures had a good balance between retirements, retention, and ensuring there are opportunities for career growth internally whilst promoting new external employees to join Council.

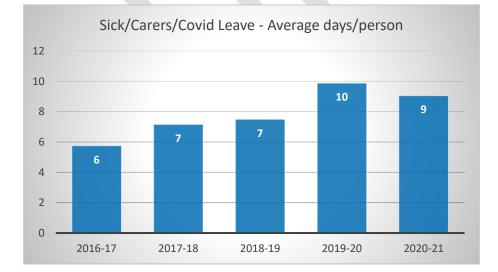
Excess Leave Liability



This graph shows:

- Council's excess leave liability has slightly decreased over the four year period but the Long Service Leave excess has increased. Where an employee has over 8 week of annual leave, this is considered excess leave liability. Where an employee has over 5 years long service leave, this is considered excess leave liability.
- The increase in Long Service Leave is considered to be attributed to Covid-19 and the restrictions put on travelling. Numerous leave applications that had been submitted over the past two financial years was then cancelled due to travel restrictions. Another contributing factor to the increase is that many employees long service leave grants also fell due over the last two financial years as well.
- Council will be working over the next four year period to reduce the excess leave liability that exists presently.

Unplanned Leave

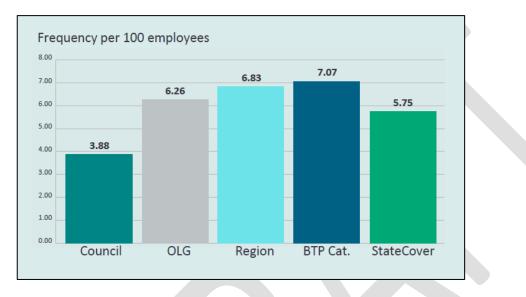


This graph shows:

- The use of sick/carers/Covid-19 leave is considered to be at appropriate levels less than two weeks/person/year
- Council's Covid-19 leave over the last two years has been minimalised due to the extensive work done on Council's Covid-19 Management Plan which included Risk Assessments and a well-structured and very supportive work from home approach.
- The increase that can be seen in the figures over the two years is indicative of some long term illnesses experienced by staff and the broader caring requirements of employees.

Workers Compensation

Claims Frequency History



This graph shows Council's claims frequency against other NSW local governments in our region, the state and our insurer. This illustrates the effectiveness of Council's WHS efforts and initiatives.

Council is well below the benchmarks when compared to other Councils and this is considered to be due to our proactive approach which includes implementing the Recover at Work Program and working collaboratively with injured workers to get them back to work.

Environmental Influences

An environmental scan was undertaken as part of the workforce planning process to identify local and global trends as well as recognise what aspects employees' value about working at Federation Council.

Internal Environment

Environmental factors relevant for Federation Council include:

- Our regional location;
- Unifying our workplace culture post amalgamation and between the indoor and outdoor workforce;
- Aging workforce and succession planning and/or development of new employees to prepare for the upcoming retirement wave;
- Skill shortages in critical roles and challenges in attracting and retaining staff in these positions;
- Industry and skill shortages, particularly in areas such as engineering, planning, building, water & sewer, WH&S, risk, aquatic industry;
- Ability to attract suitable candidates;

External Environment

We are also influenced by challenges currently impacting most Australian workplaces, including an increasing number of retirements, growing knowledge of the risks of sedentary work and growing awareness and recognition of mental health issues in the workplace.

The Covid-19 pandemic continues to have a significant impact on workplaces across the globe, with a rapidly changing external environment, requiring flexibility, adaptability and rethinking of policies, processes and procedures.

Other external factors that require consideration include:

- The aging labour market;
- Trends towards limited tenure;
- Increased life stressors and focus on staff wellbeing; and
- Increased demand for flexible work arrangements, including remote office / working from home.

What We Value Working At Federation Council

What we value and our organisation has to offer our workforce includes:

- Regional relaxed lifestyle;
- The ability to for employees to contribute to their local community;
- A family friendly organisation;
- Flexible working arrangements and fortnightly rostered days off;
- Long service leave entitlements after 5 years' service; and
- Our Employee Assistance Program (EAP).

All of these environmental factors were considered carefully when developing the actions outlined in this Strategy.

Engagement

Council sought to undertake a collaborative engagement process to develop the Federation Council Workforce Management Strategy 2022-2026. An Internal Working Group of Council employees was established, with representatives from across the organisation, to consider future workforce needs and identify strategies to ensure Council is well placed to deliver on the community's priorities into the future. Each Directorate was represented, along with Human Resources personnel and the Chair of the Consultative Committee.

Feedback was obtained from Council's leadership team prior to releasing to the Consultative Committee and all employees for feedback.

submissions were received from employees.

The feedback contained some common themes:

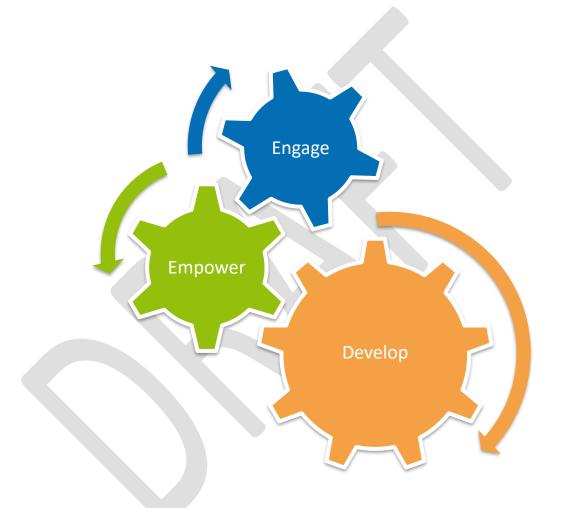
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This feedback was taken into consideration when finalising this strategy and actions to be delivered.

Workforce Management Strategy

This Strategy is focused on three key objectives to support Council's workforce:

- 1. **Engage** to attract, retain and support our people.
- 2. **Empower** to ensure our workforce is empowered with the right support, systems, processes, culture and values to be successful.
- 3. **Develop** to develop our workforce to meet the present and future needs of the Federation community.



OBJECTIVE ONE - ENGAGE

To attract, retain and support our people.

KEY AREA	GOAL(S)	STRATEG	SIC ACTION(S)		IMPLEM	ENTATION		SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
Attraction & Recruitment	1.1 To attract the right people with the right skills and capabilities.	1.1.1	Improve the promotion of Federation Council as a quality employer and increase the variety of recruitment points to attract a diverse range of potential candidates.	x				Increased no. of promotional activities/mediums. Website content updated. Attendance schools/career days.	HR Communications & Engagement
		1.1.2	Review and update recruitment practices and techniques to improve job and cultural fit through behaviour and aptitude testing.		х			Increase psychometric testing. Recruitment training held.	HR
		1.1.3	Review and promote employee conditions and benefits.		x			Review and promotion undertaken both internal and external.	HR Communications & Engagement
		1.1.4	To review the exit interview progress.			x		Review undertaken and implements implemented.	HR
Retention		1.2.1	Update and streamline the induction program.				х	New induction process implemented.	HR

Federation Council - Workforce Management Strategy 2022/23 – 2025/26Reference: 22/10398Version No: Draft

KEY AREA	GOAL(S)	STRATEG	IC ACTION(S)		IMPLEM	IENTATION		SUCCESS MEASURES	LEAD
				2022-23	2023-24	2024-25	2025-26		
	1.2 To ensure we have opportunities for a work/life balance.	1.2.2	Revise the flexible working arrangements process.	x				Policy reviewed.	HR
		1.2.3	Ensure all relevant positions in the organisation have competency standards for step progression.				х	Competencies developed.	Managers HR
Wellbeing & Safety	1.3 To ensure effective health, safety and wellbeing support systems for our people.	1.3.1	Review and update a Health & Wellbeing Policy and Program.			Х		Policy and Program implemented.	HR
		1.3.2	Develop and implement a Recover at Work Policy and program.		Х		Х	Policy and Program implemented.	HR
		1.3.3	Establish and monitor WH&S performance indicators and targets, and report regularly.	x	Х	Х	X	WH&S targets established. Regular reporting undertaken.	Risk Coordinator
		1.3.4	Continue to undertake the employee health and wellbeing survey.	х	х	x	х	Survey undertaken each year.	HR Communications & Engagement
		1.3.4	Continue to support Council's Employee Assistance Program (EAP).	х	Х	Х	Х	Program delivered each year.	HR

Federation Council - Workforce Management Strategy 2022/23 – 2025/26Reference: 22/10398Version No: Draft

OBJECTIVE TWO - EMPOWER

To ensure our workforce is empowered with the right support, systems, processes, culture and values to be successful.

KEY AREA	GOAL(S)	STRATEG	IC ACTION(S)		IMPLEMENTATION			SUCCESS MEASURES	LEAD	
				2022-23	2023-24	2024-25	2025-26			
Communication & Information	2.1 To ensure that our people are well informed.	2.1.1	Develop and implement an Internal Communications Strategy.	x				Strategy developed & implemented.	Communications & Engagement	
	2.2 To ensure that our performance appraisal process is aligned with our values.	2.2.1	Improve the annual appraisal process.	х			х	Feedback sought. Appraisal process updated.	HR	
	2.3 To ensure we continue to be committed to the performance appraisal process.	2.3.1	Undertake the annual appraisal process within set timeframes.	х	х	х	х	100% of appraisals completed by 1 September each year.	Managers & Directors	
	2.4 To ensure that our people are represented and informed about important matters that affect our workforce.	2.4.1	Continue to support and resource the Consultative Committee and Work Health and Safety Committee.	х	х	х	х	Committee meetings held minimum of 4 times per year	Manex	

Continual Improvement & Success	2.5 To ensure our successes are well defined.	2.5.1	Create measurable Key Performance Indicators for all actions within the Delivery Program.	х				Delivery Program updated.	Directors & Managers Governance Officer
	2.6 To ensure an efficient and effective workforce deliver services to our community.	2.6.1	Support the Business Planning and Service Review Processes.	х	х	Х	х	Service Review template/documenta tion developed.	Directors & Managers
Culture & values	2.7 To ensure we know the value our people bring to the organisation.	2.7.1	Collect data and understand workforce demographics.	х				Recruitment docs updated.	HR
	2.8 To provide strong values that guide our workforce and culture.	2.8.1	Raise staff awareness of our organisational values.	х	х	х	х	Staff are aware of our values.	Directors & Managers Communications & Marketing
		2.8.2	Develop and implement an action plan to improve organisational culture.		х	X	X	Action plan delivered.	Manex
		2.8.3	Develop and implement behavioral standards. (Dignity and Respect Program)	x				Standards developed & implemented.	Manex
	2.9 To ensure we create a workplace culture of diversity,	2.9.1	Develop and implement a Diversity and Inclusion Policy.	X				Policy developed & implemented.	HR

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	inclusion and acceptance.	2.9.2	Develop an Action Plan to support the Diversity and Inclusion Policy.		Х	X	X	Action Plan developed & implemented.	HR
Support Systems	2.10 To provide effective corporate support to the organisation, which allows the workforce to achieve their goals.	2.10.1	Establish a HR Help Desk and Support Model.	X				Help Desk implemented.	HR IT
		2.10.2	Review, update and/or develop HR Policies and Procedures.	X High priority policies	X Medium priority policies	X Medium priority policies	X Low priority policies	Policies and procedures implemented.	HR
Ageing Workforce	2.11 To assist the ageing workforce successfully phase to retirement.	2.11.1	Develop a Phase to Retirement strategy.				X	Strategy developed.	HR

OBJECTIVE THREE - DEVELOP

To develop our workforce to meet the present and future needs of the Federation community.

KEY AREA	GOAL(S)	STRATEG	GIC ACTION(S)	IMPLEMEN	ITATION			SUCCESS MEASURES	LEAD		
					2023-24	2024-25	2025-26	MERCONEC			
Leadership Development	3.1 To ensure our leaders are effective in delivering outcomes for the organisation.	3.1.1	Undertake a skills audit with the Leadership Team.		X Audit tool	X Skills audit		Audit undertaken.	HR		
		3.1.2	Implement a Leadership Development Program.			х	х	Program implemented.	HR Manex		
Training & Development	3.2 To grow and develop our people, creating a culture of a knowledge sharing and collaboration.	3.2.1	Create a training database using council's business software.	Х	Х			Database created and updated.	HR IT		
		3.2.2	Undertake a skills audit of our staff.			X Audit tool	X Skills audit	Audit undertaken.	HR		
		3.2.3	Review and update the Corporate Training Plan.			х	х	Training Plan reviewed and updated.	HR		
						3.2.4	Investigate alternate methods for the delivery of training e.g. E-Learning, regional shared training.	X	х	х	х

	3.2.5	Review and update the Trainee and Graduate Program.				х	Program developed.	HR
	3.2.6	Explore and support participation in industry networking opportunities within the region.	х	х	Х	х	Participation in industry networks.	Directors & Managers
3.3 To ensure an effective transfer of knowledge as our people transition through the	3.3.1	Identify key and critical roles and develop succession plans with staff.		х	х	х	Succession plans implemented.	Directors & Managers
organisation.	3.3.2	Develop and document procedures for critical and customer-facing services		х	х	х	Procedures and processes captured.	Managers

Monitor And Review

This Strategy will be reviewed and updated annually with a major review every 4 years in line with the corporate planning process in accordance with the NSW Local Government Integrated Planning & Reporting Framework. The Internal Working Group will be responsible for reviewing and updating this Strategy.

Manex has responsibility for ensuring that this Strategy is delivered and there are sufficient resources to implement the identified actions.

Record Management

Document Type	PLANNING DOCUMENT
Reference Number	Workforce Management Strategy 2022/23 – 2025/26
Adopted by Council	Date Adopted by Council
Resolution Number	
Version Number	Draft
Responsible Director	Director Corporate and Community Services
Review schedule	Within 12 months of new council
Next Review Date	April 2025

Version Control

Version	Date	Changes / Amendments
Draft	11/02/2022	Initial Draft Workforce Management Strategy
Draft	16/05/2022	Adopted by Council in principle
1.0		

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Asset Management Strategy 2022/23 - 2025/26

Record No: 22/15733 Adopted: Enter Adoption Date



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Executive Summary

Context

This Asset Management Strategy has been prepared to assist Council improve the way it delivers services from infrastructure including roads, bridges, footpaths, water and sewerage services, buildings, caravan Parks, saleyards, waste management centres, aerodrome and recreational assets. Council also has land, street and park trees, turf, plant and equipment, Information, communication and business technology assets. These are not included in this Strategy due to the unique nature of these assets.

At 30th June 2020 these assets had a gross carrying value of these assets is: \$532,109,000

The replacement cost of these assets is: \$775,722,000

The Asset Management Strategy enables Council to:

- achieve Council's asset management policies and
- ensure the integration of Council's asset management with its Long-Term financial Plan and Community Strategic Plan.

Adopting this Asset Management Strategy will assist council to provide services needed by the community in a financially sustainable manner and meet the requirements of national sustainability frameworks and NSW Integrated Planning and Reporting Framework.

The Asset Management Strategy is prepared following a review of the council's service delivery practices, financial sustainability indicators, asset management maturity and fit with council's vision for the future outlined in the Federation Council Community Strategic Plan 2022 – 2032. The strategy outlines an Asset Management Improvement Plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

Strategic Outlook

- 1. Council will be able to maintain current service levels for the next 10 year. This is dependent on the following assumptions:
 - No real decrease in the grant funding
 - Increased community contribution to the maintenance and renewal of assets (through general rates and fees and charges)
 - Rationalisation of all assets
 - Contributions from Developers to provide community assets.
 - Reduction of service levels for assets
- 2. Asset and service reviews to determine redundant assets, changes in service levels to meet financial sustainability.
- 3. Council is not able to fund improvements to assets to meet community expectations.

Council's current asset management maturity is below 'core' level and investment is needed to improve information management, lifecycle management, service management and accountability and direction.

Asset Management Strategies.

Ref	Strategy	Desired Outcome		
1	Develop an across department Asset Management Steering Committee.	Provide ongoing advice and direction to inform asset management planning.		
2	Review, correct and update all asset registers. Ensure information is correct.	Asset information can be used to make reliable informed management decisions.		
3	Review detail in Asset registers to ensure information is suitable for maintaining an appropriate level of accuracy for assessment	Asset information can be used to make reliable informed management decisions.		
4	Review assets requirements for integration into service delivery programs. Dispose or modify assets to meet needs of agreed service delivery	Retained assets are assessed as integral to the delivery of services.		
5	Develop an overarching Asset Management Plan for Council's Asset.	Plan provides guidance to individual Asset Plans		
6	Revise and complete Asset Management Plans for the 6 strategic asset areas, Transport, Water Supply, Sewerage Services, Buildings, Urban stormwater, and Community / Recreational assets.	Asset Management plans that protect the asset long term, provide an agreed level of service.		
7	Incorporate Asset Management Plans and, expenditure projections into Long Term Financial Plan as adopted.			
8	Incorporate yearly, Long Term Financial Plan revenue and expenditure projections into operational plan	 Long term financial planning drives budget deliberations 		
9	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability, and performance against strategic objectives in Annual Reports	is available for Council and the		
10	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined		
11	Develop and Implement an Improvement Plan to achieve 'core' maturity for the financial and asset management within 4 years	Improved financial and asset management capability within Council		

Asset Management Improvement Plan

The program of tasks and resources required to achieve a minimum 'core' asset management maturity was developed in the asset management strategy. This is estimated for the 4-year period of this strategy. The improvement plan is based on the employment of a dedicated staff member to coordinate the required tasks to bring council up to Core asset management maturity. The tasks and program are shown below.

Ref	Task	Approval	Department with lead responsibility	Target Date	Budget Over 4 Years	
1	Establish an effective across department Asset Management Steering Committee	GM/ Manex	Engineering Services	1/10/2022	\$20,000	
2	Review assumptions, asset hierarchies, technical and community strategic Plan for Asset Management Plans	Manex	Engineering Services Development and Environmental Services	30/12/2022	\$60,000	
3	Prepare over-arching integrated Asset Management Plan for council assets	Council	Engineering Services	30/3/2023	\$40,000	
4	Finalise draft Asset Management plans for Transport, Water Supply, Sewerage Services and Urban Stormwater Drainage.	Council	Engineering Services	30/6/2023	\$60,000	
5	Complete Asset Management plan for Buildings and Recreation and Community Assets.	Council	Engineering Services Development and Environmental Services	30/6/2024	\$50,000	
6	Audit and update asset registers	DES	Engineering Services	30/6/2023	\$300,000	
7	Review Levels of service in relation to expected future budgets and community expectations	Manex	Engineering Services Development and Environmental Services	30/6/2023	\$20,000	
8	Develop strategies to accommodate service gaps	Manex	Engineering Services Development and Environmental Services	30/12/2023	\$20,000	

Ref	Task	Approval	Department with lead responsibility	Target Date	Budget Over 4 Years
9	Develop long term strategic facilities needs analysis	Manex/ Council	Manex	30/6/2024	\$20,000
10	Carry out Revaluations in accordance with the Office of local Government recommendations	Manex	Corp Services	30/6/2022 Annually thereafter	\$40,000
11	Incorporate asset management renewal data into LTFPs	Manex/ Council	Corporate and Community Services Engineering Services Development and Environmental Services	30/6/2022	\$0
12	Review Asset Management Plan policy and Strategy	Council	Manex	30/6/2026	\$10,000
	TOTAL over 4 Years				\$640,000

1 Section One – Introduction

1.1 Background

Assets help deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage treatment plants and networks, public buildings and swimming pools present particular challenges. Their condition and longevity can be difficult to determine. Financing needs for some assets require planning for large peaks and troughs in expenditure for renewing and replacing such assets.

The demand for new and improved services adds to the planning and financing complexity. These not only add further maintenance and operational cost, but also increase renewal costs.

Ongoing operating/ maintenance and renewal costs require servicing consideration across the full life cycle of the asset.

The national frameworks on asset planning and management, financial planning and reporting endorsed by the Local Government and Planning Ministers' Council require councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
 - bringing together asset management and long-term financial plans,
 - demonstrating how council intends to resource the plan, and
 - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
 - explanation to the community on variations between the budget and actual results,
 - any impact of such variances on the strategic longer-term plan,
 - review of the performance of the council against strategic objectives.

Asset Planning and Management has seven (7) elements to assist in highlighting key management issues, promote prudent, transparent and accountable management of local government assets and introduce a strategic approach to meet current and emerging challenges.

- Asset management policy,
- Strategy and planning,
 - asset management strategy,
 - asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems,
- Skills and processes, and

• Evaluation.

The Asset Management Strategy aims to:

- show how Council's asset portfolio can meet the service delivery needs of its community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its Long-Term Financial Plans and Community Strategic Plan.

The goal of asset management is to ensure that services are provided:

- in the most cost-effective manner,
- through the creation, acquisition, maintenance, operation, renewal and disposal of assets,
- for present and future consumers.

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for council to provide services to the community.

1.2 Legislative Environment

The Asset Management Strategy has been developed in context with the requirements of Commonwealth and State Legislation. The following table provides a summary of the identified relevant legislation and requirements that may affect Councils operations.

Legislation	Requirement
NSW Local Government Act 1993 Local Government (General) Regulation 2021	 Sets out the purpose, objectives, functions and powers of local Councils including the preparation of a Community Strategic Plan and resourcing strategy informing the development of Council's Long Term Financial Plan and Asset Management Strategy relation to the management of a municipal sewage network.
EnvironmentalPlanningandAssessment Act 1979	 Requirement for Local Environmental Plans and Development Control Plans.
Environmental Planning and Assessment Regulations 2021	 Provides controls for Local Environment Plans and Development Control Plans
Local Land Services Act. 2013	 Defines the delivery of Local Land services in the social ,economic and environmental framework within the state
Roads Act 1993	 Defines access arrangements and control of roads.
Road Transport Act 2013	 Defines requirements for vehicles and operators using roads.

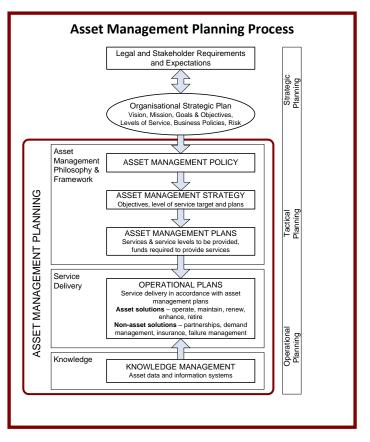
Legislation	Requirement
Transport Administration Act 1988	 Provides authority to Traffic for NSW Authority for management of roads.
Road Rules 2008	 Sets requirements for vehicles and operators using roads.
Work Health and Safety Act 2011	 Impacts all operations in relation to safety of workers and the public. Council's responsibility to ansure health cafety and welfare of ampleyees and others.
	 Council's responsibility to ensure health, safety and welfare of employees and others at places of work.
Crown Land Management Act 2016	 Assets on Crown land
Soil Conservation Act 1938	 Preservation of water course environment.
LocalGovernmentCodeofAccountingPracticeandFinancialReporting2021-22	 Compliance with <u>Australian Accounting Standard 116</u> for assets.
Civil Liability Act 2002	 Liability of Council and staff in relation to Assets.
Food Safety Act 2003	 Standard of Food Preparation Areas
BuildingCodeofAustraliaVolume1andVolume2	 Building construction requirements
Disability Discrimination Act 1992.	 Provision of access to council assets
Disability (Access to Premises – Buildings) Standards 2010	 Provision of access to Buildings
Public Health Act 2010	 Standards of Air Conditioning
2010	Public swimming pool standardsEffluent and waste disposal
PublicWorksandProcurementAct1912	 Planning and construction of major community assets
Water Management Act 2000	 Water licensing
Water Act 2012	 Water licensing
NaturalResourcesAccessRegulatorAccessAccess2017	 Water licensing

Legislation	Requirement
Protection of the Environment Operations Act 1997	 Contaminants entering water courses Regulating pollution activities
National Parks and Wildlife Act 1974	 Conservation of Natural and cultural heritage.
BiodiversityConservationAct2016	 Improve environmental outcomes
EnvironmentalProtectionandBiodiversityConservationAct1999	 Protection of flora, Fauna, ecological communities and heritage places
Native Title Act 1993	 Recognition of rights and interests of Aboriginal and Torres Strait Islander people
Native Title (NSW) Act 1994	 Recognition of rights and interests of Aboriginal and Torres Strait Islander people
Aboriginal Land Rights Act 1993.	 Process to return certain crown lands to Aboriginal people.

1.3 Asset Management Planning Process

Asset management planning is а comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined bv assessing Council's financially sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs. Stakeholder needs ar, incorporated into Council' Community strategic. An asset management policy, strategy, asset management plans and operational plans, are developed and linked to a long-term financial plan.



2 Section Two – Current Assets

2.1 Assets

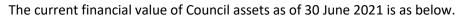
Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown below.

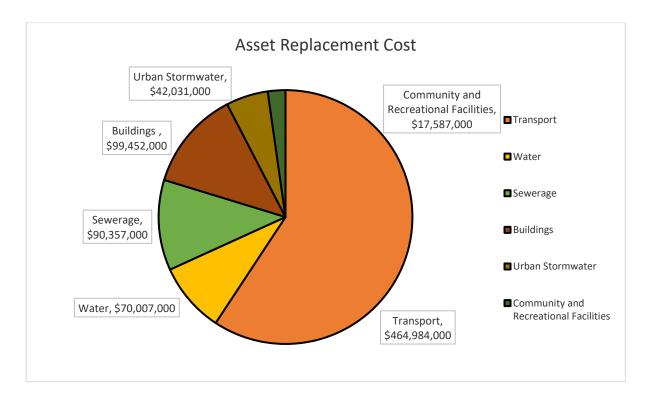
Asset Class	Description	Services Provided
Transport	Roads, bridges, footpaths, bicycle paths shared paths, kerb and gutter and rural drainage,	Provide safe access and transport across the shire
Water supply	Inlets, treatment plants, rising mains, pumps, reservoirs, reticulation mains, valves and scours	Provide safe water to urban towns to Corowa, Howlong and Mulwala. Non-potable water available in Balldale and Daysdale.
Sewerage Services	Sewer, mains, pump stations, and treatment plants, discharge facilities	Sewerage services provided to Corowa, Howlong, Mulwala, Oaklands and Urana.
Buildings	Council administration building, works depots, houses, aged units, flats, halls, Changes rooms and sports pavilions	Venues for community events and council operations.
Urban Stormwater	Inlet structures, mains, pumps, outlets structures, wetlands,	Limited stormwater disposal infrastructure in some towns.
Community and Recreation Assets	Playgrounds, street and park furniture, public art and monuments, shelters and shade sails, sports facilities, street and recreation lighting, swimming pools and caravan parks.	Venues for cultural, recreational and tourist facilities.

3 Section Three – Council Assets and their Management

3.1 Financial Status the Recorded Assets

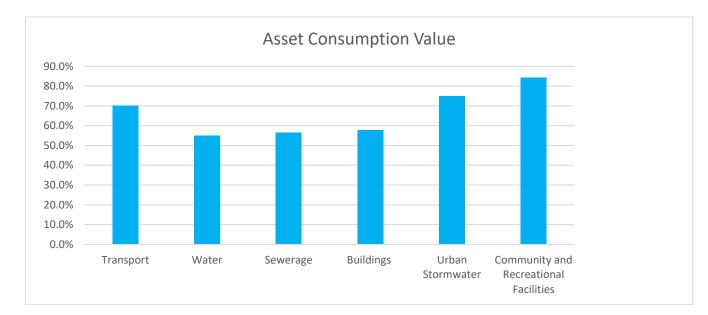
Asset Class **Replacement Cost** Depreciated Depreciation Expense for current **Replacement Cost** year Transport \$464,984,000 \$326,412,000 \$4,649,840 \$700,070 Water \$70,007,000 \$38,454,000 \$80,357,000 \$50,985,000 \$903,570 Sewerage **Buildings** \$99,452,000 \$57,471,000 \$994,452 **Urban Stormwater** \$42,031,000 \$31,466,000 \$420,031 Community \$17,587,000 \$14,811,000 \$175,870 and **Recreational Facilities** Total \$775,722,000 \$532,109,000 \$7,757,220





3.2 Asset Replacement Values

The asset consumption value is the percentage of the asset remaining as a percentage of the Asset Replacement cost. Those assets with a high percentage have considerable remaining life. Those with a low percentage are nearing the end of their useful life and it is appropriate for Council to plan for any required renewal.



3.3 State of the Assets.

3.3.1 Transport

Transport assets include roads, bridges, footpaths, bicycle paths, shared paths, kerb and gutter and rural drainage.

Most asset categories within this asset class vary in standard from good to very poor.

The consumption of the roads component of the asset is largely dependent on loads on the road and number of vehicles. The correlation of road damage and loads on the road is not a straight line. The higher the load the damage to a road increases exponentially.

Governments have progressively increased axle load limits on roads, creating an adverse impact on the longevity of the road.

The increasing use of roads to transport heavy loads such as grain is having a detrimental effect on the technical level of service. There is an increasing risk of asset failure due to the heavier loads on roads. Changes in farming practices has increased the use of roads during wetter weather when the roads pavements are saturated (weaker), causing higher levels of deterioration.

Standard of gravel roads across the council area vary. In general gravel roads in the northern part of the Council area are of a higher standard than those in the southern parts. Many roads classified as gravels roads in the southern part of the Council area only have thin skims of gravel, generally in the areas where roads have a history of failure. All roads are inspected regularly and council carries out regular maintenance on both sealed and gravel roads. The level of maintenance overall is low which in turn adversely impacts on the longevity and level of service for the road.

Only parts of the urban road system is kerb and guttered. New developments in towns are required to provided kerb and gutter. However the majority of the existing towns and villages have limited. Asset management plans only concentrate on existing infrastructure

Sections of some towns have footpaths, shared ways and bicycle paths, however Council does not have a coordinated funded strategy to link and improve usefulness of these assets.

The Consumption of the assets vary between sealed and unsealed roads. This reflects the different life cycles of the assets. 34% of the sealed rural road assets and 54% of the unsealed rural road network has been consumed. 37.6% of the bridge asset and 28.2% of the kerb and gutter asset have been consumed.

3.3.2 Water Supply

Water supply assets includes inlets, treatment plants, rising mains, pumps, reservoirs, reticulation mains, valves and scours.

Most asset sub categories vary in standard from good to poor.

The larger treatment plants are nearing the end of their useful life. The plants operate effectively but are limited in capacity. Council will need to commit major expenditures in the next 10 years to renew, upgrade and bring treatment plants up to modern standards. New plants will also need to be sized to accommodate increases in connections as towns grow.

The asset consumption of the water supply is consistent between 42% and 51%. This reflects that two (2) of the three treatment plants are nearing the end of their economic life.

A renewal program to replace and upgrade mains is budgeted for annually. This currently allows for mains to be replaced about every 75 years as opposed to the design life of 50 years. The delay in replacement increases risks, resulting in higher levels of main breaks and associated repair costs.

Some older mains use AC pipes. Whilst pipes contain embedded asbestos fibres, they do not pose a threat to the water supply. However repair and replacement costs are increased due to the associated safety requirements.

3.3.3 Sewerage System

Sewerage system assets includes the sewer, mains, pump stations, treatment plants and discharge facilities.

Asset sub categories vary in standard from good to poor.

The larger treatment plants are nearing the end of their useful life. The plants operate effectively but the risk of environment contamination increases annually. Council will need to commit major expenditures in the next 10 years to renew and bring treatment plants up to modern standards. New plants will also need to accommodate increases in connections as towns grow. Council has five (5) Sewerage treatment plants; three (3) are large enough to require EPA licencing systems and must comply with environmental requirements of the licences. Town sewerage treatment plants are designed for treatment of domestic waste. Some industrial processes can overwhelm the biological treatment processes and their caustic effluent significantly reducing asset longevity.

Sewerage main condition varies from good to poor. Some mains are over 100 years in age. The introduction of relining programs in the 1990s has allowed for main life to be extended. Council has a regular maintenance program to clean pump wells and maintain pumps. Access to some mains is difficult as historical decisions allowed construction over the mains.

The asset consumption of the Sewerage system is 44%. This reflects the aging infrastructure of 2 of the three treatment plants. Listed consumption of the assets only reflects replacement with like for like. In reality the modern equivalent requires much higher standards and renewal cost will be significantly greater.

3.3.4 Buildings

Council building asset vary from good to very poor. Changing standards have seen building maintenance transfer from local volunteers to professional tradespeople. This results in higher maintenance costs which are not able to be funded. The reduction in maintenance has increased the rate of consumption for the buildings.

Council has very limited regular maintenance programs for its building. Some of these are legislative requirements. However most maintenance is reactive or urgent repairs. There is a need for regular inspections and scheduled maintenance to assist optimise long term costs.

The renewal and provision of buildings and recreation facilities will be driven by the community. There will be a revision of the community need for the assets as the community changes and adapts over time. The practicality and usefulness of large halls needs to be reviewed in line with changing community needs.

In recent years The NSW Government has transferred the ownership of the fire sheds to Council although council has very little control of these facilities.

Whilst the external fabric of buildings of buildings may have a long useful life. The facilities, amenities and fittings often have useful lives which may be less than 20% of the expected useful life of the external fabric.

Council has over 190 buildings which vary from small sheds to a large administration complex. Consumption of the building asset is approximately 42%. Many of the older large facilities are grossly underutilised and do not provide the service the community expects. Community interaction has changed and the use of these building has significantly declined in recent decades. However many these buildings are seen as part of the fabric of the community, even though underutilised.

3.3.5 Urban Stormwater

Urban stormwater system originally were not provided in the towns and villages and only installed on generally adhoc basis to resolve a particular issue. This adhoc approach has resulted in a system that has a wide range of performance and consumption of the asset. Newer subdivision requires a constructed to meet the standard of the day. Climate variability has impacted on the effectiveness of the systems in recent years.

Maintenance of the asset has been a low priority and generally only occurs to remove blockages as they occur. There is no regular maintenance program.

Consumption of the Stormwater assets is 26%. This reflects only the condition of the existing assets and does not recognise that stormwater systems are not comprehensive across the towns or that they are sized to accommodate large storm events.

3.3.6 Recreation and Community Facilities

There have been significant grants programs in recent years which has seen the removal of assets in very poor condition and replacement and upgrade to a much higher standard. Most of the Recreation and community facilities are rated at good. Some of these facilities have very high operating costs resulting in large subsidies from the community. The rate of consumption of these facilities can also be very high. This is mostly due to the internal fixtures, equipment and equipment.

The Consumption of these assets is only 16%. The low consumption rating reflects the major upgrading projects completed in recent years. These include the Corowa Aquatic Centre and the Purtle Park Adventure Playground. Some of these asset have estimated useful lives of only 20 years or less.

The standard of playing fields has progressively improved in the last 10 years. This due to improved soil profiles, grasses, equipment, techniques and operational management. Sporting club expectation continue to exceed the current standard. In reality it is unlikely that sporting ground performance will ever match user expectations.

Council is currently redeveloping the Corowa sale yards. The renewal project will increase the standard of the facility to a modern equivalent. The required standard of animal husbandry continues to increase as does the required treatment of the effluent. The standards required for the replacement of the facility will most likely be higher and more costly than the current facility.

Council has traditionally considered that community swimming pools provide an important community service. Whilst the tank structure have a long useful life, the plant and equipment needed to provide the service, has a much shorter useful life.

The Council's Caravan Parks are standalone facilities. The assessment of asset performance and asset consumption forms part of the business plan for the facilities.

The street/ park trees and gardens have not been registered as assets or comprehensively assessed. They have considerable community amenity value, but this is difficult to measure in dollar terms.

Asset Class	Replacement Cost	Depreciated Replacement Cost	% Asset Consumed	As	set Cond	dition R	ating %	, D
				1	2	3	4	5
Transport	\$464,984,000	\$326,412,000	30%	46.1	22.1	21.1	4.3	6.4
Water	\$70,007,000	\$38,454,000	45%	18.6	28.8	24.2	18.9	9.5
Sewerage	\$90,357,000	\$50,985,000	44%	16.5	45.2	29.6	2.5	6.1
Buildings	\$99,452,000	\$57,471,000	42%	24.2	25.3	20.1	24.4	6
Urban Stormwater	\$42,031,000	\$31,466,000	25%	42.2	40.4	13	3.8	0.6
Open space/ recreational Assets	\$17,587,000	\$14,811,000	16%	72.6	5.2	15.7	5.9	0.7
Total	\$775,722,000	\$532,109,000	31%	38.1	26.1	21.6	8	6.2

These assets do not conform to the normal asset consumption model and whilst important are not considered part of the asset system,

3.4 Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense).

LIFE CYCLE COST FOR COUNCIL SERVICES ASSOCIATED WITH ASSETS.						
Service	Previous Year Cost		Previous Year	Life Cycle Cost		
	Operations	Maintenance	Depreciation Exp	(\$/yr)		
Transport	0	\$3,604,000	\$6,356,000	\$9,960,000		
Water	\$621,000	\$553,000	\$1,023,000	\$2,197,000		
Sewerage	\$490,000	\$359,000	\$1,106,000	\$1,955,000		
Buildings	\$1,468,000	\$445,000	\$2,507,000	\$4,420,000		
Urban Stormwater	0	\$168,000	\$654,000	\$822,000		
Recreation and community Facilities	\$946,000	\$127,000	\$178,000	\$1,251,000		

3.5 Life Cycle Expenditure

Life cycle Expenditure (or whole of life expenditure) is the average expenditure to renew or replace existing assets. Life cycle expenditure include operating and maintenance expenditure and asset expenditure.

Service	Previous Year Exp	penditure	Previous Year	Life Cycle
	Operations	Maintenance	Renewal / Cap Improve Exp	Expenditure (\$/yr)
Transport	0	\$2,553,000	\$6,603,000	\$9,156,000
Water	\$621,000	\$503,000	\$254,000	\$1,378,000
Sewerage	\$490,000	\$321,000	\$50,000	\$861,000
Buildings	\$1,468,000	\$282,000	\$2,389,000	\$4,139,000
Urban Stormwater	0	\$200,000	\$508,000	\$708,000
Recreation and community Facilities	\$946,000	\$190,000	\$7,030,000	\$8,166,000

Life cycle costs can be compared to life cycle expenditure to give an indicator of current sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure in the previous year.

The financial information is based on the Financial Statement for the year 2020/21. Most of the renewal and capital improvement expenditure is due to one off government grants which have been made available in the last few years. These have been particularly prevalent in the transport, building and recreation and community facilities areas. These grants are unlikely to continue at the same level of funding and therefore skew the annual expenditure figures in a positive light.

3.6 Life Cycle Sustainability Index

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term, If the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing service to their communities in a financially sustainable manner. This is the purpose of the AM Plans and long term financial plan.

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the asset management and long term financial plan.

Service	Life Cycle Cost	Life Cycle	Life Cycle Gap *	LC
	(\$/yr)	Expenditure (\$/yr)	(\$/yr)	Sustainability
				Index
Transport	\$9,960,000	\$9,156,000	(\$804,000)	1.088
Water	\$2,197,000	\$1,378,000	\$819,000	0.636
Sewerage	\$1,955,000	\$861,000	\$1,094,000	0.440
Buildings	\$4,420,000	\$4,139,000	\$281,000	0.936
Stormwater	\$822,000	\$708,000	\$114,000	0.861
Open space/ recreational Assets	\$1,251,000	\$8,166,000	(\$6,915,000)	6.527

4 Section Four – Assets Management Maturity Goal

4.1 Vision, Mission, Goals and Objectives

Federation Council has adopted a Vision for the future in the Council Community Strategic Plan.

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

Strategic Area	Strategic Outcome
Built Federation	Maintained and improved infrastructure that meets the needs of residents and industry
Economic Federation	Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray river and affordability.
Natural Federation	Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces.
Social Federation	Close knit and welcoming communities where people come together and support each other.
Well-Governed Federation	Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Federation Council has set the following strategic outcomes to achieve.

The Community Strategic Plan sets objectives to be achieved the strategic Outcomes in the planning period. The objectives relating to the Built Federation strategic area are:

- 1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.
- 1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.
- 1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry.
- 1.4 Work towards utilities that meet the needs of residents and industry
- 1.5 Work towards telecommunications that meets the needs of residents and industry

4.2 Asset Management Policy

Council's Asset Management Policy 2017 defines the Council's aims and service delivery objectives for asset management in accordance with the Community Strategic Plan and applicable legislation.

The asset management strategy is developed to support the asset management policy and is to enable council to show:

- how its asset portfolio will meet the affordable service delivery needs of the community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plans

4.3 Asset Management Vision

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the futures, in the most costeffective and fit for purpose manner.

In line with the vision, the objectives of the asset management strategy are to:

- ensure that the Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability,
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets,
- adopt the long term financial plan as the basis for all service and budget funding decisions,
- meet legislative requirements for all Council's operations,
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated,
- provide high level oversight of financial and asset management responsibilities through reporting to council on development and implementation of Asset Management Strategy, Asset Management Plan and Long Term Financial Plan.

4.4 Technical Levels of Service

Technical Levels of Service are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures determine the planned operational activities and asset treatments, and are used for the long term financial planning and annual budgets. These are characteristically broken into Maintenance, Operation, Asset renewal and upgrades.

4.5 Community Levels of Service

Community Levels of Service are the assets users assessment of performance of the asset. This generally means that the asset is providing the expected performance. Examples include road roughness or water pressure. These are a measures of community expectations of the performance of the service and do not always relate to the consumption of the asset.

5 Section Five – Assets Management Process Plan

5.1 Asset Management Strategies

To achieve the goals set out in the Asset Management Policy and Vision

Ref	Strategy
1	Develop an across department Asset Management Steering Committee.
2	Review, correct and update all asset registers. Ensure information is correct.
3	Review detail in Asset registers to ensure information is suitable for maintaining an appropriate level of accuracy for assessment
4	Review assets requirements for integration into service delivery programs. Dispose or modify assets to meet needs of agreed service delivery
5	Develop an overarching Asset Management Plan for Council's Asset.
6	Revise and complete Asset Management Plans for the 6 strategic asset areas, Transport, Water Supply, Sewerage Services, Buildings, Urban stormwater and Community / Recreational assets.
7	Incorporate Asset Management Plans and, expenditure projections into Long Term Financial Plan as adopted.
8	Incorporate yearly, Long Term Financial Plan revenue and expenditure projections into operational plan
9	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports
10	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions
11	Develop and Implement an Improvement Plan to achieve 'core' maturity for the financial and asset management within 4 years

6 Section Six – Assets Management Implementation

6.1 Asset Management Improvement Plan

To achieve core financial and asset management maturity within 4 years, Federation Council needs to implement the following Plan. To achieve the Asset Management goals and vision Federation Council will commit to the time frames and provide the resources outlined over the next 4 years.

Ref			Department Responsibility	Target Date
1	Establish an effective across department Asset Management Steering Committee	GM/ Manex	Engineering Services	1/10/2022
2	Review assumptions, asset hierarchies, technical and community strategic Plan for Asset Management Plans	Manex	Engineering Services Development and Environmental Services	30/12/2022
3	Prepare over-arching integrated Asset Management Plan for council assets	Council	Development and Environmental Services	30/3/2023
4	Finalise draft Asset Management plans for Transport, Water Supply, Sewerage Services and Urban Stormwater Drainage.	Council	Engineering Services	30/6/2023
5	Complete Asset Management plan for Buildings and Recreation and Community Assets.	Council	Engineering Services Development and Environmental Services	30/6/2024
6	Audit and update asset registers	DES	Engineering Services	30/6/2023
7	Review Levels of service in relation to expected future budgets and community expectations	Manex	Engineering Services Development and Environmental Services	30/6/2023

Ref	Task	Approval	Department Responsibility	Target Date
8	Develop strategies to accommodate service gaps	Manex	Engineering Services Development and Environmental Services	30/12/2023
9	Develop long term strategic facilities needs analysis	Manex/ Council	Manex	30/6/2024
10	Carry out Revaluations in accordance with the Office of local Government recommendations	Manex	Corporate and Community Services	30/6/2022 Annually thereafter
11	incorporate asset management renewal data into LTFPs	Manex/ Council	Corporate and Community Services Engineering Services Development and Environmental Services	30/6/2022
12	Review Asset Management Plan policy and Strategy	Council	Manex	30/6/2026
	TOTAL over 4 Years			

6.2 Asset Management Strategy Resourcing

The resourcing outlined in the Asset Management Improvement Plan to be provided over the four year period of the strategy includes the engagement of an Asset management specialist to coordinate and implement the strategy, finalise Asset Management Plans and audit and update the existing asset registers. This resource should ideally be based in house as it allows Council to increase its library of intellectual knowledge.

Council will also require additional external specialists to provide expert advice and assistance particularly in the area of revaluations and justifying unit rates. Consultants may be required to provide technical data and assessment to inform strategic facility asset reviews.

Record Management

Document Type	PLANNING DOCUMENT
Reference Number	Asset Management Strategy 2022/23 - 2025/26
Adopted by Council	Date adopted by Council
Resolution Number	
Version Number	Draft
Responsible Director	Director Engineering Services
Review schedule	Within 12 months of new council
Next Review Date	April 2025

Version Control

Version	Date	Changes / Amendments
Draft	11/02/2022	Initial Draft Workforce Management Strategy
Draft	16/05/2022	Adopted by Council in principle1
1.0		

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REVENUE POLICY 2022 - 2023

Record No: 22/16458 Adopted: TBA



Document Title	REVENUE POLICY 2022 - 2023
Council Adopted	ТВА
Council Resolution No	ТВА
Version Number	1.0
Responsible Department	CORPORATE AND COMMUNITY SERVICES
Date to be Reviewed	Annually

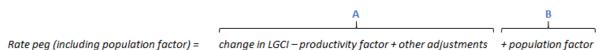
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1. Rates

On 5 October 2021, the Independent Pricing and Regulatory Tribunal (IPART) NSW have released a final report titled Review of the Rate Peg to Include Population Growth. This is in response to the NSW Government request to recommend a methodology that enables councils to maintain per capita general income over time as their population grow.

The methodology introduced by IPART is to include a population factor in the rate peg that will benefit all councils experiencing population growth but will not affect those with stable or declining population.



- A. It was determined that for 2022/2023 it is 0.7% for all NSW councils.
- B. Population factor is calculated based on the change in residential population less any increase in general revenue from supplementary valuation. As for Federation Council, change in residential population (1.3%) less any increase in general revenue from supplementary valuation (0.4%) resulted in 0.9% population factor.

Therefore, the total rate peg for Federation Council is **1.6%**.

In the final report, IPART have indicated that they plan to review the performance of this methodology within 5 years to ensure it remains appropriate and meets its objective of compensating councils for population growth.

On 6th April 2022, the Office of Local Government announced that Council could apply for an additional Special Variation (ASV) and subsequently Council have resolved to apply for a permanent 2.5% ASV in 2022-23 (including the rate peg).

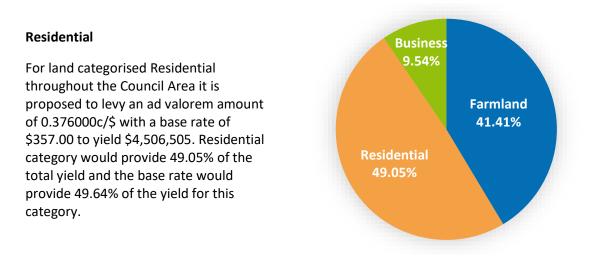
IPART have approved Federation Council's application on May 20th, the decision means Council can increase its general income by 2.5% in 2022-23 and permanently keep this additional income in its rate base.

Council's 2022/2023 Ordinary/General rating revenue policy is summarised as follows with a 2.5% rate increase:-

Rate Types	Category	Number of Assessments	Ad Valorem Amount in Cents	Base Rate \$	Yield \$
Ordinary	Farmland	1,060	0.2218	\$ 357.00	\$ 3,803,810
Ordinary	Residential	6,267	0.3760	\$ 357.00	\$ 4,506,505
Ordinary	Business	687	0.6434	\$ 357.00	\$ 875,884
Total Rateable Assessments:		8,014	Total Ordinary Ra	te Yield:	\$ 9,186,199

Farmland

For land categorised Farmland throughout the Council Area it is proposed to levy an ad valorem amount of 0.221800c/\$ with a base rate of \$357.00 to yield \$3,803,810. Farmland category would provide 41.41% of the total yield and the base rate would provide 9.95% of the yield for this category.



Business

For land categorised as Business throughout the Council Area it is proposed to levy an ad valorem amount of 0.643400c/\$ with a base rate of \$357.00 to yield \$875,884. Business category would provide 9.54% of the total yield and the base rate would provide 27.97% of the yield for this category.

2. Water Pricing

Council's water charges are levied in accordance with the NSW State Government Best Practice Pricing Principles.

Corowa, Howlong and Mulwala Water Charges

The 2022/2023 water access charges will increase to help Council align charges with Best Practice Water Supply and Sewerage guidelines of appropriate split between the revenue generated from access charges to consumption Charges (recommended 25/75, currently at 19/81). Residential water usage charges will be increased to \$1.80 Kl with usage over 450 Kl at \$2.70 per kl.

Access Charges are as follows:

Meter Sizes / Details	2021/2022	2022/2023
	Access Charges \$	Access Charges \$
20mm	\$180.00	\$210.00
25mm	\$281.25	\$328.20
32mm	\$460.80	\$537.60
40mm	\$720.00	\$840.00
50mm	\$1,125.00	\$1,312.50
80mm	\$2,880.00	\$3,360.00
100mm	\$4,500.00	\$5,250.00
150mm	\$10,125.00	\$11,812.50
300mm	\$40,500.00	\$47,250.00
400mm	\$72,000.00	\$84,000.00
Water consumption to 450 kl	\$1.68 per Kl	\$1.80 per Kl
Water consumption over 450 Kl	\$2.52 per Kl	\$2.70 per Kl

Parks and Gardens Water

Water use for parks and gardens within the towns will be charged at a reduced rate of 80% of the standard fee. This recognises the cost of production and the community benefit derived from such use.

3. Sewerage Pricing

Residential – Towns (Corowa, Howlong and Mulwala) and Villages (Urana and Oaklands)

The Residential Sewerage Access Charge for towns and villages to be levied at \$790.00 and \$700.00 respectively. As for vacant land sewer charge for towns and villages, they are to be levied at \$450.00 and \$369.00 respectively to provide a concession in that these properties do not create a load on the sewer treatment works or pump stations.

Description of Charge	\$ Amount Annual for 2021/2022	\$ Amount Annual for 2022/2023
Residential sewerage access charge (Towns)	\$740.00	\$790.00
Residential sewerage access charge (Villages)	\$660.00	\$700.00
Vacant sewerage access charge (Towns)	\$392.00	\$450.00
Vacant sewerage access charge (Villages)	\$350.00	\$369.00

Non-Residential / Business & Industry:

The following fees are based on best practice pricing.

Meter Sizes / Details	2021/22 Sewer Access Charges \$	2022/23 Sewer Access Charges \$
20mm Water Service multiplied by discharge factor	\$435.00	\$474.00
25mm Water Service multiplied by discharge factor	\$679.80	\$744.00
32mm Water Service multiplied by discharge factor	\$1,113.60	\$1,215.00
40mm Water Service multiplied by discharge factor	\$1,740.00	\$1,896.00
50mm Water Service multiplied by discharge factor	\$2,718.75	\$2,962.20
80mm Water Service multiplied by discharge factor	\$6,960.00	\$7,584.00
100mm Water Service multiplied by discharge factor	\$10,875.00	\$11,850.00
Cost of Waste Discharges to Sewer	\$1.45/Kl multiplied by consumption & discharge factor	\$2.00/Kl multiplied by consumption & discharge factor
Minimum Combined Charge	\$740.00	\$840.00
Vacant sewerage access charge	\$392.00	\$474.00

4. Waste Management

The Local Government Act 1993 does not allow domestic waste management to be subsidised from the general rate. All costs associated with collection and disposal of domestic waste must be financed from a charge(s) for that purpose:

In accordance with Section 496 of the Local Government Act, 1993, Council make an annual **Kerbside Waste Charges** (a)(i) and (a)(ii) for the provision of domestic waste management services for each **occupied** property within the designated waste collection as detailed in the table below, or are located outside the designated area but use the service;

In accordance with Section 496 of the Local Government Act, 1993, Council make an annual **Domestic Waste Management Charge** (b) of **\$55** per annum for each **vacant** property within the designated waste collection areas;

In accordance with Section 501 of the Local Government Act, 1993, Council make an annual **Business Kerbside Waste Charges (c)(i) and (ii)** per annum for the waste management services for each property categorised as **Business** in accordance with Section 493 of the Act and where those properties are located within the designated waste collection;

That in accordance with Section 501 of the Local Government Act, 1993, Council make an annual **Rural Waste Management Charge (d)** of **\$55** per annum for each property and where those properties are located outside Council's designated waste collection areas;

	2021/	2021/2022		/2023
(a) (i) All serviced ratepayers Section 496 (user charge) serviced by Cleanaway – 3 bin service	5,365 services x \$373	\$2,001,145	5,422 services x \$400	\$2,168,800
 (a) (ii) All serviced ratepayers Section 496 (user charge) serviced by private contractor – single bin service 	403 services x \$320	\$128,960	405 services x \$336	\$136,080
(b) All vacant land in serviced areas. Section 496 (user charge)	511 services x \$52	\$26,572	533 services x \$55	\$29,315
(c) (i) Business Kerbside Waste Section 501 serviced by Cleanaway – 3 bin service	440 services x \$409	\$179,960	442 services x \$430	\$190,060
(c) (ii) Business Kerbside Waste Section 501 serviced by private contractor – single service	149 services x \$352	\$42,448	150 services x \$370	\$55,500
(d) Rural Waste Management Charge Section 501	74 services x \$52	\$3,848	74 services x \$55	\$4,070

5. Waste Facility/Environmental Levy

Council provides a Waste facility in Corowa and Howlong, a transfer station in Mulwala and disposal sites with limited access at Oaklands and Urana (including provisions for decommissioning when environmental issues occur). A waste management strategy is under development and will guide the future of this charge.

	2021/2022		2022/2023	
	Quantity	Amount	Quantity	Amount
All ratepayers	8,022 assessments x \$65	\$521,430	8,102 assessments x \$65	\$526,630

The following charge be levied under Section 501 of the Local Government Act 1993: -

6. Onsite Sewerage Annual Management Fee

Council regulates properties with onsite sewerage management systems. This includes maintaining a register, risk rating, inspections and monitoring against performance standards. This management fee will be used to fund the inspection and management program.

The following charge be levied under Section 501 of the Local Government Act 1993: -

Description	Quantity	Amount	
Non-sewered properties with	1025 parcels x \$20	\$20,500	
dwellings/businesses			

7. Statement of Borrowings

Provision has been made within the budget for the payment of principal and interest on loan borrowings.

Borrowings

Council has budgeted for borrowings to carry out capital works program under the Water and Sewer fund.

\$'000	FY22/23	FY23/24	FY27/28	FY28/29	FY29/30
Capital Expenditure – Water fund	\$2,750	\$1,050		\$5,360	\$3,672
Capital Expenditure – Sewer fund			\$3,201	\$3,800	\$2,267

8. Capital Works/Expenditures

Provision has been made within the budget for the Capital Works encompassing asset renewal, upgrades and new works/projects.

Year	\$ Amount
2022/2023	\$18,637,000
2023/2024	\$10,011,000
2024/2025	\$9,250,000
2025/2026	\$13,077,000

9. Private Works

"The Council may by agreement with the owner or occupier of any private land carry out on the land any kind of work that may lawfully be carried out on the land" (S.67(1)).

Due to the unpredictable nature of costs relating to the supply of materials for Private Works undertakings, it is not possible to develop an accurate schedule of fees and charges that would apply for the coming twelve-month period.

"Council carries out work for external parties on private land. In performing this work, Council is generating additional income and/or acting in a community service role. Income from these works will cover all incremental direct costs and overheads and where appropriate add a profit element. The profit element of pricing varies with the relevant organisations taking into account the considerations of service to the community and general market competitiveness."

These private works include:

- Kerb and gutter construction (as per fees and charges),
- Road and associated works contribution,
- Drainage contribution,
- Water supply related works, and
- Sewerage and drainage connection.

Private Work's charges will therefore be calculated on the basis of the cost to Council (inclusive of on-costs)/ normal market values plus a margin of 20% to cover administration and overhead costs. The total calculated cost will be subject to GST at the applicable rate (currently 10%).

It is strongly recommended that a quotation/estimate be obtained from Council prior to requesting/ordering Private Work's undertakings.

Note: In accordance with Council Private Works Policy, the client is to authorise the work and agree to pay the estimated cost prior to work commencing.

10. Fees, charges and policies (Appendix 1)

(Provided in accordance with Section 404 of the Local Government Act 1993)

The following statement provides details of each fee and charge levied by Federation Council under the provisions of Chapter 15 Part 10 of the Local Government Act 1993. It outlines the nature of each fee or charge and the pricing policy used by Council in setting each fee or charge.

The fees and charges are presented under functional headings as provided by AAS27. Those goods and/or services subjected to GST have been identified in the attached Schedule of Fees and Charges as GST included.

Some goods and/or services supplied by Council have been declared "GST free" or are excluded under Division 81 of the legislation. For goods and/or services, which are "GST free" or excluded from GST no mention of GST appears in the Schedule of Fees and Charges.

11. Policy History

Version	Date	Changes / Amendments
1.0		
2.0		
3.0		

12. Reviews

Review annually or as required.

NOTE: This is a controlled document. If you are reading a printed copy please check that you have the latest version by checking it on Councils Electronic Document system. Printed or downloaded versions of this document are uncontrolled.

DRAFT FEES & CHARGES 2022/2023

Record No: tbc Adopted: Proposed by 1 July 2022



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	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Federation Council

Administration

Sundry Fees

Dishonoured Cheque

Dishonoured Cheque Handling Fee				\$32 +	cost recovery	
				\$30 +	Last year fee	
In addition to bank charges - as per cos	t to Council					
Books for Sale						
Billabidgee – History of Urana	\$35.00	\$33.41	\$3.34	\$36.75	\$1.75	
General Office Services						
Plan Copies						
A2 – black and white	\$11.99	\$11.36	\$1.14	\$12.50	\$0.51	
	\$11.99 \$17.00	\$11.36 \$16.36	\$1.14 \$1.64	\$12.50 \$18.00	\$0.51 \$1.00	
A2 – black and white						
A2 – black and white A2 – colour	\$17.00	\$16.36	\$1.64	\$18.00	\$1.00	
A2 – black and white A2 – colour A2 – colour on glossy	\$17.00 \$25.00	\$16.36 \$24.09	\$1.64 \$2.41	\$18.00 \$26.50	\$1.00 \$1.50	
A2 – black and white A2 – colour A2 – colour on glossy A1 – black and white	\$17.00 \$25.00 \$22.00	\$16.36 \$24.09 \$21.36	\$1.64 \$2.41 \$2.14	\$18.00 \$26.50 \$23.50	\$1.00 \$1.50 \$1.50	
A2 – black and white A2 – colour A2 – colour on glossy A1 – black and white A1 – colour	\$17.00 \$25.00 \$22.00 \$27.01	\$16.36 \$24.09 \$21.36 \$25.91	\$1.64 \$2.41 \$2.14 \$2.59	\$18.00 \$26.50 \$23.50 \$28.50	\$1.00 \$1.50 \$1.50 \$1.49	
A2 – black and white A2 – colour A2 – colour on glossy A1 – black and white A1 – colour A1 – colour on glossy	\$17.00 \$25.00 \$22.00 \$27.01 \$35.00	\$16.36 \$24.09 \$21.36 \$25.91 \$33.64	\$1.64 \$2.41 \$2.14 \$2.59 \$3.36	\$18.00 \$26.50 \$23.50 \$28.50 \$37.00	\$1.00 \$1.50 \$1.50 \$1.49 \$2.00	

Photocopies

A4 – black and white	\$0.50	\$0.45	\$0.05	\$0.50	\$0.00	
A4 – black and white – up to 10 copies	\$0.30	\$0.27	\$0.03	\$0.30	\$0.00	
A4 – black and white – per sheet thereafter	\$0.20	\$0.18	\$0.02	\$0.20	\$0.00	
A4 – black and white – double sided copy	\$0.65	\$0.55	\$0.05	\$0.60	-\$0.05	
A4 – colour	\$1.00	\$0.91	\$0.09	\$1.00	\$0.00	
A4 – colour – double sided	\$1.50	\$1.36	\$0.14	\$1.50	\$0.00	
A3 – black and white	\$1.00	\$0.91	\$0.09	\$1.00	\$0.00	
A3 – black and white – per copy double sided	\$1.30	\$1.23	\$0.12	\$1.35	\$0.05	
A3 – colour	\$2.00	\$1.82	\$0.18	\$2.00	\$0.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Photocopies [continued]						
A3 – colour – double sided	\$3.00	\$2.73	\$0.27	\$3.00	\$0.00	
Others						
Scanning (self service library only)					Free	
					Last year fee Free	
Facsimile – receive per page	\$1.00	\$0.91	\$0.09	\$1.00	\$0.00	
Facsimile – send in AUS per page – first page	\$2.60	\$2.36	\$0.24	\$2.60	\$0.00	
Facsimile – send in AUS per page – subsequent page(s)	\$1.00	\$0.91	\$0.09	\$1.00	\$0.00	
Laminating – per A4 size sheet	\$3.50	\$3.18	\$0.32	\$3.50	\$0.00	
Laminating – per A3 size sheet	\$7.00	\$6.36	\$0.64	\$7.00	\$0.00	

Government Information (Public Access) Act

GIPA information – informal	\$20.00	\$30.00	\$0.00	\$30.00	\$10.00	
Application fee in accordance with the GIPA (Fees and Charges)	\$30.00	\$30.00	\$0.00	\$30.00	\$0.00	
Order Processing charge after first hour per hour	\$30.00	\$30.00	\$0.00	\$30.00	\$0.00	
GIPA - Internal review fee (s. 85 GIPA Act)	\$0.00	\$40.00	\$0.00	\$40.00	\$40.00	

Advertising in Urana District Newsletter

Council Compiled - Per Month

Full Page	\$65.00	\$62.05	\$6.20	\$68.25	\$3.25	
Half Page	\$45.00	\$42.95	\$4.30	\$47.25	\$2.25	
Quarter Page	\$33.00	\$31.50	\$3.15	\$34.65	\$1.65	
Classified	\$10.00	\$9.55	\$0.95	\$10.50	\$0.50	
Thank you notices (including Obituaries and general thank you)	\$10.00	\$9.55	\$0.95	\$10.50	\$0.50	

Council Compiled - Per Annum

Full Page	\$560.00	\$534.55	\$53.45	\$588.00	\$28.00
Half Page	\$360.00	\$343.64	\$34.36	\$378.00	\$18.00
Quarter Page	\$230.00	\$219.55	\$21.95	\$241.50	\$11.50
Classified	\$72.00	\$68.73	\$6.87	\$75.60	\$3.61

Customer Compiled - Per Month

Full Page	\$45.00	\$42.95	\$4.30	\$47.25	\$2.25

	Year 21/22		Year 22/23			
Name	Last YR	Fee	GST	Fee	Increase	Comment
	Fee (incl. GST)	(excl. GST)		(incl. GST)	\$	
Customer Compiled - Per	Month Icon	tinued1				
·	L	,				
Half Page	\$35.00	\$33.41	\$3.34	\$36.75	\$1.75	
Quarter Page	\$20.00	\$19.09	\$1.91	\$21.00	\$1.00	
Customer Compiled - Per	Annum					
Full Page	\$430.00	\$410.45	\$41.05	\$451.50	\$21.50	
Half Page	\$295.00	\$281.59	\$28.16	\$309.75	\$14.75	
Quarter Page	\$165.00	\$157.50	\$15.75	\$173.25	\$8.25	
Monthly Posted Newslette	r					
Posted Newsletters				\$	3.70 per issue	
				Ť		
				\$	Last year fee 3.50 per issue	
Outside of Council Boundary						
Urana District Maps						
·	±0.00	+ - 0 /	to 70	* 0.40	*0 (0	
Property	\$8.00	\$7.64	\$0.76	\$8.40	\$0.40	
Photocopies per single sheet	\$4.50	\$4.32	\$0.43	\$4.75	\$0.25	
Township Map Reduced – photocopy Council Road Network – laminated	\$3.50	\$3.36	\$0.34	\$3.70 \$13.65	\$0.20	
Council Property Maps – laminated	\$13.00 \$96.00	\$12.41 \$91.64	\$1.24 \$9.16	\$100.80	\$0.65 \$4.80	
Courton reporty maps naminated	\$50.00	401.0 4	\$0.10	\$100.00	φ1.00	
Rates						
Current year – copy of Rates and				\$	32 per request	
Water Notices				Ţ		
				\$	Last year fee 30 per request	
Provided within 10 working days						
Ratepayers are able to register for eNo in the portal. Following registration, rate				au with current	and historical re	cord available
Previous year – copy of Rates and Water Notices				\$	32 per request	
				•	Last year fee	
Drewided within 10 working down				\$	30 per request	
Provided within 10 working days Ratepayers are able to register for eNo in the portal. Following registration, rate				au with current	and historical re	cord available
Urgency Fee on provision of Rates and Water Notices	\$55.00	\$58.00	\$0.00	\$58.00	\$3.00	
Provided within 3 working days						
Supply/Search of information from rating and allied records of Council				\$4	2 per half hour	
by members of staff				\$4	Last year fee 0 per half hour	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Rates [continued]

Use of Valuer General Books without staff assistance	Free	
	Last year fee Free	

Outstanding accounts

Interest on overdue Rates and Charges	6.00%	
	Last year fee 6.00%	
Debt recovery - legal action	Actual cost	
	Last year fee Actual cost	
Legal costs incurred in the recovery of	outstanding rates and charges	
Early Stage Intervention for defaulting ratepayers (pre legal	Actual cost	
action)	Last year fee Actual cost	
Includes costs associated with Early St	age Intervention (pre legal action) i.e. visit, meditation, financial counselling	

Certificates						
Section 603 Rates Certificate	\$85.00	\$85.00	\$0.00	\$85.00	\$0.00	
Section 603 Certificate and water meter reading	\$155.00	\$159.00	\$0.00	\$159.00	\$4.00	
Water meter reading	\$70.00	\$74.00	\$0.00	\$74.00	\$4.00	
Section 608 Outstanding Notice Certificate	\$78.00	\$78.00	\$0.00	\$78.00	\$0.00	
Section 10.7 (2) Certificate	\$53.00	\$62.00	\$0.00	\$62.00	\$9.00	
Section 10.7 (5) Certificate	\$80.00	\$94.00	\$0.00	\$94.00	\$14.00	
Property Sewer Service Diagram	\$78.00	\$82.00	\$0.00	\$82.00	\$4.00	
Certificate Section 735A	\$78.00	\$82.00	\$0.00	\$82.00	\$4.00	
Notice Orders under EP&A Act 1979	\$78.00	\$82.00	\$0.00	\$82.00	\$4.00	
Dwelling Entitlement					\$120 per lot Last year fee	
					\$110 per lot	
Swimming Pool Compliance Certificate (safety inspection e.g fencing)	\$150.00	\$136.36	\$13.64	\$150.00	\$0.00	
Swimming Pool Compliance Certificate (safety inspection e.g fencing) – Reinspection fee	\$100.00	\$90.91	\$9.09	\$100.00	\$0.00	
Certificate cancellation fee				50%	6 of original fee	
					Last vear fee	

Last year fee 50% of original fee

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	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Public Order and Safety

Pet registration annual permit

From 1 July 2020 the NSW Government has introduced annual permits for owners of non-desexed cats, restricted dog breeds, and dogs declared to be dangerous.

Undesexed cats	\$81.00	\$81.00	\$0.00	\$81.00	\$0.00
This fee is applicable to owners of cats	not desexed by	four months of a	ge in addition	to their one-off li	fetime pet registration fee.
B	* 4 0 7 0 0	* 4.07.00	* 2.22	* 407.00	to oo

Restricted and declared to be	\$197.00	\$197.00	\$0.00	\$197.00	\$0.00	
dangerous dog breeds						

Owners of dogs of a restricted breed or declared to be dangerous will be required to pay an annual permit in addition to their one-off lifetime pet registration fee. This applies to dogs that are already registered.

Dog/Cat Lifetime Registrations

Dog Non-Desexed or Not Desexed by Relevant Age	\$224.00	\$224.00	\$0.00	\$224.00	\$0.00	
Includes pensioners						
Dog desexed	\$66.00	\$66.00	\$0.00	\$66.00	\$0.00	
Dog Desexed Owned by Eligible Pensioner	\$27.00	\$27.00	\$0.00	\$27.00	\$0.00	
Registered Dog Breed (not desexed)	\$66.00	\$66.00	\$0.00	\$66.00	\$0.00	
Working dogs					No charge	
					Last year fee No charge	
Dogs in the service of the State					No charge	
					Last year fee No charge	
Assistance animals					No charge	
					Last year fee No charge	
Microchipping					\$65.00	Reflect the costs to
					Last year fee \$60.00	deliver the service
Certificate of Compliance	\$150.00	\$150.00	\$0.00	\$150.00	\$0.00	
Required for dangerous and restricted	dog enclosures					
Cat Registration	\$56.00	\$56.00	\$0.00	\$56.00	\$0.00	
Cat Desexed Owned by Eligible Pensioner	\$27.00	\$27.00	\$0.00	\$27.00	\$0.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Impounding Fees

Miscellaneous Impounding Fees

Motor Vehicles		\$70 per week + costs + 48%					
				\$66 per week	Last year fee + costs + 48%		
Shopping Trolley	\$52.00	\$55.00	\$0.00	\$55.00	\$3.00		
Signs	\$206.00	\$217.00	\$0.00	\$217.00	\$11.00		

Companion Animals Release Fees

Dog/Cat Release Fee	\$55.00	\$60.00	\$0.00	\$60.00	\$5.00	Reflect the costs to deliver the service
Daily Maintenance Fee Dog/Cat	\$16.00	\$18.00	\$0.00	\$18.00	\$2.00	Reflect the costs to deliver the service
Microchipping Fee	\$60.00	\$65.00	\$0.00	\$65.00	\$5.00	Reflect the costs to deliver the service

Sale of Impounded Dog/Cat

Costs may include registration fee, microchipping fee and the cost of de-sexing

Rescue organisation	\$12.00	
	Last year fee \$11.00	

Livestock Impounding

Council will recover the actual costs of a livestock impounding exercise from the identified owner prior to release of sale					Cost recovery Last year fee Cost recovery	
Impounding Fee – All Livestock (including Horses, Cattle, Sheep, Goats & Pigs) - per head per day (up to maximum 20 head)	\$60.00	\$63.00	\$0.00	\$63.00	\$3.00	
Feeding Fee – All Livestock (including Horses, Cattle, Sheep, Goats & Pigs) - per head per day (up to maximum 20 head)	\$84.00	\$88.00	\$0.00	\$88.00	\$4.00	
Out of working hours release fee					At cost	
					Last year fee At cost	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Livestock Impounding	[continued]					
Driving & transportation costs (including pre pound release)					At cost	
(including pre pound release)					Last year fee At cost	
Cat cage						
Bond (refundable)	\$100.00	\$120.00	\$0.00	\$120.00	\$20.00	
Hire per week	\$26.00	\$25.45	\$2.55	\$28.00	\$2.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Health

Licences/Public Health Act

Commercial use of footpath - advertising/signs annual fee /sign	\$52.00	\$55.00	\$0.00	\$55.00	\$3.00	
Commercial use of footpath - new application (+annual fee applicable)	\$83.00	\$87.00	\$0.00	\$87.00	\$4.00	
Commercial use of footpath - outdoor dining annual fee / chair	\$21.00	\$22.00	\$0.00	\$22.00	\$1.00	
Commercial use of footpath - street vending annual fee /m2	\$52.00	\$55.00	\$0.00	\$55.00	\$3.00	
Firewood permit	\$35.00	\$37.00	\$0.00	\$37.00	\$2.00	
Approval to Install and Operate – Onsite Sewage / Septics	\$53.00	\$100.00	\$0.00	\$100.00	\$47.00	Reflect the work required to review and assess application
Onsite Sewage / Septic Inspection	\$127.00	\$134.00	\$0.00	\$134.00	\$7.00	
Onsite Sewage / Septic Re- Inspection	\$85.00	\$90.00	\$0.00	\$90.00	\$5.00	
Onsite Sewage / Septic Annual Charge	\$21.00	\$22.00	\$0.00	\$22.00	\$1.00	
Cooling Towers Inspection	\$157.00	\$165.00	\$0.00	\$165.00	\$8.00	
Cooling Tower Improvement Notice or Prohibition Order	\$560.00	\$560.00	\$0.00	\$560.00	\$0.00	
Public Swimming Pool – (motels, hotels, hospitals, schools etc.) Inspection (e.g water quality)	\$95.00	\$100.00	\$0.00	\$100.00	\$5.00	
Public Swimming Pool – (motels, hotels, hospitals, schools etc.) Re- Inspection (e.g water quality)	\$63.00	\$66.00	\$0.00	\$66.00	\$3.00	
Food Premises Inspection	\$160.00	\$168.00	\$0.00	\$168.00	\$8.00	
Food Premises Inspection – Schools, Pre-schools and Daycare Facilities	\$160.00	\$168.00	\$0.00	\$168.00	\$8.00	
Food Premises Inspection – Community facilities and sporting					Free of charge	No change
clubs					Last year fee Free of charge	
Food Inspection (Low Risk)	\$93.00	\$98.00	\$0.00	\$98.00	\$5.00	
Food Re-Inspection	\$106.00	\$112.00	\$0.00	\$112.00	\$6.00	
Food Improvement Notice	\$330.00	\$330.00	\$0.00	\$330.00	\$0.00	
Client Requested Food Inspection and Compliance Report	\$222.00	\$234.00	\$0.00	\$234.00	\$12.00	
Skin Penetration Inspection	\$160.00	\$168.00	\$0.00	\$168.00	\$8.00	
Skin Penetration and Hairdressing Re-Inspection	\$106.00	\$112.00	\$0.00	\$112.00	\$6.00	
Skin Penetration Improvement Notice or Prohibition Order	\$270.00	\$270.00	\$0.00	\$270.00	\$0.00	
Hairdressing (No Skin Penetration) Inspection	\$95.00	\$100.00	\$0.00	\$100.00	\$5.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Licences/Public Health Act [continued]

Public Health Act Registration/	\$160.00	\$168.00	\$0.00	\$168.00	\$8.00
Inspection Fee					

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Environment

Noxious Weeds

Certificate under Section 64	\$78.00	\$82.00	\$0.00	\$82.00	\$4.00
Inspections – Inspection	\$160.00	\$168.00	\$0.00	\$168.00	\$8.00

Waste Facility Levy

All Ratepayers – Waste Facility / Environmental Levy	\$65.00	\$65.00	\$0.00	\$65.00	\$0.00	
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Council provides a Waste facility in Corowa and Howlong and a transfer station in Mulwala. Limited access at Urana and Oaklands disposal sites (including provisions for decommissioning when environmental issues occur).

Waste Disposal Charges - Corowa, Howlong, Mulwala Transfer Station, Urana and Oaklands

Wheelie bin

Household waste accepted only (not commercial origin)

WHEELIE bin (240 litre bin) - green	\$5.00	\$4.55	\$0.45	\$5.00	\$0.00	
WHEELIE bin (240 litre bin) - co mingled recycle					Free Last year fee	
					Free	
WHEELIE bin (240 litre bin) - waste	\$10.00	\$10.00	\$1.00	\$11.00	\$1.00	

Small load

Household waste accepted only (not commercial origin)

SMALL load (up to an average sedan boot or half a small trailer) - green	\$20.00	\$19.09	\$1.91	\$21.00	\$1.00	
SMALL load (up to an average sedan boot or half a small trailer) - co mingled recycle					Free Last year fee Free	
SMALL load (up to an average sedan boot or half a small trailer) - waste	\$40.00	\$38.18	\$3.82	\$42.00	\$2.00	

Medium load

Household waste accepted only (not commercial origin)

MEDIUM load (up to approximately 1m3 - single axel trailer or ute tray) - green	\$40.00	\$38.18	\$3.82	\$42.00	\$2.00	
MEDIUM load (up to approximately 1m3 - single axel trailer or ute tray) -					Free	
co mingled					Last year fee Free	

Year 21/22		Year 22/23			
Fee	Fee	GST	Fee	Increase	Comment
\$80.00	\$76.36	\$7.64	\$84.00	\$4.00	
	Last YR Fee (incl. GST)	Last YR Fee (incl. GST) (excl. GST)	Last YR Fee GST (incl. GST) (excl. GST)	Last YR Fee GST Fee (incl. GST) (excl. GST) (incl. GST)	Last YR FeeFeeGSTFeeIncrease(incl. GST)(excl. GST)(incl. GST)\$

Large load

Household waste accepted only (not commercial origin)

LARGE load (any volume larger than 1m3 but less than 1.5m3 - incl. large trailer) - green	\$60.00	\$57.27	\$5.73	\$63.00	\$3.00	
LARGE load (any volume larger than 1m3 but less than 1.5m3 - incl. large trailer) - co mingled recycling					Free Last year fee Free	
LARGE load (any volume larger than 1m3 but less than 1.5m3 - incl. large trailer) - waste	\$120.00	\$114.55	\$11.45	\$126.00	\$6.00	

Truck load

TRUCK load - green /m3	\$40.00	\$38.18	\$3.82	\$42.00	\$2.00
TRUCK load - co mingled recycling / m3					not accepted
					Last year fee not accepted
TRUCK load - waste /m3	\$80.00	\$76.36	\$7.64	\$84.00	\$4.00

Construction and demolition

Construction & demolition - concrete and masonry /m3	\$60.00	\$57.27	\$5.73	\$63.00	\$3.00	
Construction & demolition - timber / m3	\$40.00	\$38.18	\$3.82	\$42.00	\$2.00	
Construction & demolition - scrap metal /m3					Free	
					Last year fee Free	
Construction & demolition - co mingled /m3	\$180.00	\$171.82	\$17.18	\$189.00	\$9.00	

Mattresses

with or without base

Mattresses - Single/Double	\$50.00	\$48.18	\$4.82	\$53.00	\$3.01
Mattresses - Queen/King	\$80.00	\$76.36	\$7.64	\$84.00	\$4.00

Asbestos

Accepted in Corowa only

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Asbestos [continued]						
Asbestos up to 1m3	\$360.00	\$343.64	\$34.36	\$378.00	\$18.00	
Asbestos over 1m3 - per m3	\$360.00	\$343.64	\$34.36	\$378.00	\$18.00	
Tyre						
Not accepted at Mulwala Transfer	Station					
Tyre R<20 – each	\$20.00	\$19.09	\$1.91	\$21.00	\$1.00	
Tyre R20 to R40 – each	\$40.00	\$38.18	\$3.82	\$42.00	\$2.00	
Tyre R>40 – each	\$80.00	\$76.36	\$7.64	\$84.00	\$4.00	
2019/2020 charges were:						
Heavy truck tyre \$40 each Tractor/earth moving equipment tyre \$1	10 each					
······································						
Lounge						
-						
Lounge - 1 seat	\$9.00	\$9.09	\$0.91	\$10.00	\$1.00	
Lounge - 2 seat	\$18.00	\$17.27	\$1.73	\$19.00	\$1.00	
Lounge - 3 seat	\$27.00 \$9.00	\$26.36 \$9.09	\$2.64 \$0.91	\$29.00 \$10.00	\$2.00 \$1.00	
Lounge - additional seat	\$9.00	\$9.09	40.9T	Φ10.00	φ1.00	
eWaste						
eWaste - National Television &					Free	
Computer Recycling scheme					Last year fee	
					Free	
eWaste - Household appliance	\$10.00	\$10.00	\$1.00	\$11.00	\$1.00	
eWaste - Whitegoods	\$20.00	\$19.09	\$1.91	\$21.00	\$1.00	
Polystyrene						
Polystyrene over 1m3 - per m3	\$20.00	\$19.09	\$1.91	\$21.00	\$1.00	
Polystyrene less than 1m3 - per m3					Free	
					Last year fee	
					Free	
Others						
Cardboard					Free	
					Last year fee Free	
Carpet roll / 0.5m diameter	\$35.00	\$33.64	\$3.36	\$37.00	\$2.00	

\$35.00

\$33.64

\$3.36

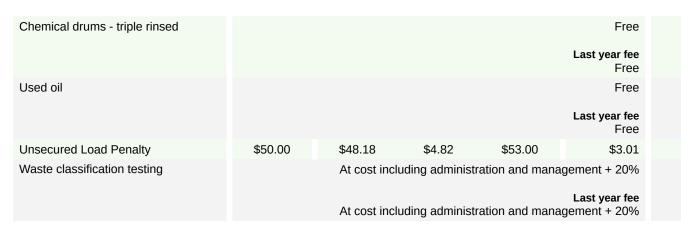
Textiles /m3

\$2.00

\$37.00

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Others [continued]



Bin Collection Services

Any kerbside waste service provided to business will attract GST.

Business – Kerbside collection (incl. Recycle Bin – standard 240L)	\$409.00	\$390.91	\$39.09	\$430.00	\$21.00	
Business - Additional Garbage Bin 240L	\$281.00	\$268.18	\$26.82	\$295.00	\$14.00	
Business - Additional Recycle Bin 240L	\$163.00	\$155.45	\$15.55	\$171.00	\$8.00	
Business - Additional Green Waste Bin 240L	\$0.00	\$155.45	\$15.55	\$171.00	\$171.00	
Residential – Kerbside collection (incl. Recycle Bin – standard 240L)	\$373.00	\$400.00	\$0.00	\$400.00	\$27.00	
Residential – Additional Garbage Bin	\$263.00	\$277.00	\$0.00	\$277.00	\$14.00	
Residential – Additional Recycle Bin	\$154.00	\$162.00	\$0.00	\$162.00	\$8.00	
Residential - Additional Green Waste Bin 240L	\$148.00	\$156.00	\$0.00	\$156.00	\$8.00	
Residential – Kerbside collection (incl. Recycle Bin – upsize 360L)	\$383.00	\$403.00	\$0.00	\$403.00	\$20.00	
Residential – Weekly Garbage Collection (Medical Waste)	\$175.00	\$184.00	\$0.00	\$184.00	\$9.00	
Residential – Downsize of any bin				No	change in fee	
				No	Last year fee change in fee	
Ratepayers – Rennie, Daysdale, Savernake, Buraja and Coreen Village Skip charge	\$52.00	\$55.00	\$0.00	\$55.00	\$3.00	
Events & Activities - Provisions of bins	\$0.00	\$218.18	\$21.82	\$240.00	\$240.00	
Events & Activities - 240L bin collection and disposal	\$0.00	\$22.73	\$2.27	\$25.00	\$25.00	
Events & Activities - 640L bin collection and disposal	\$0.00	\$72.73	\$7.27	\$80.00	\$80.00	

Bin Collection Services - Urana, Oaklands, Rand, Morundah and Boree Creek

Any kerbside waste service provided to business will attract GST.

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Bin Collection Services - Urana, Oaklands, Rand, Morundah and Boree Creek [continued]

Business – Kerbside waste service (incl. 240L Standard Bin)	\$352.00	\$336.36	\$33.64	\$370.00	\$18.00	
Residential – Kerbside waste service (incl. 240L Standard Bin)	\$320.00	\$336.00	\$0.00	\$336.00	\$16.00	
Unoccupied Lot Service charge (Vacant Land)	\$52.00	\$55.00	\$0.00	\$55.00	\$3.00	
Farmland, Outside Council Area – Kerbside waste service (incl. 240L Standard Bin)	\$352.00	\$370.00	\$0.00	\$370.00	\$18.00	
Replacement Garbage Bin	\$110.00	\$116.00	\$0.00	\$116.00	\$6.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Community Services and Education

Preschool (Rand, Urana, Oaklands and Boree Creek)

Education Levy (per term)	\$25.00	\$26.50	\$0.00	\$26.50	\$1.50			
Booking Fee (one off per child)	\$25.00	\$26.50	\$0.00	\$26.50	\$1.50			
Full Fee/Session (per term)		\$26 per day or \$13.00 per day for concession card holders						
		\$25 per day o	or \$12.50 per da	ay for concessio	Last year fee n card holders			
Subject to change from the start of term	n 1 January 2020)						
Late pickup child(ren)			\$1/Minute	until pickup - Ma	ax \$25/session			
			\$1/Minute	until pickup - Ma	Last year fee ax \$25/session			

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Housing and Community Amenities

Cemeteries

Lawn Cemetery: Corowa, Howlong and Mulwala

Does not include plaque

1st interment (includes plot, grave digging, perpetual maintenance)	\$2,407.99	\$2,299.09	\$229.91	\$2,529.00	\$121.01	
2nd interment (reopening, includes grave digging)	\$1,194.99	\$1,140.91	\$114.09	\$1,255.00	\$60.01	
Childs interment (includes plot, grave digging, perpetual maintenance)	\$1,217.00	\$1,161.82	\$116.18	\$1,278.00	\$61.00	

Monumental Cemetery: Corowa, Howlong and Mulwala

Interment (includes land for grave and perpetual grounds maintenance)	\$1,562.00	\$1,490.91	\$149.09	\$1,640.00	\$78.00			
Does not include grave digging or monumental works								
Childs interment (includes land for grave and perpetual grounds maintenance)	\$765.00	\$730.00	\$73.00	\$803.00	\$38.00			
Does not include grave digging or mon	umental works							
Reopening and internment	\$355.01	\$339.09	\$33.91	\$373.00	\$17.99			
Does not include grave digging or mon	umental works							
Permit for erection of monument	\$75.00	\$79.00	\$0.00	\$79.00	\$4.00			
Interment of Ashes								
Columbarium niche (includes plaque)	\$797.00	\$760.91	\$76.09	\$837.00	\$40.00			
Garden – general location (includes plaque)	\$775.00	\$740.00	\$74.00	\$814.00	\$39.00			
Individual rose garden – specific location (includes plaque)	\$1,071.00	\$1,022.73	\$102.27	\$1,125.00	\$54.00			
Individual rose garden – 2nd interment (includes plaque)	\$420.00	\$400.91	\$40.09	\$441.00	\$21.00			
Existing grave no lid	\$259.00	\$247.27	\$24.73	\$272.00	\$13.00			
Existing grave no lid Does not include plaque	\$259.00	\$247.27	\$24.73	\$272.00	\$13.00			

Cemetery - Monument and Columbarium: Urana, Boree Creek, Oaklands & Hopefield

Purchase Site Only (Single 2.4m x 1.2 m)	\$269.00	\$256.36	\$25.64	\$282.00	\$13.00	
Purchase Site Only (Double 2.4m x 2.4m)	\$539.00	\$514.55	\$51.45	\$566.00	\$27.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Cemetery - Monument and Columbarium: Urana, Boree Creek, Oaklands & Hopefield [continued]

Interment Preparation costs (per burial)	\$236.98	\$226.36	\$22.64	\$249.00	\$12.02	
Permit for erection of monument	\$75.00	\$79.00	\$0.00	\$79.00	\$4.00	
Application to construct or alter monument	\$86.00	\$90.00	\$0.00	\$90.00	\$4.00	
Application to install/remove ashes in an existing grave	\$85.99	\$81.82	\$8.18	\$90.00	\$4.01	
General Grave Digging (Funeral Directors to arrange with Trevor Gladstone)				As arranged v	vith Contractor	
				As arranged v	vith Contractor	
Wall Section – Niche	\$236.00	\$225.45	\$22.55	\$248.00	\$12.00	
Exhumation – Removal Fee at cost			А	t cost - contracto	or to determine	
			A	t cost - contracto	Last year fee or to determine	
Plaques						
Pioneer Cemetery memorial wall	\$377.00	\$360.00	\$36.00	\$396.00	\$19.00	

Ploneer Cemetery memorial wall	Φ377.00	\$300.00	\$30.00	\$390.00	\$19.00	
Placement of plaque (Office of Australia War Graves)	\$118.00	\$112.73	\$11.27	\$124.00	\$6.00	

Miscellaneous Charges

Weekend Interment Surcharge	\$393.00	\$375.45	\$37.55	\$413.00	\$20.00	

Right of Burial (reservation of graves or ashes)

Fully prepaid fee plus administration fee	As above + \$50
	Last year fee As above + \$50

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Water Supplies

Water Supply from Standpipe - Corowa, Howlong, Mulwala and Balldale

AVDATA Key Refundable Deposit	\$50.00	\$55.00	\$0.00	\$55.00	\$5.00	
AVDATA Key replacement fee	\$42.00	\$40.00	\$4.00	\$44.00	\$2.00	
Water consumption charge per kL					\$2.60 per kL	
					Last year fee	
					\$2.50 per kL	

Water Supply from Standpipe - Urana, Boree Creek, Rand and Oaklands

Per Kilolitre (Minimum Charge \$10.00) (Subject to change by Riverina Water)					\$3.30 per kL Last year fee \$3.30 per kL		
Price set by Riverina Water and subject to change							
Additional 'callout' fee per load	\$30.00	\$31.50	\$0.00	\$31.50	\$1.50		

Water Supplies for Corowa, Mulwala, Howlong and Balldale

Connection Fees

Standard Water Connection Fee (All Towns) - where tapping and property service lead in pipe exists

Water connection 20mm	\$595.00	\$625.00	\$0.00	\$625.00	\$30.00		
Water connection 25mm	\$655.00	\$688.00	\$0.00	\$688.00	\$33.00		
Water connection 32mm and greater	Price on application						
					Last year fee		
	Price on application						
Reconnection Fee	\$550.00	\$578.00	\$0.00	\$578.00	\$28.00		

Non Standard Water Connection Fee (All Towns)

Install service, tap main, supply and install meter (main to meter service)					on application Last year fee on application	
Mains Tapping Fee					on application Last year fee on application	Quoted on application
20mm Meter and Taggle electronic meter tag	\$175.00	\$184.00	\$0.00	\$184.00	\$9.00	
25mm Meter and Taggle electronic meter tag	\$235.00	\$247.00	\$0.00	\$247.00	\$12.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Non Standard Water Connection Fee (All Towns) [continued]

32mm Meter and greater and Taggle electronic meter tag				Price	on application	
				Price	on application	
Disconnection fee						
Disconnection Fee - Mains tapping in grass nature strip only	\$350.00	\$368.00	\$0.00	\$368.00	\$18.00	
Disconnection Fee - Mains tapping all other locations				Price	on application	
					Last year fee	
				Price	on application	
				Price	on application	

Undetected leak water consumption charges adjustment

Calculation of adjustment to water consumption charge	Calculated as per adopted formula under the Undetected Leak Policy for Water and Sewerage Charges
	Last year fee Calculated as per adopted formula under the Undetected Leak Policy for Water and Sewerage Charges

Water Supplies for Corowa, Mulwala and Howlong

Usage Consumption Charges

Residential usage – up to 450 kL annual	\$1.80 per kL Last year fee \$1.68 per kL	
Residential usage – in excess of 450 kL annual	\$2.70 per kL Last year fee \$2.52 per kL	Best Practice Pricing Principles requires the 2nd tier charge be 1.5 times the 1st tier charge.
Business usage	\$1.80 per kL Last year fee \$1.68 per kL	
Major industry usage (annual consumption exceeds 150ML)	\$1.44 per kL Last year fee \$1.35 per kL	
Major industry (annual usage exceeding	g 150 ML per annum)	

Access Charges

The measurement refers to meter size and not pipe size

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Access Charges [continued]						
Access charge for unconnected property within 225m of Council water mains	\$180.00	\$240.00	\$0.00	\$240.00	\$60.00	
20mm	\$180.00	\$240.00	\$0.00	\$240.00	\$60.00	
25mm	\$281.25	\$375.00	\$0.00	\$375.00	\$93.75	
32mm	\$460.80	\$614.40	\$0.00	\$614.40	\$153.60	
40mm	\$720.00	\$960.00	\$0.00	\$960.00	\$240.00	
50mm	\$1,125.00	\$1,500.00	\$0.00	\$1,500.00	\$375.00	
80mm	\$2,880.00	\$3,840.00	\$0.00	\$3,840.00	\$960.00	
100mm	\$4,500.00	\$6,000.00	\$0.00	\$6,000.00	\$1,500.00	
150mm	\$10,125.00	\$13,500.00	\$0.00	\$13,500.00	\$3,375.00	
300mm	\$40,500.00	\$54,000.00	\$0.00	\$54,000.00	\$13,500.00	
400mm	\$72,000.00	\$96,000.00	\$0.00	\$96,000.00	\$24,000.00	

Water Supplies charges for Balldale

Water Charge for Balldale

All water consumption	\$1.50 per kL
	Last year fee \$1.29 per kL
Access Charge/Meter Rental	\$270 per annum
	Last year fee \$250 per annum

Water Miscellaneous Charges

Domestic water service flow and pressure test				\$	84.00 per test
				\$	Last year fee 80.00 per test
Water main hydrant flow and pressure test - single test	\$175.00	\$184.00	\$0.00	\$184.00	\$9.00
Water main hydrant flow and pressure test - multiple test	\$225.00	\$236.00	\$0.00	\$236.00	\$11.00
Meter Reading Fee – Mulwala, Howlong, Corowa & Balldale	\$90.00	\$94.50	\$0.00	\$94.50	\$4.50
20mm meter test fee by NATA registered test laboratory (refunded if faulty)	\$280.00	\$294.00	\$0.00	\$294.00	\$14.00
25mm or greater meter test fee by NATA registered test laboratory				Price	on application
(refunded if faulty)				Price	Last year fee on application
Emergency Repairs due to damage of water service or water main				\$3	340 plus costs
				\$3	Last year fee 325 plus costs

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Water Miscellaneous Charges [continued]

Taggle electronic meter tag fee	\$130.00	\$136.50	\$0.00	\$136.50	\$6.50	
Testing and stamping of private water meter compatible with Federation Council Taggle electronic tag fee	\$290.00	\$304.50	\$0.00	\$304.50	\$14.50	
Backflow device testing fee	\$250.00	\$262.50	\$0.00	\$262.50	\$12.50	
Attendance fee	\$75.00	\$79.00	\$0.00	\$79.00	\$4.00	
Backflow device replacement/ installation commissioning fee				Price	on application	
				Price	Last year fee on application	
Water supply network assets location fee (per person per hour)	\$0.00	\$78.75	\$0.00	\$78.75	\$78.75	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Sewerage Services

Residential Pricing - Corowa, Howlong and Mulwala

Annual Sewerage Charge - connected property	\$740.00	\$840.00	\$0.00	\$840.00	\$100.00	
Access charge unconnected property within 75m of Council sewer main	\$392.00	\$450.00	\$0.00	\$450.00	\$58.00	

Residential Pricing - Urana and Oaklands

Annual Sewerage Charge - connected property	\$660.00	\$690.00	\$0.00	\$690.00	\$30.00
Access charge unconnected property within 75m of Council sewer main	\$350.00	\$369.00	\$0.00	\$369.00	\$19.00

Non-Residential Pricing

Access charge unconnected

Annual Access Charge for unconnected property within 75m of	\$392.00	\$474.00	\$0.00	\$474.00	\$82.00
Council sewer main					

Access charge connected

20mm Water Service	\$474.00 multiplied by discharge factor
	Last year fee
	\$435.00 multiplied by discharge factor
25mm Water Service	\$744.00 multiplied by discharge factor
	Last year fee
	\$679.80 multiplied by discharge factor
32mm Water Service	\$1,215.00 multiplied by discharge factor
	Last year fee
	\$1,113.60 multiplied by discharge factor
40mm Water Service	\$1,896.00 multiplied by discharge factor
	Last year fee
	\$1,740.00 multiplied by discharge factor
50mm Water Service	\$2,962.20 multiplied by discharge factor
	Last year fee
	\$2,718.75 multiplied by discharge factor
80mm Water Service	\$7,584.00 multiplied by discharge factor
	Last year fee
	\$6,960.00 multiplied by discharge factor
100mm Water Service	\$11,850.00 multiplied by discharge factor
	Last year fee
	\$10,875.00 multiplied by discharge factor

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Access charge connected	[continued]					
Sewerage Treatment Charge per kL		\$2.00/kL	multiplied by c	onsumption & di	scharge factor	
		\$1.45/kL	multiplied by c	onsumption & di	Last year fee scharge factor	
Calculation of adjustment to non- residential sewerage treatment charges due to undetected leak	Calculated as	per adopted for	mula under Un	detected Leak P and Sewe	olicy for Water erage Charges	
	Calculated as	per adopted for	mula under Un	detected Leak P and Sewe	Last year fee olicy for Water erage Charges	
Minimum Combined Charge	\$740.00	\$840.00	\$0.00	\$840.00	\$100.00	

Liquid Trade Waste Charges

Category 1

Application Fee (New Application)	\$120.00	\$126.00	\$0.00	\$126.00	\$6.00	
Annual Trade Waste Fee	\$120.00	\$126.00	\$0.00	\$126.00	\$6.00	
Non-complying Trade Waste Usage Charge (per kL)	\$2.50	\$2.70	\$0.00	\$2.70	\$0.20	
Complying Trade Waste Treatment Charge (per kL)					no charge	
					Last year fee no charge	

Category 2

Annual Trade Waste Fee	\$205.00	\$250.00	\$0.00	\$250.00	\$45.00	Reflect the costs to council to manage medium risk trade waste dischargers
Application Fee (New Application)	\$205.00	\$250.00	\$0.00	\$250.00	\$45.00	Reflect the costs to council to manage medium risk trade waste dischargers
Non-complying Trade Waste Usage Charge (per kL)	\$19.00	\$25.00	\$0.00	\$25.00	\$6.00	Better reflect the impact non- compliance dischargers are having on council's sewer network

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Category 2 [continued]

Complying Trade Waste Treatment Charge (per kL)	\$1.90	\$1.50	\$0.00	\$1.50	-\$0.40	Reduction due to an increase in general sewer charge which better reflect the break up of costs between sewer and trade waste
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Category 3 - Large 20kL/day and industrial

Application Fee (New Application)	\$683.00	\$800.00	\$0.00	\$800.00	\$117.00	Reflects the costs involved to assess a complex and/or high risk trade waste discharger
Annual Trade Waste Fee	\$683.00	\$800.00	\$0.00	\$800.00	\$117.00	Reflect the costs to council to manage high risk trade waste dischargers
Trade Waste Treatment Charge (per kL)	\$0.85	\$0.90	\$0.00	\$0.90	\$0.05	
Non-complying Trade Waste Usage Charges			As pe	r Council's Trad	e Waste Policy	
Charges					Last year fee n/a	

Excess Mass Charges

Suspended solids > 300mg/L	\$1.10	\$1.50	\$0.00	\$1.50	\$0.40	Reflect the costs to council to manage high risk trade waste dischargers
Total Nitrogen 100mg/L	\$0.25	\$0.40	\$0.00	\$0.40	\$0.15	Reflect the costs to council to manage high risk trade waste dischargers

	Year 21/22		Year 22/23			
Name	Last YR	Fee	GST	Fee	Increase	Comment
	Fee (incl. GST)	(excl. GST)		(incl. GST)	\$	
Excess Mass Charges [continued	i]					
0	-					
Total Phosphorus > 20mg/L	\$1.75	\$12.50	\$0.00	\$12.50	\$10.75	Reflect the costs to council to manage high risk trade waste dischargers
Sulphate > 500mg/L	\$0.25	\$0.30	\$0.00	\$0.30	\$0.05	
Sulphide > 1mg/L	\$1.75	\$1.85	\$0.00	\$1.85	\$0.10	
Aluminum (per kg)	\$0.85	\$0.90	\$0.00	\$0.90	\$0.05	
Ammonia (per kg)	\$2.40	\$2.60	\$0.00	\$2.60	\$0.20	
Arsenic (per kg)	\$81.90	\$86.00	\$0.00	\$86.00	\$4.10	
Barium (per kg)	\$40.90	\$43.00	\$0.00	\$43.00	\$2.10	
Boron (per kg)	\$0.85	\$0.90	\$0.00	\$0.90	\$0.05	
Bromine (per kg)	\$16.30	\$17.20	\$0.00	\$17.20	\$0.90	
Cadmium (per kg)	\$379.20	\$399.00	\$0.00	\$399.00	\$19.80	
Chloride (per kg)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Chlorinated Hydrocarbons (per kg)	\$40.90	\$43.00	\$0.00	\$43.00	\$2.10	
Chromium (per kg)	\$27.20	\$29.00	\$0.00	\$29.00	\$1.80	
Cobalt (per kg)	\$16.60	\$17.60	\$0.00	\$17.60	\$1.00	
Copper (per kg)	\$16.60	\$17.60	\$0.00	\$17.60	\$1.00	
Fluoride (per kg)	\$4.10	\$4.40	\$0.00	\$4.40	\$0.30	
Formaldehyde (per kg)	\$1.65	\$1.75	\$0.00	\$1.75	\$0.10	
Oil and grease (per kg)	\$1.43	\$1.50	\$0.00	\$1.50	\$0.07	
Herbicides/defoliant (per kg)	\$820.00	\$861.00	\$0.00	\$861.00	\$41.00	
Iron (per kg)	\$1.65	\$1.75	\$0.00	\$1.75	\$0.10	
Lead (per kg)	\$40.90	\$43.00	\$0.00	\$43.00	\$2.10	
Lithium (per kg)	\$8.10	\$8.60	\$0.00	\$8.60	\$0.50	
Manganese (per kg)	\$8.10	\$8.60	\$0.00	\$8.60	\$0.50	
Mercury (per kg)	\$2,764.80	\$2,905.00	\$0.00	\$2,905.00	\$140.20	
Methylene Blue Active Substance (MBAS) (per kg)	\$0.85	\$0.90	\$0.00	\$0.90	\$0.05	
Molybdenum (per kg)	\$0.85	\$0.90	\$0.00	\$0.90	\$0.05	
Nickel (per kg)	\$27.20	\$29.00	\$0.00	\$29.00	\$1.80	
Total Kjeldahl Nitrogen (per kg)	\$0.25	\$0.30	\$0.00	\$0.30	\$0.05	
Organoarsenic Compounds (per kg)	\$821.30	\$863.00	\$0.00	\$863.00	\$41.70	
Pesticides general (excludes organochlorins & organophosphates) (per kg)	\$821.30	\$863.00	\$0.00	\$863.00	\$41.70	
Petroleum Hydrocarbons (non- flammable) (per kg)	\$2.70	\$2.90	\$0.00	\$2.90	\$0.20	
Phenolic Compounds (non- chlorinated) (per kg)	\$8.10	\$8.60	\$0.00	\$8.60	\$0.50	
Polynuclear Aromatic Hydrocarbons (PAHs) (per kg)	\$1.65	\$1.75	\$0.00	\$1.75	\$0.10	
Selenium (per kg)	\$57.60	\$60.50	\$0.00	\$60.50	\$2.90	
Silver (per kg)	\$1.50	\$1.60	\$0.00	\$1.60	\$0.10	
Sulphite (per kg)	\$1.80	\$1.90	\$0.00	\$1.90	\$0.10	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Excess Mass Charges [continued]					
Thiosulphate (per kg)	\$1.05	\$1.10	\$0.00	\$1.10	\$0.05	
Tin (per kg)	\$8.10	\$8.60	\$0.00	\$8.60	\$0.50	
Total Dissolved Solids (TSS) (per kg)	\$0.10	\$0.18	\$0.00	\$0.18	\$0.08	Reflect the costs to council to manage high risk trade waste dischargers
Uranium (per kg)	\$8.10	\$8.60	\$0.00	\$8.60	\$0.50	
Zinc (per kg)	\$16.60	\$17.45	\$0.00	\$17.45	\$0.85	
Biochemical Oxygen Demand (BOD)					
For BODs < to 300mg/L	\$0.85	\$0.90	\$0.00	\$0.90	\$0.05	
For BODs between 301-600mg/L	\$0.00	\$1.50	\$0.00	\$1.50	\$1.50	
For BODs between 601-150mg/L	\$0.00	\$3.65	\$0.00	\$3.65	\$3.65	
For BODs greater than >1500mg/L	\$0.00	\$7.65	\$0.00	\$7.65	\$7.65	
pH charges						
For discharge of trade waste no complying with the approval limits for pH (per occurrence)	\$0.50	\$196.00	\$0.00	\$196.00	\$195.50	Change fee from per kL to per occurrence
Tankered Waste						
Chemical toilet	\$19.00	\$20.00	\$0.00	\$20.00	\$1.00	
Food Waste Disposal Charge (per bed)	\$31.75	\$33.50	\$0.00	\$33.50	\$1.75	
Effluent liquid (per kL)	\$2.50	\$2.70	\$0.00	\$2.70	\$0.20	
Septic Tank sludge (per kL)					\$47.00/kl Last year fee \$45.00/kl	Waste generated in Federation Council Local Government Area only
Reinspections						
Re-inspection Charge	\$96.00	\$120.00	\$0.00	\$120.00	\$24.00	Reflect cost of compliance work

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Testing

Private analytical testing by Quotation	Cost plus 50%
	Last year fee Cost plus 48%

Miscellaneous charges

Calculation of adjustment to trade waste treatment charge	Calculation as per adopted formula under the Undetected Leak Policy for Water and Sewerage Charge
	Last year fee Calculation as per adopted formula under the Undetected Leak Policy for Water and Sewerage Charge

Sewerage Drainage Plans

Dwelling Houses (Irrespective of Number of Closets)	\$65.00	\$65.00	\$0.00	\$65.00	\$0.00
Other Buildings – For First Closet	\$65.00	\$65.00	\$0.00	\$65.00	\$0.00
For each additional closet urinal or sanitary fitting	\$10.00	\$10.00	\$0.00	\$10.00	\$0.00
Alterations to Sewerage Drainage Plans	\$65.00	\$65.00	\$0.00	\$65.00	\$0.00
Extra Copy of Prepaid Sewerage Drainage Plan	\$7.00	\$7.00	\$0.00	\$7.00	\$0.00
Plan of sewer connection point	\$75.00	\$75.00	\$0.00	\$75.00	\$0.00
Sewer Permit Fee	\$70.00	\$70.00	\$0.00	\$70.00	\$0.00
Approval to install New Waste System	\$160.00	\$168.00	\$0.00	\$168.00	\$8.00
Approval to operate Existing Waste System	\$78.00	\$82.00	\$0.00	\$82.00	\$4.00
Compliance Certificates	\$53.00	\$53.00	\$0.00	\$53.00	\$0.00

Miscellaneous Charges

Mains Tapping Fee (when junction is not provided)				Price	on application
				Price	Last year fee on application
Emergency Repairs due to damage of sewer main or property service				\$	340 plus costs
connection				\$	Last year fee 325 plus costs
Sewer access cover (manhole lid) adjustment fee				Price	on application
				Price	Last year fee on application
Boundary inspection opening location fee (per person per hour)	\$75.00	\$78.75	\$0.00	\$78.75	\$3.75
Sewer network assets location fee (per person per hour)	\$0.00	\$78.75	\$0.00	\$78.75	\$78.75

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Effluent Disposal vessel pump-out unit - Mulwala

AVDATA Key Refundable Deposit	\$0.00	\$55.00	\$0.00	\$55.00	\$55.00	
AVDATA Key replacement fee	\$0.00	\$40.00	\$4.00	\$44.00	\$44.00	
Effluent Treatment Charge per KL					\$2.60 per KL	
					Last year fee	
					n/a	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Recreation and Culture

Urana Ski & Aquatic Committee

Memberships

Family Ski Club Membership Full day Launching fee	\$50.00 \$20.00	\$47.73 \$19.09	\$4.77 \$1.91	\$52.50 \$21.00	\$2.51 \$1.00
Equipment Hire					
Half Day Hire	\$20.00	\$19.09	\$1.91	\$21.00	\$1.00
Full Day Hire	\$40.00	\$38.18	\$3.82	\$42.00	\$2.00

Swimming pools

Urana and Oaklands Swimming Pools

Single season ticket (Entry with	\$75.00	\$68.18	\$6.82	\$75.00	\$0.00	
waiver and fob access)						
,						

Howlong Swimming Pool

Family season ticket	\$230.00	\$220.00	\$22.00	\$242.00	\$12.00	Increase cost recovery from user pays
Additional child (family season ticket)	\$0.00	\$40.91	\$4.09	\$45.00	\$45.00	
Adult season ticket	\$115.00	\$110.00	\$11.00	\$121.00	\$6.00	
Child season ticket	\$95.00	\$90.91	\$9.09	\$100.00	\$5.00	
Pensioner season ticket	\$0.00	\$90.91	\$9.09	\$100.00	\$100.00	
Adult entry	\$4.50	\$4.55	\$0.45	\$5.00	\$0.50	Increase cost recovery from user pays
Supervising adult	\$2.50	\$2.73	\$0.27	\$3.00	\$0.50	Increase cost recovery from user pays
Pensioner entry	\$0.00	\$3.64	\$0.36	\$4.00	\$4.00	
Child entry	\$3.50	\$3.64	\$0.36	\$4.00	\$0.50	Increase cost recovery from user pays

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Howlong Swimming Pool	[continued]					
With School per entry	\$2.50	\$2.73	\$0.27	\$3.00	\$0.50	Increase cost recovery from user pays
Corowa Aquatic Centre						
Casual entry - Adult (18yrs+)	\$6.50	\$6.36	\$0.64	\$7.00	\$0.50	
Casual entry - Child (aged between 12 months and 17 years of age)	\$5.00	\$5.00	\$0.50	\$5.50	\$0.50	
Casual entry - Infants (under 12 months of age, with paying supervising adult)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Casual entry - Concession (aged pension card or health care card)	\$5.00	\$5.00	\$0.50	\$5.50	\$0.50	
Casual entry - Family (2 adults, 2 children or 1 adult, 3 children)	\$18.50	\$17.73	\$1.77	\$19.50	\$1.00	
Casual entry - Additional child (family entry/passes/memberships)	\$3.00	\$2.91	\$0.29	\$3.20	\$0.20	
Casual entry - Spectator only	\$3.00	\$2.91	\$0.29	\$3.20	\$0.20	
Weekly passes - Adult (18yrs +)	\$45.00	\$43.18	\$4.32	\$47.50	\$2.50	
Weekly passes - Child (aged between 12 months and 17 years of age)	\$33.00	\$31.82	\$3.18	\$35.00	\$2.00	
Weekly passes - Concession (aged pension card or health care card)	\$33.00	\$31.82	\$3.18	\$35.00	\$2.00	
Weekly passes - Family (2 adults, 2 children or 1 adult, 3 children)	\$126.00	\$120.91	\$12.09	\$133.00	\$7.00	
Weekly passes - Family (additional person)Additional child (family entry/ passes/memberships)	\$10.00	\$9.55	\$0.95	\$10.50	\$0.50	
Winter passes - Adult (18yrs +)	\$215.00	\$205.45	\$20.55	\$226.00	\$11.01	
Winter passes - Child (aged between 12 months and 17 years of age)	\$165.00	\$158.18	\$15.82	\$174.00	\$9.00	
Winter passes - Concession (aged pension card or health care card)	\$165.00	\$158.18	\$15.82	\$174.00	\$9.00	
Winter passes - Family (2 adults, 2 children or 1 adult, 3 children)	\$320.00	\$305.45	\$30.55	\$336.00	\$16.00	
Winter passes - Additional child (family entry/passes/memberships)	\$50.00	\$48.18	\$4.82	\$53.00	\$3.01	
Summer passes - Adult (18yrs +)	\$393.00	\$375.45	\$37.55	\$413.00	\$20.00	
Summer passes - Child (aged between 12 months and 17 years of age)	\$303.00	\$290.91	\$29.09	\$320.00	\$17.01	
Summer passes - Concession (aged pension card or health care card)	\$303.00	\$290.91	\$29.09	\$320.00	\$17.01	
Summer passes - Family (2 adults, 2 children or 1 adult, 3 children)	\$590.00	\$563.64	\$56.36	\$620.00	\$30.00	
Summer passes - Additional child (family entry/passes/memberships)	\$80.00	\$77.27	\$7.73	\$85.00	\$5.00	
Yearly membership - Adult (18yrs +)	\$500.00	\$477.27	\$47.73	\$525.00	\$25.00	

	Year 21/22 Year 22/23					
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Corowa Aquatic Centre [c	ontinued]					
Yearly membership - Child (aged between 12 months and 17 years of age)	\$385.00	\$368.18	\$36.82	\$405.00	\$20.00	
Yearly membership - Concession (aged pension card or health care card)	\$385.00	\$368.18	\$36.82	\$405.00	\$20.00	
Yearly membership - Family (2 adults, 2 children or 1 adult, 3 children)	\$750.00	\$709.09	\$70.91	\$780.00	\$30.00	
Yearly membership - Additional child (family entry/passes/memberships)	\$120.00	\$114.55	\$11.45	\$126.00	\$6.00	
Commercial User Group Lane Hire (per lane per hour)	\$25.00	\$24.55	\$2.45	\$27.00	\$2.00	
Learn to Swim Lessons (Weekly) Non-Member	\$16.00	\$15.45	\$1.55	\$17.00	\$1.00	
Learn to Swim Lessons (Weekly) Member	\$14.00	\$13.18	\$1.32	\$14.50	\$0.50	
Learn to Swim Intensive Program Non-Member	\$120.00	\$113.63	\$11.36	\$125.00	\$5.00	
Learn to swim Intensive Program Member	\$100.00	\$95.46	\$9.55	\$105.00	\$5.00	
Aqua Aerobics Non-Member	\$16.00	\$15.45	\$1.55	\$17.00	\$1.00	
Aqua Aerobics Member	\$10.00	\$9.54	\$0.95	\$10.50	\$0.50	
Aqua Aerobics Concession	\$12.00	\$11.37	\$1.14	\$12.50	\$0.50	
Birthday Parties up to 10 children	\$220.00	\$209.09	\$20.91	\$230.00	\$10.00	
Birthday Parties up to 15 children	\$330.00	\$313.64	\$31.36	\$345.00	\$15.00	
Birthday Parties up to 20 children	\$440.00	\$418.18	\$41.82	\$460.00	\$20.00	
Entry with School Group	\$0.00	\$3.64	\$0.36	\$4.00	\$4.00	
Entry with Sporting Club Lane Hire Adult	\$0.00	\$4.55	\$0.45	\$5.00	\$5.00	
Entry with Sporting Club Lane Hire Child	\$0.00	\$3.64	\$0.36	\$4.00	\$4.00	

Sports ground

Morundah Recreation Ground

Facility Hire

Hire of Facility	\$105 min contribution	
	Last year fee \$100 min contribution	
Victoria Derk		
Victoria Park		
Sporting Clubs Contribution		

Billabong Crows Football Netball	\$3,300.00	\$3,150.00	\$315.00	\$3,465.00	\$165.00	
Club						

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Sporting Clubs Contribution [c	continued]					
Vintage Machinery	\$500.00	\$477.27	\$47.73	\$525.00	\$25.00	
Campdraft	\$500.00	\$477.27	\$47.73	\$525.00	\$25.00	
Facility Hire						
Refundable Deposit	\$100.00	\$100.00	\$0.00	\$100.00	\$0.00	
Club House and Kitchen facilities (day)	\$50.00	\$47.73	\$4.77	\$52.50	\$2.51	
Club House and Kitchen facilities (night)	\$100.00	\$90.91	\$9.09	\$100.00	\$0.00	

Oaklands Recreation Ground

Functions

Function Room	\$150.00	\$143.18	\$14.32	\$157.50	\$7.50
Kitchen	\$50.00	\$47.73	\$4.77	\$52.50	\$2.51
Bar	\$50.00	\$47.73	\$4.77	\$52.50	\$2.51

Rand Sports Ground

Sporting Clubs Contribution

Rand Cricket Club\$500.00\$477.27\$47.73\$525.00\$25.00Other UsersDonationLast year fee Donation	Rand Walbundrie Walla Football Club	\$3,300.00	\$3,150.00	\$315.00	\$3,465.00	\$165.00	
Last year fee	Rand Cricket Club	\$500.00	\$477.27	\$47.73	\$525.00	\$25.00	
	Other Users					Donation	

Hall & facilities hire

Small hall & facilities

Land Use / Itinerant Traders Permit	\$168 per day	
	Last year fee \$160 per day	

Hire of Hall, Villages

Boree Creek, Oaklands, Morundah, Rand and Urana

Functions

Full Hall Rent	\$250.00	\$238.64	\$23.86	\$262.50	\$12.50
Main Hall	\$80.00	\$76.36	\$7.64	\$84.00	\$4.00
Rehearsals	\$15.00	\$14.36	\$1.44	\$15.80	\$0.80

	Year 21/22		Year 21/22 Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Functions [continued]						
Supper Room	\$59.99	\$57.27	\$5.73	\$63.00	\$3.01	
Land Sales	\$150.00	\$143.18	\$14.32	\$157.50	\$7.50	
Meetings	\$65.00	\$62.27	\$6.23	\$68.50	\$3.50	
Education and Training	\$65.00	\$62.27	\$6.23	\$68.50	\$3.50	
Hire of Other Items						
Breakages					\$4.20 per Item	
					Last year fee \$4.00 per Item	
Hire of Hall BBQ (BYO Gas)	\$30.00	\$28.64	\$2.86	\$31.50	\$1.50	
Medium hall & facilities						
Daily Hire	\$250.00	\$239.09	\$23.91	\$263.00	\$13.00	
Weekly Hire	\$670.00	\$640.00	\$64.00	\$704.00	\$34.00	
Corowa Art Space - Functions outside of Council business hours (flat hourly fee)	\$0.00	\$45.45	\$4.55	\$50.00	\$50.00	
Large hall & facilities						
Daily Hire	\$490.02	\$468.18	\$46.82	\$515.00	\$24.98	
Use of Kitchen (charged in addition to	\$490.02 \$206.00	\$408.18 \$197.27	\$40.82 \$19.73	\$217.00	\$24.98 \$11.00	
hall hire)	φ200.00	φτ91.21	ΦΤΆ.ΙΟ	φζτ1.00	ΦTT.00	
	\$2,140.00	\$2,045.45	\$204.55	\$2,250.00	\$110.00	

Reduced fees for community and charitable organisations can be applied for under Council's Hall and Facilities Hire Operational Policy.

Cleaning					By Quotation Last year fee By Quotation	Previously, fees and charges for halls were listed separately. Fees and charges have been condensed and groups into the categories of meeting rooms, small hall and large hall hire.
General Bond	\$515.00	\$540.00	\$0.00	\$540.00	\$25.00	

	Year 21/22		Year 22/23				
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment	
	(incl. GST)	(excl. GST)		(incl. GST)	\$		
Hall Bonds & Cleaning	[continued]						
Licensed Bond	\$1,030.00	\$1,085.00	\$0.00	\$1,085.00	\$55.00		
Meeting room							
Urana Chambers							
Full Day	\$65.00	\$62.27	\$6.23	\$68.50	\$3.50		
Half Day	\$35.00	\$33.64	\$3.36	\$37.00	\$2.00		
Tea/Coffee per head	\$4.00	\$3.82	\$0.38	\$4.20	\$0.20		
Corowa Civic Centre and Howlong Resource Centre							

Daily Hire	\$155.00	\$148.18	\$14.82	\$163.00	\$8.00
Per Hour Hire	\$41.00	\$40.00	\$4.00	\$44.00	\$3.00

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Mining, Manufacturing and Construction

The Council will discontinue selling quarry material to the public from 2018/2019

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Transport and Communication

Aerodrome Fees

Annual Landing Fees

Regular Users Commercial \$1,050 p.a./t MTOW Last year fee \$1,000 p.a./t MTOW Minimum charge applied to aircraft less Itonne Regular Users Non Commercial \$525 p.a./t MTOW Last year fee \$500 p.a./t MTOW Minimum charge applied to aircraft less Last year fee \$500 p.a./t MTOW \$525 p.a./t MTOW Minimum charge applied to aircraft less Last year fee \$500 p.a./t MTOW \$5.25 per day Aircraft Parking Fees \$5.25 per day Last year fee \$5 per day S5 per day Last year fee \$5 per day \$5 per day This fee applies regardless of time spector ground on any day. Applies to powered and non powered aircraft Last year fee Commercial >4t MTOW \$3.40 per tonne per landing	_		
A lineRegular Users Non Commercial\$525 p.a./t MTOWRegular Users Non Commercial\$525 p.a./t MTOWLast year fee \$500 p.a./t MTOWLast year fee \$500 p.a./t MTOWMinimum charge applied to aircraft less than 1 tonneLast year fee \$500 p.a./t MTOWAircraft Parking Fees\$5.25 per dayLast year fee \$5 per dayLast year fee \$5 per dayThis fee applies regardless of time sput on any day. Applies to powered and non powered aircraftCommercial >4t MTOWCommercial >4t MTOW\$3.40 per tonne per landing Last year fee \$1.40 per tonne per landing	Regular Users Commercial		
Regular Users Non Commercial \$525 p.a./t MTOW Last year fee \$500 p.a./t MTOW Minimum charge applied to aircraft less than 1 tonne Aircraft Parking Fees \$5.25 per day Last year fee \$5 per day This fee applies regardless of time spent on ground on any day. Applies to powered and non powered aircraft Commercial >4t MTOW Last year fee \$3.40 per tonne per landing Last year fee \$1000000000000000000000000000000000000			
Last year fee \$500 p.a./t MTOWMinimum charge applied to aircraft less than 1 tonneAircraft Parking Fees\$5.25 per day Last year fee \$5 per dayThis fee applies regardless of time spent on ground on any day. Applies to powered and non powered aircraftCommercial >4t MTOW\$3.40 per tonne per landing Last year fee (Last year fee)	Minimum charge applied to aircraft less	s than 1 tonne	
Stop p.a./t MTOWMinimum charge applied to aircraft less than 1 tonneAircraft Parking Fees\$5.25 per dayLast year fee \$5 per dayThis fee applies regardless of time spectrum on any day. Applies to powered and non powered aircraftCommercial >4t MTOW\$3.40 per tonne per landing Last year fee (Last year fee)	Regular Users Non Commercial	\$525 p.a./t MTOW	
Aircraft Parking Fees \$5.25 per day Last year fee \$5 per day This fee applies regardless of time spettor ground on any day. Applies to powered and non powered aircraft Commercial >4t MTOW \$3.40 per tonne per landing Last year fee Last year fee			
Last year fee \$5 per day This fee applies regardless of time spent on ground on any day. Applies to powered and non powered aircraft Commercial >4t MTOW \$3.40 per tonne per landing Last year fee	Minimum charge applied to aircraft less	s than 1 tonne	
Sper day This fee applies regardless of time spent on ground on any day. Applies to powered and non powered aircraft Commercial >4t MTOW \$3.40 per tonne per landing Last year fee	Aircraft Parking Fees	\$5.25 per day	
Commercial >4t MTOW \$3.40 per tonne per landing Last year fee			
Last year fee	This fee applies regardless of time sper	nt on ground on any day. Applies to powered and non powered aircraft	
	Commercial >4t MTOW	\$3.40 per tonne per landing	
		Last year fee \$3.20 per tonne per landing	
This rate will apply for use by Parachute Training School	This rate will apply for use by Parachute	e Training School	

Site Fees

Terminal Building	\$115 per day
	Last year fee \$110 per day

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Economic Affairs

Caravan Park - Ball Park

Minimum stay of 2 nights in all accommodation except for Budget Cabins (where 1 night's stays are accepted) **Stay 7 nights - Get 7th Night Free -** Only applies in non-peak times.

Powered Sites

rate p	per r	night
--------	-------	-------

Variable over season	\$33 to \$47 per night					
				\$32 to	Last year fee \$45 per night	
Additional Adults (ages 16 years and above) / night	\$15.00	\$14.55	\$1.45	\$16.00	\$1.00	
Children (aged to 15)					Free	
					Last year fee Free	
Unnowered Sites						

rate per night

rate per might						
Variable over season				\$26 t	o \$37 per night	
				\$25 t	Last year fee o \$35 per night	
Additional Adults (ages 16 years and above) / night	\$15.00	\$14.55	\$1.45	\$16.00	\$1.00	
Children (aged to 15)					Free	
					Last year fee Free	

Cabins

All based on 2 people, 1 car per site *rate per night*

Self contained units (SCU)	\$147 - \$173	
	Last year fee \$140 - \$165	
2 units		
Villa Units (VU)	\$147 - \$173	
	Last year fee	
	\$140 - \$165	
3 units		

	Year 21/22		Year 22/23			5
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Cabins [continued]						
Executive Units (EU)					\$131 - \$163 Last year fee	
Standard Plus Units (SPU)					\$125 - \$155 \$126 - \$152 Last year fee	
3 units					\$120 - \$145	
Standard Units (SU)					\$115 - \$147 Last year fee \$110 - \$140	
3 units						
Budget Units (BU)					\$100 - \$136 Last year fee \$95 - \$130	
7 units						
Additional Adults (ages 16 years and above) / night	\$15.00	\$14.55	\$1.45	\$16.00	\$1.00	
Children (ages to 15)	\$10.00	\$9.55	\$0.95	\$10.50	\$0.50	
Linen packs - single	\$10.00	\$9.55	\$0.95	\$10.50	\$0.50	
Linen packs - double/queen	\$17.00	\$16.36	\$1.64	\$18.00	\$1.01	

Caravan Park - Urana

Unpowered Sites

Variable over season	\$21 to \$32 per site	
	Last year fee \$20 to \$30 per site	
Powered Sites		
Variable over season	\$26 to \$37 per site	
	Last year fee \$25 to \$35 per site	

Cabin 2-5

Variable over season	\$115 to \$137 per night	
	Last year fee \$110 to \$130 per night	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Cabin 1(only)						
Variable over season				\$95 to	\$115 per night	
					Last year fee	
		\$90 to \$110 per night				
Linen						
Hire – per bed	\$10.00	\$9.55	\$0.95	\$10.50	\$0.50	
Miscellaneous Caravan Pa	rk Fees					
Sewerage Waste Dump			No	charge if in park	. otherwise \$5	
p				g p		
			No	charge if in park	Last year fee , otherwise \$5	
Washing Machine (per load)	\$4.00	\$3.82	\$0.38	\$4.20	\$0.20	
coin operated						
Clothes Dryer (per load)	\$4.00	\$3.82	\$0.38	\$4.20	\$0.20	
coin operated						

Saleyards

Drafting Fees & Holding

Sheep – 0 to 1,000 head	\$0.40 per head	
	Last year fee \$0.38 per head	
Sheep – Over 1,000 head	\$0.24 per head	
	Last year fee \$0.23 per head	

Agent Yard Fees per head

Agent Yard fees per head					\$1.79 per head Last year fee \$1.75 per head	Cover increasing costs to deliver service
Disposal Fee						
Unfit for Sale	\$210.00	\$200.91	\$20.09	\$221.00	\$11.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Feeding Fee						
Per day per head					1.25 per head	
				S	Last year fee	
Truck Wash - Avdata Billing	g System					
Purchase of Key					\$53 per key	
					Last year fee \$50 per key	
Use of Facility				\$1	.05 per minute Last year fee	Minimal increase to cover cost
				\$1	.00 per minute	of service.
Ear tags						
Administration charge	\$55.00	\$52.73	\$5.27	\$58.00	\$3.00	
Ear tags / tag	\$1.20	\$1.18	\$0.12	\$1.30	\$9.00 \$0.10	
Promotion						
Display and/or demonstration	\$155.00	\$150.00	\$15.00	\$165.00	\$10.00	
Promotional signage / sign	\$570.00	\$545.45	\$54.55	\$600.00	\$30.00	
Private Works						
	¢0.00	\$630.00	¢62.00	¢002.00	\$693.00	
Road Closure Application	\$0.00	\$630.00	\$63.00	\$693.00	\$693.00	
Miscellaneous						
Temporary Road/Footpath Occupation	\$30.00	\$31.50	\$0.00	\$31.50	\$1.50	
Variable Messaging System (VMS) Board				Price or	application	
				Price or	Last year fee application	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Miscellaneous [continued]

Plant Hire Rates for Private Works, State Roads, etc	By quotation	
	Last year fee By quotation	

Plant hire rates are set from time to time on the basis of the internal cost to Council (inclusive of on-costs)/ normal market values, plus a margin of 20% to cover administration and overhead costs. The total calculated cost will be subject to GST.

Council pricing reflects nature of service and costs. Total charge will include min. 1 hour hire plus site establishment cost and return in addition to the time worked. Major private works - price to be obtained by quotation.

Note 1:

All Council plant is only to be operated by competent Council staff. Staff may donate out of normal working hours wages to community organisations.

Note 2:

Please note overtime rates will apply if work is to be undertaken or completed outside of normal working hours.

Note 3:

Actual cost + 20% + GST

Last year fee Actual cost + 20% + GST

Council pricing reflects nature of service and costs - Due to unpredictable nature of costs relating to the supply of materials for private work, it is not possible to provide a schedule of fees for various works. Fees for works will be on the basis of total cost plus 20% margin plus GST.

Note 4:

Bonds will be released subject to satisfactory completion of the works. Bond administration is subject to relevant council policies and procedures

Last year fee

Bonds will be released subject to satisfactory completion of the works. Bond administration is subject to relevant council policies and procedures

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Development Fees

Development Application Fees

Estimated Development Cost (GST exempt)

Up to \$\$,000\$110.00\$129.00\$0.00\$129.00 <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>						
stimated cost. Last year fee \$170 plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost. \$50,001 to \$250,000 \$412 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000. \$250,001 to \$250,000 \$412 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000. \$250,001 to \$500,000 \$1,356 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. \$250,001 to \$500,000 \$1,356 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. \$250,001 to \$1,000,000 \$2,041 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. \$500,001 to \$1,000,000 \$2,041 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000. \$1,000,001 to \$1,000,000 \$3,058 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000. \$1,000,001 to \$10,000,000 \$18,565 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000. More than \$10,000,000 \$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000. b15,875 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	Up to \$5,000	\$110.00	\$129.00	\$0.00	\$129.00	\$19.00
\$170 plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost. \$50,001 to \$250,000 \$412 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000. Last year fee \$352 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000. \$250,001 to \$500,000 \$1,356 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. \$500,001 to \$1,000,000 \$1,160 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. \$500,001 to \$1,000,000 \$2,041 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 \$1,000,001 to \$1,000,000 \$2,041 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 \$1,000,001 to \$10,000,000 \$3,058 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000 \$1,000,001 to \$10,000,000 \$3,058 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 \$1,000,001 to \$10,000,000 \$3,058 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 \$18,565 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 \$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 \$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 \$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 \$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 \$10,51,000 by which the estimated cost exceeds \$10,000,000 \$10,51,000 by which the estimated cost exceeds \$10,000,000 \$10,000 by which the estimated cos	\$5,001 to \$50,000	\$198 p	lus an additional	\$3 for each \$		
the estimated cost exceeds \$50,000. Last year fee \$352 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000. \$250,001 to \$500,000 \$1,356 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 \$250,001 to \$500,000 \$1,356 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 \$500,001 to \$1,000,000 \$1,160 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 \$500,001 to \$1,000,000 \$2,041 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000 \$1,000,001 to \$10,000,000 \$3,058 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000 \$1,000,001 to \$10,000,000 \$3,058 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 \$1,000,000 \$2,615 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 More than \$10,000,000 \$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 B15,875 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 Development requiring Concurrence \$320.00 \$374.00 \$374.00 \$374.0		\$170 p	lus an additional	\$3 for each \$		\$1,000) of the
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which the estimated cost exceeds \$10,000,000 Last year fee \$15,875 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 Development requiring Concurrence \$320.00 \$374.00 \$0.00 \$374.0		\$2,615 p				of \$1,000) by
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		\$15,875 p				of \$1,000) by
		\$320.00	\$374.00	\$0.00	\$374.00	\$54.00

Development Advertising Fees

Residential DA – Estimated cost <\$100,000	\$110.00	\$105.00	\$10.50	\$115.50	\$5.50	
Residential DA – \$100,000 to \$500,000	\$140.00	\$133.64	\$13.36	\$147.00	\$7.00	
Residential DA – More than \$500,000	\$200.00	\$190.91	\$19.09	\$210.00	\$10.00	
Commercial/Industrial – Estimated cost <\$250,000	\$160.00	\$152.73	\$15.27	\$168.00	\$8.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Development Advertising Fees [continued]

LEP/DCP Advertising Fee

Commercial/Industrial – More than \$250,000	\$250.00	\$238.64	\$23.86	\$262.50	\$12.50	
Subdivision DA – Less than 10 Lots	\$250.00	\$238.64	\$23.86	\$262.50	\$12.50	
Subdivision DA – More than 10 Lots	\$349.95	\$334.55	\$33.45	\$368.00	\$18.05	
Integrated Development Advertising and threatened species development	\$350.00	\$1,174.55	\$117.45	\$1,292.00	\$942.00	
Designated Development Advertising	\$2,220.00	\$2,596.00	\$0.00	\$2,596.00	\$376.00	
If development advertising doesn't use f Clause 252 (2)	full amount a po	rtion can be refu	nded to applic	ant. EP&A Regul	ation 2000 Part 15	Divisior
Additional Fee for Designated Development	\$0.00	\$1,076.00	\$0.00	\$1,076.00	\$1,076.00	
Notice of prohibited development	\$0.00	\$1,292.00	\$0.00	\$1,292.00	\$1,292.00	
Notice for other development for which a community participation plan requires notice to be given	\$0.00	\$1,292.00	\$0.00	\$1,292.00	\$1,292.00	
Additional fee for development application that is referred to the	\$0.00	\$3,508.00	\$0.00	\$3,508.00	\$3,508.00	

If development advertising doesn't use full amount a portion can be refunded to applicant. EP&A Regulation 2000 Part 15 Division 1 Clause 252 (2)

\$0.00

\$1,160.00

\$55.00

\$1,160.00

Integrated / Designated / Development Requiring Concurrence

\$1,105.00

Integrated Development Approval Fee	\$320.00	\$320.00	\$0.00	\$320.00	\$0.00
EP&A Regulation Part 15 Division 2 Cla	use 253				
Integrated Development Approval Processing Fee	\$140.00	\$164.00	\$0.00	\$164.00	\$24.00
EP&A Regulation Part 15 Division 2 Cla	use 253				
Development requiring Concurrence Approval Fee	\$320.00	\$374.00	\$0.00	\$374.00	\$54.00
EP&A Regulation Part 15 Division 2 Cla	use 252A				
Development requiring Concurrence Approval Processing Fee	\$140.00	\$164.00	\$0.00	\$164.00	\$24.00
EP&A Regulation Part 15 Division 2 Cla	use 252A				
Designated Development Additional Fee	\$920.00	\$1,292.00	\$0.00	\$1,292.00	\$372.00
EP&A Regulation Part 15 Division 2 Cla	use 251				

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Subdivision Fees						
Subdivision with New Road				\$77	7 + \$65 per lot	
				\$66	Last year fee 5 + \$65 per lot	
EP&A Regulation 2000 Part 15 Division	1 Clause 249					
No New Road				\$38	6 + \$53 per lot	
					Last year fee	
				\$33	0 + \$53 per lot	
EP&A Regulation 2000 Part 15 Division	1 Clause 249					
Boundary Adjustment	\$75.00	\$333.00	\$0.00	\$333.00	\$258.00	
EP&A Regulation 2000 Part 15 Division	1 Clause 249					
Strata				\$38	6 + \$65 per lot	
				\$33	Last year fee 0 + \$65 per lot	
EP&A Regulation 2000 Part 15 Division	1 Clause 249					
Civil Construction Certificate – Involving 1-3 Lots	\$450.00	\$429.55	\$42.95	\$472.50	\$22.50	
Civil Construction Certificate			1	2% of capital inv		Moving to cost
			1	2% of capital inv	Last year fee estment value	recovery model
Issuing Of Subdivision Certificate	\$105.00	\$105.00	\$0.00	\$105.00	\$0.00	
+ \$10 per lot						

+ \$10 per lot

Other Planning and Environment Fees

Tree Removal Permit	\$140.00	\$147.00	\$0.00	\$147.00	\$7.00
2018/2019 - include inspection					
Request for Development Records		\$58 per hour	(Additional pho	otocopy/printing c	charges apply)
		\$55 per hour	(Additional pho	otocopy/printing c	Last year fee charges apply)
Certified Copy Of Document Or Map	\$53.00	\$62.00	\$0.00	\$62.00	\$9.00
Private Certifier Document Lodgement – Complying Development Certificate	\$36.00	\$36.00	\$0.00	\$36.00	\$0.00
EP&A Regulation 2000 Part 15 Division	1 Clause 263 (2)			
Private Certifier Document Lodgement – Construction Certificate	\$36.00	\$40.00	\$0.00	\$40.00	\$4.00
EP&A Regulation 2000 Part 15 Division	1 Clause 263 (2)			
Private Certifier Document Lodgement – Occupation Certificate	\$36.00	\$40.00	\$0.00	\$40.00	\$4.00
EP&A Regulation 2000 Part 15 Division	1 Clause 263 (2)			

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Other Planning and Environment Fees [continued]

Private Certifier Document Lodgement – Subdivision Certificate	\$36.00	\$40.00	\$0.00	\$40.00	\$4.00		
EP&A Regulation 2000 Part 15 Division 1 Clause 263 (2)							
Private Certifier Inspection Request	\$210.00	\$200.00	\$20.00	\$220.00	\$10.00		
General Inspection Request	\$155.00	\$148.18	\$14.82	\$163.00	\$8.00		
Registration of Swimming Pool on www.swimmingpoolregister.nsw.gov.a u	\$10.00	\$9.09	\$0.91	\$10.00	\$0.00		

Modification of Consent

s4.55(1) – To correct a minor error, wrong description or miscalculation	\$71.00	\$83.00	\$0.00	\$83.00	\$12.00	
s4.55(1A) or s4.56(1) – Minimal environmental impact and simple assessment				0% original fee ι	Last year fee	
				0% original fee ι	•	
s4.55(2) or s4.56(1) – Potential environmental impact or Development for use only – not involving the erection of a building, the carrying out of work, the demolition of a work or building, subdivision or the like		4	5222 or 50% or	iginal fee which 5	ever is greater. Last year fee 0% original fee	
Modification under s4.55 (2) or s4.56 (1) that does not involve minor environmental impact - Up to \$5,000	\$0.00	\$64.00	\$0.00	\$64.00	\$64.00	
Modification under s4.55 (2) or s4.56 (1) that does not involve minor environmental impact - \$5,000- \$250,000 for each \$1,000 or part thereof		\$	99 plus \$1.50 j	per \$1,000 in ex	cess of \$5,000 Last year fee n/a	
Modification under s4.55 (2) or s4.56 (1) that does not involve minor environmental impact - \$250,001- \$500,000 for each \$1,000 or part thereof		\$585	plus \$0.85 per	r \$1,000 in exce	ss of \$250,000 Last year fee n/a	
Modification under s4.55 (2) or s4.56 (1) that does not involve minor environmental impact - \$500,001-\$1 million for each \$1,000 or part thereof		\$833	plus \$0.50 per	r \$1,000 in exce	ss of \$500,000 Last year fee n/a	
Modification under s4.55 (2) or s4.56 (1) that does not involve minor environmental impact - \$1,000,001- \$10 Million for each \$1,000 or part thereof		\$1,154 pl	us \$0.40 per \$	\$1,000 in excess	s of \$1,000,000 Last year fee n/a	
Modification under s4.55 (2) or s4.56 (1) that does not involve minor environmental impact - More than \$10 million for each \$1,000 or part thereof		\$5,540 plu	ıs \$0.27 per \$1	1,000 in excess o	of \$10,000,000 Last year fee n/a	
Additional fee if notice is required under the Act s4.55(2) & s4.56(1)	\$0.00	\$778.00	\$0.00	\$778.00	\$778.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Modification of Consent	[continued]					
Additional fee if Application is accompanied by statement of qualified designed	\$0.00	\$889.00	\$0.00	\$889.00	\$889.00	
Referral to design review panel for advice	\$0.00	\$3,508.00	\$0.00	\$3,508.00	\$3,508.00	
Erection of a dwelling-house only where estimated cost is \$100,000 or less.	\$190.00	\$532.00	\$0.00	\$532.00	\$342.00	

Review Development Determination Fees

Estimated Development Cost (GST exempt)

Up to \$5,000	\$55.00	\$64.00	\$0.00	\$64.00	\$9.00			
In accordance with Clause 257B Enviro development involving the erection of a						s payable for		
\$5,001 to \$250,000	\$100 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost. Last year fee \$85 plus an additional \$1.5 for each \$1,000 (or part of \$1,000) of the estimated cost.							
In accordance with Clause 257B Enviro development involving the erection of a						s payable for		
\$250,001 to \$500,000	\$585 plus an	additional \$0.85		00 (or part of \$1, nated cost exce	eds \$250,000.			
	Last year fee \$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.							
\$500,001 to \$1,000,000	\$833 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000							
	\$712 plus an	additional \$0.50		00 (or part of \$1, mated cost exce				
\$1,000,001 to \$10,000,000	\$1,154 p	lus an additional w		n \$1,000 (or parl ated cost excee				
	\$987 plus an	additional \$0.40		00 (or part of \$1, ated cost excee				
More than \$10,000,000	\$5,540 p	lus an additional wh		n \$1,000 (or part ted cost exceed				
	\$4,737 p	lus an additional wh		n \$1,000 (or part ted cost exceed:				
Development Application with no physical works / change of use	\$142.00	\$333.00	\$0.00	\$333.00	\$191.00			
Additional fee if advertising required as per EP&A Act	\$0.00	\$778.00	\$0.00	\$778.00	\$778.00			
Maximum fee applicable \$620								

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Estimated Development Cost (GST exempt) [continued]

Review of decision to reject or not determine a development application under the Act , Section 8.2 (1)(c.) if the estimated cost of the development application is- less than \$100,000	\$0.00	\$64.00	\$0.00	\$64.00	\$64.00	
Review of decision to reject or not determine a development application under the Act , Section 8.2 (1)(c.) if the estimated cost of the development application is- \$100,000 - \$1 million	\$0.00	\$175.00	\$0.00	\$175.00	\$175.00	
Review of decision to reject or not determine a development application under the Act , Section 8.2 (1)(c.) if the estimated cost of the development application is- More than \$1 million	\$0.00	\$292.00	\$0.00	\$292.00	\$292.00	
Appeal against determination of modification application under the Act section 8.9	50%	fee that was pay	able for the ap	oplication the su	Last year fee	
					n/a	
Notice of application for review of determination under the Act Section 8.3	\$0.00	\$725.00	\$0.00	\$725.00	\$725.00	

Other fees Part 9 EP&A Regulation 2021

Consideration of request for Minister or Planning Secretary to refer matter to the Independent Planning Commission or Sydney district or regional planning panel under the regulation Section 262(1)	\$0.00	\$5,746.00	\$0.00	\$5,746.00	\$5,746.00	
Referral of matter by Minister or Planning Secretary to the Independent Planning Commission or a Sydney district or regional planning panel under the Regulation Section 262 (2)	\$0.00	\$17,238.00	\$0.00	\$17,238.00	\$17,238.00	
Public hearing by Independent Planning Commission under the Act, Section 2.9(1)(d) - base fee plus	\$0.00	\$66,193.00	\$0.00	\$66,193.00	\$66,193.00	
Additional fee for estimated cost of hearing	\$0.00	\$66,193.00	\$0.00	\$66,193.00	\$66,193.00	

Construction Certificates and Complying Development Certificates (Including GST) Fees

Residential Class 10

Includes non habitable garage, pergola, shed, carport, fence, aerial, wall, pool and sign

100 sqm or less floor area	\$220.00	\$210.00	\$21.00	\$231.00	\$11.00	
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	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
Residential Class 10 [contin	nued]					
101 sqm & greater				\$21	1 + \$1.89/sqm	
				\$20	Last year fee 1 + \$1.80/sqm	

Residential Class 1

Includes single detached house or fire separated house, boarding house > 300sqm and/or 12 persons accomodation

50 sqm or less floor area	\$250.00	\$238.64	\$23.86	\$262.50	\$12.50	
51 sqm to 200 sqm				\$23	81 + \$2.10/sqm	
				\$22	Last year fee 20 + \$2.00/sqm	
201 sqm to 500 sqm				\$31	.5 + \$1.84/sqm	
				\$30	Last year fee 00 + \$1.75/sqm	
Over 501 sqm				\$31	.5 + \$1.58/sqm	
				\$30	Last year fee 00 + \$1.50/sqm	

Commercial / Retail / Industrial

Class 2 to 9 buildings

200 sqm or less floor area					8 + \$2.10/sqm Last year fee 0 + \$2.00/sqm	Rename to class 2-9 buildings
201 sqm to 2,000 sqm				\$84	0 + \$1.84/sqm Last year fee	
				\$80	0 + \$1.75/sqm	
2,001 sqm to 5,000 sqm				\$105	0 + \$1.58/sqm	
				\$100	Last year fee 0 + \$1.50/sqm	
Over 5,000 sqm				\$2,10	0 + \$1.05/sqm	
				\$2,00	Last year fee 0 + \$1.00/sqm	
Other						
Where no square meterage applicable, i.e. swimming pools, fences, retaining walls.	\$175.00	\$167.27	\$16.73	\$184.00	\$9.00	

fences, retaining walls.		
Review Of Construction Certificate And Issue Of New Certificate	25% of original fee (min \$29.00)	
(Including GST)	Last year fee	
	25% of original fee (min \$27.50)	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Other [continued]

Modification of Complying Development Certificate	50% of original fee	
	Last year fee 50% of original fee	

Construction Certificate and Inspections for Rural

Less than 500 square metres	\$942.95	\$900.00	\$90.00	\$990.00	\$47.05
Greater than 500 square metres	\$1,043.00	\$995.45	\$99.55	\$1,095.00	\$52.00

Building Inspection Fees

Residential Class 10

Package includes critical stage inspections only (includes non habitable garage, pergola, shed, carport, fence, aerial, wall, pool, sign)

100 sqm or less floor area	\$275.00	\$262.73	\$26.27	\$289.00	\$14.00
Greater than 100sqm	\$550.00	\$525.00	\$52.50	\$577.50	\$27.50

Residential Class 1

Package includes critical stage inspections only (includes single detached house or fire separated house, boarding house > 300 sqm and/or 12 persons accommodation)

50 sqm or less floor area	\$275.00	\$262.73	\$26.27	\$289.00	\$14.00
Greater than 50sqm	\$551.00	\$525.91	\$52.59	\$578.50	\$27.50

Commercial/Retail Classes 2 to 6 and 9

Package includes critical stage inspections only (includes 2 or more sole occupancy units, other residential, office, shop, dwellings inside class 5,6,7,8 & 9, health, place of public assembly or worship, church, schools, club)

200 sqm or less floor area	\$419.00	\$400.00	\$40.00	\$440.00	\$21.00
201 sqm to 500 sqm	\$815.00	\$778.18	\$77.82	\$856.00	\$41.00
501 sqm to 2,000 sqm	\$1,340.00	\$1,279.09	\$127.91	\$1,407.00	\$67.00
2,001 sqm to 5,000 sqm	\$1,791.00	\$1,710.00	\$171.00	\$1,881.00	\$90.00
Over 5,000 sqm	\$2,167.00	\$2,069.09	\$206.91	\$2,276.00	\$109.00

Industrial/Warehouse Class 7 & 8

Package includes critical stage inspections only (includes car park, storage, display, production, factory assembly, laboratory, manufacturing)

200sqm or less floor area	\$420.00	\$400.91	\$40.09	\$441.00	\$21.00
201 sqm to 500 sqm	\$670.00	\$639.55	\$63.95	\$703.50	\$33.50
501 sqm to 2,000 sqm	\$940.01	\$897.27	\$89.73	\$987.00	\$47.00
2,001 sqm to 5,000 sqm	\$1,340.00	\$1,279.09	\$127.91	\$1,407.00	\$67.00

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Industrial/Warehouse Class 7 & 8 [continued]

Over 5,000 sqm	\$1,791.00	\$1,709.55	\$170.95	\$1,880.50	\$89.50	
Over 5,000 sqiii	Ψ1,731.00	φ1,705.55	Ψ170.35	φ1,000.50	φ05.50	
Other						
Where no square meterage applicable, i.e. swimming pools, fences, retaining walls.	\$275.00	\$262.73	\$26.27	\$289.00	\$14.00	
Reinspection of building work (i.e. Work not ready or defective)	\$155.00	\$148.18	\$14.82	\$163.00	\$8.00	
Single Inspection	\$155.00	\$148.18	\$14.82	\$163.00	\$8.00	

Minor Development Packages

Residential Minor Developments estimated cost

Less than \$1,000	\$155.00	\$148.18	\$14.82	\$163.00	\$8.00			
\$1,001 to \$10,000	\$310.00	\$295.91	\$29.59	\$325.50	\$15.50			
\$10,001 to \$20,000	\$515.00	\$491.82	\$49.18	\$541.00	\$26.00			
More than \$20,000	Revert to separate DA / CC / Inspection Fee calculation							
	Last year fee Revert to separate DA / CC / Inspection Fee calculation							

Building Certificate Sec 6.26

Building Certificate Sec 6.26 - Authorised work

Class 1 or 10 Building	\$250.00	\$262.50	\$0.00	\$262.50	\$12.50			
Other structures less than 200 square metres	\$250.00	\$262.50	\$0.00	\$262.50	\$12.50			
Other structures floor area between 200 – 2,000 square metres	\$262 + \$0.55 per sqm over 200sqm Last year fee \$250 + \$0.50 per sqm over 200sqm							
Other structures floor area greater than 2,000 square metres) per sqm in exco 5 per sqm in exco	Last year fee			
Additional Inspection	\$90.00	\$94.50	\$0.00	\$94.50	\$4.50			

Building Certificate Sec 6.26 - Unauthorised work

Class 1 or 10 Building	\$263 + DA/CC	
	Last year fee \$250 + DA/CC	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Building Certificate Sec 6.26 - Unauthorised work [continued]

Other structures less than 200 square metres					\$262 + DA/CC	
					Last year fee \$250 + DA/CC	
Other structures floor area between 200 – 2,000 square metres			\$263 + \$0.55 p	er sqm over 200)sqm + DA/CC	
					Last year fee	
			\$250 + \$0.50 p	er sqm over 200		
Other structures floor area greater than 2,000 square metres		\$1,223 +	\$0.80 per sqm	in excess of 200)sqm + DA/CC	
					Last year fee	
		\$1,165 +	\$0.75 per sqm	in excess of 200)sqm + DA/CC	
Additional Inspection	\$90.00	\$94.50	\$0.00	\$94.50	\$4.50	

Local Government Act Section 64 Developer Servicing Plans

Per Water Equivalent Tene	ement (ET)					
Corowa, Howlong and Mulwala	\$5,225.00	\$5,486.00	\$0.00	\$5,486.00	\$261.00	
Per Sewerage Equivalent	Tenement (ET)				
Per Sewerage Equivalent	Tenement (\$4,400.00	ET) \$4,620.00	\$0.00	\$4,620.00	\$220.00	
U			\$0.00 \$0.00	\$4,620.00 \$4,315.50	\$220.00 \$205.50	

Local Government Act Section 68 Approval

Plumbing and Drainage (includes Application/Approval and Inspections)

Single Storey Dwelling	\$295.00	\$310.00	\$0.00	\$310.00	\$15.00	
Double Storey Dwelling	\$421.00	\$442.00	\$0.00	\$442.00	\$21.00	
Alterations and Swimming Pools	\$158.00	\$166.00	\$0.00	\$166.00	\$8.00	
Commercial/Industrial	\$474.00	\$498.00	\$0.00	\$498.00	\$24.00	

Other Approvals

Approval to operate a caravan park					\$5.25 per site	
					Last year fee \$5.00 per site	
Woodheater – Approval & Inspections	\$93.00	\$98.00	\$0.00	\$98.00	\$5.00	
Modification of LGA Section 68 Approval				50% of	applicable fee	
				50% of	Last year fee applicable fee	
LGA Section 68 Approvals not listed above	\$257.00	\$270.00	\$0.00	\$270.00	\$13.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

Riverina Regional Library Fees and Charges

External Charges

Inter Library Loan search fee	\$4.40	\$4.00	\$0.40	\$4.40	\$0.00	
Inter Library Loan – fee for loan requests from non-reciprocal libraries	\$28.50	\$25.91	\$2.59	\$28.50	\$0.00	
Library Loan from overseas					Cost recovery	
					Last year fee Cost recovery	
Inter Library Loan – Rush fee	\$52.00	\$47.27	\$4.73	\$52.00	\$0.00	
Inter Library Loan – Express fee	\$70.50	\$64.09	\$6.41	\$70.50	\$0.00	
Reservation fee	\$1.00	\$1.00	\$0.00	\$1.00	\$0.00	
Replace member card	\$2.00	\$2.00	\$0.00	\$2.00	\$0.00	
Replacement charge for lost/ damaged periodicals and articles					blacement cost Last year fee blacement cost	
Replacement charge (lost/damaged collection items other than periodicals and articles				\$10 plus rep	blacement cost Last year fee	
					lacement cost	
Replace lost or damaged CD/DVD case (One-Time CD/DVD/MP3 cases)	\$3.30	\$3.30	\$0.00	\$3.30	\$0.00	
Replace lost or damaged CD/DVD case (multi-CD sound recording cases)	\$11.00	\$11.00	\$0.00	\$11.00	\$0.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	

External Charges [continued]

Overdue item fines – Charge per item per work day plus overdue notice fee				borrowing privile	returned.	An exemption applies to fines on overdue items borrowed under the following member categories: Mobile Library; Book Clubs; Branch Libraries; Houseboun d; Home Library; Hospitals & Nursing Homes; Inter- Library-Loan Libraries; Wagga Community Links. This exemption does not extend to lost or damaged items. Periods of amnesty apply when no overdue items fines are charged for specified periods - Specified days to be announced.
Library Bags	\$2.00	\$1.82	\$0.18	\$2.00	\$0.00	
Library Backsacks	\$5.01	\$4.55	\$0.46	\$5.01	\$0.00	
Mobile Library – A4 printing/ photocopying (black & white)	\$0.20	\$0.18	\$0.02	\$0.20	\$0.00	
Mobile Library – A4 printing/ photocopying (colour)	\$0.55	\$0.50	\$0.05	\$0.55	\$0.00	
Programs			\$2.00	- \$50.00 depend	ling on content	
					Last year fee	
			\$2.00	- \$50.00 depend		
Professional Research Fee – per hour (includes photocopying & postage)	\$66.00	\$60.00	\$6.00	\$66.00	\$0.00	

	Year 21/22		Year 22/23			
Name	Last YR Fee	Fee	GST	Fee	Increase	Comment
	(incl. GST)	(excl. GST)		(incl. GST)	\$	
External Charges [continu	led]					
Visitor's Fee (non-refundable) – one month	\$33.00	\$30.00	\$3.00	\$33.00	\$0.00	
Visitor's Fee (non-refundable) – three month	\$88.00	\$80.00	\$8.00	\$88.00	\$0.00	
RRL Membership Fee for non- residents (excluding eligible reciprocal members and residents of Wahgunyah and Yarrawonga) – twelve months	\$110.00	\$110.00	\$0.00	\$110.00	\$0.00	
RRL Membership Fee for Victorian residents of Wahgunyah and Yarrawonga – full membership – twelve months	\$55.00	\$55.00	\$0.00	\$55.00	\$0.00	
RRL membership for Victorian					Nil	
residents of Wahgunyah and Yarrawonga – limited membership no charge					Last year fee Nil	
A limit of 4 physical loans at any one tim	ne and no acces	s to any other pł	nysical or elect	tronic collections	, programs or se	rvices
RRL Book Club Membership fee (per club of up to 10 members)	\$400.00	\$400.00	\$0.00	\$400.00	\$0.00	
Replacement charge for lost or damaged Book Club collection items	\$40.00	\$40.00	\$0.00	\$40.00	\$0.00	
Replacement charge for e-Readers that are lost or damaged beyond reasonable repair (repair cost more than \$75)	\$165.00	\$165.00	\$0.00	\$165.00	\$0.00	
reasonable repair (repair cost more						

\$36.30

\$0.00

\$36.30

\$0.00

\$36.30

Replacement charge for lost or damaged e-Reader charging cords

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[Access Charges]

[Access Charges]

[Residential Class 1]

[Residential Class 1]

[Access Charges]

[Access charge connected] [Residential Class 1]

[Access charge connected]

[Commercial/Retail Classes 2 to 6 and 9] [Industrial/Warehouse Class 7 & 8]

4

400mm 40mm 40mm Water Service

5

50 sqm or less floor area
50 sqm or less floor area
501 sqm to 2,000 sqm
501 sqm to 2,000 sqm
50mm
50mm Water Service
51 sqm to 200 sqm

8

0		
80mm 80mm Water Service	[Access Charges] [Access charge connected]	

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A0 – black and white		
AU – DIACK AND WITHE	[Plan Copies]	7
A0 – colour	[Plan Copies]	7
A0 – colour on glossy	[Plan Copies]	7
A1 – black and white	[Plan Copies]	7
A1 – colour	[Plan Copies]	7
		-
A1 – colour on glossy	[Plan Copies]	7
A2 – black and white	[Plan Copies]	7
A2 – colour	[Plan Copies]	7
		7 7
A2 – colour on glossy	[Plan Copies]	1
A3 – black and white	[Photocopies]	7
A3 – black and white – per copy double sided	[Photocopies]	7
A3 – colour	[Photocopies]	7
A3 – colour – double sided	[Photocopies]	8
A4 – black and white	[Photocopies]	7
A4 – black and white – double sided copy	[Photocopies]	7
A4 – black and white – per sheet thereafter	[Photocopies]	7
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LARGE load (any volume larger than 1m3 but less than 1.5m3 - incl. large trailer) - co mingled recycling

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S

the like

•		
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Water meter reading Water supply network assets location fee (per	[Certificates] [Water Miscellaneous Charges]	10 27
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person)Additional child (family entry/passes/ memberships)		
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swimming pools, fences, retaining walls.		
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17 years of age)		~~
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[Estimated Development Cost (GST exempt)]

50,001 IO \$500,U \$250,001 to \$500,000 \$5,001 to \$250,000 \$5,001 to \$50,000 \$50,001 to \$250,000 \$500,001 to \$1,000,000 \$500,001 to \$1,000,000

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Capacity to Pay

Federation Council

June 2022



Document status

Job #	Version	Approving Director	Date
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Executive summary

Federation Council ('Council') is currently exploring a special rate variation (SRV) to ensure financial capacity to maintain existing service levels into the future. Therefore, Council is currently in the process of reviewing the potential impact on the community of an SRV. This report emphasises the capacity to pay principle; given that some ratepayers have more ability to pay rates than others.

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the local government area (LGA). The key findings are summarised in table one.

Area	Findings
Corowa	 Largest population centre. Relatively high proportion of mortgagees. Highest level of renters in the LGA at 24%, including 2% in social housing. Highest unemployment rate in the LGA. Equal largest proportion of 'at risk' households.
Howlong	 Second largest population centre. Highest proportion of resident ratepayers – with the lowest level of fully owned homes (39%), and highest levels of mortgagees (32%).
Mulwala	 Third largest population centre, with proportionately high levels of retirees. Highest residential land values in LGA. Highest proportion of retirees in the LGA.
Corowa Rural Districts	 Relatively high proportion of working age residents and family households, and lowest proportion of retirees. Second highest level of home ownership at 45%, and lowest level of renters. Highest level of equivalised household income within the LGA, with 19% in the top quartile.
Urana and surrounds	 Relatively high proportion of working age residents and family households Highest proportion of residents requiring assistance Equal largest proportion of 'at risk' households Lowest overall level of equivalised household income, with 75% of the population in the bottom two quartiles Second highest level of unemployment in the LGA

Table 1 Area summary

Analysis of the preferred impact shows that there will be varying increases throughout the LGA due to the relativity of land values. The Mulwala average residential land values are \$168,248, resulting in rates of \$1,728 in the final SRV year 2026/27, an increase of \$638. This compared to average land values of \$8,749 in Urana and surrounds, which lead to rates of \$667 in the final SRV year 2026/27, an increase of \$251. The most impacted farmland ratepayers will be in the Corowa rural districts, where average land values are \$1,892,000, resulting in rates of \$7,950 in the final SRV year 2026/27, approximately \$2,900 higher than under a normal rate pegged path. For business ratepayers, Mulwala has the highest average land values of \$274,000, resulting in average rates of \$3,704, an increase of \$1,363 compared to a normal rate pegged path.



Introduction

Federation Council is currently exploring an SRV to ensure that it can maintain existing service levels into the future. A number of factors are considered when determining the size and need for an SRV including, equity, efficiency and capacity to pay. This report puts due emphasis on the capacity to pay principle given that some ratepayers have more ability to pay rates than others.

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the LGA.

Key considerations include:

- regions of social disadvantage
- particularly vulnerable groups of individuals
- patterns of household expenditure
- impacts on industry (including COVID-19).

These findings will then be compared to proposed rate increases to identify whether there are any groups or individuals that are being particularly impacted and/or marginalised.

Data for this review was obtained from the following sources:

- Australian Bureau of Statistics, 2016 Census Data, 'Data by Regions'.
- Profile ID Federation Council community/economic profiles.
- National Institute of Economic and Industry Research (NEIR) 2021.
- Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women's Centre for Health Matters, Youth Coalition of Act), February 2016, *Snapshot: Housing stress and its effects*.

Background

Federation Council is divided into five regional areas. Council is looking to ensure that through the special rates variation process, community groups are not significantly disadvantaged, and that relative equity is promoted as each region has differing economic and socio-economic profiles. A summary of the areas using 2021 Estimated Resident Population¹ (ERP) has been provided in the following table two and figure one.

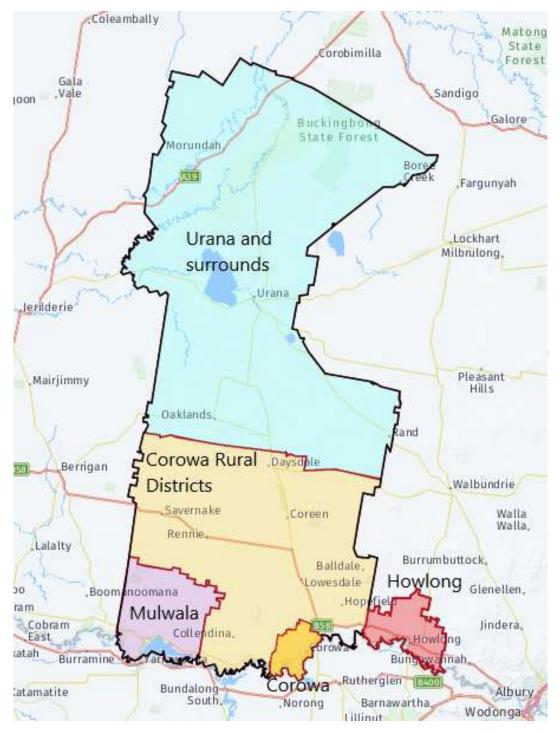
Table 2 Federation Council area summary

Areas	Population (2021)
Federation Council ERP 2021	12,735
Corowa	5,397
Howlong	3,021
Mulwala	2,285
Corowa Rural Districts	882
Urana and Surrounds	1,154

¹ Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in profile.id by .id.









Methodology

Our methodology in examining the relative wealth between the different areas focuses on the following:

• Areas of social disadvantage

We will first look into the different characteristics and make up of each area to determine whether there are any particular areas of social disadvantage. This will include an investigation into:

- the age structure of each region
- the typical make up of each household
- household income, including the effect of dependants
- SEIFA rankings.

• Particularly vulnerable groups of individuals

We will then investigate whether there are any particular groups within each area that, despite the overall wealth of the area, would be particularly vulnerable and affected by a change in rates. These include:

- property owners
- persons who have or need core assistance
- individuals who are currently unemployed
- analysis of household mortgage repayments
- pensioners.
- Patterns in household expenditure

We will then examine trends in household expenditure and discuss what impacts they may have on an individual's ability to pay.

• Impacts of COVID-19

Next, we will look into the impact that the global pandemic COVID-19 has had on industries and residents within the Federation LGA.

We will then compare these findings to the proposed rating variation to determine whether there are any particular groups or individuals that would be significantly impacted.



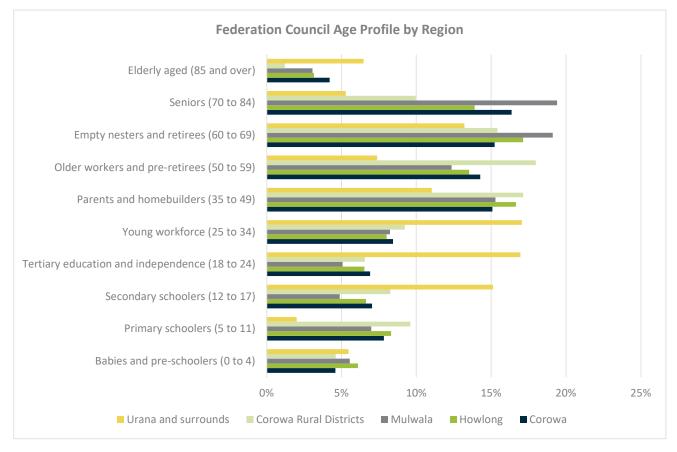
Areas of social disadvantage

Each area has differing demographic characteristics and we first want to identify 'who are the people' that make up each area, 'what do they do' and 'how do they live'.

Age profiles by region

Data has been broken into groups which are reflective of typical life stages. This provides insight into the number of dependants, size of the workforce and number of retirees in each area.





Grouping these results in terms of the following categories (dependants, workforce, and retirees) and ranking them in terms of proportion of population (with one representing the largest proportion) generates the following results.

Table 3	Age	profile	rankings
---------	-----	---------	----------

Rank	Corowa	Howlong	Mulwala	Corowa Rural Districts	Urana and surrounds
Dependants	1	2	3	5	4
Working age	1	2	3	5	4
Retirees	1	2	3	5	4

² Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in profile.id by .id.



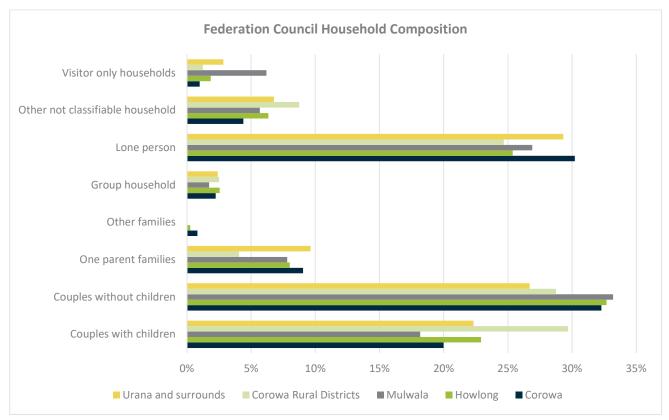
From these results we observe the following:

- We observe that the population centre of Corowa has the largest proportion of residents within the working age demographic group, at 20% of the total population, which is double that for the next largest region of Howlong, which has 10%.
- Mulwala has a relatively high proportion of retirees in its population at 42% (Federation LGA average is 32%).
- Urana and Surrounds area has a significantly higher proportion of persons aged 12 to 34 (16% of region's population) compared to the rest of the LGA (9%). This region also has a lower proportion of the population who are parents and homebuilders at 11% (Federation LGA average is 15%).

Household types

Alongside the age structure of each region, it is important to determine the typical trends in the make-up of households. This provides a more complete picture of the people, families and communities in each area. A summary of household type is provided in the figure below.





The 'lone person' and 'one parent family' households are considered to be more vulnerable to the impacts of rate increases due to a reduced/singular income stream. Combining these categories together into an 'at risk' group shows that there is a higher proportion of at-risk households in Corowa and Urana and surrounds (both 39%) compared to the LGA level of 37% (which is in line with Regional NSW and Regional Victorian levels also at 37%).

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³ Ibid.



Housing tenure

By observing housing tenure levels in the community, we are able to identify which areas would be most impacted by a change in council rates, i.e. the direct impact of a change in rates will be felt by homeowners whereas renters may experience an indirect increase/decrease dependant on their lease agreement/decisions of their landlord. Furthermore, individuals in social housing are unlikely to be impacted by a change in rates.

Age groups number	Corowa	Howlong	Mulwala	Corowa Rural Districts	Urana and surrounds
Fully owned	40%	39%	43%	45%	48%
Mortgage	27%	32%	25%	27%	22%
Renting - Total	24%	16%	19%	8%	11%
Renting - social housing	2%	0%	0%	0%	0%
Renting - private	21%	16%	19%	8%	11%
Other tenure type	1%	2%	3%	9%	8%
Not stated	8%	10%	10%	10%	11%
Total households	100%	100%	100%	100%	100%

Table 4 Federation Council housing tenure⁴

Table four highlights that homeownership levels are higher outside of the urban centres, with total ownership in Corowa Rural Districts and Urana and surrounds at 45% and 48% compared to the rest of the LGA average of 41%. Naturally we then observe the largest proportion of renters in the urban centres, particularly Corowa. Corowa also has 2% social housing.

Equivalised household income

Equivalised household income can be viewed as an indicator of the economic resources available to a standardised household. It is calculated by dividing total household income by an equivalence factor. The factor is calculated in the following way:

- first adult = 1
- each additional adult + child over 15 = + 0.5
- each child under 15 = + 0.3.

Dividing by the equivalence factor, household income becomes comparable to that of a lone individual, thereby making households with dependants and multiple occupants comparable to those without. By factoring in dependants into household incomes we are provided with a better indicator of the resources available to a household.

As this is a relative comparison, data has been presented in quartiles; regions of disadvantage will have a higher proportion of households in the bottom two quartiles than those of greater wealth and advantage. These quartiles were determined by reviewing the distribution of household incomes within NSW and then dividing them into four equal groups or quartiles.

⁴ Ibid.

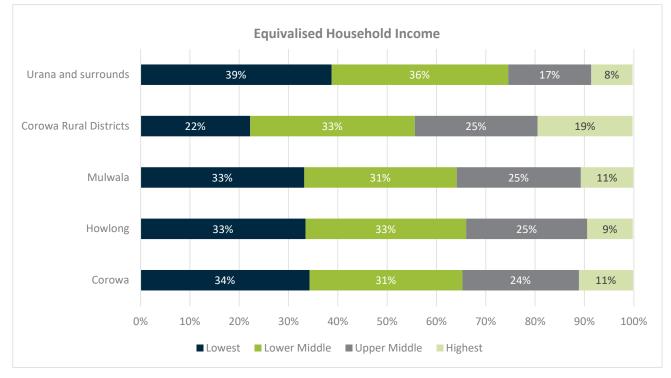


The data has been presented in ranges for the following equivalised weekly income levels:

- Lowest: \$0 \$497 this range is representative of the bottom 25% of all equivalised household incomes in NSW.
- Medium lowest: \$498 \$891 this range is representative of the bottom 25% 50% of all equivalised household incomes in NSW.
- Medium highest: \$892 \$1,464 this range is representative of the top 25% 50% of all equivalised household incomes in NSW.
- Highest: \$1,465 and over this range is representative of the top 25% of all equivalised household incomes in NSW.

Figure four summarises the equivalised household income ranges for each area.





We can make the following observations from the data:

- Corowa Rural Districts had the highest proportion of households in the highest two quartiles (44%), while Urana and surrounds had the lowest (25%).
- Urana and surrounds had the highest proportion of households in the bottom two quartiles (75%), while Corowa Rural Districts had the smallest proportion (56%).
- Corowa Rural Districts has the most even distribution of household incomes and income profiles, albeit with slightly above in the lower middle (33%) and slightly below in the highest quartile (19%).
- Ranking of areas by greatest disadvantage (percentage of households in lower brackets):
 - 1 Urana and urrounds 2 Howlong 3 Corowa 4 Mulwala 5 Corowa Rural Districts.

⁵ Ibid.



- Ranking of areas by greatest middle class (percentage of households in middle brackets):
 - 1 Corowa Rural Districts 2 Howlong 3 Mulwala 4 Corowa 5 Urana and surrounds.
- Ranking of areas by advantage (percentage of households in upper brackets):
 - 1 Corowa Rural Districts 2 Mulwala 3 Corowa 4 Howlong 5 Urana and surrounds.

Table 5 Regional comparison of equivalised household income⁶

Area	Federation Council	Regional Victoria	Regional NSW	NSW
Lowest	33.45%	30.70%	30.40%	25.00%
Lower middle	31.73%	29.20%	29.20%	25.00%
Upper middle	23.63%	23.90%	23.90%	25.00%
Highest	11.14%	16.20%	16.40%	25.00%

From table five we observe that Federation Council has a slightly higher proportion in the lowest two quartiles compared with Regional NSW, offset by a lower proportion in the highest income quartile.

Socio-economic index

The Socio-Economic Indexes for Areas (SEIFA) is an economic tool developed by the Australian Bureau of Statistics (ABS) to rank areas in Australia according to their relative socio-economic advantage and disadvantage. It takes into consideration a broad range of variables such as income, education, employment, occupation, housing, etc and is standardised such that the average Australian represents a score of 1000.

In our research we explored two of the indexes published by the ABS:

• Index of Relative Socio-Economic Disadvantage (IRSD)

This index ranks areas from most disadvantaged to least disadvantaged, i.e. a lower score will have a greater proportion of relatively disadvantaged people in the area.

From this score however you cannot conclude whether a high-ranking area will have a large portion of relatively advantaged people, just that it has a low proportion of disadvantage.

Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)

This index considers variables of both advantage and disadvantage and, as such, scores and ranks areas from most disadvantaged to most advantage.

The ABS has also published the variables which have the most impact on both indices, these include:

- IRSD variables of disadvantage:
 - low equivalised household incomes
 - households with children and unemployed parents
 - percentage of occupied dwellings with no internet connection
 - percentage of employed people classified as labourers.

⁶ Ibid.



- IRSAD variables of advantage only (disadvantage similar to IRSD):
 - high equivalised household incomes
 - percentage of households making high mortgage repayments
 - percentage of employed people classified as professionals
 - percentage of employed people classified as managers.

Further analysis of these factors is provided in the discussion section. A regional summary, including national percentiles is provided in the table below.

Region	SEIFA - IRSD	Percentile	SEIFA - IRSAD	Percentile
Federation Council	963.0	26	936.0	21
Regional Victoria	977.0	32	959.0	32
Regional New South Wales	971.0	29	959.0	32
New South Wales	1,001.0	45	1,011.0	62
Australia	1,001.9	46	1,003.1	57

Table 6 Regional SEIFA scores and percentiles ⁷

In reviewing the IRSD index, we observe that Council has a greater level of disadvantage compared with both the Regional NSW and Regional Victorian averages. Federation Council's IRSD score of 963.0 is below both Regional NSW (971.0) and Regional Victoria (977.0) and places the LGA into the 26th percentile. Meaning approximately 26% of Australia's suburbs have a SEIFA index lower than this area (more disadvantaged), while 74% are higher.

IRSAD includes levels of both advantage and disadvantage. Federation's score of 936.0 is again below that of Regional NSW and Regional Victoria (both 959.0) and places the LGA into the 21st percentile. This lower score means that there are proportionately lower incidences of advantage throughout the LGA relative to Australia. A lower IRSAD score compared to IRSD score is indicative of less opportunities within the LGA, e.g. lower equivalised incomes, lower education levels, fewer employment opportunities within the area, or more unskilled jobs, and housing.

Table 7	Area level	SEIFA sc	ores and	percentiles 8
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Region	SEIFA - IRSD	Percentile	SEIFA - IRSAD	Percentile
Corowa	947.6	21	920.2	17
Howlong	976.0	32	939.9	23
Mulwala	977.6	33	944.5	25
Corowa Rural Districts	1,020.8	57	1,013.3	63
Urana and surrounds	935.6	17	930.0	19

⁷ Ibid.

⁸ Ibid.



At an area level, we see the distribution of advantage and disadvantage through the LGA, e.g.:

- Corowa scores in the 17th percentile (IRSAD), meaning that 83% of Australia has lower levels of disadvantage (and more advantage).
- Corowa Rural Districts ranks in the 63rd percentile (IRSAD), meaning that 63% of Australia a higher level of disadvantage (and lower advantage).

Vulnerable groups or individuals

This section of the report considers whether there are any spatial patterns of individuals or groups who either need additional community services or are more sensitive to a change in rates.

Workforce status

The levels of full or part-time employment and unemployment are indicative of the strength of the local economy and social characteristics of the population.

Employment status	Corowa	Howlong	Mulwala	Corowa Rural Districts	Urana and surrounds
Employed	94.5%	95.4%	96.8%	98.1%	95.2%
Employed full-time	54.5%	56.5%	55.5%	65.1%	59.4%
Employed part-time	37.6%	36.8%	38.7%	32.0%	34.7%
Hours worked not stated	2.3%	2.1%	2.5%	0.7%	1.1%
Unemployed (Unemployment rate)	5.5%	4.6%	3.2%	1.9%	4.8%
Looking for full-time work	3.2%	2.7%	1.6%	0.7%	3.2%
Looking for part-time work	2.4%	1.9%	1.6%	1.2%	1.6%
Total labour force	100.0%	100.0%	100.0%	100.0%	100.0%

Table 8 Community workforce status 2016 Census ⁹

Federation's overall unemployment rate as at the 2016 Census date was 4.9%, below the Regional NSW average of 6.6% and Regional Victorian average of 6.0%, and in table eight above we observe that unemployment rates throughout the LGA are below these averages. Only Corowa, is close at 5.5%. Corowa Rural District had very low unemployment at 1.9%, followed by Mulwala at 3.2%.

The most recent data (December 2021 - National Institute of Economic and Industry Research 202, compiled by economy.id) shows Federation's unemployment rate to be 5.3% higher than Regional NSW (4.5%).

The main industries in order of employment remain agriculture, manufacturing (chemicals, foods) and construction. The most recent data indicates the following trends over the ten years 2011 to 2021 in these core sectors:

- agriculture long-term decline with 476 fewer jobs
- manufacturing also declining, with 194 fewer jobs this was mainly in food product manufacturing

⁹ Ibid.



• construction jobs increased by 200.

Workforce industries and regions

Table 9 Industry workforce analysis¹⁰

Industry sector	Corowa	Howlong	Mulwala	Corowa Rural Districts	Urana and surrounds
Agriculture, Forestry and Fishing	12%	10%	8%	58%	42%
Other	12%	17%	11%	7%	7%
Manufacturing	15%	14%	11%	4%	1%
Construction	7%	10%	14%	3%	3%
Retail	11%	11%	10%	3%	5%
Accommodation and Food Services	10%	7%	12%	1%	2%
Transport, Postal and Warehousing	5%	5%	5%	3%	12%
Professional, Administrative and Support Services	10%	11%	12%	5%	13%
Education and Training	6%	5%	6%	7%	6%
Health Care and Social Assistance	12%	10%	11%	10%	9%

Federation's largest employer is the agriculture industry, in particular sheep/beef cattle/livestock and grain farming. The proportion of people employed by this industry in the LGA (17%) is well above both the Regional NSW (6%) and Regional Victorian averages (8%).

Federation also has significant employment in the manufacturing industry, particularly in Corowa (15%, Howlong (14%) and Mulwala (11%). This is also above the Regional NSW (6%) and Regional Victoria (8%) averages).

It is noted that 61% of Federation's resident workers work within the LGA, with 35% travelling outside the LGA to work (mainly to Albury City, Moira Shire and Indigo Shire).

¹⁰ Ibid.



Core assistance

Table ten highlights the areas within the LGA that have higher concentrations of people who need assistance in their day-to-day lives with self-care, body movements or communication, often because of a disability, long-term health condition or old age.

Table 10 Number of people requiring core assistance¹¹

Assistance required	Number	Percentage
Corowa	294	5.3%
Howlong	159	5.8%
Mulwala	126	6.0%
Corowa Rural Districts	25	3.0%
Urana and surrounds	73	6.6%

At the LGA level 5.4% of people require assistance with core activities, compared to the Regional NSW average of 6.3% and Regional Victorian average of 6.0%. Urana and surrounds are well above the rest of the LGA at 6.6%, whilst Corowa Rural Districts has only 3.0% requiring assistance – due to having the lowest proportion of population aged 85 and over (at 1%).

Household mortgages

The National Centre for Social and Economic Modelling (NATSEM) defines households experiencing 'housing stress' as those that satisfy both of the following criteria:

- equivalised household income is within the lowest 40% of the state's income distribution
- housing costs (i.e. mortgage and/or rent repayments) are greater than 30% of household income.

Research funded by the ACT Government on housing and homelessness issues in the ACT found that, due to financial pressures¹²:

- 19% of households facing housing stress compromised a lot on their grocery spend over a 12-month period
- 24% of households facing housing stress found rent/mortgage repayments quite/very difficult in the last three months.

Households facing housing stress are highly likely to be in significant financial stress and vulnerable to sudden increases in council rates.

As a substitute for housing stress data with respect to the Federation Council LGA we have reviewed the levels of household loan repayments. An analysis of housing loan repayment quartiles in conjunction with equivalised income quartiles can indicate potential stress.

¹¹ Ibid.

¹² Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women's Centre for Health Matters, Youth Coalition of Act), 2016. *Snapshot: Housing stress and its effects*.



The data has been presented in ranges for the following monthly mortgage repayment levels:

- Lowest: \$0 \$1,263 this range is representative of the bottom 25% of all monthly mortgage repayments in NSW.
- Medium lowest: \$1,264 \$1,989 this range is representative of the bottom 25% 50% of all monthly mortgage repayments in NSW.
- Medium highest: \$1,990 \$2,865 this range is representative of the top 25% 50% of all monthly mortgage repayments in NSW.
- Highest: \$2,866 and over this range is representative of the top 25% of all monthly mortgage repayments in NSW.

Table 11 Housing loan repayment quartiles¹³

Loan repayment quartile group	Corowa	Howlong	Mulwala	Corowa Rural Districts	Urana and surrounds
Lowest group	54%	50%	37%	69%	89%
Medium lowest	37%	42%	39%	23%	11%
Medium highest	7%	7%	21%	2%	
Highest group	2%	2%	3%	6%	

Overall, 85% of housing loan repayments within the LGA are in the lowest two monthly loan repayment quartiles, comparing favourably to Regional NSW (67%) and Regional Victoria (68%). Federation LGA has 65% of its residents in the bottom two quartiles of equivalised income, which is above the levels for Regional NSW (63%) and Regional Victoria (60%). Therefore there is a likelihood that there is some household mortgage stress within the LGA.

Drilling down, we observe that Mulwala has the highest proportion at 24% of housing loan repayments in the highest two monthly loan repayment quartiles. Comparing to equivalised income, whist having the second lowest proportion in the bottom two quartiles at 64%, this is still above the proportions in the bottom two quartiles of equivalised income for Regional NSW (63%) and Regional Victoria (63%), so there is potential for household mortgage stress.

The next highest level is Corowa, with 9% of housing loan repayments in the highest two monthly loan repayment quartiles. This is the largest population centre (thereby impacting an overall larger number of residents). Equivalised income here compares unfavourably again, with 65% in the bottom two quartiles, again indicating a potential for household mortgage stress.

¹³ Australian Bureau of Statistics, Census of Population and Housing 2016.

Trends in cost of living

The cost of living can best be described as the cost of maintaining a certain standard of living. Identifying trends in future costs, particularly with regards to discretionary and non-discretionary income. The following table presents the changes in typical household expenditure throughout the Federation LGA over a five-year period.

Federation Council	202	2020/21 2015/2016			Change		
Expenditure item	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	%
Food	9,705	11%	9,336	10%	369	1%	4%
Alcoholic beverages and tobacco	4,338	5%	4,789	5%	(451)	0%	-9%
Clothing and footwear	4,195	5%	3,518	4%	677	1%	19%
Furnishings and equipment	4,940	5%	4,393	5%	547	1%	12%
Health	6,480	7%	5,637	6%	843	1%	15%
Transport	7,383	8%	11,022	12%	(3,639)	-4%	-33%
Communications	2,039	2%	1,616	2%	423	1%	26%
Recreation & culture	10,556	12%	10,600	11%	(43)	1%	0%
Education	5,029	6%	4,690	5%	339	1%	7%
Hotels, cafes and restaurants	6,423	7%	8,825	9%	(2,401)	-2%	-27%
Miscellaneous goods and services	13,696	15%	14,346	15%	(650)	0%	-5%
Housing	13,931	15%	13,617	14%	315	1%	2%
Utilities	3,237	4%	3,538	4%	(301)	0%	-9%
Total expenditure	91,952	100%	95,925	100%	(3,972)		-4%
Net savings	28,988	24%	13,022	12%	15,966	12%	123%
Total disposable income	120,940	0%	108,947	0%	11,993		11%
Non Discretionary	46,970	51%	48,284	50%	(1,314)	1%	-3%
Discretionary	44,982	49%	47,643	50%	(2,661)	-1%	-6%

Table 12	Five-year	comparison	of cost	of living in	Federation	Council LGA ¹⁴
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*Non-discretionary spending includes the following categories: food, clothing and footwear, health, transport, communications, housing and utilities.

Table 11 shows over the five-year period, total disposable income across the LGA has increased by an average of \$11,993 and net annual savings have increased by \$15,966. Total expenditure has reduced slightly. These trends indicate potential concerns held by the community over the economic outlook and recent concerns with the COVID-19 pandemic.

¹⁴ National Institute of Economic and Industry Research (NIEIR), 2021. Compiled and presented in economy.id by. Data based on 2016-17 price base for all years. NIEIR-ID data are inflation adjusted each year to allow direct comparison, and annual data releases adjust previous years' figures to a new base year.



COVID-19

The COVID-19 global pandemic has had significant impacts on the global economy. ID Consulting has analysed modelling data prepared by the National Institute of Economic and Industry Research (NIEIR) and has highlighted the impact on Federation Council's local economy in terms of regional output (September quarter 2019/20 compared with the same quarter in 2018/19) and the impact on resident's employment.

Economic impact on industry

The table below shows the change in total sales of each industry in the within the Federation Council LGA.

Table 13		economic	output ¹⁵
Table 13	COVID-13	economic	υαιραι

Industry sector	Change \$m	Change %
Agriculture, Forestry and Fishing	8.5	16%
Mining	(0.6)	-10%
Manufacturing	(8.8)	-29%
Electricity, Gas, Water and Waste Services	(0.4)	-8%
Construction	4.9	11%
Wholesale trade	(0.4)	-8%
Retail Trade	(0.4)	-4%
Accommodation and Food Services	(9.4)	-48%
Transport, Postal and Warehousing	(1.3)	-23%
Information Media and Telecommunications	(0.3)	-4%
Financial and Insurance Services	(0.4)	-5%
Rental, Hiring and Real Estate Services	(0.7)	-11%
Professional, Scientific and Technical Services	(0.1)	-1%
Administrative and Support Services	(1.3)	-19%
Public Administration and Safety	0.5	8%
Education and Training	0.6	8%
Health Care and Social Assistance	1.0	11%
Arts and Recreation Services	(1.1)	-16%
Other Services	(0.5)	-9%
Total	(10.1)	-4%

Overall, we observe a \$10.1 million dollar drop in sales, with the manufacturing dropping \$8.8 million (29%) and, as expected, a decline in accommodation and food services of \$9.4 million (48%). These falls were offset by a large increase in agriculture of \$8.5 million (16%).

¹⁵ NIEIR, 2020. Version 2.1. Compiled and presented in economy.id by .id.



Impact on residents

We observe a similar impact on the residents of Federation Council. Figure 6 below shows the change in the number of jobs per industry, relative to the same quarter in the past financial year, of residents in the LGA. The modelling shows there has been a reduction in local jobs of 5.9% (363 jobs within the LGA). The actual impact on local residents of the LGA was lower with 5.0% fewer residents employed.

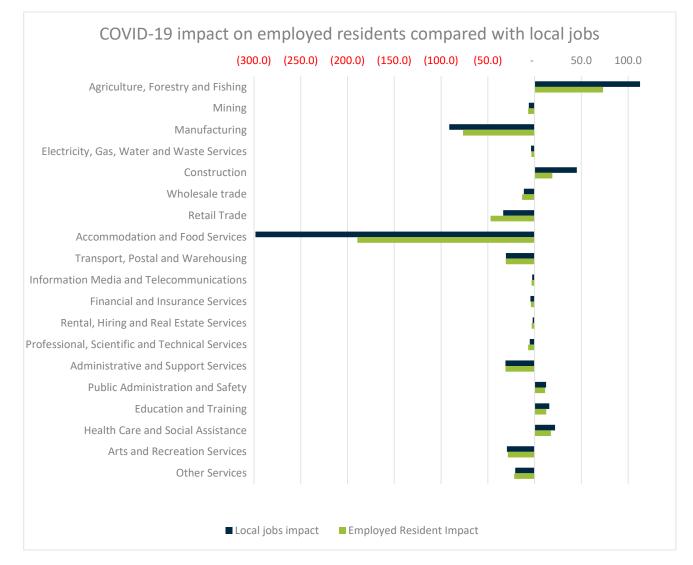


Figure 5 COVID-19 impact on resident employment¹⁶

¹⁶ Ibid.



Discussion

The LGA overall is in the 26th percentile in terms of socio-economic disadvantage (IRSD) and 21st percentile when considering both disadvantage and advantage (IRSAD). This compares unfavourably to Regional NSW and Regional Victoria (29th and 32nd percentiles).

The SEIFA rankings show that there is a degree of inequality throughout the LGA. Overall, we observe the lowest level of disadvantage is in the Corowa Rural Districts (57th percentile IRSD), compared with the highest level of disadvantage in Urana and Surrounds (17th percentile IRSD) and the large population centre of Corowa (21st percentile).

The inclusion of factors indicating advantage as well as disadvantage (IRSAD), also indicates that Corowa Rural Districts has a similar ranking (63rd percentile). This also applies at the lower ranked Urana and Surrounds (19th percentile) and Corowa (17th percentile).

Key aspects of the Corowa area, which had a SEIFA IRSAD ranking of 17th percentile:

- the area had the lowest employment level (95%), lowest full time employment level (55%), and highest unemployment rate at 5.5%
- the area had equal highest proportion of one-parent households and lone person households (combined 39%)
- the area had the equal lowest proportion of residents who completed year 12 or equivalent
- the area has the lowest proportion of residents with an occupation described as 'managers' (11%), and highest number of 'labourers' (21%)
- the area has the highest number of renters at 24%
- the area had the second highest proportion of mortgagees at 27%.

Key aspects of the Howlong area, which had a SEIFA IRSAD ranking of 23rd percentile:

- the area had the second lowest proportion of households in the top band of equivalised household income and second highest proportion in the middle bands
- the area had the equal second lowest proportion of residents who completed year 12 or equivalent (30%)
- the area has the second lowest proportion of residents with an occupation described as 'managers' (14%) and second highest number of 'labourers' (16%)
- the area has the highest proportion of mortgagees (32%).

Key aspects of the Mulwala area, which had a SEIFA IRSAD ranking of 25th percentile:

- the area had the second highest proportion of households in the top band of equivalised household income
- the area had the second highest employment level (97%) and second lowest unemployment rate at 3.2%
- the area has the second highest number of renters at 19%
- the area has the highest proportion of mortgagees with loan repayments in the upper two quartiles.



Key aspects of the Corowa Rural Districts that contribute to its higher overall ranking (IRSAD 62nd percentile):

- the area had the highest proportion of households (at 44%) in the top two bands of equivalised household income
- the area had the lowest proportion of households (at 56%) in the bottom two band of equivalised household income
- the area had the highest employment level (98%), highest full time employment level (65%) and lowest unemployment rate at 1.9%
- the area has the highest proportion of residents with an occupation described as 'managers' (47%)
- the area has the highest number of residents who completed year 12 (33%) and who have a Bachelor or Higher degree (12%).

Key aspects of the Urana and Surrounds area, which had a SEIFA IRSAD ranking of 19th percentile:

- the area had the highest proportion of households (at 75%) in the bottom two bands of equivalised household income
- the area had the lowest proportion of households (at 25%) in the highest two bands of equivalised household income
- the area had the highest proportion of dependents (23%)
- the area had equal highest proportion of one-parent households and lone person households (combined 39%)
- the area had the lowest proportion of residents who completed year 12 (29%) and highest proportion of residents with no qualification 51%).

It is important to note, that there is a disparity between the most advantaged and disadvantaged areas within Council's LGA. With respect to IRSAD rankings (i.e. both disadvantage and advantage), the regions of Corowa, Howlong, Mulwala and Urana and surrounds sit within the 25% most disadvantaged areas of Australia. With respect to IRSD (i.e. only disadvantage), Corowa and Urana and surrounds sit within this 25% level of disadvantage. This means that these areas do not have pockets of advantage to offset the levels of disadvantage.

As was observed from the review of SEIFA rankings within Council, the ABS identified the following factors as having the greatest impact on an area's SEIFA score:

- level of income
- type of employment
- vulnerable households.

These factors align closely with our common characteristics of disadvantaged/advantaged households:

- equivalised household income
- proportion of disadvantaged (lone individual/one parent) households
- proportion of vulnerable households (housing stress/unemployment/require core assistance).



Finally, consideration should be given to the impact that the global COVID-19 pandemic has had on the residents of the LGA. Overall, when comparing the September 2020 quarter to the September 2019 quarter, local jobs were estimated to fall by 5.9%, with the biggest impact being in accommodation and food services and manufacturing. Both of these sectors also experienced the biggest falls in sales.

Proposed special rate variation impacts

We have analysed the impacts by region and category of the planned SRV scenario that Council is proposing. The results are presented in the analysis below.

Table 14 Planned SRV scenario

Planned Scenario	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
SRV rates %			19%	17%	14%	10%
Planned SRV average annual rates \$	\$701	\$719	\$856	\$1,001	\$1,141	\$1,255

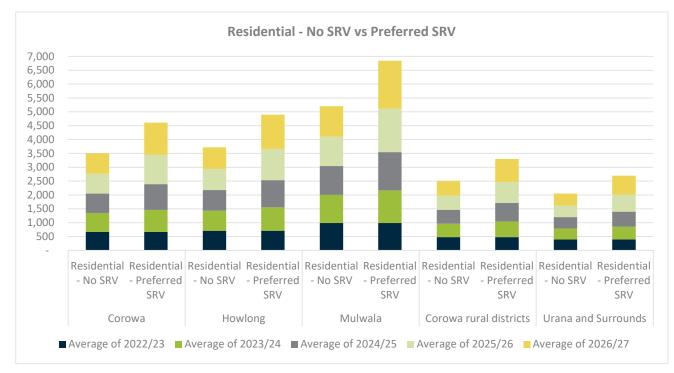


Figure 6 SRV impact on average residential rates by region (planned scenario)

Observations – SRV impact on average residential rates (planned scenario)

In the final SRV year (2026/27), we can see that the largest residential impact is on Mulwala ratepayers, where average rates under an SRV will be \$1,728, this is an increase of approximately \$600 over the normal rate pegged path. Mulwala sits in the 33rd percentile on IRSD (measuring social disadvantage) and on the 25th percentile on IRSAD (which includes measures of advantage and disadvantage). These rank Mulwala as the second least disadvantaged region within the Federation LGA. Further, Mulwala has the second highest proportion of residents in the top two quartiles of equivalised income.



The impact in Corowa and Howlong is smaller, with average rates being \$1,200, compared with \$750 under the no SRV option. Both areas have a degree of social disadvantage, with Corowa showing high levels of disadvantage on SEIFA indexes, and Howlong having the second largest proportion of residents in the bottom two equivalised income quartiles.

The smallest impacts on residential ratepayers are in Corowa Rural Districts (which has the highest SEIFA ranking, and highest proportion of ratepayers in the top two equivalised income quartiles) and Urana and surrounds (with the lowest SEIFA ranking, and largest proportion of residents in the bottom two equivalised income quartiles). Their 2026/27 rates will be an average of \$400 higher.

These variances are driven by the differences in land values across the LGA, with average residential land values in Mulwala being \$168,248 (rates \$1,728), compared with \$8,749 (rates \$667) in Urana and surrounds.

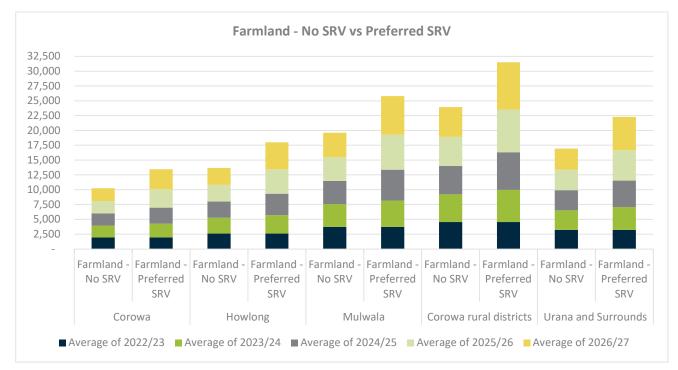


Figure 7 SRV impact on average farmland rates by region (planned scenario)

Observations – SRV impact on average farmland rates (planned scenario)

In the final SRV year (2026/27), we can see that the largest impact is on Corowa Rural Districts farmland ratepayers, where average rates under an SRV will be \$7,950, approximately \$2,900 higher than under a normal rate pegged path. Mulwala is similarly impacted, with an average rate of \$6,516, approximately \$2,400 higher. Urana and surrounds average farmland rates will be \$5,628, which is approximately \$2,100 higher.

The impacts in Corowa and Howlong are smaller, with average rates in 2026/27 being around \$1,300 higher and \$1,600 higher than they would be under the no SRV option. These impacts are a function of the land values within these regions. It is noted that the farmland average land area in these regions is significantly smaller (125ha and 185ha respectively).



These variances are driven by the differences in land values across the LGA, with average farmland land values in Corowa Rural Districts being \$1,892,000 (rates \$7,950), compared with \$717,000 in Corowa (rates \$3,400).

It is noted that Corowa Rural Districts has the largest proportion of residents in the highest two equivalised income quartiles.

Farming is the most important industry in terms of employment within both the Corowa Rural Districts and Urana and surrounds regions. At the 2016 census, 48% of workers in agriculture/farming industries were employed in these two regions. Further, per National Institute of Economic and Industry Research (NIEIR - complied by profile.ID) 2021 research, 67% of Federation's agricultural industry sales were exports (domestic and international), implying a reliance upon infrastructure (e.g. roads, transport, saleyards).

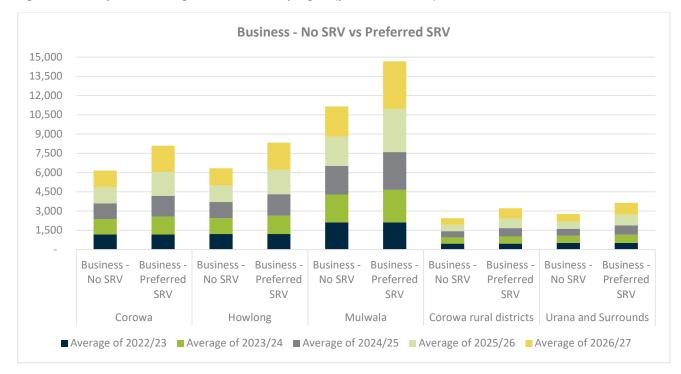


Figure 8 SRV impact on average business rates by region (planned scenario)

Observations – SRV impact on average business rates (planned scenario)

In the final SRV year (2026/27) we can see that the largest impact is on Mulwala business ratepayers, where average rates under an SRV will be \$3,704, approximately \$1,400 higher than under a normal rate pegged path.

Corowa and Howlong are expected to see increases of around \$1,300 (to an averages around \$2,100).

The impacts in Corowa Rural Districts and Urana and surrounds are much smaller, with rates being \$300 higher than they would be under the no SRV option.

These variances are driven by the differences in land values across the LGA, with average business land values in Mulwala being \$274,000 (rates \$3,704), compared with \$16,800 in Corowa Rural Districts (rates \$813).



It is observed that manufacturing and retail industries have proportionately higher employment levels for Corowa, Howlong and Mulwala compared with NSW Regional and Regional Victoria averages. Further, per NIEIR research, 85% of Federation's manufacturing industry sales in 2021 were exports (domestic and international), implying a reliance upon infrastructure (e.g. roads, transport).

Conclusion

The largest impacts of the preferred SRV on residential ratepayers will be in Mulwala, which has the second highest SEIFA rankings within the LGA, the largest proportion of residents in the highest two mortgage repayment quartiles, and the second highest number of residents in the top two equivalised income quartiles. The smallest residential increase will occur in Urana and surrounds, which is also at the bottom of the SEIFA rankings of social advantage and disadvantage, with all mortgage repaying residents in the bottom two quartiles, and also has the highest proportion of residents within the bottom two equivalised income quartiles.

Farmland ratepayers will experience the largest rises, due to the relatively higher land values. The largest rises will be in Corowa Rural Districts, followed by Mulwala. Business ratepayers in Mulwala will experience significantly larger rises in rates, again due to the higher land values. It is observed that both the farmland and manufacturing industries have a proportionally high (compared to Regional NSW and Regional Victoria) percentage of sales outside of the LGA (domestic and international exports).



Appendix A Economic output – agriculture and manufacturing exports/local sales

Federation Council - selected industries	Exports (Int'l)	Exports (domestic)	Local sales
Agriculture	10%	57%	33%
Manufacturing	17%	68%	15%
Federation Council area	8%	40%	51%
Regional NSW	13%	21%	66%
Regional VIC	8%	25%	67%

Source: National Institute of Economic and Industry Research (NIEIR), 2021. Compiled and presented in economy.id by .id. Data based on a 2018-19 price base for all years. NIEIR-ID data are inflation adjusted each year to allow direct comparison, and annual data releases adjust previous years' figures to a new base year.



Appendix B Resident worker industries (2016 Census)

Industry	Sub-category	Number	%
Agriculture, Forestry and Fishing	Sheep, Beef Cattle and Grain Farming	443	9.0
Agriculture, Forestry and Fishing	Other Livestock Farming	301	6.1
Accommodation and Food Services	Clubs (Hospitality)	271	5.5
Manufacturing	Other Basic Chemical Product Manufacturing	246	5.0
Manufacturing	Meat and Meat Product Manufacturing	195	4.0
Education and Training	School Education	185	3.8
Transport, Postal and Warehousing	Road Freight Transport	168	3.4
Retail Trade	Supermarket and Grocery Stores	159	3.2
Accommodation and Food Services	Accommodation	156	3.2
Manufacturing	Other Food Product Manufacturing	150	3.0
Public Administration and Safety	Local Government Administration	119	2.4
Accommodation and Food Services	Cafes, Restaurants and Takeaway Food Services	107	2.2
Health Care and Social Assistance	Residential Care Services	97	2.0
Agriculture, Forestry and Fishing	Agriculture, nfd	93	1.9
Health Care and Social Assistance	Hospitals	91	1.9
Administrative and Support Services	Building Cleaning, Pest Control and Gardening Services	84	1.7
Construction	Building Installation Services	79	1.6
Manufacturing	Other Fabricated Metal Product Manufacturing	60	1.2
Professional, Scientific and Technical Services	Legal and Accounting Services	56	1.1
Other Services	Automotive Repair and Maintenance	54	1.1
Construction	Residential Building Construction	50	1.0
Retail Trade	Pharmaceutical and Other Store-Based Retailing	49	1.0
Manufacturing	Bakery Product Manufacturing	47	1.0
Accommodation and Food Services	Pubs, Taverns and Bars	47	1.0
Agriculture, Forestry and Fishing	Dairy Cattle Farming	45	0.9
Retail Trade	Specialised Food Retailing	40	0.8
Health Care and Social Assistance	Medical Services	39	0.8
Arts and Recreation Services	Sports and Physical Recreation Activities	39	0.8
Public Administration and Safety	Public Order and Safety Services	33	0.7
Education and Training	Preschool Education	32	0.7
Transport, Postal and Warehousing	Road Passenger Transport	31	0.6
Other Services	Personal Care Services	31	0.6
Other Services	Other Personal Services	30	0.6
Transport, Postal and Warehousing	Postal and Courier Pick-up and Delivery Services	29	0.6



Industry	Sub-category	Number	%
Health Care and Social Assistance	Other Social Assistance Services	28	0.6
Health Care and Social Assistance	Allied Health Services	26	0.5
Retail Trade	Recreational Goods Retailing	25	0.5
Construction	Building Structure Services	24	0.5
Health Care and Social Assistance	Child Care Services	23	0.5
Manufacturing	Manufacturing, nfd	22	0.4
Construction	Building Construction, nfd	22	0.4
Construction	Other Construction Services	21	0.4
Wholesale Trade	Agricultural Product Wholesaling	21	0.4
Retail Trade	Fuel Retailing	21	0.4
Retail Trade	Department Stores	20	0.4
Rental, Hiring and Real Estate Services	Real Estate Services	20	0.4
Agriculture, Forestry and Fishing	Agriculture and Fishing Support Services	19	0.4
Construction	Building Completion Services	19	0.4
Retail Trade	Hardware, Building and Garden Supplies Retailing	19	0.4
Retail Trade	Clothing, Footwear and Personal Accessory Retailing	19	0.4
Transport, Postal and Warehousing	Transport, Postal and Warehousing, nfd	19	0.4
Transport, Postal and Warehousing	Warehousing and Storage Services	18	0.4
Professional, Scientific and Technical Services	Architectural, Engineering and Technical Services	18	0.4
Construction	Construction, nfd	17	0.3
Financial and Insurance Services	Depository Financial Intermediation	17	0.3
Public Administration and Safety	Defence	17	0.3
Other Services	Machinery and Equipment Repair and Maintenance	17	0.3
Wholesale Trade	Furniture, Floor Covering and Other Goods Wholesaling	15	0.3
Construction	Heavy and Civil Engineering Construction	14	0.3
Professional, Scientific and Technical Services	Computer System Design and Related Services	14	0.3
Wholesale Trade	Specialised Industrial Machinery and Equipment Wholesaling	13	0.3
Retail Trade	Retail Trade, nfd	13	0.3
Accommodation and Food Services	Food and Beverage Services, nfd	13	0.3
Construction	Land Development and Site Preparation Services	12	0.2
Administrative and Support Services	Employment Services	12	0.2
Agriculture, Forestry and Fishing	Nursery and Floriculture Production	11	0.2
Agriculture, Forestry and Fishing	Agriculture, Forestry and Fishing, nfd	11	0.2
Manufacturing	Furniture Manufacturing	11	0.2
Retail Trade	Motor Vehicle Parts and Tyre Retailing	11	0.2



Industry	Sub-category	Number	%
Education and Training	Adult, Community and Other Education	11	0.2
Other Services	Religious Services	11	0.2
Electricity, Gas, Water and Waste Services	Water Supply, Sewerage and Drainage Services	10	0.2
Wholesale Trade	Mineral, Metal and Chemical Wholesaling	10	0.2
Health Care and Social Assistance	Medical and Other Health Care Services, nfd	10	0.2
Health Care and Social Assistance	Health Care and Social Assistance, nfd	10	0.2
Manufacturing	Food Product Manufacturing, nfd	9	0.2
Manufacturing	Specialised Machinery and Equipment Manufacturing	9	0.2
Construction	Non-Residential Building Construction	9	0.2
Wholesale Trade	Timber and Hardware Goods Wholesaling	9	0.2
Professional, Scientific and Technical Services	Management and Related Consulting Services	9	0.2
Administrative and Support Services	Travel Agency and Tour Arrangement Services	9	0.2
Arts and Recreation Services	Gambling Activities	9	0.2
Manufacturing	Basic Chemical and Chemical Product Manufacturing, nfd	8	0.2
Manufacturing	Basic Non-Ferrous Metal Manufacturing	8	0.2
Wholesale Trade	Grocery, Liquor and Tobacco Product Wholesaling	8	0.2
Retail Trade	Motor Vehicle Retailing	8	0.2
Retail Trade	Electrical and Electronic Goods Retailing	8	0.2
Professional, Scientific and Technical Services	Veterinary Services	8	0.2
Public Administration and Safety	State Government Administration	8	0.2
Retail Trade	Furniture, Floor Coverings, Houseware and Textile Goods Retailing	7	0.1
Financial and Insurance Services	Auxiliary Finance and Investment Services	7	0.1
Professional, Scientific and Technical Services	Market Research and Statistical Services	7	0.1
Agriculture, Forestry and Fishing	Mushroom and Vegetable Growing	6	0.1
Mining	Mining	6	0.1
Manufacturing	Sugar and Confectionery Manufacturing	6	0.1
Manufacturing	Basic Ferrous Metal Manufacturing	6	0.1
Manufacturing	Beverage Manufacturing	5	0.1
Electricity, Gas, Water and Waste Services	Electricity Distribution	5	0.1
Professional, Scientific and Technical Services	Scientific Research Services	5	0.1
Health Care and Social Assistance	Social Assistance Services, nfd	5	0.1
Arts and Recreation Services	Parks and Gardens Operations	5	0.1
Arts and Recreation Services	Horse and Dog Racing Activities	5	0.1



Industry	Sub-category	Number	%
Other Services	Funeral, Crematorium and Cemetery Services	5	0.1
Manufacturing	Grain Mill and Cereal Product Manufacturing	4	0.1
Manufacturing	Basic Chemical Manufacturing	4	0.1
Manufacturing	Other Machinery and Equipment Manufacturing	4	0.1
Wholesale Trade	Wholesale Trade, nfd	4	0.1
Information Media and Telecommunications	Telecommunications Services	4	0.1
Administrative and Support Services	Administrative and Support Services, nfd	4	0.1
Education and Training	Tertiary Education	4	0.1
Health Care and Social Assistance	Pathology and Diagnostic Imaging Services	4	0.1
Health Care and Social Assistance	Other Health Care Services	4	0.1
Arts and Recreation Services	Creative and Performing Arts Activities	4	0.1
Arts and Recreation Services	Arts and Recreation Services, nfd	4	0.1
Other Services	Civic, Professional and Other Interest Group Services	4	0.1
Agriculture, Forestry and Fishing	Fruit and Tree Nut Growing	3	0.1
Agriculture, Forestry and Fishing	Poultry Farming	3	0.1
Manufacturing	Other Wood Product Manufacturing	3	0.1
Manufacturing	Polymer Product Manufacturing	3	0.1
Manufacturing	Cement, Lime, Plaster and Concrete Product Manufacturing	3	0.1
Manufacturing	Other Transport Equipment Manufacturing	3	0.1
Manufacturing	Professional and Scientific Equipment Manufacturing	3	0.1
Electricity, Gas, Water and Waste Services	Electricity Supply, nfd	3	0.1
Electricity, Gas, Water and Waste Services	Waste Collection, Treatment and Disposal Services, nfd	3	0.1
Wholesale Trade	Other Machinery and Equipment Wholesaling	3	0.1
Wholesale Trade	Commission-Based Wholesaling	3	0.1
Accommodation and Food Services	Accommodation and Food Services, nfd	3	0.1
Information Media and Telecommunications	Libraries and Archives	3	0.1
Rental, Hiring and Real Estate Services	Other Goods and Equipment Rental and Hiring	3	0.1
Administrative and Support Services	Packaging Services	3	0.1
Public Administration and Safety	Public Administration, nfd	3	0.1
Public Administration and Safety	Central Government Administration	3	0.1
Education and Training	Education and Training, nfd	3	0.1
Industry not classified	Industry not classified	230	4.7
Total persons	Total persons	4,919	

Source: Australian Bureau of Statistics, Census of Population and Housing, 2016. Compiled and presented in economy.id by .id (informed decisions).

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8.4. Review of Open Access Information and Agency Information Guide (AIG)

Author: Heidi Neumeister, Governance Officer

Summary

Council has reviewed its open access information and updated its GIPA Agency Information Guide (AIG) in accordance with the requirements of the Government Information Public Access Act 2009. This publication provides the public with information on

- The structure and functions of Federation Council;
- The way in which the functions of Federation Council (in particular, decision-making functions) affect members of the public;
- The avenues available to the public to participate in policy development and the exercise of Federation Council's functions;
- The type of information available from Federation Council and how this information is made available.

Recommendation

THAT Council's Agency Information Guide be adopted and placed on Council's website, in accordance with the requirements of the Government Information (Public Access) Act 2009.

Background

Council has an obligation to adopt a GIPA Agency Information Guide every 12 months under S.21 of the Government Information (Public Access) Act 2009, (GIPA). In accordance with the provisions of Section 20 of the Government Information (Public Access) Act 2009, the Agency Information Guide is available on Council's website and outlines the kinds of government information that will be available to the public and the manner in which it may be accessed.

As per the legislative requirements Council has consulted with the Information Privacy Commissioner in undertaking this review, with the draft sent to IPC on 24 May 2022 inclusive of the following changes to meet the recommendations outlined in the Information Privacy Commissioner (IPC) self-assessment checklist:

- Removal of register of open access information not published on website (previously section 16). (To be made available as separate link on website via main GIPA page).
- Minor formatting and addition of preface by General Manager.
- Addition of sections on Open Government and Open Data
- More detailed explanation about accessing personal information and exceptions to the limitations on accessing personal information

Feedback has been received from the IPC, advising that the AIG meets the requirements of the

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relevant Guideline and suggesting that Councilmay wish to consider promoting open data initiatives, such as providing a link to <u>data.nsw.gov.au</u>

Community Engagement

The AIG is mandatory requirement and is in itself a mechanism to make Council information accessible, promote currency of information and appropriate release and support the management of government information as a strategic asset. Council encourages feedback on the document and the availability of information at any time throughout the year.

Attachments

1. Agency Information Guide (AIG) May 2022 (16/2420)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 2018-22 4 year Goal: *5.3 Ensure good governance and administration.* **Operational Plan 2021/2022 Action:** *5.3.16 Work with stakeholders to develop and implement processes to support access to information in accordance with relevant legislation and guidelines.*

Financial Implications

There are no additional financial implications in the adoption of this publication. However, all departments are required to review and resource requests for information and to maintain records in accordance with the Open Access requirements as part of their normal functions, and this needs to be considered in the budget.

Financial Sustainability

Adopting this recommendation will have a neutral impact on Councils financial sustainability indicators in the Long Term Financial Plan.

Risk Implications

Other risks include staff resources and skills to be able to deliver on the actions contained in the plan as well as environmental risks of flood, fire or a re-occurrence of the Covid-19 pandemic to a level which prevents normal council operations.

Legal Implications

Risks include non-compliance with the requirements of the NSW Government Information (Public Access) Act (GIPA) and other legislation such as the NSW Privacy and Personal Information

Protection Act (PPIP) and (Cwth) Copyright Act. This Guide provides information to the public on Council's responsibilities in relation to these Acts.

Options

No options are proposed as this is a mandatory function of Council to be carried out in accordance with the legislation.

Agency Information Guide

Government Information (Public Access) Act 2009

Adopted: 28 June 2022 Resolution No: 22/TBA Record No: 16/24240 Version No: 7.0





Preface

This Agency Information Guide (AIG) has been produced by Federation Council in accordance with Section 20 and 21 of the Government Information (Public Access) Act 2009 and is reviewed annually.

Council has a commitment to the principles of Open Government and Data and seeks to be responsive to the needs of our community in relation to the release of information to promote transparency.

The review process facilitates the identification of records that may be of interest to the public and enhances access through proactive release. It further serves to review our communication and engagement processes including forms and public facing information on our website as well as improving internal awareness.

Council's Agency Information Guide serves as a tool to provide members of the community, Council staff, and the public with information concerning:

- The structure and functions of Federation Council;
- The way in which the functions of Federation Council (in particular, decision-making functions) affect members of the public;
- The avenues available to the public to participate in policy development and the exercise of Federation Council's functions;
- The type of information available from Federation Council and how this information is made available.

Our Agency Information Guide is available on Council's website (<u>www.federationcouncil.nsw.gov.au</u>). Council welcomes any feedback from the community in relation to the information it makes available to the public or on our Agency Information Guide.

Adrian Butler General Manager





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1. Purpose

The purpose of this document is to outline Council's approach to disclosing or releasing information about our structure, functions and policies that are of the public interest.

2. Introduction

On 1 July 2010 new right to information legislation came into effect, replacing the former Freedom of Information law. The new law creates new rights to information that are designed to meet community expectations of more open and transparent government. It encourages government agencies to proactively release government information.

You can find out more about your right to information and new ways to access NSW government information on the office of the Information and Privacy Commissioner (IPC) website at www.ipc.nsw.gov.au

3. Background and Legislative Context

The Government Information (Public Access) Act 2009 No. 52 (NSW) (GIPA Act) replaces the Freedom of Information Act 1989 (NSW), and introduces a new right to information system. The new system is focused on making government information more readily available.

4. Scope

This Information Guide has been prepared in accordance with the provisions of Section 20 of the *Government* Information (Public Access) Act 2009. Federation Council promotes open government and accountability to the community. The purpose of this document is to facilitate this by providing members of the public with information concerning the following:

- what we do,
- how we do it,
- the type of information we hold and generate through the exercise of our functions and
- how those functions affect members of the public.

5. Reviews

Council will review and adopt a new information guide at least once every 12 months in accordance with S.21 of the GIPA Information (Public Access) Act 2009.

6. Legislative References

Government Information (Public Access) Act 2009 (NSW) Government Information (Public Access) Regulation 2018 (NSW) Privacy and Personal Protection of Information Act 1998 (NSW) Privacy and Personal Protection of Information Regulation 2019 (NSW) Local Government Act 1993 (NSW) Copyright Act 1968 (Cwth)



7. About Federation Council

7.1 How Council Exercises its Functions

Functions of a council may be exercised:

- (a) by councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another Council (which may, for example, be a Voluntary or Joint Regional Organisation of Councils of which the Council is a member), or
- (e) by a delegate of the Council (which may, for example, be a Voluntary or Joint Regional Organisation of Councils of which the council is a member).

7.2 Structure and Functions of Council

7.2.1 Governing body (Elected Councillors)

Councillors elected by the residents and ratepayers of the Local Government Area (LGA), in December 2021 are responsible for governing Federation Council.

The role of a Councillor, as a member of the governing body of Council, is:

- To provide a civic leadership role in guiding the development of the community strategic plan for the area and to be responsible for monitoring the implementation of the Council's delivery program.
- To direct and control the affairs of the Council in accordance with the Local Government Act 1993.
- To participate in the optimum allocation of the Council's resources for the benefit of the area.
- To play a key role in the creation and review of the Council's policies and objectives and criteria relating to the exercise of the Council's regulatory functions.
- To review the performance of the Council and its delivery of services, and the delivery program and revenue policies of the Council.

The role of a Councillor, as an elected person, is to:

- Represent the interests of the residents and ratepayers.
- Provide leadership and guidance to the community.
- Facilitate communication between the community and the Council.

7.2.2 Mayor

The Mayor has a leadership responsibility for the Council and the Community. The role of the Mayor extends to:

- Promote civic awareness and cohesion.
- Be the principal member and spokesperson of the governing body, including representing the views of Council as to its local priorities.



- Exercise, in cases of necessity, the policy-making functions of the governing body of Council between meetings of Council.
- Preside at meetings of Council.
- Ensure that meetings of Council are conducted efficiently, effectively and in accordance with this Act.
- Carry out the civic and ceremonial functions of the Mayoral Office.
- Ensure the timely development and adoption of the strategic plans, programs and policies of Council.
- Promote the effective and consistent implementation of the strategic plans, programs and policies of Council.
- Promote partnerships between Council and key stakeholders.
- Advise, consult with and provide strategic direction to the General Manager in relation to the implementation of the strategic plans and policies of Council.
- Ensure adequate opportunities and mechanisms for engagement between the Council and the local community in conjunction with the General Manager.

7.2.3 General Manager

The General Manager is responsible for the efficient, effective operation of Council's organisation and ensuring the implementation, without undue delay, of decisions of the Council. To assist the General Manager in the exercise of these functions, Federation Council has four strategic departments that are responsible for achieving the key objectives and provide services to residents. These departments consist of Finance, Planning and Environment, Engineering and Corporate and Community.

7.2.4 Senior Executive

The <u>Senior Executive team</u> is required to assist the General Manager in the exercise of Councils functions, there are three Senior Executive staff who are referred to as Directors.

- Corporate and Community Services
- Engineering Services
- Development and Environmental Services

7.2.5 Committees of Council

Councils may also delegate functions to specialist committees that comprise of councillors, staff and members of the community. These committees enable grass roots level involvement and input into the decision making process. Council has a number of Committees who currently perform functions such as the care and light maintenance of facilities, recreation grounds or halls or running of council events.

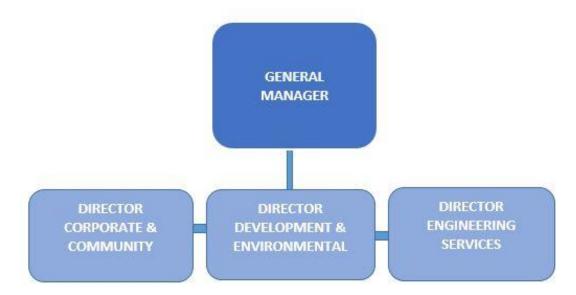
7.2.6 Employees

Councils employ staff to administer the council. The general manager as the most senior employee provides the conduit between the elected council and other employees. The general manager is responsible to the council for carrying out council decisions and policy and overseeing the day-to-day operation of the council. All Council employees have a duty to carry out council decisions, they are responsible to the general manager, not the councillors. Individual councillors cannot direct staff in their day-to-day activities. (*Office of Local Government Councillor Handbook (p8)*).



8. Federation Council Organisational Structure

Councils <u>Senior Executive Structure</u> announced on 21 November 2018 is shown in the diagram below.



8.1 Local Government framework

The diagram below shows the various organisations that have a role to play in the way a council functions. These roles are explained in further detail below.





8.1.1 Minister for Local Government

The Minister oversees local government in NSW, including administration of the Local Government Act 1993 under which local councils operate. The Minister ensures councils operate within the law and the NSW Government's policies relating to local government.

8.1.2 Office of Local Government (OLG)

The Office of Local Government is an executive agency of the NSW State Government. The OLG is responsible to the Minister for Local Government and is the Minister's key adviser on local government matters, acting as a source of expertise for the NSW Government on all local government issues, including finance, infrastructure, governance, performance, collaboration and community engagement.

The OLG also conducts investigations, and supports and advises the Chief Executive and the Minister for Local Government in the exercise of their statutory powers to respond to council under-performance and official misconduct.

8.1.3 Local Government NSW (LGNSW)

Local Government NSW (LGNSW) represents councils across NSW by supporting and advocating on behalf of member councils and delivering a range of relevant, quality services including training and publications.

8.1.4 Joint organisations of Councils (JO's) (RAMJO)

JOs provide a forum for local councils, NSW Government and others to work together on regional strategic priorities and things that matter most to regional and rural communities, such as jobs, education and transport.

JOs give communities a stronger voice, improve collaboration between the State and local governments and make it easier to undertake important projects across council boundaries.



9. Principle Activities / Functions of Council

Council is governed by a number of Acts and Regulations. Council's primary functions fall under the Local Government Act 1993 and can be grouped into the following categories.

	Employment of staff and Human Resources		
	Financial management and reporting		
ADMINISTRATIVE	Development of Council plans including Progress and Annual Reports		
	Corporate Governance, Risk and Work Health and Safety functions		
	Information and records management		
	Ancillary functions are necessary in order to carry out other functions. Most relate to:		
ANCILLARY	Resumption of land		
	Powers of entry and inspection		
	Community and cultural development activities		
COMMUNITY	Library Services and Preschool		
PLANNING AND DEVELOPMENT	Economic and tourism development including visitor servicing		
DEVELOPIVIEINI	Social Planning and community profiling		
	Council is responsible for enforcing the obligations of the Local Government Act 1993 and Regulations, as well as other Acts and Regulations which may include prosecutions for offences in relation to:		
	Failure to obtain an approval / comply with approval or order		
ENFORCEMENT	Water, sewerage and storm water drainage		
ENFORCEIVIENT	Parking- relating to parking in free parking areas		
	Civic office and Buildings		
	Environment (Noxious weed, noise and pollution control)		
	Public Health (food shop inspections, pest and vermin control, hazardous material		
	containment, companion animal management)		
REGULATORY	Council is responsible for processing development applications, for building site and compliance inspections, and ensuring compliance with building regulations. Functions include Approvals, Orders and Building Certificates.		
	Council's main sources of finance to enable them to carry out their functions and these include:		
REVENUE	 rates, charges and fees, borrowings 		
FUNCTIONS	 grants 		
	 income from business activities, land or other investments, or sale of assets 		
	Providing an appropriate and affordable level of infrastructure is an important contribution		
	Federation Council makes to the community and includes:		
	 Provision and maintenance of local roads, bridges, public car parks and footpaths, 		
	 Development and maintenance of sporting fields, recreation, cultural, education and 		
	information services, cemeteries and parks.		
SERVICE	Water and sewerage operations		
DELIVERY	Saleyards and Aerodrome		
	 Management of vegetation including bush land reserves 		
	Street cleaning, Landfill, Recycling and waste management		
	Environmental protection		
	Land and property, industry and tourism development and assistance		
	Civil infrastructure maintenance and construction		



10. How Council Decisions Affect the Public.

Federation Council makes rules, passes development approval, and allocates resources to services such as roads, water services, sewer services, dog control, drainage works and footpaths. Each decision regarding resource allocation will have some effect on our community and the public.

Council has limited resources and balances the allocation of these resources to best serve the community and the public in general.

The following is an outline of how the broad functions of Council will affect the public.

Administrative functions do not necessarily affect the public directly but have an indirect impact on the community. For example, Council must report to the Community on the objectives within the Delivery Program. In addition to this, Council is required to meet compliance requirements of more than 100 different Acts, requiring us to develop and maintain systems and processes to support the staff and councillors including, policy making, record keeping, access to information, delegations, recruitment and employee management, information technology, councillor portal and website, media and publications, safety and risk management, property and legal services, volunteers and committees.

Ancillary functions affect only some members of the public. These functions include for example the resumption of land or the power for Council to enter onto a person's land. In these circumstances, only the owner of the property would be affected. Revenue functions affect the public directly in that revenue from rates and other charges paid by the public is used to partly fund services and facilities provided to the community.

Community Planning and Development functions are those relating to the community. Federation Council has a major role in providing long term strategic planning including town planning, zoning and sub-divisions. We engage communities in key planning decisions that will affect the growth of their communities and seek to integrate planning for infrastructure.

Enforcement functions only affect those members of the public who are in breach of certain legislation. This includes matters such as the non-payment of rates and charges, unregistered dogs, parking offences, unclean premises and environmental offences.

Regulatory functions ensure that development and buildings meet certain requirements and will not endanger the lives and safety of any person. Members of the public must be aware of, and comply with such regulations.

Revenue functions are those that relate to how the Council derives its income and is significant as most of the services delivered are largely dependent on the revenue received. Council reviews its Revenue policy annually based on community priorities identified in the Community Strategic Plan and its Delivery Program.

Service Delivery functions of council include the vast range of services and facilities provided directly to the public and includes the provision of child care services, libraries, swimming pools, parks, halls and community centres, recreation facilities, parks and gardens, infrastructure such as roads, water, sewerage and footpaths, storm water drains, and the removal of rubbish.



11. Rights, Responsibilities and Roles under the GIPA Act

11.1 The Public's Rights

The public has a legal right to access most government information under the *Government Information* (*Public Access*) *Act 2009* (the 'GIPA Act'), unless there is an overriding public interest against disclosure.

11.2 Agency Responsibilities

Under the GIPA Act, Government agencies need to release certain information (known as 'open access information') unless there is an overriding public interest against doing so. Generally, open access information must be made publicly available, free of charge, and on Council's website. Council can also make open access information available in other ways (for example, in hard copy or by viewing in the Council's office).

Council is not required to release all information on our website, but a lot of information should be available unless there is an overriding public interest against disclosure, or it would be unreasonably costly for Council to publish the information on a website. Council's Right to Information Officer can tell you how and where you can access the information either free of charge, or at the lowest reasonable cost.

If you are unable to locate the information on Council's website, you may contact us to ask for the information – this is known as 'informal release'. Agencies can release information informally, subject to any reasonable conditions.

If you can't get the information any other way, you can make a formal 'access application'.

(Ref: IPC Fact Sheet - Your right to access government information)

11.3 The Role of the Information Commissioner under the GIPA Act

The Information and Privacy Commission oversees the GIPA Act. The IPC provides information about the right to access information. Agencies must notify the Information Commissioner before adopting or amending an AIG.

Anyone can complain to the Information Commissioner about the conduct (including action or inaction) of an agency in the exercise of functions under an Information Act, including conduct that is alleged by the person to constitute a contravention of an Information Act.

A complaint may be made in one of the following ways:

- post: GPO Box 7011, Sydney NSW 2001
- email: <u>ipcinfo@ipc.nsw.gov.au</u>
- in person: Level 15, McKell Building, 2-24 Rawson Place, Haymarket NSW 2000

The Information Commissioner may decide to investigate, not to continue to investigate, or not investigate a complaint. Information regarding complaints about an agency's conduct is available on the <u>IPC website</u>.



12. How Federation Council Engages with the Public

12.1 Public Participation in Decision Making

The public are encouraged to participate in the decision making process in a number of ways.

At a local Government election, the public elect the Councillors they wish to represent them for a four year term. In a local government election, residents aged 18 and over who are registered on the electoral roll are eligible to vote. Property owners who live outside of the area can also vote, but must register their intention to vote on the non-residential roll. Voting is compulsory.

Council meets regularly in order to attend to business. Members of the public can participate in various ways including the following:

- addressing the Council at Council meetings
- responding to policies and plans placed on public exhibition
- making representations to Councillors
- discussing issues with Council Officers
- participating on certain Council Committees/Working Parties
- through surveys and interviews
- attending forums, seminars, workshops and public meetings
- through neighbour notification procedures
- participating in any community reference groups
- subscribing to newsletters such as Community Conversations and the Business Support Newsletter.

Federation Council's regular Council Meetings are open to the public. Working Party and Committee meetings minutes are also determined at these meetings.

Agendas and minutes to the Ordinary Council Meetings, Working Party meetings and Committee meetings are available via Federation Council's website, libraries and Customer Service Centre.

Click here to access agendas and minutes on Council's website.

Community meetings enable face to face engagement with members of the community on development activities and major infrastructure projects as well as future priorities for Federation Council.

The use of social media provides a fast and easy way for the public to engage, seek assistance and provide feedback. Council currently uses Facebook and its own website as well as separate websites for North of the Murray tourism, Corowa Aquatic Centre and Ball Park Caravan Park to facilitate more targeted engagement with customers, and visitors to the area.

Following changes to the Integrated Planning and Reporting Guidelines Federation Council's Community Engagement Strategy must be reviewed and updated to support the development of all plans, policies, programs and key activities including those relating to IP&R, as well as strategic plans and programs required under other legislation. Engagement activities should be incorporated into one over-arching strategy, to be endorsed by council by December 2022.



13. Right to Information

13.1 Open Government and the GIPA Act

NSW government agencies must make available their data in a format that can be readily used, while also respecting the privacy and confidentiality of those to whom the data relates.

Open Government is the right to access information. Citizens expect government decision-making to be open, transparent and accountable.

The GIPA Act provides the legislative instrument by which government agencies are authorised and required to release information to the public.

13.2 Open Data

Open Data is information that anyone can access, use or share. Council as with all government agencies, has a role to play in ensuring certain information is available in a variety of formats.

Increasing the amount of government data that is available improves transparency and accountability within government, supports evidence-based policy development and provides a platform for innovation.

14. Types of Information held by Council

Federation Council holds a vast number of records. A record includes any document or other source of information compiled, recorded or stored in written form or by electronic process, or in any other manner. It may consist of paper (hard copy) records, digital records (videos, photos, audio files), or electronic records received or issued (emails and attachments), stored (within Council's electronic document management system Content Manager), or produced by Council.

Records held for areas and functions of council include:

- Customer information
- Information about Council
- Plans and Policies
- Information about Development Applications
- Approvals, Orders and other Documents



15. How to Access Federation Council Information

15.1 Open Access Information - Section 18 GIPA Act 2009

Open Access information is information held by Local Government Authorities that is required to be made available to the public under <u>Section 18 of the GIPA Act 2009</u> without the need for a formal GIPA application.

15.2 Mandatory and Proactive Release

Mandatory release: Section 6 Mandatory Release requires this information to be made available free of charge either via our website, or in another format, unless to do so would impose unreasonable additional costs on the agency. Alternative methods of access may require a paper or electronic copy to be provided or enabling the record to viewed at one of our offices.

Mandatory Open Access Information is considered to include:

- (a) Council's current agency information guide,
- (b) information about Council contained in any document tabled in Parliament by or on behalf of the agency, other than any document tabled by order of either House of Parliament,
- (c) Councils policy documents,
- (d Council's disclosure log of access applications,
- (e) Council's register of government contracts,
- (f) Council's record of the open access information (if any) that it does not make publicly available on the basis of an overriding public interest against disclosure,
- (g) such other government information as may be prescribed by the <u>regulations</u> as open access information.

15.3 Additional Open Access information – Schedule 1 GIPA Regulation 2018

Schedule 1 of the GIPA Regulation 2018 outlines additional Open Access information to be made available to the public and as outlined below.

1. Information about Council

- (1) Information contained in the <u>current version</u> and the <u>most recent previous version</u> of the following records is prescribed as open access information:
 - (a) the model code prescribed under section 440 (1) of the LGA and the code of conduct adopted under section 440 (3) of the LGA,
 - (b) code of meeting practice,
 - (c) annual report,
 - (d) annual financial reports,
 - (e) auditor's report,
 - (f) management plan,
 - (g) EEO management plan,
 - (h) policy concerning the payment of expenses incurred by, and the provision of facilities to, councillors,
 - (i) annual reports of bodies exercising functions delegated by the local authority,
 - (j) any codes referred to in the LGA.



- (2) Information contained in the following records (<u>whenever created</u>) is prescribed as open access information:
 - (a) returns of the interests of councillors, designated persons and delegates,
 - (b) agendas and business papers for any meeting of the local authority or any committee of the local authority (but not including business papers for matters considered when part of a meeting is closed to the public),
 - (c) minutes of any meeting of the local authority or any committee of the local authority, but restricted (in the case of any part of a meeting that is closed to the public) to the resolutions and recommendations of the meeting,
 - (d) reports by the Chief Executive of the Office of Local Government presented at a meeting of the local authority in accordance with section 433 of the LGA.
- (3) Information contained in the <u>current version</u> of the following records is prescribed as open access information:
 - (a) land register,
 - (b) register of investments,
 - (c) register of delegations,
 - (d) register of graffiti removal work kept in accordance with section 13 of the Graffiti Control Act 2008,
 - (e) register of current declarations of disclosures of political donations kept in accordance with section 328A of the LGA,
 - (f) the register of voting on planning matters kept in accordance with section 375A of the LGA.

2. Plans and policies

Information contained in the <u>current version</u> and the <u>most recent previous version</u> of the following records is prescribed as open access information:

- (a) local policies adopted by the local authority concerning approvals and orders,
- (b) plans of management for community land,
- (c) environmental planning instruments, development control plans and contributions plans made under the Environmental Planning and Assessment Act 1979 applying to land within the local authority's area.

3. Information about development applications

- (1) Information contained in the following records (<u>whenever created</u>) is prescribed as open access information:
 - (a) development applications (within the meaning of the Environmental Planning and Assessment Act 1979) and any associated documents received in relation to a proposed development including the following:
 - (i) home warranty insurance documents,
 - (ii) construction certificates,
 - (iii) occupation certificates,
 - (iv) structural certification documents,
 - (v) town planner reports,
 - (vi) submissions received on development applications,



- (vii) heritage consultant reports,
- (viii) tree inspection consultant reports,
- (ix) acoustics consultant reports,
- (x) land contamination consultant reports,
- (b) records of decisions made on or after 1 July 2010 on development applications (including decisions made on appeal),
- (c) a record that describes the general nature of the documents that the local authority decides are excluded from the operation of this clause by subclause (2).
- (2) However, this clause does not apply to so much of the information referred to in subclause (1) (a) as consists of:
 - (a) the plans and specifications for any residential parts of a proposed building, other than plans that merely show its height and its external configuration in relation to the site on which it is proposed to be erected, or
 - (b) commercial information, if the information would be likely to prejudice the commercial position of the person who supplied it or to reveal a trade secret, or
 - (c) development applications made before 1 July 2010 and any associated documents received (whether before, on or after that date) in relation to the application.
- (3) A local authority must keep the record referred to in subclause (1) (c).

4. Approvals, orders and other documents

Information contained in the following records (<u>whenever created</u>) is prescribed as open access information:

- (a) applications for approvals under Part 1 of Chapter 7 of the LGA and any associated documents received in relation to such an application,
- (b) applications for approvals under any other Act and any associated documents received in relation to such an application,
- (c) records of approvals granted or refused, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals,
- (d) orders given under Part 2 of Chapter 7 of the LGA, and any reasons given under section 136 of the LGA,
- (e) orders given under the authority of any other Act,
- (f) records of building certificates under the Environmental Planning and Assessment Act 1979,
- (g) plans of land proposed to be compulsorily acquired by the local authority,
- (h) compulsory acquisition notices,
- (i) leases and licences for use of public land classified as community land,
- (j) performance improvement orders issued to a council under Part 6 of Chapter 13 of the LGA.

Much of this is available on Councils website. Some records may not be available online but may be requested via informal release.

Personal or confidential information included in the content of the document, may be redacted before releasing to the public, especially where inclusion may result in there being an overriding public interest against disclosure of the record.



16. Open Access Records Available on Council's website

16.1 Mandatory Proactive Release

Council must make government information that is Open Access information publicly available unless there is an *overriding public interest against disclosure* of the information.

Records that are made available to the public on the Council website are shown in table 1. **Control + Click** on the following hyperlinks to access these records free of charge.

Additional records may be added during the year that are not shown here. Some records may be temporarily removed for periodic reviews.

If you cannot find the information you are looking for after searching our website, or do not have access to the internet, you should contact our Right to Information Officer on 02 60338 999 for assistance.

Additional methods of access include:

- a) inspection at any of our offices during ordinary office hours or
- b) provision of a copy of the record containing the information. A fee for photocopying may apply in accordance with Council's Fees and Charges policy.

Table 1. Mandatory Release Open access information available on Council's website – No charge

Mandatory Release - Ope	en Access Information available on	Councils website – No charge
Contract Register	Council Policy documents	GIPA Agency Information Guide (AIG)
GIPA Disclosure Log	Land Register	Documents tabled in Parliament by, or on behalf of, an agency.



15.2 Authorised Proactive release

While not mandatory under the GIPA Act, Council will make as much other information as possible publicly available free of charge, unless there is an overriding public interest against disclosure.

Such information may include information frequently requested, or information of public interest that has been released as a result of other requests. As part of its proactive release strategy, Council maintains a register of requests for information received to readily identify the type of information frequently requested with the view of making such information publicly available on its website, subject to Copyright and Privacy provisions and application of the Public Interest Test.

Table 2. Proactive Release Additional Open access information available on Council's website - No charge

Annual Report and Audited Financial Statements	Audit Committee Charter	Business Ethics Policy
Chain of Responsibility Policy	Child Protection Policy	Code of Conduct
Code of Meeting Practice	Community Engagement Strategy	Community Participation Plan
Community Strategic Plan	Companion Animals Management Plan	Complaints Handling Policy
Compliance and Enforcement Policy	Contaminated Lands Policy	Corowa Riverfront Masterplan
Corowa Riverfront Masterplan Aerial Site Plans	Council Agendas and Minutes	Delegations Of Authority Council to GM
Delegations of Authority Council to Mayor	Delivery Program and Operational Plan	Developer Contribution Plans
Development Control Plans	Disability Inclusion Action Plan	Disclosures of Councillors and Designated Persons
Employment and Career opportunities at Council	Equal Employment Management Plan	Fees and Charges Policy
estival and Event Management Policy	Form to Address Council Meeting	Gifts and Benefits Policy
nvestment Policy	Register of Investments (updated monthly in Council agenda)	Legislative Compliance Policy
iquid Trade Waste Policy	Live Streaming of Council Meetings Policy	Local Environmental Plans
ocal Orders Policy	Mayor and Councillors Expense Policy	Media Policy and Protocols
Mulwala Foreshore Open Space Masterplan	Mulwala Foreshore Open Space Masterplan	Notices of Proposed Developmen Applications
Privacy Management Plan	Privacy Policy	Procedures for the Administration of the Model Code of Conduct
Procurement Policy	Proposed Development Applications	Public Art Policy
Public Interest Disclosures Policy	Register of Political Donations	Resolutions Register
Resourcing Strategy and Long-Term	Returns of Interests – Disclosures of	Revenue Policy
inancial Plan	Councillors and Designated Persons	
Risk Management Policy	Section 355 Committee Policy	Social and Cultural Plan
Signs As Remote Supervision Policy	Social Media Policy	Tender opportunities and information fo
Signs As Remote Supervision Folicy		suppliers



17. Open Access Records Not Available on Councils Website

Section 6(5) of the Government Information (Public Access) Act 2009 requires that Federation Council keep a record of Open Access Information which it does not make publicly available based on any overriding public interest against disclosure. This register will only indicate the general nature of the information concerned and is available on Council's website via this <u>link</u>.

17.1 Informal Release

Under the GIPA Act, Council can choose to release other records without the need for a formal access application. Accessing information via an informal process is subject to the provisions of the GIPA Act and (if the information includes personal or health information) the PPIP Act AND HRIP Act.

Access via this path may be subject to reasonable conditions such as photocopying charges.

Informal requests for information are generally able to be processed within 5-10 working days (often this may be less than 5 days depending on the information requested). The longer timeframes may be required in circumstances where:

- information requested is subject to copyright
- the search for records that involve retrieval of information from archived records
- the request is vague/non-specific and further clarifying information is required
- information requested includes large documents (A1-A2 size) that require specialised scanning
- information requested includes personal information of third parties which may require redacting and/or consultation with the third party

To assist Council in dealing with your request, please ensure the following are met:

- handwriting is clear, legible, and complete block capitals are preferred
- all sections are completed preferably with an email address for information to be sent to you electronically
- for property information if you are not the property owner, or a legal representative of the
 property owner, you will be required to obtain and provide written consent from the owner or their
 legal representative for information to be released to you. Where you are the owner a declaration
 / signature is required. Where either of these are not provided the form will be returned to you
 for completion and return.
- the request is reasonable requests that involve large amounts of information may be refused under the GIPA Act and the applicant instructed to lodge a Formal Access Application.

17.2 Formal Access Application

A Formal Access Application is referred to as a GIPA Application. A \$30 application fee applies to all Formal Access Applications.

Formal requests for information are subject to the provisions of the GIPA Act and must meet the following timeframes unless an extension has been approved.

- Acknowledgement of request where application is a valid application within 5 working days of receipt.
- Determination provided within 20 working days of receipt of a valid application, subject to any authorised extension.
- Release of records may be subject to additional processing charges being received.



17.3 Review of Decisions

17.3.1 Internal review

Formal Access Applicants have the right to review of decisions made as part of the determination process or of the determination itself under <u>Part 5 of the GIPA Act</u>.

A request for an internal review is required to be made within 20 working days of the Notice of the Decision. An internal review must be conducted by an officer of the same or higher seniority within Council.

Internal review of a decision is not available where:

- the decision is made by the principal officer of the agency, or a Minister (or a member of the Minister's personal staff)
- the decision is, or has been the subject of review by the Information Commissioner (unless conducted due to a recommendation of the Information Commissioner), or
- that is or has been the subject of an administrative review by NCAT

An internal review must be completed within 15 working days subject to any further extension (10 working days) to consult with third parties not previously consulted with in relation to the application.

17.3.2 External review

If you are dissatisfied with a government agency's decision about releasing information, you can apply to the Information Commissioner to review the decision.

If you are the person applying for access to information, you do not have to have an internal of the decision review by the agency before asking the Information Commissioner to review it.

If you are not the person applying for the information (i.e. you are a third party), you **must** seek an internal review before applying for review by the Information Commissioner, unless that option is not available to you.

An external review must be completed within 40 working days of the Information Commissioner receiving all the information it requires to complete the review.

<u>Applications for an external review</u> can be completed online via the IPC website.



18. Reasonable provisions

Council may impose reasonable provisions on accessing information which may include:

- providing view only access to documents subject to copyright and where consent from the copyright owner has not been obtained
- refusing third party access to information about a property if consent from the owner or their legal representative has not been obtained
- asking for proof of identity when the applicant is seeking access to their own personal information
- requiring legal representatives (including real estate agents and legal guardians) to furnish evidence in support of lawful representation
- requesting applicants to limit the scope of the information they are requesting in circumstances where the request is too onerous or unreasonable
- requiring confidentiality restrictions on the release of information
- requiring redaction or removal of all or part of a document
- restricting how the information may be accessed (for example, view only access).

In circumstances where applicants reject any reasonable condition imposed by Council, the application may be refused and the applicant requested to lodge a formal access to information request.

18.1 Copyright provisions

Nothing in the regulations requires or permits Council to make open access available in any way that would constitute an infringement of copyright (Section 6 GIPA Act 2009).

Access to copyright documents will only be granted by way of view only or copies provided where written consent is received. Where authority is unable to be obtained or the copyright owner is not able to be contacted, copyright material may be viewed in our office and may still be subject to redaction of personal information. These documents include plans, engineering drawings, consultant reports, statements of environmental effects and other reports submitted with a DA.

Under the Copyright Act 1968 (Cth) all of the above are **automatically protected** – regardless of whether or not there is a copyright symbol © or a statement saying that the drawings/plans/report are protected by copyright. Copyright applies regardless of whether or not an item is digital, electronic or hard copy form; or whether it is a published or unpublished work.

Copyright provides protection to the copyright owner whenever their work is reproduced, communicated or published. Copyright infringement occurs whenever their work is:

- reproduced in whole or in material part (i.e. copying a plan, redrawing a plan using a material part of the original drawing, construction of a building based on the plan)
- communicated (emailed, shared online etc.)
- published (in a book, magazine, newsletter, newspaper article, on a website)

There are some very limited circumstances under which it is not necessary to obtain copyright consent before reproducing (including copying) architectural drawings, namely:

- a building was historically erected based on plans, and the building is being reconstructed using those same plans
- a draftsman or architect has assigned, in writing, copyright to a third party.



18.2 View only Access of Records at Council Office

You may be able to inspect records at Council's offices at 100 Edward Street Corowa during normal office hours – 8.30 am to 5.00 pm Monday to Friday excluding public holidays.

Note - some of these documents, especially those relating to development and approval applications may not be immediately available for inspection.

To assist Council in making this information available in the shortest possible time, and to enable follow up with applicants, it would be appreciated if applicants would complete the appropriate Access to Information form available on Council's website.

19. Access to personal information

Council collects information from ratepayers and organisations to enable us to carry out our core functions. At times Council receives requests from another individual, a private company or a government agency to supply personal or sensitive information that we may hold.

Council has a responsibility to protect sensitive and /or personal information that we hold and will generally not release personal details of our residents and rate payers. To release information without the person's consent, where it is unrelated to the purpose for which it was collected, or where the person would not have a reasonable expectation that such sensitive information may be disclosed, could constitute a breach of Section 18(1) of the *Privacy and Personal Information Protection Act 1998*.

19.1 No charges for first 20 hours of processing time.

Where an access application is made for personal information about the applicant (the applicant being an individual), Council will not impose any processing charge for the first 20 hours of processing time for the application.

19.2 Proof of ownership of personal information.

Applicants will be required to provide adequate proof of identification prior to release which will usually require photo identification.

19.3 Release of personal information with authorisation

An individual may authorise any third party (such as a relative, interpreter, medical practitioner, legal representative, Member of Parliament, employer or insurer) to have access to their personal information.

The law recognises certain persons as being able to act on behalf of another person including:

- a person acting under an enduring power of attorney
- a person having parental responsibility for the individual, if the individual is a child;
- a guardian or person responsible within the meaning of the *Guardianship Act 1987*. This may include an individual's legally appointed guardian, spouse or partner if the spouse or partner is close and the relationship is continuing, or, in some circumstances, a close friend or relative of the individual and
- a person empowered under law to act as an individual's agent. For example, a financial manager appointed by a court or tribunal might be able to request access to the individual's financial information.



19.4 Exemptions to the limitations on the release of personal information

Some exemptions under <u>Division 3 of the *Privacy and Personal Information Protection Act 1998* exist to enable the release of personal information in circumstances where the information is requested by a third party without explicit authorisation. Some examples include:</u>

- for law enforcement purposes,
- by ASIO in conjunction with the functions of the Australian Security Intelligence Organisation Act 1979,
- by an investigative agency, where non-compliance may benefit the individual concerned,
- where the information is a lawful exchange between government agencies

The <u>Privacy Code of Practice</u> for Local Government provides further provisions for the disclosure of personal information under Section 18 and may result in Council releasing personal information under the following circumstances.

- 1. to another public sector agency or utility provider subject to the following being met.
 - the request and purpose for the information is received in writing
 - the information is required for a "lawful activity" of the agency and
 - the personal information requested is 'reasonably necessary' for the exercise of that function.
- 2. to award the individual with a prize, benefit or similar form of personal recognition
- 3. to verify with a potential employer
 - that a current or former employee works or has worked for Council
 - the duration of their employment, and
 - the position occupied during their employment

19.5 Release of records with redaction of personal information

Where personal or confidential information is included in the content of a record requested by a member of the public such content may be redacted before releasing to the public.

This applies for all records held by Council within the Council's own records system. Councils Privacy Management plan outlines the Privacy requirements concerning personal information in more detail.

For more information go to https://www.ipc.nsw.gov.au/



20. Public Interest Test

The introduction of the Government Information (Public Access) Act 2009 (GIPAA) in July 2010, created a presumption in favour of disclosure for information held by government and replaces the Freedom of Information Act (FOI). Disclosure authorised under GIPA will override the normal disclosure rules (IPPS 11-12 and HPP11) so long as the public interest test is met.

When deciding whether or not to release information, government agencies must consider whether there is an overriding public interest against releasing the information. Referred to as the "public interest test", this compels government agencies to consider elements including, responsible and effective government, law enforcement and security, individual rights, judicial processes and natural justice, business interests of agencies and other persons, environment, culture, economy and general matters, secrecy provisions specifically provided in legislation and exempt documents under interstate Freedom of Information legislation, before making a decision about whether to release information, requested under GIPA.

In deciding what information to release, Council will apply the Public Interest test which will involve:

- identification of the relevant public interest considerations for disclosure;
- identification of any relevant public interests against disclosure and
- evaluation of the benefits of public disclosure in conjunction with the relevant guidelines and the relevant legislation (*Division Two of the Government Information (Public Access) Act 2009*).

Information that has the potential to breach privacy or copyright legislation requires a request to be submitted to Council. The methods of making a request are outlined in Section 17.

21. Advice to Contractors

Under Section 121 of GIPA legislation, a private sector organisation that is contracted by Council to deliver services to the public on behalf of Council, is required to give Council immediate right of access to information:

- that relates directly to the performance of the services provided by the organisation
- collected by the organisation from members of the public to who it provides, or offers to provide services
- received by the organisation from the agency to enable it to provide the services.

More information on this can be found on the NSW Information Privacy Commission website at <u>https://www.ipc.nsw.gov.au/contractors-guide-section-121-gipa-act</u>



22. Charges that may be Applicable

NATURE OF APPLICATION	APPLICATION FEE	PROCESSING CHARGES	PHOTOCOPYING
Mandatory release	No charge	No charge	No charge
Proactive release	No charge	No charge	No charge
Informal Application	No charge	Refer to <u>Councils fees and charges</u>	Refer to Councils fees and charges
Formal Application	\$30	\$30.00 / per hour after the first hour.	Refer to Councils fees and charges
		* An advance deposit may be requested particularly for requests requiring a large number of records.	
Internal Review of Formal Application Decision	\$40 Section 85 GIPA Act	Nil Section 87 GIPA Act	
External Review of Formal Application Decision	Nil Section 93(6) GIPA Act		

* If an access application is made for personal information about the applicant (the applicant being an individual), the agency cannot impose any processing charge for the first 20 hours of processing time for the application.

23. Forms

A copy of the 'Informal Access to Information' and formal 'GIPA Access Application' form is available on our <u>website</u> and provided at the end of this guide. For help on completing the forms, please contact the Right to Information (Governance) Officer on 02 60338 999.

24. Feedback And Questions

Council welcomes constructive feedback about the exercise of its functions and its delivery of services to the community. Feedback and complaints can be provided verbally or in writing using any of the contact methods outlined in section 25 of this Information Guide, or by using the electronic contact form available at <u>www.federationcouncil.nsw.gov.au/connect.</u>

Members of the public can also provide feedback at any time of the year via the following methods:

Phone: 02 6033 8999 during business hours or 1800 110 088 (after hours or for emergencies)

Email: council@federationcouncil.nsw.gov.au

Post: PO Box 77 Corowa NSW 2646

Online: Lodge an online customer request - <u>https://www.federationcouncil.nsw.gov.au/Connect/Lodge-a-Customer-Request</u>

Facebook: https://www.facebook.com/FederationCouncilNSW/



25. Complaints

Complaints may be lodged in person, by telephone or in writing addressed to the General Manager in accordance with Councils Complaints Handling Policy.

Complaints received via Facebook or on social media will not be accepted as a formal complaint. Councils Public Officer is specifically appointed to manage requests or complaints from the public concerning specified Council matters.

26. Schedule of Changes & Amendments

Varaian	Data	Changes / Amondments
Version	Date	Changes / Amendments
Version 1	20/09/2016	Adoption of document with changes to reflect new Federation Council - Note this has been reflected as Version 1.0 (Federation Council – new entity)
Version 2	13/02/2017	Organisational chart updated for new structure as at 6/2/2017 and new branding added
Version 3	27/09/2017	Organisational chart updated for new structure, new template, updated links to resources on website
Version 4	18/12/2018	Review carried out of open access information available and how it may be accessed (tables inserted) and additional information provided. Interaction with Privacy legislation and Copyright legislation inserted.
Version 5	20/04/2020	Added new links and open access records. Added role of Mayor and Senior Executive in section 8. Added more ways to contact council in section 12. Clarification of privacy considerations and exchange of information betweer public agencies in section 15. Addition of images. Updated IPC contact details.
Version 6	20/2/2020	 Inclusion of a core set of recommended headings to support easier navigation for the public, as per IPC Guideline 6 including: About [the agency] How to access [the agency's] information How [the agency] engages with the public Feedback and questions (previously Contact Council) The public's rights, agency responsibilities, and the role of the Information Commissioner under the GIPA Act. Addition of Government Information (Public Access) Regulation 2018 to references section 6. Addition of Pecuniary-Interest-Returns to Open Access Information available on website and removed from section 16 – Open Access information not available on website. Additional section on "Types of information held by Council". Detailed list on Mandatory Open Access information, advance deposit and fees for review of formal application added. Additional information on personal information, advance deposit and fees for review of formal application added to fees and charges on website added. Additional section on "Timeframes for processing". Additional section on "Contacting your Neighbour". Updated Open Access tables included column for responsible department to enable clearer reference point within council and help provide greater transparency on Council process.
Version 7	12/1/2022	Removal of register of open access information not published on website (section 16). Now available as separate link on website via main GIPA page.
		Minor formatting and addition of preface by General Manager.



NOTE: This is a controlled document. If you are reading a printed copy please check that you have the latest version by checking it on Councils Electronic Document system. Printed or downloaded versions of this document are uncontrolled.

8.5. Review of Council's Audit Risk and Improvement Committee Terms of Reference and Annual Workplan

Author: Heidi Neumeister, Governance Officer

Summary

Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance are overseen by its Audit Risk and Improvement Committee (ARIC).

The ARIC operates under a Terms of Reference in accordance with the OLG Guidelines and section 428A of the *Local Government Act 1993*.

The TOR are reviewed annually by the Committee and once each council term by the governing body.

Under the new Risk Management and Internal Audit Framework Councils Audit Risk and Improvement Committee is also required to adopt a plan to ensure all the matters listed in section <u>428A</u> of the Local Government Act are reviewed by the Committee and the internal audit function over each Council term.

The Audit Risk and Improvement Committee has operated under a strategic workplan since its inception and this is reviewed annually. The Committee has reviewed its workplan and endorsed this at its meeting held on 1 April 2022.

This reports seeks Council's approval of the draft revised Terms of Reference and Workplan.

Recommendation

- THAT Council adopt the revised Audit Risk and Improvement Committee Terms of Reference and Workplan;
- THAT the ARIC reviews the Terms of Reference and Workplan annually or as needed in accordance with the provisions of the Risk Management and Internal Audit Framework for Local Councils in NSW and as new provisions are proclaimed;
- 3. THAT Council reviews the Terms of Reference and Strategic workplan for adoption following the 2024 NSW Local Government elections; and
- 4. THAT the adopted Terms of Reference are made available on Council's website.

Background

Federation Council held its first Internal Audit (Audit Risk and Improvement Committee) on 7 September 2017 with an independent internal auditor being appointed for a period of three years until May 2020.

The inaugural Councillor delegates were endorsed on 19 December 2017. Council elections scheduled for September 2020 were postponed until 4 December 2021 with new Cr Representatives elected for the ensuing 12 months following their swearing in on 23 December 2021.

Independent Committee members were appointed in 2017 and due to COVID-19 and delayed Council elections their terms have been extended by agreement until 2022.

A new Internal Auditor was appointed in February 2021 until 30 June 2024 following an EOI process.

The Committee Terms of Reference and Annual Workplan are reviewed annually by the Committee and are submitted to Council for adoption and noting respectively as required by the legislation and guidelines.

Community Engagement

The Terms of Reference are a mandatory requirement. Council encourages feedback on the Terms of Reference available on its website at any time throughout the year.

Attachments

- 1. Audit Risk and Improvement Committee (ARIC) Terms of Reference (TOR) and SoR May 2022 (17/13884)
- 2. ARIC Annual Workplan 2022 noted at ARIC meeting 1 April 2022 (18/4939)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: 5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisations.

Operational Plan Action 2021-2022: *5.6.1 Undertake actions to improve efficiencies and compliance across the organisation in risk and Work Health Safety.*

Financial Implications

Functions of the Audit Risk and Improvement Committee have been included in the annual budget and Long Term Financial Plan.

Financial Sustainability

Adopting this recommendation will have a neutral impact on Councils financial sustainability

indicators in the Long-Term Financial Plan.

Risk Implications

There is a risk of non-compliance with the *Local Government Act 1993* and *Local Government (General) Regulation 2021* and the Risk Management and Internal Audit Framework for Local Councils in NSW if Council fails to regularly review its Terms of Reference and Annual Workplan.

Legal Implications

There is a risk of non-compliance with the *Local Government Act 1993* and *Local Government (General) Regulation 2021* if Council fails to regularly review its Terms of Reference and Annual Workplan.

Options

There is no alternative option submitted as this is a legal requirement for NSW Councils.

Audit Risk and Improvement Committee

Terms of Reference

Record No: 17/13884 Version No: 5



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Federation Council Audit Risk and Improvement Committee Terms of Reference

Adopted by Federation Council on 28/06/2022

Federation Council has established an audit, risk and improvement committee in compliance with section 428A of the *Local Government Act 1993* of the *Local Government (General) Regulation 2005*. These terms of reference set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

1. Objective

The objective of Federation Council's audit, risk and improvement committee is to provide independent assurance to Federation Council by monitoring, reviewing and providing advice about the council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

2. Background

Federation Council held its first Internal Audit (Audit Risk and Improvement Committee) on 7 September 2017 with an independent internal auditor being appointed for a period of three years until May 2020.

The inaugural Councillor delegates (Cr. Miegel and Cr. Wales) were endorsed on 19 December 2017.

Council elections scheduled for September 2020 were postponed until 4 December 2021 with new Cr Representatives elected for the next 12 months following their swearing in on 23 December 2021.

Independent Committee members were appointed in 2017 and due to Covid 19 and delayed Council elections their terms have been extended by agreement until 2022.

A new Internal Auditor was appointed in February 2021 until 30 June 2024 following an EOI process.

3. Independence

The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and provide council with robust, objective and unbiased advice and assurance.

The Committee is to provide an advisory and assurance role only and is to have no administrative function, delegated financial responsibility or any management functions of the council. The Committee will provide independent advice to council that is informed by its external and internal audit and risk management activities and information and advice provided by council staff, relevant external bodies and subject matter experts.

The Committee must at all times ensure it maintains a direct reporting line to and from the council's internal audit function and act as a mechanism for internal audit to report to the governing body and general manager on matters affecting the performance of the internal audit function.

4. Definitions

Audit Risk and Improvement Committee – Membership consists of a minimum of two independent external members and one councillor providing oversight and monitoring of the council's audit *processes*, including the council's internal control *activities*. This oversight includes internal and external reporting, risk management activities, internal and external audit, and compliance.

The appointment of an Audit Risk and Improvement Committee facilitates this by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes in line with the Office of Local Government Internal Audit Guidelines and Part 4A of the Local Government Amendment (Governance and Planning) Act 2016.

Chief Audit Executive - The Director Corporate and Community Services is appointed as Chief Audit Executive at Federation Council as defined in The International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors.

Internal Audit – An independent, objective assurance and consulting activity providing independent assurance over the *internal controls and risk management framework* of the council. Federation Council has engaged an independent Accountancy firm to carry out its Internal Audit function.

External Audit – Statutory function that provides an opinion on the council's annual financial reports, as required under Divisions 2 and 3 of the *Local Government Act 1993* to council and its external stakeholders.

Enterprise Risk Management - Internal audit will identify and evaluate the effectiveness of council's risk management system and contribute to the improvement of risk management and control systems. The annual Internal Audit plan is developed after consideration of the council's risk registers and those areas that are high risk to the organisation.

5. Authority

Council authorises the Committee, for the purposes of exercising its role and responsibilities, to:

- access any information it needs from the council
- use any council resources it needs
- have direct and unrestricted access to the general manager and senior management of the council
- seek the general manager's permission to meet with any other council staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at committee meetings, and
- obtain external legal or other professional advice subject to approval form the general manager.

Minutes of Audit Risk and Improvement Committee meetings will be made public on Council's website in accordance with the Government Information Public Access Act (GIPA) and Open Access requirements.

Information and documents pertaining to the Committee that are confidential are not to be made publicly available. The Committee may only release Council information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the general manager, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

6. Composition and Tenure

Federation Council's ARIC currently comprises two independent voting members inclusive of the Chair (one of these is prequalified), and one voting councillor member.

Members of the Committee are to possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of council, the environment in which council operates, and the contribution that the Committee makes to the council. At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the Committee's consideration of the council's annual financial statements.

Current Committee membership will consist of:

6.1 Members (voting)

The governing body is to appoint the Chair and members of the Committee. The Chair is counted as one member of the Committee.

- One councillor representative formally appointed by Council to coincide with the Mayoral election (an alternate Councillor Representative may be nominated but only attends when necessary due to absence).
- A minimum of two independent external members, one of which is elected as chairperson (skills based appointments).

All committee members are to meet the independence and eligibility criteria as they are prescribed in the *Guidelines for risk management and internal audit in local councils in NSW.*

Members will be appointed for a four-year period. Members can be reappointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee. Members who have served an eight-year term (either as member or Chair) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of council, ideally, no more than one member should leave the Committee because of rotation on any one year.

Specific member terms and conditions are to be disclosed in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

Prior to approving the reappointment or extension of the Chair's or an independent member's term, the governing body is to undertake an assessment of the Chair's or committee member's performance.

Reappointment of the Chair and members is also to be subject to the individual still meeting independence and eligibility requirements.

6.2 Attendee (non-voting)

- General Manager
- Chief Audit Executive Director Corporate & Community Services

6.3 Invitees (non-voting) for specific Agenda items

- Governance Officer
- Senior Executive staff (Manex)
- Representatives of the external auditor
- Representatives of the internal auditor
- Other officers/managers may attend by invitation as requested by the Committee
- External Members appointments may be extended by the Council for no more than eight years consecutively

7. Role

In accordance with section 428A of the *Local Government Act 1993*, the role of the Committee is to review and provide independent advice to the council regarding the following aspects of the council's operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the [council/joint organisation], and
- internal audit.

The Committee must also provide information to the council for the purpose of improving council's performance of its functions.

The Committee's specific audit, risk and improvement responsibilities under section 428A are outlined in Schedule 1 to these Terms of Reference. This Schedule is to be reviewed annually, and forms the basis of an 'Annual Work Plan' for the Committee'.

The Committee will act as a forum for the council's internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The Committee will have no power of direction over external audit or the manner in which the external audit is planned or undertaken but will act as a forum for the consideration of external audit findings.

The Committee is directly responsible and accountable to the governing body of the council for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of the council rests with the governing body and general manager.

The responsibilities of the Committee may be revised or expanded in consultation with, or as requested by, the governing body of the council from time to time.

8. Responsibilities of members

8.1 Independent members

The Chair and members of the Committee are expected to understand and observe the requirements of the *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of the council
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the council
- have strong leadership qualities (Chair)
- lead effective committee meetings (Chair), and
- oversee the council's internal audit function (Chair).

8.2 Councillor member

To preserve the independence of the Committee, the councillor of the Committee, their role is to:

- relay to the Committee any concerns the governing body may have regarding the council and issues being considered by the Committee
- provide insights into local issues and the strategic priorities of the council that would add value to the Committee's consideration of agenda items
- advise the governing body of the work of the Committee and any issues arising from it, and
- assist the governing body to review the performance of the Committee.

Issues or information the councillor member raises with or provides to the Committee must relate to the matters listed in Schedule 1 and issues being considered by the Committee.

The councillor of the Committee must conduct themselves in a non-partisan and professional manner. The councillor member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

If the councillor member of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the council, that the councillor member be removed from membership of the Committee. Where the council does not agree to the Committee Chair's recommendation, the council must give reasons for its decision in writing to the Chair.

8.3 Conduct

Independent committee members are required to comply with the council's code of conduct and be held to the same ethical, behavioural and conduct standards as officials of the council.

Complaints or breaches of council's code of conduct by an independent committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The general manager must consult with the governing body before taking any disciplinary action against an independent committee member in response to a breach of the council's Code of Conduct.

Prequalified Committee members are also required to comply with the code of conduct governing the NSW Government's Audit and Risk Committee Independent Chairs and Members Prequalification Scheme.

8.4 Conflicts of interest

Once a year, Committee members will provide written declarations to the council stating that they do not have any conflicts of interest that would preclude them from being members of the Committee.

Independent committee members are 'designated persons' and must also complete and submit returns of interest.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest that may have at the start of each meeting, before discussion of the relevant agenda item or issue, and when the issue arises. Where committee members and observers are deemed to have a pecuniary or a significant non-pecuniary conflict of interest, they are to remove themselves from Committee deliberations on the issue. Details of any conflicts of interest should also be appropriately minuted.

8.5 Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and current Australian risk management standard, where applicable.

9. Work Plans

The work of the Committee is to be thoroughly planned and executed to ensure that all council activities and functions are reviewed. The Committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each council term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee may, in consultation with the council's governing body, vary the strategic work plan at any time to address new or emerging risks. The governing body of the council may also, by resolution, request the Committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan must be made by the Committee.

The Committee must also develop an annual work plan to guide its work, and the work of the internal audit function, over the forward year.

The Committee may, in consultation with the council's governing body, vary the annual work plan to address new or emerging risks. The governing body of the council may also, by resolution, request the Committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan must be made by the Committee.

When considering whether to vary the strategic or annual work plans, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the workplan.

The Chief Audit Executive shall prepare an annual Internal Audit Plan for review and approval by the Audit Risk and Improvement Committee, showing the proposed areas for audit.

The Chief Audit Executive has discretionary authority to adjust the Internal Audit Plan as a result of receiving special requests from management to conduct reviews that are not on the plan, with these to be approved at the next meeting of the Audit Risk and Improvement Committee.

10. Assurance reporting

The Committee must regularly report to the council to ensure that the council is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of the council or the achievement of the council's goals and objectives.

The Committee will provide an update to the governing body and general manager of its activities with minutes being submitted after every Committee meeting.

The Chair of the Audit Risk and Improvement Committee will report annually to a Council meeting on the work of the Committee.

The Committee may at any time report to the governing body or general manager on any other matter it deems of sufficient importance to warrant their attention. The Mayor and Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

Should the governing body require additional information, a request for the information may be made to the Chair by resolution of council. The Chair may only provide the information requested by the governing body where the Chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act. Individual councillors are not entitled to request or receive information from the Committee.

11. Administrative Arrangements

11.1 Meetings (Frequency, Attendance, & Quorum)

The Audit Risk and Improvement Committee will meet at least four times per year, with an additional special meeting to include review and endorsement of the annual audited financial reports and external audit opinion.

The Committee can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a committee member, the general manager or the governing body.

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted if a member is unable to attend a meeting.

A quorum will consist of a majority of voting Committee members, including at least one independent member. Where the vote is tied, the Chair has the casting vote.

The Chair of the Committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

The General Manager and Chief Audit Executive are to attend committee meetings as non-voting observers. The external auditor and internal auditor (or their representatives) are to be invited to each committee meeting as independent observers. The Chair can request the council's Chief Finance Officer or equivalent, head of risk management function or equivalent, senior managers or equivalent, any councillors, any employee/contractor of the council and any subject matter expert to attend committee meetings. These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The Committee must meet separately with both the internal auditor and the council's external auditor at least once per year.

11.2 Dispute resolution

Members of the Committee and the council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the Committee and the general manager or other senior managers, the dispute is to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

11.3 Secretariat

The general manager will appoint a council employee to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least one week before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated within 3 weeks of the meeting to each member.

11.4 Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give a minimum of 3 months' notice where possible, to the Chair and governing body prior to their resignation to enable the council to ensure a smooth transition to a new committee member.

The governing body can terminate via resolution the engagement of any Chair or independent committee member before the expiry of their term where the individual has:

- breached the conditions of, or become ineligible under the NSW Government's Audit and Risk Committee Independent Chairs and Members Prequalification Scheme
- breached the council's Code of Conduct
- performed unsatisfactorily or not to expectations
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any legislation, or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The position of a councillor member on the Committee can be terminated at any time by the governing body via resolution.

12. Review arrangements

The Chief Audit Executive is to establish a quality assurance and improvement program which includes ongoing monitoring and periodic self-assessments, an annual review and strategic external review at least once each council term. This is in transition and is required to be **fully implemented by 2024.**

12.1 Review of Audit Risk and Improvement Committee

The Chief Audit Executive will initiate a review of the performance of the Committee at least once every two years. The review will be conducted on a self-assessment basis with appropriate input from management and any other relevant stakeholders.

12.2 Review of Committee Terms of Reference

These terms of reference are to be reviewed annually by the Committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

12.3 Biennial Review of Internal Auditors

The Head of the Internal Audit will initiate a review of the performance of the Internal Auditors at least once every two years. The review will be conducted with appropriate input from management and any other relevant stakeholders. Feedback will be sought from key stakeholders following each internal audit.

13. Induction of new members

Council will provide a period of induction for new Committee members to include:

- the committee's role, responsibilities and terms of reference
- the business, operations, culture, risks and controls of the council, and
- the expectations of the council about their responsibilities and performance.

14. Register of Audit Risk and Improvement Committee Members

Committee Member	Appointment	Resigned / Term expired	Review date	Date re-appointed
Linda MacRae (Chairperson)	01/09/2017		June 2022	December 2020
Peter McLean	01/09/2017		June 2022	December 2020

14.1 Independent Members

14.2 Council Representatives

Committee Member	Appointment	Resigned / Term expired	Review date	Date re-appointed
Cr Rowena Black	23/12/2021 Res 437/21FC		September 2022	
Cr David Longley	23/12/2021 Res 437/21FC		September 2022	
Cr Paul Miegel	19/12/2017 Res 228/17	November 2021	December 2021	
Cr Norm Wales	19/12/2017 Res 228/17	November 2021	December 2021	

15. Schedule of Changes & Amendments

Version	Date	Changes/Amendment
Version 1	21/06/2016	Development of document for Federation Council 16/21973
	15/03/2017	Updated with new logo
	07/06/2017	New policy template applied. Revised committee composition and membership to include Director of Finance and removal of Internal auditor as member and added as an advisory role.
Version 2	29/06/2017	Adopted by Council
	29/1/2018	Updated with Councillor representatives ref 13.2
Version 3	22/02/2019	Updated with additional information on responsibilities of the committee, timing of councillor appointment to coincide with Mayoral election, external member appointments may be up to 3 consecutive terms and inclusion of status of the internal and external audits and any prior work achieved or outstanding being provided to new members of the committee. Addition of Schedule of Responsibilities for the Committee (Attachment A) Change name from "Charter" to "Terms of Reference"
	21/05/2019	Adopted by Council
Version 3.1	05/06/2019	Removed reference to CFO Section 5.2 as this position no longer exists. Replaced with Senior Executive staff and Governance Officer Added recommendations from Audit Office draft recommendation report for 30 June 2019 to Schedule of Responsibilities
Version 4	20/10/2020	Clarified reporting and evaluation requirements in line with proposed changes to the LGA and implementation of Risk Management and Internal Audit Framework for Local Councils in NSW. Terminology updated to reflect that used in Internal Audit Framework. Amended review period to once every two years to coincide with Internal Audit Framework requirement to support alignment with model by Dec 22 Amended review of Committee and review of Internal Auditor to once every two years from annually. Alignment with provisions of new framework to identify transitioning arrangements and timelines for components not yet implemented.
Version 5	23/12/2021	Amended Councillor representatives following Council election, swearing in of candidates and nominations to committees. Amended back to ARIC Terms of Reference from Charter and replicating headings to enable easier referencing for future updates and compliance with minimum requirements. Internal Audit Charter to be updated as separate document. As requirements as part of new Guidelines. Aligned Schedule of Responsibilities and annual meeting plan. Included resignation/termination dates of members in Section 14.1 & 14.2.

Attachment A: Schedule of Responsibilities for the 'Audit Risk and Improvement Committee' (The Committee)

(a) Compliance:

1. Review the effectiveness of the Council's system for monitoring its compliance with legislation; regulations and policies by obtaining regular updates (at each meeting) from Management on compliance or non-compliance matters, including the results of Management's investigation and follow up (including disciplinary action) of any instances of non-compliance.

(b) Risk Management:

- 1. Ensure that the Council has a robust Risk Management Plan in place this Plan to be reviewed annually by the Committee
- 2. Review the Council's risk profile to ensure that its strategic and operational risks are dealt with appropriately (twice per year)
- 3. Monitor the progress of any major law suits that the Council is dealing with (at each meeting)
- 4. Ensure that the Council has current 'Work Health and Safety' (WH &S) Plans in place Management to provide half yearly statistical reports to the Committee regarding WH&S matters
- 5. Ensure that the Council has appropriate Business Continuity and ICT Disaster Recovery Plans in place (including a robust testing regime of these plans) Management to provide a status update at least annually
- 6. Regularly monitor (at least annually) the Council's Insurance coverage (exposure) and premiums
- 7. Ensure that the Council has up to date sound and effective risk management practices in place for Major Projects that provides a reporting status update and frequency according to the level of risk.

(c) Fraud Control:

- 1. Ensure that the Council has a Fraud Control Framework and Policy in place. These documents are to be reviewed by the Committee regularly (at least bi-annually)
- 2. Management to report to the Committee regarding any instances of suspected fraud (as required)
- 3. Assess whether Management has appropriate controls in place to identify transactions that may carry more than acceptable level of fraud risk these controls would generally form part of the 'rolling' internal audit program (refer (i)

(d) Financial Management:

Financial (Management) Reporting (e.g. Council's Quarterly Financial Report):

1. Review on a regular basis (at each meeting) the Council's Financial Management Reports to ensure that the Council is operating within its budget framework and in a financially sustainable manner

Annual and Long Term Budget

2. Refer (f)

Annual Financial Report:

3. Annually review the External Auditor's (Audit Office of NSW) proposed audit scope and approach

- 4. Annually review significant accounting legislative changes; regulatory and or professional pronouncements and any relevant policies to ensure the Council's Financial Reports (Annual and Management) reflect any such changes
- 5. Annually review, with Management and the External Auditors, the results of the annual audit, including any recommendations made and difficulties encountered
- 6. Recommend to the Council the adoption of the annual Financial Report and provide any relevant additional information to the Council that may be required to ensure that the Council has an understanding of any of the financial (or other) implications incorporated in the Report
- 7. Regularly monitor (at each meeting) the implementation of any recommendations made by the External Auditor

(e) Governance (of the Committee):

- 1. Facilitate Committee members term in accordance with the Terms of Reference (Term of Council) 3–5-year term maximum 5 years for the Chair. Renew as required (Note: Chairs term to be renewed in 2022 discuss implications of new legislation regarding this).
- 2. Facilitate councillor representative term in accordance with Terms of Reference (to coincide with Mayoral election).
- 3. Agenda to be circulated at least one week before the meeting. Minutes to be approved by the Chair and circulated within 3 weeks of meeting.
- 4. The Minutes of each Committee meeting are to be formally provided to the Council for adoption
- 5. Committee Terms of Reference adopted within 6 months of a new Council being elected (Next review scheduled following December 2021 election for adoption no later than 30/6/2022. Amendments to take into account new legislation).
- 6. Review and approve the Committee's 'Schedule of Responsibilities' annually and submit to council for adoption with Terms of Reference within 6 months of a new council being elected or when significant changes are proposed.
- 7. Review the proposed Committee Annual Meeting Plan (work plan) annually and ensure minimum number of meetings held. Amendments to take into account new legislation.
- 8. Review proposed changes to Audit and Risk Management framework and resulting from new legislation and identify any actions to be implemented from this.
- 9. Annually at the first committee meeting after the 30th June review the performance of the Internal Auditor and internal audit function.
- 10. Perform a biennial self-assessment of its own performance.
- 11. The Committee should meet privately, without Management, as required, with the External and Internal Auditors. The Chair of the Committee to provide any relevant feedback, to the General Manager, regarding any issues discussed at these Meetings.
- 12. Independent Committee members complete Annual Disclosures return for each new financial year.
- 13. The Chair of the Committee to prepare an annual report to the Council of the Committee's activities.

(f) Implementation of the Strategic Plan; Delivery Program and Strategies:

 Management to provide the Committee with the Council's annual Budget; Long term Financial Plan; Strategic Plan and any other relevant Plans and Strategies so that the Committee is assured that the Council is operating in a financially sustainable manner and that the Council has the resources; capacity and capability to undertake its Plans and Programs that are included in these documents.

(g) Service Reviews:

1. Management to advise the Committee when service reviews are being undertaken including the short; medium and long term implications of such service reviews (as required).

(h) Collection of Performance Measurement data by the Council:

- 1. Management to provide the Committee with the results of any Performance Measurement data collected by the Council and advise of the implications for the Council of such data (as required).
- (i) <u>Internal Audit:</u>
- 1. Review and approve the strategic internal audit plan annually to ensure it addresses the Council's material strategic and operational risks
- 2. Review and approve the annual internal audit work program annually
- 3. Endorse the audit scopes of the proposed internal audit projects (at each meeting or when required)
- 4. Monitor (at each meeting) the implementation of the recommendations that are contained in the internal audit reports
- 5. Review credit card expenditure and the gifts and benefits register annually
- 6. Review the gifts and benefits register annually.

(j) Information Technology

1. Ensure that the Council has adequate Information Technology and Communications Systems (ITC Systems) to meet the needs of the Community and the services that Council provides. Management to provide regular updates of the Council's ITC Systems and advise of any potential risk areas (at least annually)

(k) Other Matters

- 1. The Committee is to ensure that the Council has robust Policies and Procedures in place covering such matters as:
 - Councillors and Staff 'Code of conduct'
 - Procurement
 - Asset management
 - Investments
 - Credit cards
 - Accounts receivable and payable
 - Public Interest Disclosures
 - Pecuniary Interests
 - Section 355 Committees
 - Use of IT resources and Social Media
 - Complaints Management
 - Fraud and Corruption

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Audit Risk and Improvement Committee Annual Work Plan – 2022

No	Activity	01-Apr-22	03-Jun-22	05-Aug- 22	14-Oct-22	09-Dec- 22
	(Committee to meet at least 3 times per year with one of the meetings to be for review and endorsement of annual audited financial statements).					
Α	Compliance					
1	Obtain updates from Management on compliance or non-compliance matters, including the results of Management's investigation and follow up (including disciplinary action) of any instances of non-compliance (As required)	x	X	Х	X	Х
В	Risk Management		, 		1 1	
1	Review Risk Management Plan and Risk Profile annually.	X	X			
2	Review Council's risk profile to ensure that its strategic and operational risks are dealt with appropriately (twice per year).		X			Х
3	Monitor the progress of any major law suits that the Council is dealing with (at each meeting).	X	X	Х	X	Х
4	Management to provide half yearly statistical reports to the Committee regarding WH&S matters.	X		Х		
5	Management to provide a status update of Business Continuity and ICT Disaster planning at least annually inclusive of testing.	x				Х
6	Monitor the Council's Insurance coverage (exposure) and premiums annually.			Х		Х
7	Ensure that the Council has up to date sound and effective risk management practices in place for Major Projects that provides a reporting status update frequency according to the level of risk.			Х		

No	Activity	01-Apr-22	03-Jun-22	05-Aug- 22	14-Oct-22	09-Dec- 22
С	Fraud Control					
1	Ensure that the Council has a Fraud Control Framework and Policy in place and these are reviewed by the Committee regularly (at least bi-annually).		X			
2	Management to report to the Committee regarding any instances of suspected fraud (as required).	X	x	Х	X	х
3	Assess whether Management has appropriate controls in place to identify transactions that may carry more than acceptable level of fraud risk - these controls would generally form part of the 'rolling' internal audit program (refer (i)	X	X	X	X	Х
D	Financial Management				· · · ·	
1	Review (at each meeting) the Council's Financial Management Reports to ensure that the Council is operating within its budget framework and in a financially sustainable manner.	X	x	Х	X	Х
2	Review annual Budget and Long Term Financial Plan in accordance with IP&R (refer F2)					
3	Annually review the External Auditor's (Audit Office of NSW) proposed audit scope and approach in either March or June each year.	X	X			
4	Annually review significant accounting legislative changes; regulatory and or professional pronouncements and any relevant policies to ensure the Council's Financial Reports (Annual and Management) reflect any such changes.	X	X			
5	Annually review, with Management and the External Auditors, results of annual audit, including any recommendations made and difficulties encountered.				X	
6	Recommend to the Council the adoption of the annual Financial Report and provide any relevant additional information to the Council that may be required to ensure that the Council has an understanding of any of the financial (or other) implications incorporated in the Report.				X	
7	Regularly monitor the implementation of any recommendations made by the External Auditor.	x	x	Х	X	Х
Ε	Governance (of the Committee)			1		

No	Activity	01-Apr-22	03-Jun-22	05-Aug- 22	14-Oct-22	09-Dec- 22
1	Facilitate Committee members term in accordance with the Charter (Term of Council - 3-5 year term - maximum 5 years for Chair - Renew as required - Chairs term to be renewed in 2022) Discuss implications of new legislation regarding this.					
2	Facilitate Councillor representative term in accordance with Charter (to coincide with Mayoral election).					
3	Agenda to be circulated at least one week before the meeting. Minutes to be approved by the Chair and circulated within 3 weeks of meeting.	X	х	Х	X	х
4	The Minutes of each Committee meeting are to be formally provided to the Council for adoption.	Х	Х	Х	X	Х
5	Committee ToR adopted within 6 months of a new Council being elected (Next review scheduled following December 2021 election for adoption no later than 30/6/2022. Amendments to take into account new legislation.	X				
6	Review and approve Committee's 'Schedule of Responsibilities' (in ToR annually. Amendments to take into account new legislation.	x				
7	Review the proposed Committee Annual Meeting Plan (work plan) annually and ensure minimum number of meetings held. Amendments to take into account new legislation.	X				
8	Review proposed changes to Audit and Risk Management framework and resulting from new legislation and identify any actions to be implemented from this.	x	x			
9	Annual Attestation Certificate (pending any changes to framework) Required by 2024					
10	Strategic external review of the effectiveness of the committee and internal audit function pending changes to new framework required by 2024					
11	Annually at the first committee meeting after the 30th June review the performance of the Internal Auditor and internal audit function.			Х		
12	Perform a biennial self-assessment of its own performance.		Х			

No	Activity	01-Apr-22	03-Jun-22	05-Aug- 22	14-Oct-22	09-Dec- 22
13	The Committee should meet privately, without Management, as required, with the External and Internal Auditors. The Chair of the Committee to provide any relevant feedback, to the General Manager, regarding any issues discussed at these Meetings.				X	
14	Independent Committee members complete Annual Disclosures return for each new financial year.		Х			
15	The Chair of the Committee to prepare an annual report to the Council of the Committee's activities.	X				
F	Implementation of the Strategic Plan, Delivery Program and Strategies					
1	Management provide Committee with the Council's annual Budget; Long term Financial Plan; Strategic Plan and any other relevant Plans and Strategies so that the Committee is assured that the Council is operating in a financially sustainable manner and that the Council has the resources; capacity and capability to undertake its Plans and Programs documented.	X	X			
G	Service Reviews					
1	Management to advise the Committee when service reviews are being undertaken including the short; medium and long term implications of such service reviews (as required).	X				
Н	Collection of Performance Measurement data by the Council					
1	Management to provide the Committee with the results of any Performance Measurement data collected by the Council and advise of the implications for the Council of such data (as required).					
1	Internal Audit				· · · · · · · · · · · · · · · · · · ·	
1	Review and approve the strategic internal audit plan at least annually to ensure it addresses the Council's material strategic and operational risks.			х		
2	Review and approve the annual internal audit work program annually.			Х		
3	Endorse the audit scopes of the proposed internal audit projects (at each meeting or when required).	X	Х	Х		Х

No	Activity	01-Apr-22	03-Jun-22	05-Aug- 22	14-Oct-22	09-Dec- 22
4	Monitor the implementation of the recommendations that are contained in the internal audit reports.	X	X	Х		х
5	Review credit card expenditure annually.	Х				Х
6	Review the gifts and benefits register annually.					Х
J	Information Technology				i i	
1	Management to provide regular updates of the Council's ICT Systems and advise of any potential risk areas (at least annually). This should include updates on the ICT Disaster Recovery Plan.					Х
К	Other Matters					
	The Committee is to ensure that the Council has robust Policies and Procedures in place and discuss timelines for review of such policies as:					
1	Councillors and Staff 'Code of conduct'			Х		
2	Procurement					Х
3	Asset management					Х
4	Investments			Х		
Г	Credit cards	Х				
5						
6	Public Interest Disclosures					Х
			X			X
	Public Interest Disclosures		X X			Χ

Federation Council Ordinary Council Meeting 28 June 2022

8.6. Minutes Audit Risk and Improvement Committee 10 December 2021 and 1 April 2022

Author: Heidi Neumeister, Governance Officer

Summary

Councils Audit Risk and Improvement Committee (ARIC) met on 1 April 2022 and 10 June 2022 to discuss and review improvement actions and financial aspects of Councils operations.

At these meetings the draft minutes from 10 December 2021 and 1 April 2022 were endorsed as being a true and correct copy and are ready to be finalised.

Recommendation

- 1. THAT Council receive and note the Minutes of the Audit Risk and Improvement Committee Meetings held on 10 December 2021 and 1 April 2022 as being final; and
- THAT the Minutes of the Audit Risk and Improvement Committee Meeting held on 10 December 2021 and 1 April 2022 are uploaded to the Council's website in accordance with Schedule 1 Government Information (Public Access) Regulation 2018.

Background

In 2016, the NSW Government proposed changes under the Local Government Act 1993 to require each council to establish an Audit, Risk and Improvement Committee. The Committee would keep under review key aspects of the council's operations including compliance, risk management, fraud control, financial management, governance, implementation of the strategic plan, delivery program and strategies, service reviews, collection of performance measurement data and any other matters as prescribed by the regulations.

The requirement to have an established Audit Risk and Improvement Committee was expected to take effect from March 2021 (within 6 months of the ordinary elections) with a further 8 core requirements to be rolled out once prescribed by 2026.

Federation Council's Audit Risk and Improvement Committee has been operational since September 2017. The Committee is currently appointed for the term of Council. The Audit, Risk and Improvement Committee operates according to a Committee Terms of Reference reviewed at least every two years.

The Committee meets 5 times per year with one of the meetings dedicated to financial reporting. The Director Corporate and Community is the Chief Audit Executive.

Community Engagement

N/A

Federation Council Ordinary Council Meeting 28 June 2022

Attachments

- 1. Minutes ARIC Meeting 10 December 2021 Endorsed (21/60437)
- 2. Minutes ARIC Meeting 1 April 2022 Endorsed (22/15359)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Delivery Program 4 year plan: 5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisations.

Operational Plan Action 2021-2022: 5.6.11 Provide Risk and Compliance Services.

Financial Implications

Payments to Independent Committee members as budgeted. No change to existing budget required.

Financial Sustainability

N/A

Risk Implications

There is a risk of non-compliance with the Guidelines under section 23A of the Local Government Act 1993 if Council fails to appropriately manage its Internal Audit functions.

There is a risk of overcommitting to improvement actions without additional resources to implement changes. This needs to be managed effectively through the internal audit plan which is currently under review for the next 3 year period.

Legal Implications

There is a risk of non-compliance with the Guidelines under section 23A of the *Local Government Act 1993* if Council fails to appropriately manage its Internal Audit functions.

Without implementation: High With implementation: Low

Options N/A



Minutes

Audit Risk and Improvement Committee

10 December 2021 at 10.00am

WELCOME, ACKNOWLEDGEMENT OF COUNTRY - 10.00am

Present:

Members: Linda MacRae (Independent external member and Chairperson), Peter McLean (Independent external committee member).

Attendee (non-voting): Jo Shannon (Head of Internal Audit and Director Corporate and Community Services).

Invited Participants: Carolyn Rosetta-Walsh (Adams Kenneally White), Susan Appleyard (Director Development and Environmental Services), Heidi Neumeister (Governance Officer), Shane Norman (Finance Manager),

Apology: Councillor Representative (pending Council elections), Steve Carmichael (Director Engineering Services Fiona Goodman (Risk Management Coordinator), Adrian Butler (General Manager), Sean Pye (External Auditor - Crowe).

Purpose: As per Committee Terms of Reference 17/13884

Note: The order of items are recorded in the order in which they were presented at the meeting.

ITEM 1. GOVERNANCE – 10.01am

1.1 Apologies – 10.01am

To receive any apologies from attendees.

RESOLUTION:

1. THAT any apologies be accepted and noted.

CARRIED

1.2 Disclosures of Interest – 10.01am

To receive disclosures of any conflicts of interest with items on the agenda from attendees.

RESOLUTION:

1. THAT any disclosures be noted.

CARRIED

1.3 Endorse Minutes of previous meeting – 10.02am

The Minutes of the meeting held on 15 October 2021 were submitted for the Committee to endorse as being a true and correct copy.

Draft minutes of the meeting were noted at the Ordinary meeting of Council on 15 November 2021.

RESOLUTION:

1. THAT the Minutes of the Audit Risk and Improvement Committee meeting held on 15 October 2021 be received and noted as a true and correct copy subject to the correction of a minor grammatical change on page 15.

CARRIED

1.4 Audit Risk and Improvement Committee Meeting actions report

The Audit Risk and Improvement Committee meetings identify improvement actions to be undertaken.

At the last ARIC meeting it was determined that

- all actions be reviewed and
- assessed for current relevance,
- removed from the list if unable to be achieved, with reasons noted and acceptance of risk
- revised target dates be included in the report for the next meeting in December.

This revised audit actions report has been reviewed with these considerations in mind.

RESOLUTION:

1. THAT the Committee note the Actions report for November 2021.

CARRIED

1.5 Review of Committee Work Plan – 10.05am

The Committee charter requires that the Committee review its workplan annually.

The workplan is also a requirement of the proposed new Risk Management and Internal Audit framework, which when fully operational will require:

- 1. A strategic plan to be developed every four years to ensure that all the matters listed in section 428A of the Local Government Act are reviewed by the Committee and internal audit function over each council term.
- 2. An annual workplan to guide its work over the forward year.

The Committee discussed the revised workplan and the proposed amendments to legislation and guidelines which have been considered in the revised workplan.

RESOLUTION:

- 1. THAT the Committee note the revised annual work plan and review as needed to ensure any changes with the new legislation and guidelines are accurately reflected.
- 2. That the status of Council's Disaster Recovery and Business Continuity Plans be provided at the next meeting.

CARRIED

1.6 Review of Schedule of Responsibilities – 10.08am

The Committee Charter requires that the Schedule of Responsibilities is reviewed at least once annually and this is also reviewed as part of the Committee Charter which is scheduled for review in early 2022 following the new Council being elected.

The Committee discussed the requirement to ensure any amendments to the Schedule of Responsibilities take into account any changes in accordance with the new legislation and guidelines.

RESOLUTION:

- 1. THAT the Committee note the changes to the Schedule of Responsibilities and update this as required in accordance with any changes to the legislation and guidelines.
- 2. THAT the Committee schedule the review to coincide with the review of the Committee Charter.

CARRIED

1.7 Renewal of Chair's term – 10.10am

The Committee discussed the requirement to facilitate a renewal of the independent member's term in accordance with the Charter. Both independent members were appointed in August 2017 for a period of three years. This was extended by agreement with both parties until March 2022.

The current ARIC Charter enables the independent members to be appointed for a term of council after which they will be eligible for extension or re-appointment following a formal review of their performance and public EOI process.

Under the proposed new guidelines Councils will have until 2027 to ensure ARIC membership complies with the guidelines. This allows councils to transition into the new membership requirements as and when membership of existing ARICs expire.

RESOLUTION:

1. THAT the Committee note the report and refer back to management for an amended timeline.

CARRIED

ITEM 2. ANNUAL FINANCIAL STATEMENTS – 10.20am

2.1 Annual Financial Statements for the year ending 30 June 2021 – 10.20am

Annual financial statements for the year ending 30 June 2021 were considered by the Committee at its last meeting and presented to Council for endorsement and authority to sign at its meeting on 19 October 2021. A clear audit opinion was issued on 31 October 2021.

Brad Bohun, from Crowe Albury, presented the Report on the Conduct of the Audit at the Council meeting on 16 November 2021.

The financial statements were included in the Annual Report which was uploaded to Council's website by the 30 November deadline.

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

Federation Council – Meeting Minutes Audit Risk and Improvement Committee – 10 December 2021 Record No: 21/60437

Page 3

ITEM 3. FINANCIAL MANAGEMENT – 10.24am

3.1 Quarterly Budget Review Statement – 10.24am

A Quarterly Budget Review Statement was presented for Council consideration at its meeting on 16 November 2021. The report is also provided to the Audit Committee for consideration.

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

3.2 Capital Expenditure Review – 10.32am

NSW Government requires Councils to undertake a comprehensive review process when committing to major infrastructure projects.

A Capital Expenditure Review for the Corowa Saleyards upgrade was prepared and submitted to Council in April 2021. The Office of Local Government (OLG) was notified in accordance with the Capital Expenditure Guidelines issued pursuant to section 23A of the *Local Government Act 1993*.

OLG have formally responded and a response has been prepared from Council.

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

General reports

ITEM 4. REPORTING - INTERNAL AUDIT – 10.42am

4.1 Internal Audit reports actions update – 10.42am

The outstanding internal audit actions report provides oversight of the internal audits conducted and the progress in addressing any agreed recommendations and improvement actions. The Committee discussed the items that had not been able to be progressed due to a range of factors. It was determined that management was to bring forward a plan to address the outstanding actions at the next meeting.

The report on outstanding Internal Audit actions and a plan to address outstanding actions was provided to the Committee to review and endorse subject to any changes.

RESOLUTION:

1. THAT the Committee note the report and request that a report be provided to the Committee on the status of the fraud control policy at the next meeting.

CARRIED

4.2 Rolling 3 year forward plan – 10.50am

The status of the 3 year forward plan was discussed with the impacts of COVID-19 and local government elections on 4 December 2021 inclusive of preparations for the outgoing Council as well as the new incoming Council.

RESOLUTION:

1. THAT the Committee note the report and request that management develop a 3 year plan in conjunction with the internal auditors and submit their draft plan to the Committee Members for consideration prior (out of session) to the next meeting.

CARRIED

4.3 Gifts and Benefits Register – 10.58am

The Gifts and Benefits register is to be reviewed annually as per the Committee Work Plan and ensures oversight of the Council's processes for managing Gifts and Benefits received in accordance with the Code of Conduct.

The Committee received an update on the awareness activities undertaken at the recent Leadership Group meeting on 1 December 2021 and they were provided with a copy of the Gifts and Benefits register.

RESOLUTION:

1. THAT the Committee note the report on the Gifts and Benefits Register.

CARRIED

4.4 Credit Card expenditure- 10.59am

The Committee is required to review credit card expenditure and assurance that Council's credit card management is being conducted in accordance with the NSW Audit Office's report Credit card management in Local Government issued in September 2020.

Council's Credit Card policy is reviewed biennially and the register is reviewed annually. Both were provided for the Committee and were reviewed in relation to the New South Wales Auditor-General report into credit card management in local government in September 2020.

Guidelines on the use and management of credit cards were issued in September 2021 under section 23a of the *Local Government Act 1993*. A review of the new guidelines against the existing policy and procedures is currently being undertaken. A report will be provided to ARIC in early 2022.

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

4.5 IA Progress Report and Recent Reports and Publications of Interest – 11.15am

The Committee discussed some publications and items of interest from Adams Kenneally White including:

- 1. The IIA response to the NSW OLG Risk & Internal audit guidelines framework
- 2. The OLG summary of complaints for 2020-2021

RESOLUTION:

Federation Council – Meeting Minutes Audit Risk and Improvement Committee – 10 December 2021 Record No: 21/60437 1. THAT the Committee note the publications for discussion and relevance in the context of Federation Council.

CARRIED

ITEM 5. CONFIDENTIAL REPORTS – 11.18am

5.1 Update on service reviews – 11.18am

There was no further update on this item.

5.2 Update on legal matters – 11.20am

An update was provided on legal matters pertaining to the DA 2020/162 - Redlands and Cemetery Roads Corowa - Residential Subdivision.

RESOLUTION:

1. THAT the Committee note the update on legal matters as presented by the Director Development and Environmental Services.

CARRIED

5.3 Update on any incidents related to fraud – 11.23am

There were no incidents related to fraud to report. An update was provided on a recent Corruption Prevention forum facilitated by ICAC and the key learnings for agencies. A copy of the presentations were provided for the Committees information.

RESOLUTION:

1. THAT the Committee note the report and attachments.

CARRIED

5.4 WHS Incident reporting Nov 2021 – 11.26am

The Committee received an update on WHS incidents.

RESOLUTION:

- 1. THAT the Committee note the updated WHS incident report and request that further detail to be provided at the next meeting regarding the vehicle, plant and other incidents.
- 2. THAT the Committee's appreciation be forwarded to the Risk Management Coordinator for the work carried out and the improvements made to the preparation of the Incident Reports.

CARRIED

5.5 New Risk Management and Internal Audit framework – 11.30am

The 'Final Draft' Guidelines for Risk Management and Internal Audit for Local Councils in NSW was issued by the Office of Local Government (OLG) and required submissions by 26 November 2021.

Council's final submission was provided to OLG by the due date of 26 November 2021.

RESOLUTION:

- 1. THAT the Committee note the final submission sent to OLG.
- 2. THAT the Committee note the guidance material received.

CARRIED

5.6 Review of Council policies – 11.33am

The Annual Meeting Plan included provision for the Committee to ensure that the Council has robust policies and procedures in place.

There were no policies scheduled for review for December.

The Committee were advised that the Public Interest Disclosures Policy is now under review pending the outcome of the local government election and the election of the mayor.

The policy requires the Mayor to be a contact reporting a PID about the GM and with the election due on 4 December, this will not be able to be updated until after the 23 December when the Mayor is elected. This will delay the adoption by Council until February as there is no January Council meeting due to the Councillor induction taking place.

Proposed changes to the Public Interest Disclosure legislation were also highlighted.

RESOLUTION:

1. THAT the Committee note the status of Council's relevant policies and procedures and note that the Committee has requested receipt of the revised Fraud and Investment policies in the first half of the calendar year 2022.

CARRIED

ITEM 6. GENERAL BUSINESS – 11.35am

6.4 General Business

The Committee was advised of the current status of the NSW Local Government election results.

Independent Committee Member, Mr Peter McLean advised that he may be elected a Councillor for a NSW Council and that he would seek advice regarding his eligibility to continue his role on the Federation Council ARIC if his election was successful.

ITEM 7. NEXT MEETING – 11.38am

7.1 Next Meeting

Tentative Friday 18th March 2022

Meeting closed at 11.40am



Minutes

Audit Risk and Improvement Committee

1 April 2022 at 10.00am

WELCOME, ACKNOWLEDGEMENT OF COUNTRY - 10.00am

Present:

Members: Linda MacRae (Independent external member and Chairperson), Peter McLean (Independent external committee member) – via online.

Attendee (non-voting): Adrian Butler- via online, (General Manager), Jo Shannon (Head of Internal Audit and Director Corporate and Community Services).

Invited Participants: Carolyn Rosetta-Walsh (Adams Kenneally White), - via online Susan Appleyard (Director Development and Environmental Services) via online, Shane Norman (Finance Manager), Sean Pye (External Auditor – Crowe

Apology: Heidi Neumeister (Governance Officer), Steve Carmichael (Director Engineering Services),

Purpose: As per Committee Terms of Reference 17/13884

Note: The order of items are recorded in the order in which they were presented at the meeting.

ITEM 1. GOVERNANCE – 10.01am

1.1 Apologies – 10.01am

To receive any apologies from attendees.

RESOLUTION:

1. THAT any apologies be accepted and noted.

CARRIED

1.2 Disclosures of Interest – 10.01am

There were no disclosures of any conflicts of interest with items on the agenda from attendees.

RESOLUTION:

1. THAT any disclosures be noted.

CARRIED

1.3 Endorse Minutes of previous meeting – 10.03am

The Minutes of the meeting held on 10 December 2021 were submitted for the Committee to endorse as being a true and correct copy.

Draft minutes of the meeting were noted at the Ordinary meeting of Council on 15 February 2022.

RESOLUTION:

1. THAT the Minutes of the Audit Risk and Improvement Committee meeting held on 10 December 2021 be received and noted as a true and correct copy.

CARRIED

1.4 Audit Risk and Improvement Committee Meeting actions report

The Audit Risk and Improvement Committee meetings identify improvement actions to be undertaken.

At the last ARIC meeting it was determined that

- all actions be reviewed and
- assessed for current relevance,
- removed from the list if unable to be achieved, with reasons noted and acceptance of risk
- revised target dates be included in the report for the next meeting in December.

This revised audit actions report has been reviewed with these considerations in mind.

RESOLUTION:

1. THAT the Committee note the Actions report for March 2022.

CARRIED

1.5 Committee Annual Meeting Plan – 10.05am

An Audit Risk and Improvement Committee annual meeting plan (work plan) was prepared for comment and approved at its December ARIC meeting. The annual meeting plan identifies the key activities required to be carried out by the committee and schedules these across each of its meetings throughout the year. The activities form the basis of each agenda and serve to ensure critical functions are not missed and the committee is meeting the compliance requirements as prescribed in its Terms of Reference.

The Committee discussed the risk activity in the Annual Meeting Plan and Council's role with providing oversight of the organisation's risk profile, including being informed of changing risks to the organisation.

RESOLUTION:

1. THAT the Committee note the final Annual Meeting Plan.

CARRIED

ITEM 2. FINANCIAL MANAGEMENT – 10.08am

2.1 Annual Financial Statements for year end 30 June 2022 – 10.08am

2.1.1 External Audit Annual Engagement Plan – 10.08am

The NSW Audit Office Annual Engagement Plan for 2021/22 was provided to the Committee for review.

RESOLUTION:

1. THAT the Committee note the NSW Audit Office Annual Engagement Plan for 2021/22.

CARRIED

2.1.2 Status of External Audit Recommendations – 10.28am

Council is required to regularly monitor the implementation of any recommendations made by the External Auditor. These reports are generally included as part of the Audit Actions report and shown as a separate table.

The report was provided for the Committee for review.

The Committee noted that the report also include progress on recommendations from internal audits that had been conducted.

Committee members were provided with a brief update on recent events with Camden Council, whereby a volunteer was fatally injured whilst undertaking an activity that was ultimately found to be within the scope of Council's WHS responsibility. Given the significant risk to Council associated with volunteer activity, Camden Council had made a prompt decision to cease delegating functions to S355 Committees. The Committee and attendees discussed the risks to Federation Council and the need to undertake improvement in this area.

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

2.1.3 Report on Accounting Legislative Changes - 10.33am

The Committee is required to annually review significant accounting legislative changes; regulatory and or professional pronouncements and any relevant policies to ensure the Council's Financial Reports (Annual and Management) reflect any such changes.

The Committee was provided with a copy of the NSW Audit Office report *Financial reporting issues and developments Local Government December 2021* which outlined a summary of changes.

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

2.2 Management financial reporting – 10.38am

2.2.1 Financial Performance Report -10.38am

A monthly Financial Performance Report for 31 January 2022 was considered by the Council at its Meeting on 15 February 2022. This report was provided to the Audit Committee for information and noting.

RESOLUTION:

1. THAT the Committee note the Financial Performance Report at 31 January 2022.

CARRIED

2.2.2 Quarterly Budget Review Statement – 10.48am

Summary

Federation Council – Meeting Minutes Audit Risk and Improvement Committee – 1 April 2022 Record No: 22/15359 A Quarterly Budget Review Statement at 31 December 2021 was adopted by Council at its meeting on 15 February 2022. The report was provided to the Audit Committee for consideration.

RECOMMENDED:

1. THAT the Committee note the report.

CARRIED

ITEM 3. GENERAL REPORTS – 10.51am

3.1 Chair's Annual Report – 10.51am

The Terms of Reference require that the Chair of the Committee will prepare an annual performance report to the Council of the Committee's activities. A copy of the report was provided for the Committee.

RESOLUTION:

- 1. THAT the Committee notes the Chair's annual report on the Committee's performance and activities throughout the year.
- 2. THAT the Chair's annual report be submitted to Council.

CARRIED

3.2 Committee Terms of Reference and Schedule of Responsibilities – 10.56am

NSW Councils must adopt the Audit Risk and Improvement Committee Terms of Reference within 6 months of a new Council being elected. Amendments were made to the revised Terms of Reference to take into account the new legislation.

The revised Terms of Reference and Schedule of Responsibilities were included for Committee to endorse prior to being presented to Council.

The requested the following changes be made to the Terms of Reference:

Section 3 – add "external and" to precede internal audit in paragraph 2

Section 6 - remove paragraph 2 as it does not yet take effect

Section 6.1 – replace backup with alternate

Section 6.3 – add internal auditors to list of invitees, remove text re current committee members, relocate remaining text to Section 6.1

Section 10 – remove "and opinions" from paragraph 2, remove paragraphs 3, 4 and 7 as it does not yet take effect, add requirement for annual report from Chair

Section 11.1 – add internal auditors to list of invitees

Section 12.4 – remove as does not yet take effect

Section 12.5 – remove as does not yet take effect

Attachment A (e) – remove 9 & 10 as does not yet take effect

Attachment A (i) - adjust alignment

RESOLUTION:

1. THAT the Committee notes the revised Terms of Reference and Schedule of Responsibilities with proposed amendments

CARRIED

3.3 Renewal of Chairs Term and Independent Member review – 11.01am

At its December ARIC meeting, the Committee discussed the requirement to facilitate a renewal of the independent member's term in accordance with the Terms of Reference. The Committee referred back to management for an amended timeline to ensure that overlap between Committee members occurs to maintain continuity of knowledge and strategic oversight.

Under the proposed new Risk Management guidelines Councils will have until 2027 to ensure ARIC membership complies with the guidelines. This allows councils to transition into the new membership requirements as and when membership of existing ARICs expire.

Management has reviewed the existing timeline and now proposes to extend the independent members' term where independence and eligibility requirements are able to be met and members are in agreeance. The Committee were provided with proposed amended timelines.

RESOLUTION:

- 1. THAT the Committee endorse the revised timeline and any extension to the existing independent member terms.
- 2. THAT a review of the independent members be conducted.

CARRIED

3.4 Proposed changes to Audit Risk and Improvement – 11.04am

In 2016, the NSW Government made it a requirement under the Local Government Act 1993 ('Local Government Act') that each council have an Audit, Risk and Improvement Committee.

The Office of Local Government has developed a draft internal audit and risk management framework to support and inform the operations of ARICs. The new framework will be governed by regulations and *Guidelines for risk management and internal audit for local councils in NSW*. These will prescribe the minimum standards for each council's audit, risk and improvement committee, risk management framework and internal audit function.

The Committee has agreed to review any amendments or proclamation of any components of the draft guidelines, to enable us to identify any actions to be implemented from this.

There were no new elements that have been implemented.

RESOLUTION:

1. THAT the Committee note the report on the Risk Management Internal Audit Framework.

CARRIED

3.5 Integrated Planning and Reporting update- 11.06am

Council is reviewing its key strategic planning documents as required every four years following an ordinary election of Councillors. The Council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new CSP, as appropriate to ensure that the area has a CSP covering at least the next 10 years.

The suite of documents under review includes the

- Community Strategic Plan
- Four Year Delivery Program

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Page 5

- Operational Plan
- Resourcing Strategy inclusive of the following:
 - o Long Term Financial Plan
 - Workforce Management Plan and
 - o Asset Management Plan

Feedback from the community in relation to the key priorities and strategies previously identified with the development of these documents has been obtained via a community survey which was open from 5 March 2022. Almost 70 submissions were received and have informed the update of the Community Strategic Plan and the development of the next Delivery Program.

Draft documents are being presented to Council at the 16 May ordinary meeting to enable 28 day exhibition and adoption of final documents by 30 June.

RESOLUTION:

1. THAT the Committee note the update.

CARRIED

ITEM 4. INTERNAL AUDIT – 11.08am

4.1 Report on Internal Audit Recommendations – 11.08am

The outstanding internal audit actions report provides oversight of the internal audits conducted and the progress in addressing any agreed recommendations and improvement actions.

The report on outstanding Internal Audit actions was provided for the Committee to review.

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

4.2 Strategic Internal Audit Plan and Annual Audit Work Program – 11.13am

At the last meeting in December, the committee was updated on the status of the 3 year Internal Audit Plan and Annual Work Program. The Chair requested that management develop a 3 year plan in conjunction with the internal auditors and submit their draft plan to the Committee Members for consideration prior (out of session) to the next meeting. This draft plan was emailed to committee members on 22 February seeking endorsement from the Committee members and to ensure our new Councillor Representative had an opportunity to review this.

Following feedback from the Committee the updated version was provided for the Committee.

RESOLUTION:

1. THAT the Committee endorses the proposed Strategic Internal Audit Plan including the Annual Audit Work Program.

CARRIED

4.3 Endorse Audit Scopes – 11.16am

The Committee Terms of Reference requires any new audit scopes to be endorsed by the committee at each meeting or when required.

Three audits were proposed for 2022:

- Fraud Control review
- Gap analysis against findings from the Central Coast Council reviews
- Project Management internal audit.

RESOLUTION:

- 1. THAT the Committee endorses:
 - a. the Fraud Control scope as proposed
 - b. The Gap Analysis Terms of Reference as proposed
 - c. The Project Management Terms of Reference as proposed following consideration of Manex feedback.

CARRIED

4.4 Recent Reports and Publications of Interest - 11.21am

The Committee was provided with a summary of recent reports and publications of interest which included the Report of Public Enquiry into Central Coast Council.

RESOLUTION:

1. THAT the Committee note the progress report and publications for discussion.

CARRIED

ITEM 5. CONFIDENTIAL REPORTS – 11.31am

5.1 Update on legal matters – 11.31am

An update was provided on current legal matters.

RESOLUTION:

1. THAT the Committee note the update on legal matters as presented by the General Manager and Director Corporate and Community Services.

CARRIED

5.2 WH&S Incident reporting – 11.33am

A report was provided to the December ARIC meeting. At this meeting it was requested that further detail be provided regarding the vehicle, plant and other incidents. This information was provided to the Committee.

RESOLUTION:

1. THAT the Committee note the report provided regarding the vehicle, plant and other incidents.

CARRIED

5.3 Update on Business Continuity and Disaster Recover Plans – 11.36am

A Federation Council Business Continuity Plan (BCP) was adopted by Council in March 2020.

Training and testing of the BCP was conducted in August 2020. A cybersecurity exercise was also conducted in August 2021 which included testing of the BCP and the DRP.

A review of the some components of the BCP was undertaken in 2021 to assist with keeping the plan current. A further review will be undertaken later in 2022.

In addition to the BCP, Council has a Disaster Recovery Plan. This was tested in December 2020, with the exercise identifying improvements to Council's disaster recovery plan. The plan was also tested as part of the August 2021 cyber security exercise.

RESOLUTION:

1. THAT the Committee note the status of the Business Continuity Plan and Disaster Recovery Plan.

CARRIED

5.4 Risk Management Update – 11.39am

An update was provided on the risk management framework and current status of the Risk Management Coordinator role.

RESOLUTION:

1. THAT the Committee note the status of the risk management framework and the changed status to the Risk Management Coordinator's position.

CARRIED

5.5 Update on compliance / non-compliance – 11.42am

The Committee was advised there were no issues of non-compliance to report.

RESOLUTION:

1. THAT the Committee note the status on areas of non-compliance.

CARRIED

5.6 Update on any incidents related to fraud – 11.45am

There were no incidents related to fraud to report. .

RESOLUTION:

1. THAT the Committee note the report.

CARRIED

5.7 Update on service reviews – 11.48am

An update on Service Reviews was provided to the Committee.

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RESOLUTION:

2. THAT the Committee note the report.

CARRIED

5.8 Review of Council policies – 11.51am

The Annual Meeting Plan included provision for the Committee to ensure that the Council has robust policies and procedures in place.

The Committee was provided with an update on the Credit card policy and the status of the Fraud control policy.

RESOLUTION:

1. THAT the Committee note the status of council's relevant policies and procedures as provided.

CARRIED

ITEM 6. GENERAL BUSINESS – 11.53am

6.4 General Business

There was no items of General Business.

ITEM 7. NEXT MEETING – 11.58am

7.1 Next Meeting

The Audit Office was provided with tentative dates for future ARIC meetings. The following dates have been provided.

RESOLUTION:

- 1. THAT the Committee confirm the following meeting schedule for 2022:
 - Friday 3 June
 - Friday 5 August
 - Friday 14 October
 - Friday 9 December

Next Meeting Friday 3rd June 2022

Meeting closed at 12.00pm

Federation Council Ordinary Council Meeting 28 June 2022

8.7. Corowa Medical Hub Request for Donation/Support

Author: Jo Shannon, Director Corporate & Community Services

Summary

In March 2022 Council agreed to proceed with advertising its intent to provide \$14,500 in financial assistance to the Corowa Medical Hub. The proposal has been advertised for 28 days and submissions received. This report is to provide Council with an update and a final recommendation.

Recommendation

- 1. THAT Council note the contents of the report;
- 2. THAT Council note the six submissions received; and
- 3. THAT Council not grant financial assistance to the Corowa Medical Hub pursuant to their request.

Background

In late 2021, Council received a request to provide financial assistance to the developer of the Corowa Medical Hub.

Subsequent to the developer submitting a Development Application (DA) to expand health services in the Federation Council area, the developer advised Council that it would need to change its plans significantly due to a range of factors that led to a delay in the approval of the DA for the project (DA 2021/7), and that the delay led to prospective tenants no longer being eligible and available to take up occupancy. As a consequence, the building design had to be reviewed with the size of the project being reduced.

As a result of the additional cost that a redesign imposed on the project, which included producing new consultants reports, the developer, on behalf of the entity, requested support from Council to assist in offsetting the additional costs of the new DA process. It is noted that there were also further amendments required to the application resulting in a third DA application for the expansion of health services in Corowa.

Council is able to provide financial assistance under S356 of the Local Government Act 1993, as follows:

356 Can a council financially assist others?

- (1) A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.
- (2) A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days' public notice of the council's proposal to pass the necessary resolution has been given.
- (3) However, public notice is not required if—
 - (a) the financial assistance is part of a specific program, and
 - (b) the program's details have been included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and

- (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
- (d) the program applies uniformly to all persons within the council's area or to a significant group of persons within the area.
- (4) Public notice is also not required if the financial assistance is part of a program of graffiti removal work.

As the entity is operating for private gain, 28 days public notice of any proposed financial assistance is required under S356(2) of the Local Government Act 1993.

Council last considered the matter at the March 2022 Council meeting, and agreed to proceed with advertising its intent to provide \$14,500 in financial assistance to the Corowa Medical Hub. The proposal has now been advertised for 28 days and six (6) submissions were received.

All submissions were against Council proceeding with the granting of financial assistance.

The options considered for responding to this request for financial assistance are:

- 1. To grant \$14,500 financial assistance to the Corowa Medical Hub to support costs associated with the preparation of the revised development application, funded through a smaller community grants program in 2021/22 (as proposed by Council and publicly exhibited).
- 2. To not grant financial assistance, and return the identified funds to the community grants program for the 2022/23 grant rounds.
- 3. To not grant financial assistance, and return the identified funds to Council's unrestricted cash.

Given Council's current financial position and consideration of the submissions that have been received, it is not recommended that Council proceed with the granting of financial assistance to the Corowa Medical Hub and that the funds be returned to unrestricted cash (option 3).

Community Engagement

Council has advertised the proposal thereby meeting the public exhibition requirement to grant financial assistance to a private entity.

Attachments

1. Public Submissions Re: Financial Assistance (22/21709)

Links to Councils Integrated Planning Framework

Community Strategic Plan 2018 – 2028 'Our Community Our Opportunity'

Theme: Social Federation

Outcome: Close-knit and welcoming communities where people come together and support each other.

Delivery Program 4 year plan: 4.2 Improve healthcare.

Operational Plan Action 2021-2022: 4.2.2 Advocate for health services that meet the needs of the community.

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Financial Implications

Funds had been identified from the community grants program to support the request. The final round of the 2021/22 grants program allocated \$15,788, leaving a balance of \$14,000 in the program. It was proposed to access these funds if Council wishes to proceed with providing financial assistance.

Financial Sustainability

The recommendation will have a neutral impact on Council's 2021-2031 Long Term Financial Plan - Financial Sustainability indicators.

Risk Implications

There are a number of risks associated with providing support for this request. The financial risk has been managed through accessing the community grants program.

The other risk is that of precedence setting for other key commercial projects which may have community benefit. Council is often looked at to support these projects in some way and with a likely other potential health service proposals, Council must be clear on the ramifications of support in this instance.

Legal Implications

To provide financial assistance in this instance Council is required to comply with the requirements of the Local Government Act. This requirement has been fulfilled through the advertising process.

Options

The options considered for responding to this request for financial assistance are:

- 1. To grant \$14,500 financial assistance to the Corowa Medical Hub to support costs associated with the preparation of the revised development application, funded through a smaller community grants program in 2021/22 (as proposed by Council and publicly exhibited).
- 2. To not grant financial assistance, and return the identified funds to the community grants program for the 2022/23 grant rounds.
- 3. To not grant financial assistance, and return the identified funds to Council's unrestricted cash.

Given Council's current financial position and consideration of the submissions that have been received, it is not recommended that Council proceed with the granting of financial assistance to the Corowa Medical Hub and that the funds be returned to unrestricted cash (option 3).

Request for Financial Assistance

Corowa Medical Hub

Submissions received

Advertised April 2022.

No	Record ref	Submission	Financial assistance support
1	22/15656	I totally disagree with this proposal as it's a FOR PROFIT BUSINESS and clearly states upon entry to the medical centre that IT IS NOT A BULK BILLING CENTRE I would much rather the money that is being asked for by the medical centre to go to local projects that aren't FOR PROFIT and that provide a community service same as the medical centre EG: The Corowa Hospital, Corowa Community Health, APEX, LIONS, ROTARY Thanks	Against
2	22/16696	I do not agree with giving money to a private enterprise That money can be better spent on other community projects since when do we have money to splash around. SO NO	Against
3	22/16915	How about they pay their fees just like everyone else? I just can't see the difference between this and other developments within the shire. The medical profession is very well payed and, by a large extent, by the taxpayer via Medicare so why should the taxpayer/ratepayer lose out on\$14500 of due fees? It's a no from me.	Against
4	22/17612	We firstly would like to point out that the request for financial assistance has come from the applicant for the Corowa Health Hub, not the Corowa Medical Centre, as advertised on Federation Council's exhibition page. This could be deceptive to anyone who has not been following the situation, as they may think it is for the existing Corowa Medical Centre. While no-one would dispute that any increase to local medical services is a good thing, the question at stake is whether Council has the financial resources to provide financial assistance to private for profit businesses. Every dollar spent by Council in this way means there is one less dollar that can be spent on core infrastructure for which there is a glaring need. While the reason offered in favour of granting this assistance was for an improvement in community health, what about the risk to community health posed by Corowa's outdated and overloaded Sewerage Treatment Works? Raw sewage backing up into people's houses and inappropriate discharges into the Murray River pose an extreme health risk to both people and the riverine environment. As we are all aware, Council's funds are limited, necessitating careful prioritisation of spending. The size of the spend should not be a consideration. Given the dire economic situation Federation Council finds itself in, every available dollar needs to be kept for essential priorities such as core infrastructure issues which are crying out to be addressed. Indeed, Council's staff recommendation, when the initial application for financial assistance was considered, was that Council should refuse the request for financial assistance.	Against

No	Record ref	Submission	Financial assistance support
		To start subsidising private enterprise would see Council heading down a very risky road, setting a very dangerous precedent. As an example, should the new Health Hub contain a pharmacy as one of the tenants, due to its strategic location next to the Corowa Medical Centre, hospital and emergency department, it would almost certainly be strongly supported. This would very likely see one of the two existing pharmacies in Sanger Street end up closing. It would not be a good look for Council to have granted financial assistance to the new private enterprise that led to the demise of one of the town's existing businesses.	
		Health Hub is good or bad for the community, but whether Council should or indeed has, the funds to start financially assisting private enterprise.	
5	22/17939	In respect to Council seeking submissions on its intent to grant financial assistance to the Corowa Medical Centre DA 2022/480 costs amounting to \$14500 I make the following comments opposing the donation .	Against
		All Developers are required to pay Development Application Costs.	
		Section 356 prescribes the requirements when councils provide financial assistance to others such as charitable ,community, sporting organisations and individuals, does a Company representing the Corowa Medical Centre come under the spirt of Section 356.	
		If so does Council have a Policy providing details to whom and for what donations are made under Section 356, as if this donation is made it will provide a precedent for further Section 356 applications in the future.	
		Council has already made a significant donation to this Development both monetary and at the expense of the community by allowing the required carparks to be reduced from 30 to 29. The cost of providing 1 carpark would be least the amount of the DA costs and the community cost is more parking in local residential streets due to the already insufficient onsite parking in the area.	
		Development Application Fees are one of few general income sources available to council for servicing its community and maintaining its infrastructure. To make a donation of this nature is difficult to understand when there is many examples of existing council owned infrastructure crying out for funding. Although only minor one only has to look at the depression in the road shoulder and kerb damage in front of the development block in Guy Street to see what I mean.	
		As you would think this area will be used for parking and for it to be safe for the public, maybe if the DA costs are not donated by Council and the restoration of this section of the road has not been included in the developers application conditions the \$14500 to be received could be	

No	Record ref	Submission	Financial assistance support
		used restoring the road pavement and kerb therefore being of benefit to both the Developer and Council. Thank you for the opportunity to comment on this proposal.	
6	22/17983	I'm apposed to the granting of financial assistance to the Corowa Medical Centre. I understand that improved medical services are an asset to our community, but this business is not a not for profit organization. A lot of business improvements are beneficial to our community, and those businesses incur cost such as DA form the council, which they pay. The Corowa Medical Centre has not had to close its doors over the pandemic as many others have had to. I am well aware of how hard, and the extremely difficult the running cost of small local business. There have been so many developments in this community, by businesses that give back to the community, though sponsorship, donations to raffles etc, that have not been give any financial support by council.	Against

9.1. Development Applications Approved Under Delegated (Staff) Authority Since the May 2022 Ordinary Council Meeting

Author: Kellie Macpherson, Administration Officer

Summary

This report provides for Council's information, the Development approvals that have been determined under delegated authority by the granting of consent subject to conditions, since the May 2022 Ordinary Council meeting.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/512

Application for a swimming pool on primary production land being Lot 72; DP752298; 1755 Merton Road, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/488

Application for shed on low density residential land being Lot 15; DP1140561; 3 Grevillea Terrace, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/537

Application for a shed on low density residential land being Lot 178; DP1262909; 5 Adam Close, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/480

Application for health service facilities on general residential land being Lot 18; DP1184334; Corowa Hospital, 53-55 Guy Street, Corowa.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/541

Application for a dwelling and garage on low density residential land being Lot 5; DP318501; 17 Tower Street, Corowa.

DEVELOPMENT APPLICATION REGISTERED NO. 2021/432

Application for a shipping container on low density residential land being Lot 39; DP1202116; 19 Kingfisher Drive, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/539

Application for a dwelling and demolition of existing shed on general residential land being Lot 103; DP630950; 136 Lucan Street, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/469

Application for alfresco and balcony on general residential and recreational waterways land being Lot 32; SP71809; 14 Cypress Drive, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/454

Application for a shed on primary production land being Lot 1; DP113703; Shrublands, Riverina Highway, Howlong.

DEVELOPMENT APPLICATION REGISTERED NO. 2021/397

Application for a community title subdivision on general residential land being Lot 63; DP595639; 247 Hume Street, South Corowa.

DEVELOPMENT APPLICATION REGISTERED NO. 2021/53

Application for storage sheds on general industrial land being Lot 49; DP1257361; 70 McCarthy Street, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2021/428

Application for carport additions and shed 98m2 on general land being Lot 18; Sec 20; DP758528; 70 Townsend Street, Howlong.

DEVELOPMENT APPLICATION REGISTERED NO. 2021/409

Application for a subdivision of land on general residential land being Lot 7; DP261913; 35-37 Romney Street, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/538

Application for a verandah on general residential land being Lot 81; DP1011388; Rectory, 185-187 Federation Avenue, Corowa.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/559

Application for shed 540m2 on village land being Lot 2-5; Sec 11; DP758804; Webster Street, Oaklands.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/500

Application for a shed 54m2 on general residential land being Lot 3; Sec 105; DP758528; 127 Hawdon Court, Howlong.

DEVELOPMENT APPLICATION REGISTERED NO. 2021/396

Application for multi dwelling housing on general industrial land being Lot 2; DP11388868; 47-53 Romney Street, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2022/498

Application for farm buildings on general residential land being Lot 2; DP544176; Riverina Milk, 70 Settlers Road, Collendina.

Recommendation

THAT Council note the report on the Development approvals that have been determined under delegated authority by the granting of consent subject to conditions, since the May 2022 Ordinary Council meeting.

Background

N/A

Community Engagement

Managed as part of Councils Notification policies.

Attachments

None

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. **Delivery Program 2018-22 4 year Goal:** 1.7 Consistent and appropriate land use planning outcomes. **Operational Plan 2021/2022 Action:** 1.7.1 Provide Building Control and Planning Services.

Financial Implications

Activities are managed within Councils adopted budget.

Financial Sustainability

Proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Managed as part of each application.

Legal Implications

Council is required to follow many legislative instruments in development and building control works.

Options

N/A

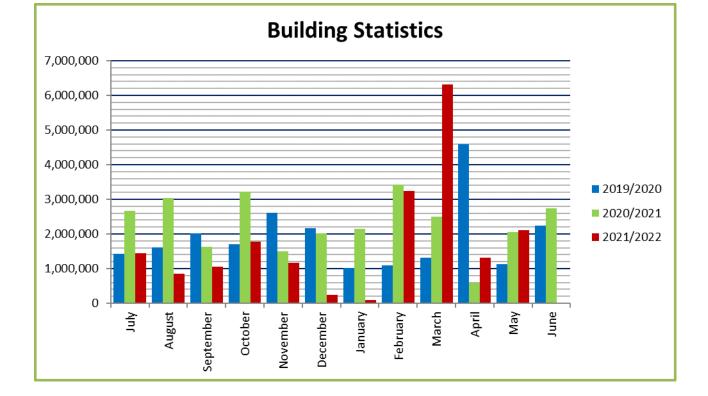
9.2. Building Approvals – Complying and Construction Certificates Approved

Author: Kellie Macpherson, Administration Officer

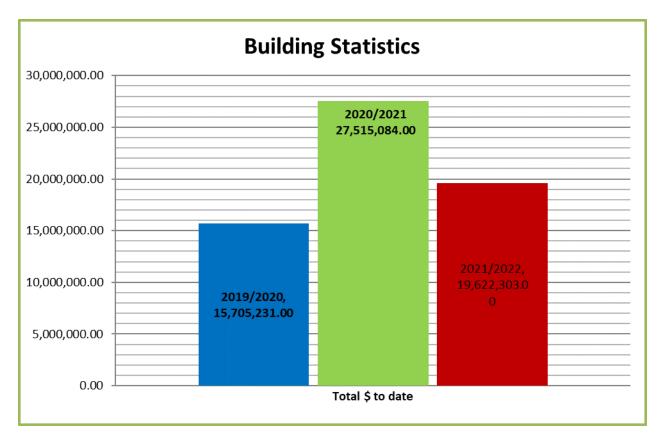
Summary

This report provides for Council's information, the construction and complying development certificates issued since the report prepared for the May 2022 Ordinary Council meeting. The report also includes graphs on the value of works approved, over the last three financial years. These graphs show that building activity has been consistent when averaged over an average year.

2021/451	116-118 River Street Corowa	Dwelling
2021/368	6 Acacia Drive Mulwala	Shed 280m2
2021/403	23-29 Kindra Street Rand	Additions to Club
2022/554	7 Acacia Drive Mulwala	Dwelling & attached Garage
2021/445	10 Victoria Street Howlong	Shed 80m2
2021/429	312 Spring Drive South Corowa	Shed 45m2



28 June 2022



Recommendation

THAT Council note the report on construction/complying development certificates issued since the May 2022 Ordinary Council meeting.

Background

N/A

Community Engagement

Managed as part of Council's Notification policies.

Attachments

None

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. **Delivery Program 2018-22 4 year Goal:** 1.7 Consistent and appropriate land use planning outcomes. **Operational Plan 2021/2022 Action:** 1.7.1 Provide Building Control and Planning Services.

Financial Implications

Activities are managed within Councils adopted budget.

Financial Sustainability

Proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Managed as part of each application.

Legal Implications

Council is required to follow many legislative instruments in development and building control works.

Options

N/A



9.3. Regional and State Significant Development Applications Lodged

Author: Kellie Macpherson, Administration Officer

Summary

This report provides for Council's information, the Development Applications lodged with Council, that have been assessed based on the information presented on lodgement, to be Regionally or State significant. These applications are required to be determined by the Western Joint Regional Planning Panel (JRPP) for regionally significant applications, or by the State Government for State significant applications. Council staff have a role in regionally significant applications, to assess the applications and present a report to the JRPP for their determination. Council is consulted on State significant applications but do not assess those.

As the applications progress, the table will be updated for each Council meeting, to reflect any approvals issued and any new applications lodged. Those applications then listed as approved won't appear the following month.

STATE SIGNIFICANT DEVELOPMENT 8804 -

Application for Howlong Sand and Gravel Quarry Expansion on RU1 - Primary Production and E3 Environmental Management land comprising Lots 173, 174, 174A & 231, DP 753744, Lot 1 DP 1039973, Lot 1, DP 798291, Lots 3 & 4, DP 113703, Lot 1 DP 741037 and two Unnamed Crown Roads – offer to enter into a voluntary planning agreement received and negotiations commenced.

CRITICAL STATE SIGNIFICANT INFRASTRUCTURE 9172452 -

Application for Project Energy Connect (NSW- Eastern Section) from Buronga substation to Wagga Wagga substation. Development and operation of:

- A new 330kV transmission line between the Buronga substation and the proposed Dinawan substation;
- A new 500kV transmission line between the proposed Dinawan substation and the existing Wagga Wagga substation;
- A new 300kV Dinawan substation; and
- Upgrade and expansion of the existing Wagga Wagga substation.

Reply to submissions report and draft conditions of consent received. On exhibition until 10 June 2022. All Council concerns addressed adequately and minor updates to conditions included in submission to Department.

Recommendation

THAT Council note the May 2022 update report on the Regional and State Significant Development Applications Lodged.

Background

N/A

Community Engagement

Managed as part of Councils Notification policies.

Attachments

None

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. **Delivery Program 2018-22 4 year Goal:** 1.7 Consistent and appropriate land use planning outcomes. **Operational Plan 2021/2022 Action:** 1.7.1 Provide Building Control and Planning Services.

Financial Implications

Activities are managed within Councils adopted budget.

Financial Sustainability

Proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Managed as part of each application.

Legal Implications

Council is required to follow many legislative instruments in development and building control works.

Options

N/A

9.4. Planning Delays

Author: Susan Appleyard, Director Development & Environmental Services

Summary

At the May 2022 Council meeting it was resolved that a report be provided to Council regarding planning delays.

Recommendation

- 1. THAT Council note the report on Planning delays being experienced; and
- 2. THAT Council work together in RAMJO to resolve issues and provide solutions that can potentially be used across the state.

Background

On 1 July 2021 it became mandatory for all applications lodged within NSW to be done so by the NSW planning portal. Since it became mandatory for applicants to lodge applications via the planning portal, Federation Council and a number of other Councils in NSW have experienced operational issues, connectivity issues, increased resourcing requirements and little support from the Department of Planning and Environment.

On 28 October 2021 the RAMJO planners Group forwarded a letter to the Department regarding the issues experienced by Member Council's regarding the portal.

A \$50,000 grant was provided to Council's in NSW to integrate the portal with Council systems. This has been partially achieved.

On 21 April 2022 the RAMJO planners group resolved to present to the Mayors and General Managers about the impact not only the portal is having on the development sector but the impact the planning reforms have been having on all councils.

On 13 May 2022 the Board of RAMJO resolved to seek a meeting with the minister for Planning and the Minister for Local Government.

Late May 2022 \$80,000 grants to integrate Council systems to the Planning Portal were offered to all councils in NSW.

On 9 June 2022 a deputation from RAMJO include myself and the Director from Murray River Council presented the brief of information to the Minister's and their staff.

The portal and other changes to the planning system in NSW have all been legislated and imposed on NSW Council's with little to no resourcing. As this is an imposed requirement, the best way to

solve the issues is by collaboration between the Council's and the Department of Planning and Environment and the Office of Local Government. Permission from the RAMJO chairman has been granted to include a copy of the briefing document to Councillors. The briefing has the support of 57 Council's across the state and it should also be noted that two other Joint Organisations are seeking briefings with the two Ministers.

The briefing includes options to improve the situation between Council operating systems and the portal.

The Briefing has resulted with a verbal agreement between the Minster for Planning, the minister for Local Government and RAMJO for the following:

RAMJO

- RAMJO will put together a pilot study proposal for ways to improve the planning system to more easily "put houses in towns and cities". This might be with the \$80k/ council, or separate to.
- RAMJO will go back to our member councils on the recent \$80k / council for portal integration being combined a central improvement project.
- RAMJO Planners will come up with a list of improvements for the portal and other planning system controls to allow for further complying developments within the region.

Planning Minister's Department

- The Department will seek approval for the \$80k / council for portal integration to be potentially pooled for the RAMJO region for use as a joint pilot study.
- The Department will tighten up the wording on the Helpdesk, so issues are not referred back to councils as a default.
- Departmental Planning staff will visit the RAMJO region and hold a workshop for the proposed improvements to the portal and planning processes that RAMJO come up with.
- Departmental staff will investigate reinstating the mandatory document function in the ePlanning Portal that filters the application type to match the minimum documents required under the Environmental Planning and Assessment Act (and Building Code).

A RAMJO project team is now being created to oversee RAMJOs agreed outcomes. A further verbal update will be provided at the Council meeting.

In addition to the planning delays as a result of the portal, Council like most if not all NSW councils have staff shortages in planning and building certification. The stimulus grants provided as a result of COVID also placed an unwanted increase in applications that proved very challenging. Staff and contractors are doing a great job under challenging conditions.

Community Engagement

N/A

Attachments

1. RAMJO Ministerial Briefing 9 June 2022 - Confidential

Links to Councils Integrated Planning Framework

N/A - Legislated requirement for compliance from state level.

Financial Implications

The pilot program will define the level of integration that can be achieved with RAMJO member Council's existing systems.

The other agreed items are aimed at reducing the increased operational costs imposed by the recent legislative changes and planning portal on all member Councils.

Financial Sustainability

If no action is taking the increasing costs of providing basic development and building services for the RAMJO member Councils will increase further, thus having an unknown adverse impact on the financial sustainability of the Councils.

Risk Implications

The pilot program will need to me monitored to ensure that Costs of the project are contained and there are no cost overruns that will impact on member Council's budgets in the short and long term.

Legal Implications

There will be a number of legal implications with the agreed outcomes as the projects to be undertaken link to compliance with clauses within the Environmental Planning and Assessment Act 1979 and Regulation 2021.

Options

- 1. Work together in RAMJO to resolve issues and provide solutions that can potentially be used across the state **Recommended**.
- 2. Not work as a Joint Organisation, and all Council's seek their own solutions to the portal and ongoing planning system issues Not recommended.

9.5. Corowa Aquatic Centre 12 Month Operational Report

Author: Angela Reidy, Manager Environment, Facilities & Regulations

Summary

At the Ordinary Council Meeting on 19 January 2021, Council resolved that a report be provided to Council after the Corowa Aquatic Centre (CAC) has been operational for 12 months, to better understand if a review is required of the fees and charges model, services offered at the facility and/or if a further SRV is required (Resolution 19/21FC).

Recommendation

- 1. THAT Council note the report on the Corowa Aquatic Centre 12 month operational report;
- THAT Council manages the centre for a further 12 months to continue to establish baseline admission data and monitor budget performance and that this is further reviewed and considered in another 12 months' time; and
- THAT Council develops a business plan to improve on the centre's current performance, identifying key performance measures that will enable the centre to make cost savings and improve revenue; and
- 4. THAT Council adopts the recommendations outlined in Section 13 of the attached report Corowa Aquatic Centre - 12 Month Operational Review.

Background

Corowa Aquatic Centre was officially opened by Mayor Pat Bourke and MP Justin Clancy on 19 April 2021 and the doors to the new facility opened to the public on 26 April 2021.

Corowa Aquatic Centre was opened to the public on 26 April 2021 and since then has seen over 34,000 admissions, 350 student enrolments in learn to swim and 1,500 participants in aqua aerobics as well as weekly physiotherapy sessions delivered. While there have been a number of successes in the first 12 months of operations, there have also a number of challenges. This has included COVID-19 lockdowns, restrictions and impacts resulting in service shutdowns and less visitors to the region and subsequent admissions to the centre. The milder summer season with less days over 40 degrees than normal also impacted admissions during what would be expected to be the centres' busy peak period. The uptake of memberships has also been less than expected which is believed to be as a result of again COVID-19 and the current economic pressures being felt by many. As a result of all of this, the centre's income is less and expenses have been higher with the original 2021/22 financial year budget net results expected to be exceeded by \$563,113.

Now that the new facility has been open to the public for 12 months, a report is provided which provides information on the operations, services offered and budget performance during this period. The report attached outlines in detail the highlights and challenges of operating the facility, and provides a clear framework to support continued financial and other operational improvements

into the future.

Community Engagement

There has been significant community engagement by both the former Corowa Shire Council and Federation Council and feedback sought through the Pool Advisory Committee regarding the concept designs, which led Council to resolve the concept design which included building a 50 metre outdoor pool with 8 lanes, indoor 25 metre pool, an indoor program pool area, a splash park and all new amenities, at the old Corowa Pool site located in the Ball Park Precinct (Resolution 174/19FC).

In December 2020 and January 2021, Council sought feedback from the community in relation to the fees and charges models, including the special rate variation. At its meeting on 19 January 2021, Council resolved to adopt a pricing option that projected that users would pay for 47% of operational costs and ratepayers 53%, with the application of the special rate variation (Resolution 19/21FC).

Leading up to the opening of the facility, Council continued to engage the Pool Advisory Committee on key operational aspects of the new facility such as services and programs offered.

Attachments

1. Corowa Aquatic Centre - First 12 Months Operational Summary & Review (22/15418)

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. **Delivery Program 4 year plan:** 1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.

Operational Plan Action 2021-2022: *1.2.5 Ensure Swimming Pool Management Services are delivered.*

Financial Implications

It is predicted that for the 2021/22 financial year, the centre will achieve 68% of the original budgeted income of \$516,000 and will exceed original budget expenditure by \$399,284 (or 34%).

Council demonstrated to IPART for the Special Rate Variation (SRV) application that the funding of the centre's 10 year operating costs will be covered by users: 47% and ratepayers: 53%. However, three quarters into the financial year 2021/22, the centre has only managed to recover 22% of the operating costs from users. Actions are proposed in the report attached to aim to continue to increase visitation to the centre. Considerations for cost saving measures are further outlined in the attached report.

Financial Sustainability

The current budget performance highlights that the operation of the Corowa Aquatic Centre will have a negative impact on Council's Long Term Financial Plan (LTFP) financial sustainability indicators if it continues to perform at a similar level. Actions proposed in the recommendations aim to improve this projection.

Risk Implications

Under the Local Government Act 1993, local governments have a responsibility to ensure all water safety functions, including the operation of public swimming pools are carried out safely and effectively to minimise risks of injury or death. A comprehensive risk plan has been developed for the facility based on Council's Risk Management Framework. This is one of the areas where Council incurs costs, to ensure it meets minimum supervision requirements.

Legal Implications

Operation of the facility comes with risk of liability from injury and accidents that may occur at the facility.

Options

Options available include:

- 1. Council continues to manage the facility under the current staffing model, for a further 12 months to allow for the management team to further develop services provided, gather admission data and implement recommendations if adopted, in the report.
- 2. Council consider alternative service delivery models, noting that further research and cost analysis would be required to understand any impacts, benefits and risks.

Corowa Aquatic Centre First 12 Months Operational Summary & Review

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Record No: 22/15418 Date: April 2022



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1. Executive Summary

The new Corowa Aquatic Centre has now been in operational for 12 months since opening the doors to the public on 26 April 2021. In the first year of opening there have been several achievements and challenges which this report provides further information about.

In the first 12 months there have been over 34,000 admissions to the centre, with the majority being families, adults, and children. The number of casual admissions are higher than expected and the number of memberships are less than expected, presenting an opportunity to translate regular visitors into memberships. Admissions over the summer peak were also less than expected with the milder weather and COVID-19 impacting the tourism sector.

The launch of the learn to swim program in Term 4, 2021 was very successful with 348 students currently enrolled. The program is one of the key income revenues for the centre and supporting this program is important to the centre's success. The canteen and swim shop have also provided a sound revenue stream for the centre.

It is predicted that for the 2021/22 financial year, the centre will achieve 68% of the original budgeted income and will exceed original budget expenditure by 34% with a net operating result of \$563,113 more than expected.

Original Budget vs. Forecast FY22			
	Original budget	FY22 Forecast	
Income			
User fee and charges	516,000	350,000	
Special variation income	495,212	497,385	
Total Income	1,011,212	847,384	
<u>Expenses</u>			
Employee Benefits & On-costs	695,356	715,603	
Materials & Contracts	178,757	557,794	
Borrowing cost	32,172	32,172	
Depreciation & Amortisation	282,571	282,571	
	1,188,856	1,588,140	
Nett operating result	-177,643	-740,756	

Council demonstrated to IPART for the Special Rate Variation (SRV) application that the funding of the centre's 10year operating costs will be covered by users: 47% and ratepayers: 53%. However, three quarters into the financial year 2021/22, the centre has only managed to recover 22% of the operating costs from users with the remaining 78% being recovered from ratepayers. Over the next 12 months, the centre will work towards achieving the intended split between users and ratepayers Council committed to with the SRV.

It is recommended that Council operates the centre for a further 12 months to continue to establish baseline admission data and monitor budget performance and that this is further reviewed and considered in another 12 months' time. It is further recommended that Council develops a business plan to improve on the centre's current performance, identifying key performance measures that will enable the centre achieve cost savings and improve revenue.

2. Introduction

The former Corowa War Memorial Swimming Pool was opened on Wednesday 7 November 1956 and included an outdoor 50m pool, canteen and change rooms. At the time, the schools were given a half-holiday for the occasion and the NSW Governor, Sir John Northcott, cut the ribbon to open the then new pool. However, with the age of the asset posing several safety risks, the pool was closed to the closed in 2019.

Over the last 25 years, a substantial amount of work was conducted by Federation Council and the former Corowa Shire Council to pursue the replacement of the former Corowa Swimming Pool. After significant community consultation and feedback from the Pool Advisory Committee members, at the Council Meeting on 21 May 2019, Council made the decision to progress with option B concept design which included building a 50-metre outdoor pool with 8 lanes, indoor 25 metre pool and an indoor program pool area at the old Corowa Pool site located in the Ball Park Precinct (resolution 174/19FC). Additional funding was later obtained to allow for the installation of an outdoor splash park. This Council decision meant that a year-round facility was to be constructed to replace the previous summer season outdoor pool.

The tender to construct the new Corowa Aquatic Centre was awarded to Hines Construction in October 2019 and was completed in April 2021. The project cost \$10.3M and was funded by Council, alongside significant contributions from the NSW State Government under various grants including Clubs NSW, Stronger Communities and Stronger Country Communities. This asset not just for the community of today, but one that will meet the community's needs for the next 50 years. The facility was officially opened by Mayor Pat Bourke and MP Justin Clancy on 19 April 2021 and the doors to the new facility opened to the public on 26 April 2021.

This report provides a review of the centre's performance during the first year of operations. The data and information in this report is for the period of 26 April 2021 to 31 March 2022.

3. Highlights

Highlights and achievements for the first 12 months of operation include:

- There have been over 34,331 admissions to the centre since opening in April 2021;
- 57% of casual admissions are from the Federation LGA (52% of these are from postcode 2646), 41% are from the local region and 2% are from outside the region;
- 80% of casual admissions are from NSW, 20% are from Victoria;
- There are currently 170 members of the centre;
- Casual child, family members entry and casual adults make up the top 3 admission types through the centre;
- There are 348 students enrolled in learn to swim and almost 100 students waiting to be enrolled;
- Learn to swim is generating approximately \$4,000 (Inc. GST) of revenue per week during school terms;
- Casual admissions generate 2.5 x times more revenue in summer than winter;
- There have been 5 birthday parties held at the centre with many more expected;
- Physiotherapy classes are occurring twice a week, with 4hrs of physio time in the water per week;
- Canteen sales are averaging approximately \$2,000 (Inc. GST) per month in winter season and \$12,000 (Inc. GST) per month in the summer season; and
- Merchandise sales are averaging approximately \$1,500 (Inc. GST) per month in the winter season and \$3,800 (Inc. GST) per month in the summer season.

Over the last 12 months, centre staff have received many positive comments from patrons about the centre.

4. Facility

4.1 Overview

The Corowa Aquatic Centre is a year-round facility with indoor and outdoor bodies of water, including:

- Indoor (open year-round):
 - 25m length pool with 3 swimming lanes
 - Program pool (learn to swim)
- Outdoor (open in summer season only):
 - o Splash Park
 - o 50m length pool with 8 swimming lanes, including dive platforms

Other amenities at the facility include:

- Male and female change rooms, toilets, and showers;
- Disabled toilets and change rooms;
- First aid room;
- 2 x plant rooms;
- Storage room;
- Café and seating area;
- Swim shop;
- Customer service counter;
- Turnstile entry.

4.2 Indoor Pool

The indoor pool provides a great opportunity for people to stay active and kids to learn to swim year-round. It consists of heated combined 25m pool with 3 swimming lanes and a program pool area that is open year-round. The decision to proceed with an indoor year-round facility means there is a requirement to adequately staff the facility year-round.

The pool hall includes gas in-floor heating and a water heat pump which maintains the water temperature to between 28-30°C all year round. The louvres also act to reduce build-up of steam and condensation to keep the internal environment amenable inside the pool hall and the pool blankets help to prevent the heat from the pool water escaping overnight.

The swimming lanes and program area in the indoor pool is one body of water and therefore the heating needs to balance the needs of all user groups such as lap swimmers, learn to swim, aqua aerobics and physio groups. Regular lap swimmers prefer the temperature to be cooler, however learn to swim and aqua aerobic users prefer the temperature to be warmer. After 12 months of operation, a temperature between 28-30°C has been found to be the right balance between all the users.

The pool is required to be heated in summer months to provide the right temperature for learn to swim students and patrons who are participating in physiotherapy. The gas flooring heating is turned off while water heat pump continues to run.

The pool has a bromine bank disinfection system where chlorine is used to activate bromine stored in a bank in the balance tank which in turn disinfects the water. Bromine is more suitable than chlorine for indoor pool environments however the dosing system can be sensitive and if not careful, can lead to overdosing quickly. It requires experienced and well-trained staff to monitor and control.

Another challenge with the pool is that if there are problems with the filtration or a contamination incident occurs, the pool is required to be closed to all users until the problem is resolved as it is one body of water. According to the NSW Public Swimming Pool and Spa Pool Advisory Guideline, this pool is considered high risk from potential microbiological contamination given that it is heated, used by swim schools and persons that may be incontinent. With the size of the indoor pool (3 swimming lanes and program area), it can also be difficult at times to meet the demands of the various user groups while also keeping lanes available for members wanting to swim laps.

At the beginning there were issues with managing the condensation and steam in the pool hall which caused the fire alarm to trip multiple times and the stainless-steel items in the pool hall to rust. The problem was resolved by reprogramming the louvres and installing a manual override to ensure steam escapes adequately to prevent condensation. While this problem has been addressed, the stainless steel in the pool hall is badly rusted and will require replacement in the next 1-2 years.

4.3 Outdoor Pool

The outdoor pool consists of 50m pool with 8 swimming lanes open during the summer months. The outdoor pool is seasonal and staffed in the summer months.

The pool includes the provision of diving platforms that enables local and regional swimming competitions to be held and training for competitions to take place. The size of the pool also makes is suitable for school groups for swim carnivals and fun days.

4.4 Splash Park

The splash park is a great feature and a main attraction at the facility. It enables children to have fun and interact with the water while building their confidence. The splash park is seasonal and staff in the summer months.

The splash park includes a play structure with water features and a slide. As it is both a play structure and a pool that holds water, it is high risk in terms of injuries, falls and drownings and requires active lifeguard supervision.

No backwash system was installed when the splash park was commissioned and therefore when there is a contamination incident in the splash park, it requires staff to completely drain, clean and refill the pool to make it operational again. This process can take staff between 24-72hrs. If a backwash filter has been installed, it would take less than 12hrs to get the splash park operational again.

Again, this splash park is considered high risk from potential microbiological contamination given that it is an infant wading pool and used by potentially incontinent people and the small volume of water to bather load (i.e., high contamination load).

The splash park has been opened outside of the summer season on long weekends and public holidays when the weather has been accommodating. The management team will continue to look for opportunities to open the park to provide activities for families where the weather permits.

4.5 Reception

The reception area includes an accessible friendly customer counter and automated gate entry with a lounge area. The gates can be controlled by customer service staff enable quick entry of large groups and the ability to assist patrons with accessibility needs.

4.6 Café

The café consists of a servery area and commercial grade kitchen as well as café seating for up to 20 people. Council initially sought expressions of interests from third party providers to operate the café however due to lack of interest, the cafe has been successfully run by council.

The operation of the café has had minimal impact on staff resourcing with customer service officer who are already responsible for serving patrons being tasked with preparing and serving food. Since opening, the café has generated \$58,000 (Inc. GST) in sales.

The café offerings have been kept simple with high turnover items that require minimal food handling, such as:

- Coffee;
- Pies, sausage rolls, chips, and hot dogs;
- Premade cakes, muffins, and cookies;
- Ice-creams;
- Water, juice, and soft drinks; and
- Lollies and chips.

An automated coffee machine was purchased and coffee was added to the menu on 23 June 2022. Since then, over 1200 coffees have been sold.

Now with the benefit of having run the café, it has been identified that the limited space in the servery area would make it challenging for council to share the space with a third-party provider.

It is recommended that the café continue to operate by council and in its current format.

It is recognised that from 1 November 2022, the NSW State Government has prohibited the supply of single-use plastic straws, cutlery, stirrers, plates, and bowls and expanded polystyrene food service items. The café will begin the process of transitioning to alternative options.

4.7 Swim Shop

The reception area includes a swim shop with essential swimming requirements including goggles, swim caps, ear putty, swim nappies, towels, and bathers. The swim shop requires minimum resourcing to maintain but provides everything patrons need to enjoy the facility. Since opening merchandise has generated \$24,000 (Inc. GST) in sales.

It is recommended that the swim shop continues to operate in its current format.

4.8 Outdoor Area

There is a large outdoor grassed area next to the 50m pool which has 3 x shade sails. Additional shade sails are required to accommodate large summer crowds. There is also no grand stand seating to cater for spectators at swimming carnivals and competitions.

It is recommended that Council seek grant funding for additional shade sails and portable grandstand seating.

4.9 Access and Inclusion

The centre has many accessible features, including:

- Indoor multi-use pool
- Accessible toilets and change room with shower, toilet, change table and electric hoist

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- Accessible pool access with ramps in both the indoor heated 25m pool and outdoor 50m seasonal pool
- Aquatic wheelchairs
- Personal flotation devices
- Power points for mobility scooters
- Automatic doors
- Accessible parking
- Lockers at accessible height
- Change rooms with bench seats
- Reception desk at an accessible height
- Wheelchair accessible entry and exit
- Signage includes braille's (amenities only)
- First aid room
- Quiet space for people who are sensory overload or become anxious
- PA system
- Carers card accepted
- EFTPOS facilities

The centre has been well attended by with patrons with accessibility requirements and their carers since opening. Carers are provided free entry and there have been 324 carers accessed the facility.

4.10 Plant Rooms

The disinfection and acid dosing systems installed for all three bodies require manual refill and handling, posing work health and safety risks for staff. There is no remote monitoring or alarm system which enable staff to effectively monitor the pool remotely. This makes it challenging as there has often been time outs and faults occur overnight which has stopped filtration and disinfection, causing the pool to go out of balance and be safe for swimmers. Remote monitoring would reduce the need for an on-call supervisor roster, which currently costs \$350 per week.

Insufficient space has been provided for the safe and effective storage of chemicals. There is also inadequate provisions for delivery of chemicals to both plant rooms, requiring staff to manually manoeuvre and in many cases triple handle chemical containers. To reduce amount of manual handling and the risks associated with this, it is recommended that alternations are made to the rear enclosure of the 50m plant room and an electric walkie stacker is purchased.

It is recommended that:

- alternations are made to the rear enclosure of the 50m plant room with the provision of a gate and extra concrete to allow more effective manual handling of chemicals (approximate cost of \$10,000);
- an electric walkie stacker is purchased to allow pallets of chemicals to be lifted straight from the back of a truck and wheeled directly in to either plant room (approximate cost of \$15,000);
- remote monitoring is enabled on the three chemical dosing controllers (approximate cost of \$10,000).

4.11 Staff Amenities

While a staff toilet has been provided in the office area, there is no provisions for a staff room and facilities to enable staff to have a rest or lunch break. Staff are required to sit at an office computer to have their rest break. The commercial kitchen is used by staff to prepare their drinks and meals. There is also no meeting room to allow for team meetings or private conversations with staff. It is challenging to provide these facilities post-build and centre staff work around this the best they can.

4.12 Building Challenges

Since opening the facility, the management team have had to work through many teething problems with the building. There have also been challenges with the new building since handover from the construction. Such challenges are outlined in the table below.

Challenge	Status
Water pressure issues in both plant rooms	Part resolved
Perspex baffles on the splash park snapping off	Resolved
Debris in the pools left over from the build (including nails, plastic, metal)	Resolved
Cut feet on tiles in the indoor pool due to sharp tiles and grout	Resolved
Welding stains on pool tiles in both the indoor and outdoor pool	Part resolved
Condensation build-up in the indoor pool setting off the fire alarm	Part resolved
Chemical dosers locking out and alarming on a regular basis	Part resolved
Water proofing in the wet deck peeling in both the indoor pool and splash park	Unresolved
Tea staining of stainless steel in the pool hall, changerooms and outdoor pool	Unresolved
Cracked tiles in the entry steps into the indoor pool, shallow end	Unresolved

Since handover of the building, there have been additional works to improve the functioning of the facility, including:

- Reprogramming of the louvres to the indoor pool hall to reduce condensation issues;
- Upgrading of the fire system to ensure monitoring in plant rooms and change rooms where there is the potential for fire hazards;
- Installing additional lighting in both plant rooms to comply with WH&S requirements;
- Installing additional power points in the plant rooms and kitchen / counter to accommodate equipment needs;
- Lifting the heat pump off the ground to reduce excessive condensation and icing during the cold winter months;
- Relocating the computer server from the plant room to the swim club to reduce electrical hazards; and
- Replacing door locks with fob access to improve security and the need for staff to be issued with multiple keys.

4.13 Maintenance & Servicing

The main chemicals used to keep the water balanced is chlorine, bromine, and acid. The price of chemicals has substantially increased since the centre opened due to availability as a result of COVID-19. In some cases, the price has risen by 30-40%. This is not expected to ease anytime soon.

Weekly pool servicing and maintenance is required by a suitability qualified and experienced contractor to keep all three pools running in accordance with manufacturer's specifications and public health legislation. The contractor currently used is the same contractor for Howlong, Oaklands and Urana pools and is readily available for emergencies and support if needed.

Swimplex who commissioned the plant rooms for the three pools also undertake a full service each year. This servicing is mandatory and ensure the pools are properly maintained and operational. Swimplex undertook their full yearly service in February 2022.

Daily monitoring of the plant operation and water balance is required to ensure the water is safe for patrons in accordance with public health legislation. A minimum of 3-5 water tests are required to be undertaken for each pool when open to the public. Adjustments are then required to the plant operation and/or chemical dosing to keep the pool within the ideal range.

If the water test is outside public health limits, then the affected pool is required to be closed until it can be rectified. It is therefore important this monitoring occurs and there are adequate resources to do this. NSW Health undertake compliance inspections to ensure that public pools are being operated with legislative requirements.

Other maintenance requirements include:

- Gas yearly service
- Fire panel monthly check and service
- Plumbing yearly service
- Air-conditioning 6 monthly service
- Boiler yearly service
- Change room hoist quarterly service

An external contractor services the lawns fortnightly in summer and monthly in winter. To supplement the cleaning by council staff, an external contactor undertakes a full clean of the facility once a week and cleaning of the windows and glass once a month. This ensures the facility is presented well for patrons.

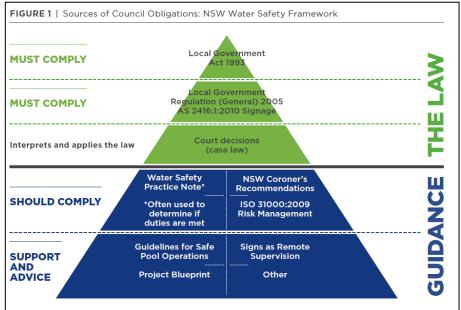
Utility costs were estimated based on similar facilities and comparison with other council facilities. However, the costs are now expected to be higher than originally expected based on recent electricity bills. It is unknown whether these utility costs are what council should expect for such as facility or if there are opportunities to make the centre more energy efficient. An energy audit will be undertaken in the next few months to determine if there are opportunities to reduce these running costs.

5. Risk and Safety Considerations

5.1 Legislative Context

Local governments have a responsibility under the *Local Government Act 1993* to ensure all water safety functions, including the operation of public swimming pools are carried out safely and effectively to minimise risks of injury or death.

The NSW Office of Local Government (OLG) have developed Practice Note 15 - Water Safety to assist councils to minimise risks associated with swimming pools under their control and to keep people safe while enjoying the water. They strongly encourage councils to base their policies, programs and activities on the Water Safety Framework outlined in the diagram below. Regardless of service model, the OLG has made it clear that councils cannot discharge their obligations and risk exposure relating to the operation of pools.



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Royal Life Saving Australia (RLSA) have developed several guidelines and information to assist pool managers with regards to aquatic supervision, incident management, emergency management, facility design and asset management. Federation Council is a member of RLSA. Federation Council is a member of RLSA.

State-Wide Mutual have developed guidance material for signs as remote supervision to assist councils, including developing conditions of entry and rules for facilities, such as swimming pools.

5.2 Risk Management

Councils also have a responsibility under the *Local Government Act 1993* to ensure all water safety functions, including the operation of public swimming pools are carried out safely and effectively to minimise risks of injury or death.

RLSA's 10 Year Analysis of Drowning in Aquatic Facilities in Australia between 1 July 2005 and 30 June 2015 found that:

- 36 people drowned in public and commercial swimming pools
- 81% were male and 19% were female
- 36% occurred in Spring
- 22% occurred on a Sunday
- 56% occurred in the afternoon
- 64% were located in major cities
- 94% of people were not visitors to the facility
- The most common activity being undertaken prior to drowning was swimming and recreating (83%), while 6% of people fell into the pool
- People of all skill levels drowned, including non-swimmers (14%), poor swimmers (8%), competent swimmers (22%) and strong swimmers (22%)
- Deaths mostly occurred in the deep end of the pool (31%), followed by the side of the pool (8%)
- Key risks included:
 - lack of active supervision by parents or carers for children
 - pre-existing medical conditions
 - o drug use
 - o lack of swimming ability and water safety knowledge
- There were 257 cases of non-fatal drowning in Public and Commercial swimming pools
- The leading age group for non-fatal drowning was children aged 0-4 years (45%), followed by children aged 5-9 years (21%)

Based on this, RLSA have recommend the following for the aquatic industry:

- Promote safe aquatic behaviour through clear safety signage, including the need for adults to actively supervise children and non-swimmers;
- Reinforce the importance of minimising both fatal and non-fatal drowning incidents in lifeguard training and continued professional development, including scanning techniques and optimal positioning around the pool; and
- Expand swimming and water safety programs to all ages within the local community.

A comprehensive risk plan for the facility has been developed in accordance with Council's Risk Management Framework. A summary of identified hazards at the facility include:

Identified Hazards	Risk Rating
Financial management	High
Marketing, promotions and reputation	High
Accessibility and inclusion	Moderate
Injuries and drownings	High
Lifeguarding	High
Pools / bodies of water	High - Extreme
Pool maintenance	High - Extreme
Site security and cash handling	High
Child safety	High
Unacceptable and risky behaviours	High – Extreme

Since opening the facility, there have been over 20 incidents which are outlined in the table below.

Incident	Action Taken	Location
Harassment of lifeguard by patron.	Safety plan put in place. Report to police.	Entire centre
Cut to child's face as result of running into handrail while playing Marco polo with friends.	First aid assistance.	Indoor pool
Fall from height.	First aid assistance.	Splash Park
Perspex baffled broken and fallen into water.	Repaired.	Splash Park
Faecal contamination of pool.	Drained, cleaned and refilled with treated water.	Splash Park
Person tripped and fell on step.	Yellow line marking installed.	Footpath entrance
Child left unattended.	Contacted parents and supervised.	Indoor pool
Cuts on feet – multiple incidents reported.	Tiler returned to repair sharp tiles and grout.	Indoor pool
Vomit contamination of pool.	Cleaned, backwashed and treated.	Indoor pool
Child slipped and hit head at top of slide.	First aid assistance.	Splash Park
Person suffered back spasms in water.	First aid assistance.	Indoor pool
Child hit face on submerged step while jumping / playing.	First aid assistance.	Indoor pool
Person tripped and fell on step.	First aid assistance.	Front entrance
Person lost footing and fainted on pool deck.	First aid assistance. Ambulance called.	Indoor pool
Rescue of child by parent.	Review of lifeguard supervision plan with staff.	Indoor pool
Rescue of child by lifeguard.	Rescued.	Indoor pool
Child fell from pool edge and pushed tooth out.	First aid assistance.	Splash Park
Faecal contamination of pool	Cleaned, backwashed, and treated.	Indoor pool
Child slipped at top of slide hurting their knees.	First aid assistance.	Splash Park

There have been no incidents involving the outdoor 50m pool. The majority of incidents have been minor in nature.

In addition to the risk management process, a Standard Operating Procedure has been developed for the facility. This procedure covers:

- Training requirements;
- Incident and emergency response procedures;
- Risk management processes;
- Pool supervision procedures;
- Emergency contamination procedures;
- Staff behaviour, expectations, and presentation;
- Roles and responsibilities;
- Pool operations procedures; and
- Use, handling, and storage of pool chemicals.

These documents are regularly reviewed and updated.

5.3 Conditions of Entry

Many councils have been subject to liability claims which can be attributed to signage. Claims generally centre on complaints from, or injuries to, third parties due to the absence of appropriate signage, insufficient signage, or the wording or the location of signage being deficient.

Corowa Aquatic Centre has conditions of entry which have been developed in accordance with Council's Signs as Remote Supervision Policy and Procedure, the AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines and State-Wide Mutual's Best Practice Manual.

Conditions of Entry at the centre include:

- This facility has three separate bodies of water.
- It is a condition of entry that patrons must pay the applicable fee to enter the facility.
- No pass outs will be given. Patrons may need to pay the applicable fee to re-enter the facility.
- This is a non-smoking facility.
- No alcohol is permitted to be consumed on the premises.
- Diving is only permitted in the deep end of the 50m outdoor pool using the starting blocks provided and only for training and competition purposes. Diving is not permitted in the 25m indoor pool or splash park.
- Patrons must obey all facility staff directions and instructions at all times.
- All children under the age of 12 must be accompanied and actively supervised by a person 18 years and older.
- Babies and children who are not toilet trained are required to wear a swimming nappy and ensure regularly toilet breaks are taken.
- Abusive or offensive behaviour and language is not permitted.
- Disorderly or dangerous behaviour is not permitted.
- Individuals under the influence of drugs or alcohol are not permitted in the facility.
- Patrons are not permitted to bring glass items such as bottles and glasses into the facility.
- All patrons must behave in an appropriate manner with respect to children and around children.
- It is recommended that you do not leave your valuables unattended. The facility accepts no responsibility for lost or stolen items.
- Appropriate swimwear is to be worn when entering the pools.
- Pre-existing medical conditions should be reported to facility staff on arrival.
- It is a condition of entry that patron's consent to any medical treatment that the facility staff may reasonably consider necessary or desirable for any treatment they receive at the facility.
- Management reserves the right to prohibit anyone in breach of the conditions of entry.

At Council's meeting on 23 December 2021 (456/21FC), the decision was made to change the conditions of entry at the centre to 'all persons under the age of 12 must be accompanied and actively supervised by a person 18 years and older'. Prior to this the conditions of entry required persons under the age of 16 to be accompanied and actively supervised by a person 18 years and older. However, since this change to the conditions of entry there has not been any notable increase in issues with unsupervised children.

Conditions of entry signage has been displayed throughout the centre, including at the entrance. Such signage helps to protect council from liability risks. It is recommended that no further changes are made to the conditions of entry to ensure the centre continues to maintain a safe and family friendly environment.

5.4 Pool Rules

Operating pools comes with many risks that must be effectively managed to primarily prevent injuries and drownings. Pools rules at the centre include:

- No Alcohol/Drugs
- No pets
- No unauthorised filming
- No smoking
- No Jumping
- No Running
- No Diving
- No Bombing
- No Pushing into Water
- No Bicycles
- No skateboards and roller blades
- No body boards
- No pool toys including inflatables
- No bad language
- No littering
- No glass bottles/containers

It is recommended that these pool rules remain in place.

5.5 Change Room Rules

The centre has change room rules which include:

- No food
- No alcohol
- No smoking
- No use of phones
- No use of cameras
- Children under 10 years of age must be accompanied by a responsible person who is over the age of 16 years

Again, it is recommended that these change room rules remain in place.

5.6 Emergency & Incident Response

An Emergency Plan & Response Procedure has been developed for the facility. This includes:

- Emergency features of the building;
- Assembly area;
- Control, coordination, and communications processes;
- Evacuation procedures; and
- Reporting and debriefing after incidents.

5.7 Child Safety

There are several protections in place at the centre to keep children safe, including:

- The requirement for all employees to hold a NSW Working with Children Check (WWCC);
- Conditions of entry requiring young children to be accompanied and supervised by adults;
- Keep Watch Around the Water signage;
- Procedures for managing young children abandoned at the centre; and
- Conditions of entry and change room rules restricting photography and filming.

The Royal Commission into Institutional Responses to Child Sexual Abuse found that organisations need to provide an environment where children feel and are safe, protected, and respected. As a result, the Child Safe Standards were developed to provide a framework for organisations to become child safe. The Office of the Children's Guardian recommends that all organisations that work with children implement the Child Safe Standards and continually work to improve their child safe practices.

Council has many services it delivers that may involve child related activities, including:

- Caravan parks
- Human resources
- Community services
- Event management
- Libraries
- Council buildings
- Swimming pools
- Sporting playgrounds and presentation
- Mobile pre-school

It is therefore recommended that further work in undertaken across council to ensure it effectively manages child safety. More information about the Child Safety Standards can be found at: <u>https://ocg.nsw.gov.au/child-safe-scheme/why-we-have-child-safe-standards</u>

5.8 Events

Feedback received from stakeholders so far has included the suggestion of hosting special events and activities such as movie nights, discos, and inflatables. Any events held need to have adequate risk management controls in place to ensure patron safety and be approved by council's insurers. The cost of holding such events will also need to be adequately considered, including staff resources required to run and manage these events.

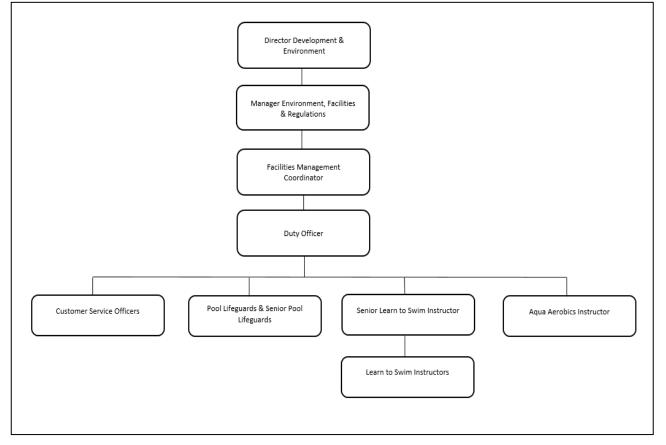
Statewide Mutual has developed a Guidance Note for Inflatable Pool Devices to assist council is making informed choice of type and size of inflatable, positioning, space available, resourcing, supervision, conditions of use and the like to manage liability risks.

It is recommended that council staff undertake further research regarding the implications and costs of hosting such events further over the next 6 months.

6. Personnel & Staff Resourcing Requirements

6.1 Organisational Structure

The diagram below outlines the organisation structure for the Corowa Aquatic Centre.



It should be noted that the Director, Manager and Coordinator have several other service areas under their responsibility and the Duty Officer is also responsible for supervising staff at Howlong Swimming Pool.

6.2 Manager

The Manager Environment, Facilities and Regulations is responsible for:

- Management of business operations;
- Managing budget and resourcing;
- Monitoring activity and reporting;
- Ensuring programs and services are delivered; and
- Working with the Communications & Marketing team to implement promotions and marketing activities.

This role is also responsible for number of other services areas in council including Saleyards, Ranger Compliance, Environmental Health, Biosecurity/Weeds (South) and Facilities Management (South).

6.3 Facility Operations

The Facilities Management Coordinator is responsible for:

- Providing guidance and oversight of the Duty Officer;
- Organising maintenance and servicing of plant and equipment;
- Ensuring the plant rooms are operational;
- Ordering supplies such as chemicals, supplies and equipment;
- Assisting in responding to incidents and problem solving; and
- Assisting with rostering and resourcing.

This role is also responsible for facility management across council's assets. There is currently minimal back up for this position when they are on leave. Usually, the duties of this role fall to the Manager to cover.

6.4 Duty Officer

The Duty Officer Pools is integral for the day-to-day operations of the facility and is responsible for:

- Acting as the day to day point of contact for the centre;
- Supervision of staff;
- Rostering;
- Managing bookings;
- Banking, invoices, and reconciliation;
- Stocktakes and stock ordering;
- Staff training and site inductions;
- General administration, correspondence, and enquiries; and
- Assisting with lifeguard and customer service duties.

It is a fixed term position which expires on 30 June 2022.

Normal hours included 35hrs per week with a 9 day fortnight and hours of 8:30am - 5.00pm, Monday to Friday. Outside of these hours, there is no active supervision of staff at the centre. At times, this has led to staff misbehaviour, operational errors, damage to equipment and disruption to the service.

Further to this, during leave or absences, there is currently minimal or no back up to cover this position. This creates vulnerability in regards to business continuity and adds pressures to the Manager and Coordinator who are already at capacity in their roles.

While the position is mainly dedicated to the Corowa Aquatic Centre, they are also responsible for supervising staff at Howlong Pool in the summer season.

It is recommended that council:

- Continues to engage a Duty Officer for a further 12 months; and
- A 2nd in charge (2IC) position is created in the structure to support the Duty Officer.

This proposed new position would complement the Duty Officer position and be structured to ensure that during opening hours, there is active supervision between the two positions. The position would be trained to step into the Duty Officer role during leave or absences and be expected to undertake regular lifeguard and customer service shifts while not relieving in the Duty Officer position. This position is expected to have minimal impact on staffing costs.

6.5 Lifeguards

Council initially engaged the services of a labour-hire agency, Momentum One to supply trained lifeguards for the centre. This arrangement has worked well previously at Howlong Pool. However, Momentum One closed their operations late last year and from 1 November 2021, council employed lifeguards directly. Many lifeguards came across from Momentum One. With this transition to council employees rather than contracted staff, the cost of wages has increased by a minimum of 30%.

Lifeguards are currently engaged on a casual basis under the Local Government Award. With attractive pay rates under this Award, Council has been able to retain a pool of approximately 20 casual lifeguards with minimal turnover. As trained lifeguards are notoriously difficult to attract and retain, Council offers new lifeguards training. Many lifeguards are also school and university students which can make it challenging for rostering during the week and availability outside of school and university holidays.

Lifeguards are responsible for:

- supervising patrons;
- providing first aid, rescues, and assistance;
- water quality testing; and
- pool and facility cleaning.

Lifeguards cover both Corowa Aquatic Centre and Howlong Pool (summer pool season).

In summer, there are three bodies of water for lifeguards to supervise at Corowa Aquatic Centre (including the indoor 25m pool, outdoor 50m pool and the splash park). Average lifeguard hours over the last summer was 250hrs per week.

In winter there is only one body of water to supervise being the indoor pool, therefore the number of rostered hours for lifeguards is reduced. Average lifeguard hours over the last winter was 130hrs per week.

Lifeguards work to a supervision plan that has been developed following a pool supervision risk assessment in accordance with RLSA guidelines. A minimum lifeguard ratio of 1:100 patrons is required, with this number reduced in high-risk circumstances such as school groups, persons with disability, floating and/or inflatable play equipment, learn to swim and large groups.

The minimum qualification for a lifeguard as recommended by RLSA and Practice Note 15 is the full pool lifeguard qualification (SISS00111). Bronze Medallion is insufficient and not recommended for lifeguards. RLSA further recommended that lifeguards under the age of 18 should not work alone and be supervised by a person over 18 which can make it challenging with rostering.

Lifeguards are required to be roster on any time the centre is open and all bodies of water must be supervised at all times. There is also required to be sufficient lifeguards rostered on to allow them to have sufficient rest breaks so they remain focused and ready to do their job.

It is recommended that Council continues to engage lifeguards on a casual basis for the next 12 months.

6.6 Senior Lifeguards

Council initially engaged three (3) Senior Lifeguards from 1 November 2021 on a 12-month fixed term part time basis under the Local Government Award. Under the award different penalty rates apply for part time employees than casual staff.

The purpose of this arrangement was to ensure presence of experienced lifeguards on the roster to support less experienced lifeguards and to create cost efficiencies with penalty rates on weekends. However, since engaging Senior Lifeguards, only one remains and any expected savings on wages has not been realised.

With one Senior Lifeguard remaining and their fixed term contract ends in November 2022, it is recommended that council does not continue with this fixed term arrangements for Senior Lifeguards.

6.7 Customer Service

The centre has a pool of 10 casual customer service officers that are responsible for:

- Providing customer services including occupying the reception desk, engaging with customers, providing customers with information, responding to enquiries and complaints, managing customer entries, managing facility bookings and memberships, undertaking point of sales and cash handling;
- Providing administration support including answering the phone, responding to emails, ordering stock, maintaining data and information, compiling reports, and generating letters and correspondence;
- Cleaning the facility and replenishing supplies and consumables; and
- Food handling and preparation.

Council utilised both existing internal casual staff and recruited externally to acquire a sufficient pool of customer service officers to cover the roster. Since opening there has been a high turnover and several recruitment drives.

It is recommended that council continues to engage customer service officers on a casual basis for the next 12 months. It is further recommended that customer service officers are provided with further training to help support centre operations, including:

- Undertake stocktakes;
- Follow up on outstanding invoices and declined direct debits; and
- Enrolling students in learn to swim.

6.8 Aqua Fitness Instructor

The centre currently has one Aqua Fitness Instructor that offers 4 classes each week. There is currently no backup when this instructor is absent. It is recommended that a relief aqua fitness instructor is engaged to ensure continuity of service.

6.9 Learn to Swim Instructors

The centre currently has a pool of one (1) casual Senior Learn to Swim Instructor and two (2) casual Learn to Swim Instructors with appropriately 348 students. There are almost 100 students on the waitlist to join the learn to swim program. It is recommended that a further Learn to Swim Instructor is engaged and/or further timeslots are opened with existing instructors to meet the current demand.

6.10 Afterhours & On-call

Currently there is an on-call system to assist centre staff outside of normal council operating hours. This is important to ensure any problems with the pool filtration systems are fixed early and to ensure that any incidents or emergencies are appropriately managed.

Staff that are rostered on the on-call system are adequately trained on the plant room management and have the necessary authority to make decisions in emergency situations.

Staff currently participating in the on-call system include:

- Duty Officer
- Facilities Management Coordinator
- Manager Environment, Facilities & Regulations

Callouts to the centre have occurred frequently and is recommended that the afterhours on call system remains in place for the next 12 months.

6.11 Rostering & Resourcing

To run effectively this facility requires a significant quantity of human resources with approximately 280 staff hours per week in winter and 450 staff hours per week in summer. There are several roles required to be fulfilled including as customer service, lifeguarding, learn to swim, aqua aerobics and staff supervision/management.

It is important that the roster ensures there is sufficient staff to cover the following:

- set-up and preparation
- opening hours
- peak periods
- staff rest breaks
- close-down and pack up
- compliance with RLSA lifeguard ratios
- completion of daily duties such as pool cleaning, centre cleaning and water testing

Over the last 12 months, the management team have been able to review and refine the roster to gain efficiency having now a better understanding of patron usage and seasonal activities.

The table below outlines the average rostered hours per week during the last 12 months in winter and summer and expected hours for the next 12 months.

Role	Last 12 m	onths	Expected Ne	xt 12 months
	Avg. Hrs Per Week	Avg. Hrs Per	Avg. Hrs Per	Avg. Hrs Per
	Winter	Week Summer	Week Winter	Week Summer
Lifeguards	130	250	90	225
Customer Service	103	128	69	105
Learn to Swim Instructors	48	48	60	60
Aqua Fitness Instructors	5	5	5	5
TOTAL	286	431	224	395

The table below outlines the average time spent by the management team.

Role	Working Hours Per Week	% of Time Per Week	Avg. Hrs Per Week
Duty Officer	35	90%	32.0
Building Maintenance Officer	38	10%	4.0
Facilities Management Coordinator	35	40%	13.5
Manager Environment, Facilities & Regulations	35	20%	7.0
TOTAL			56.5 hrs

It is recommended that the roster continues with these staffing levels over the next 12 months.

6.12 Training & Qualifications

Minimum training and qualification requirements for each role at the centre are outlined in the table below.

Role	Minimum Training & Qualification Requirements	Further Recommended Training
Duty Officer	Pool Lifeguard Qualification (SISS000111)	Certificate III in Aquatics and
	with annual refresher training	Community Recreation (SIS31015)
	 NSW Pool Lifeguard Licence 	Aquatic Technical Operator
	 Provide Advanced First Aid HLTAID006 	Qualification (SISSS00110)
	Cardio-Pulmonary Resuscitation HLTAID001	
	 NSW Working with Children Check 	
	National Police Check	
	NSW Food Safety Supervisor	
Lifeguards & Senior	• Pool Lifeguard Qualification (SISS000111)	
Lifeguards	with annual refresher training	
	NSW Pool Lifeguard Licence	
	 Provide Advanced First Aid HLTAID006 	
	Cardio-Pulmonary Resuscitation HLTAID001	
	 NSW Working with Children Check 	
	National Police Check	
Learn to Swim	Provide First Aid HLTAID003	
Instructors	Cardio-Pulmonary Resuscitation HLTAID001	
	NSW Working with Children Check	
	National Police Check	
	AUSTSWIM Teacher of Swimming and Water	
	Safety	
	AUSTSWIM Teacher of Infants and Preschool	
Aqua Fitness	Provide First Aid HLTAID003	
Instructors	Cardio-Pulmonary Resuscitation HLTAID001	
	NSW Working with Children Check	
	National Police Check	
Customer Service	Provide First Aid HLTAID003	
Officers	Cardio-Pulmonary Resuscitation HLTAID001	
	NSW Working with Children Check	
	National Police Check	
	Basic Food Handling Certificate	

7. Admission Data & Information

Overall, there have been a total of 34,331 admissions or 2.7 visits per capita to the centre since opening the doors.

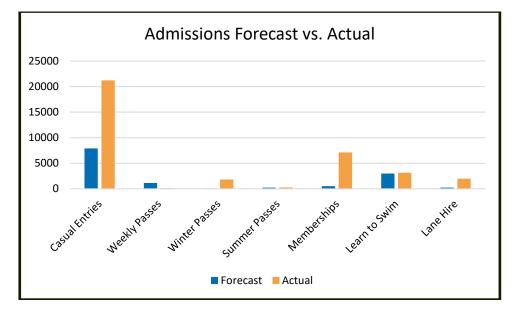
7.1 Admission Forecast vs. Result

Admission Count Forecast

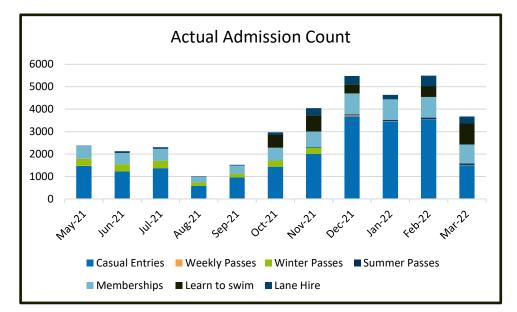
Forecast Admission Count	May-	Jun-	Jul-	Aug-	Sep-	Oct-	Nov-	Dec-	Jan-	Feb-	Mar-	Total
	21	21	21	21	21	21	21	21	22	22	22	
Casual Entries	210	210	210	210	672	504	1050	1680	1680	1050	420	7,896
Weekly Passes	30	30	30	30	96	72	150	240	240	150	60	1,128
Winter Passes	38	30	0	0	0	0	0	0	0	0	0	68
Summer Passes	0	0	0	0	0	0	0	127	58	46	0	230
Memberships	43	14	14	14	14	32	68	108	108	68	27	508
Learn to Swim	0	0	0	0	0	600	600	600	0	600	600	3,000
Lane Hire Hrs - Paid	20	20	20	20	20	20	20	20	20	20	20	220
Lane Hire Hrs – Schools, Community & Sporting groups	50	50	50	50	50	50	50	50	50	50	50	550

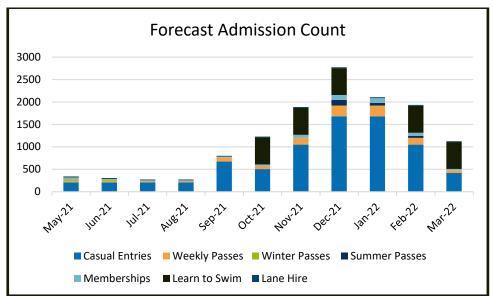
Admission Count Actual

Actual Admission Count	May-	Jun-	Jul-	Aug-	Sep-	Oct-	Nov-	Dec-	Jan-	Feb-	Mar-	Total
	21	21	21	21	21	21	21	21	22	22	22	
Casual Entries	1470	1224	1372	575	962	1434	2003	3677	3464	3540	1499	21,220
Weekly Passes	23	3	0	0	0	0	5	41	8	12	0	92
Winter Passes	297	320	332	160	164	276	258	4	0	0	12	1823
Summer Passes	0	0	0	0	0	0	27	43	47	72	64	253
Memberships	574	500	532	248	363	576	710	934	917	922	853	7,129
Learn to swim	0	0	0	0	0	583	731	413	0	483	934	3,144
Lane Hire Hrs - Paid	13.5	12	12	6	9	10.5	13.5	12	10.5	12	13.5	124.5
Lane Hire Hrs – Schools, Community & Sporting groups	72	67	59	20	24	38	305	276	194	451	301	1,807



Federation Council - Corowa Aquatic Centre First 12 Months Operational Summary & ReviewReference: 22/15418April 2022



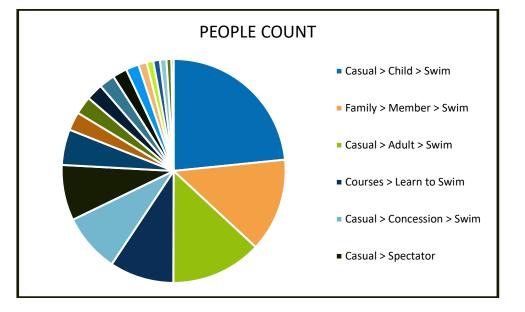


- Casual admissions to the centre much higher than expected;
- The number of membership admissions at the centre is much lower than expected;
- The uptake of weekly, summer and winter passes is much lower than expected;
- There has been a good uptake of learn to swim enrolments; and
- There has been a good uptake of lane hire / bookings from schools, sporting, and community groups.

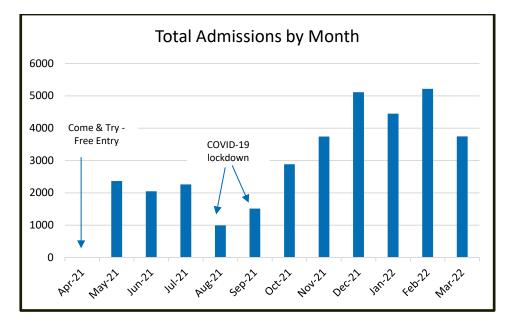
7.2 Admissions by Type

Entry Type	Admission Count	Percentage of Admissions
Casual > Child > Swim	7926	23%
Family > Member > Swim	4576	13%
Casual > Adult > Swim	4455	13%
Courses > Learn to Swim	3144	9%
Casual > Concession > Swim	2880	8%

Entry Type	Admission Count	Percentage of Admissions
Casual > Spectator	2722	8%
Concession > Member > Swim	1744	5%
Casual > Family > Swim	906	3%
Casual > Group Fitness > Concession	877	3%
Concession > Winter Pass > Swim	821	2%
Adult > Member > Swim	772	2%
Casual > Back On Track Physio > Adult	701	2%
Family > Winter Pass > Swim	634	2%
Casual > Group Fitness > Full Paying	412	1%
Adult > Winter Pass > Swim	324	1%
Carer Entry	324	1%
Casual > Group Fitness > Membership	317	1%
Casual > Family Additional > Swim	237	1%
Family > Summer Pass > Swim	111	0.32%
Concession > Summer Pass > Swim	83	0.24%
Casual > Swim	68	0.20%
Concession > Weekly Pass > Swim	53	0.15%
Adult > Summer Pass > Swim	52	0.15%
Child > Winter Pass > Swim	44	0.13%
Family > Weekly Pass > Swim	41	0.12%
Child > Member > Swim	40	0.12%
Casual > Back On Track Physio > Concession	36	0.10%
Child > Summer Pass > Swim	7	0.02%
Child > Weekly Pass > Swim	6	0.02%
Casual > Physio Fix > Adult	5	0.01%
10 child birthday party	4	0.01%
Adult > Weekly Pass > Swim	4	0.01%
Casual > Back On Track Physio > Child	3	0.01%
20 child birthday party	1	0.00%



- Child casual entry is the highest admission type followed by family members and casual adult swimmers;
- Six of the top 10 admission types are casual admissions, highlighting a potential to convert casual entries into memberships; and
- Since launching in school term 4, learn to swim admissions are fast becoming one of the highest admission types.



7.3 Admissions by Month

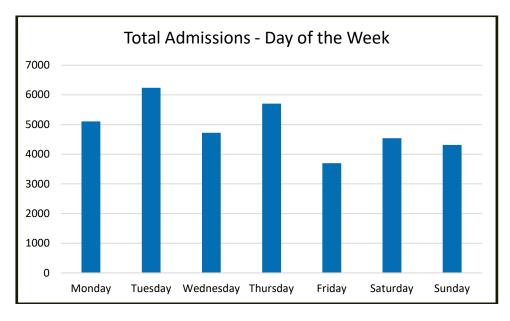
This data shows:

- Admissions are approximately 2.5 times higher in summer than winter;
- The COVID-19 lockdown in August and September 2021 had a significant impact on admissions to the centre; and
- The peak season, particularly December and January, was not as large as expected. As with other businesses, it was felt that the number tourists and visitors in the area was lower than anticipated with COVID-19 suspected to be impacting the usually busy tourist season.

7.4 Admissions by Day of the Week

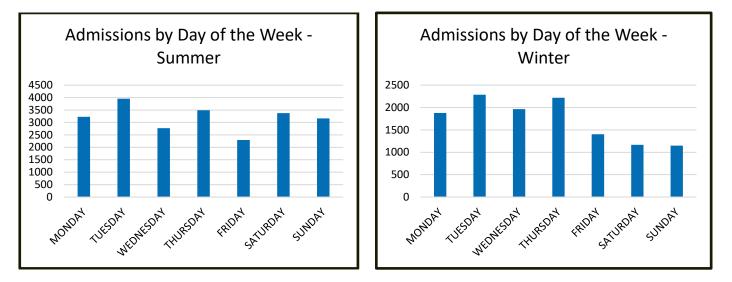
Name	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
10 child birthday party	0	0	0	0	1	3	0
20 child birthday party	0	0	0	0	0	1	0
Adult > Member > Swim	113	173	99	160	82	74	71
Adult > Summer Pass > Swim	4	9	10	10	11	5	3
Adult > Weekly Pass > Swim	2	0	0	0	0	0	2
Adult > Winter Pass > Swim	50	63	40	48	72	22	29
Carer Entry	67	74	70	32	69	5	7
Casual > Adult > Swim	577	810	664	634	419	652	699
Casual > Back On Track Physio > Adult	383	0	318	0	0	0	0
Casual > Back On Track Physio > Child	0	0	3	0	0	0	0
Casual > Back On Track Physio > Concession	5	0	31	0	0	0	0

Name	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Casual > Child > Swim	1511	1002	1354	951	702	974	1432
Casual > Concession > Swim	440	598	392	499	474	211	266
Casual > Family > Swim	80	139	90	115	86	172	224
Casual > Family Additional > Swim	30	53	21	28	19	39	47
Casual > Group Fitness > Concession	243	253	12	101	268	0	0
Casual > Group Fitness > Full Paying	6	184	4	128	90	0	0
Casual > Group Fitness > Membership	4	150	0	103	60	0	0
Casual > Physio Fix > Adult	5	0	0	0	0	0	0
Casual > Physio Fix > Concession	1	0	0	0	0	0	0
Casual > Spectator	254	283	268	295	221	609	792
Casual > Swim	5	10	5	11	12	11	14
Child > Member > Swim	9	8	6	11	3	0	3
Child > Summer Pass > Swim	6	0	0	0	1	0	0
Child > Weekly Pass > Swim	1	1	2	1	1	0	0
Child > Winter Pass > Swim	14	0	21	1	7	1	0
Concession > Member > Swim	313	401	223	345	235	120	107
Concession > Summer Pass > Swim	15	18	9	10	10	11	10
Concession > Weekly Pass > Swim	9	12	8	10	6	4	4
Concession > Winter Pass > Swim	130	155	122	171	145	48	50
Courses > Learn to Swim	1	885	106	1041	0	1111	0
Family > Member > Swim	715	867	645	836	602	436	475
Family > Summer Pass > Swim	10	21	24	10	20	6	20
Family > Weekly Pass > Swim	8	7	10	6	4	0	6
Family > Winter Pass > Swim	96	64	164	150	80	25	55
TOTAL	5107	6240	4721	5707	3700	4540	4316



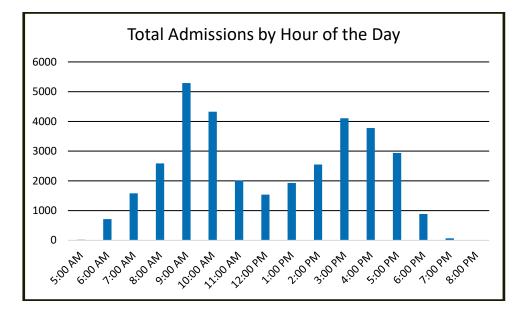
- Tuesday and Thursday are the most attended days;
- Friday is the least attended day;

- Monday and Wednesday have similar attendance rates; and
- Saturday and Sunday have similar attendance rates.



This data shows attendance profiles across the days of the week are similar in both summer and winter.

7.5 Admissions by Hour of the Day



Time	Number of	Percentage	Top 3 admission categories
	Admissions	of	
		Admissions	
6.00am	735	2%	Family members, casual adult swimmers, casual concession
			swimmers
7.00am	1579	5%	Concession members, family members, casual concession
			swimmers
8.00am	2590	8%	Family members, casual child swimmers, learn to swim
9.00am	5290	15%	Casual child swimmers, group fitness, learn to swim
10.00am	4327	13%	Casual child swimmers, learn to swim, casual adult swimmers
11.00am	2010	6%	Casual child swimmers, casual adult swimmers, learn to swim
12.00pm	1538	4%	Casual child swimmers, casual adult swimmers, learn to swim

Time	Number of	Percentage	Top 3 admission categories
	Admissions	of Admissions	
	1000		
1.00pm	1932	6%	Casual child swimmers, casual adult swimmers, spectators
2.00pm	2552	7%	Casual child swimmers, casual adult swimmers, casual
			concession swimmers
3.00pm	4107	12%	Casual child swimmers, casual adult swimmers, family
			members
4.00pm	3779	11%	Casual child swimmers, family members, casual adult
			swimmers
5.00pm	2937	9%	Casual child swimmers, family members, casual adult
			swimmers
6.00pm	887	3%	Casual adult swimmers, family members, casual child
			swimmers
7.00pm	68	0%	Casual adult swimmers, family members, casual concession
			swimmers
TOTAL	34,331	100%	

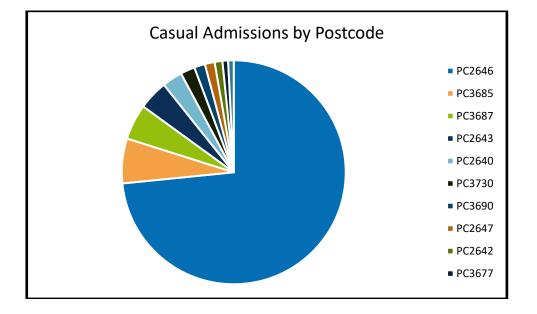
- Admissions profiles are similar in summer and winter;
- Admissions peak between 9am 11am in the morning and again from 2pm 5pm in the afternoon;
- Admissions are lower over lunch time, coinciding with the centre's shutdown period on Mondays, Wednesdays, and Fridays;
- Admissions after 7pm at night during weekdays are very low, making up only 0.3% of all admissions over the year. It has been estimated that closing by 7pm on weekdays will save approximately \$18,000 in wages per year;
- Admissions before 7am are low, making up 2% of all admissions over the year;
- Family members tend to visit early mornings or late afternoons;
- Children and adults visit throughout the day, mainly between 9am and 5pm; and
- Concession holders tend to visit early morning, mid-afternoon, or late afternoon.

It is recommended that adjustments are made to the opening hours for both summer and winter and on the days that the centre is currently open until 8pm that the closing time is changed to 7pm given the very low patronage after 7pm (0.3% of all admissions).

7.6 Admissions by Postcode

Postcode	Casual Admissions
	Postcodes
2646	13,593
3685	1,197
3687	950
2643	791
2640	542
3730	385
3690	289
2647	262

Postcode	Casual
	Admissions
	Postcodes
2642	208
3677	151
3682	149
2645	95
2641	73
3683	72
3678	71
3691	70
3737	53
2713	42
3747	41
3644	33
3156	32
2650	28
3930	28
3134	27
3757	27
3350	26
3337	25
3429	25
2612	25
3977	24
3630	24
3196	23
3700	23
3030	21
3675	20



- 52% of causal admissions are from postcode 2646 which includes Balldale, Bull Plain, Buraja, Collendina, Coreen, Corowa, Daysdale, Goombargana, Lowesdale, Merton Vale, Oaklands, Redlands, Rennie, Ringwood and Savernake.
- 57% of casual admissions are from within the Federation LGA, 41% are from the local region and 2% are from outside the region; and
- 80% of casual admissions are from NSW, 20% are from VIC.

8. Programs & Services

8.1 Memberships

Total Memberships for the Period 1 March 2021 – 31 March 2022 includes:

Name	Active	Total Sign Ups	First-Time Sign Ups	Renewals	Expired	Expired & Renewed
Adult Membership Direct Debit	9	8	8	0	2	0
Adult Membership Yearly Upfront	17	16	14	1	1	0
Adult Pass Weekly Pass	6	6	5	0	6	0
Child Membership Yearly Upfront	2	2	2	0	1	1
Child Pass Weekly Pass	2	2	2	0	2	0
Concession Membership Direct Debit	8	8	7	0	0	0
Concession Membership Yearly Upfront	39	39	29	6	0	0
Concession Pass Weekly Pass	8	8	7	0	8	0
Family Membership Direct Debit	31	31	31	0	1	0
Family Membership Direct Debit - Additional Child	1	1	1	0	0	0
Family Membership Direct Debit +2 Additional Children	1	1	1	0	0	0
Family Membership Yearly Upfront	49	49	47	0	0	0
Family Membership Yearly Upfront - Additional Child	6	6	5	1	0	0
Family Membership Yearly Upfront +1 Additional Child	2	2	2	0	0	0
Family Membership Yearly Upfront +2 Additional Children	1	1	1	0	0	0
Family Pass Week Pass	4	4	3	0	4	0
Family Pass Week Pass - Additional Child	1	1	1	0	1	0
Family Pass Week Pass +1 Additional Child	2	2	2	0	2	0
Family Winter Pass (2021) Additional Child	2	2	2	0	2	0
Summer Pass (2021-22) Adult	1	1	1	0	1	0
Summer Pass (2021-22) Child	1	1	0	1	1	0
Summer Pass (2021-22) Concession	1	1	1	0	0	0
Summer Pass (2021-22) Family	4	4	3	0	4	0
Winter Pass (2021) Adult	21	21	21	0	21	2
Winter Pass (2021) Child	2	2	2	0	2	1
Winter Pass (2021) Concession	27	27	27	0	27	6
Winter Pass (2021) Family	21	21	21	0	21	0
Total	269	267	246	9	107	10

- The top membership categories that have been taken up over the last 12 months are:
 - 1. Family Membership Yearly Upfront
 - 2. Concession Membership Yearly Upfront
 - 3. Family Membership Direct Debit (Monthly)
 - 4. Winter Pass Concession
 - 5. Winter Pass Adult
 - 6. Winter Pass Family
 - 7. Adult Membership Yearly Upfront
- Renewals appear low, however further data is required over a longer period to assess how many members continue with their membership; and
- The take up of memberships is much lower than expected. There is an opportunity to improve membership uptake.

Current Memberships as of 31 March 2022 includes:

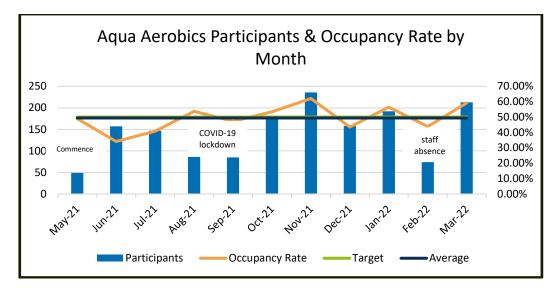
Name	Active
Adult Membership Direct Debit	7
Adult Membership Yearly Upfront	16
Adult Pass Weekly Pass	2
Child Membership Yearly Upfront	1
Concession Membership Direct Debit	8
Concession Membership Yearly Upfront	39
Family Membership Direct Debit	30
Family Membership Direct Debit - Additional Child	1
Family Membership Direct Debit +2 Additional Children	1
Family Membership Yearly Upfront	49
Family Membership Yearly Upfront - Additional Child	6
Family Membership Yearly Upfront +1 Additional Child	2
Family Membership Yearly Upfront +2 Additional Children	1
Summer Pass (2021-22) Adult	1
Summer Pass (2021-22) Child	1
Summer Pass (2021-22) Concession	1
Summer Pass (2021-22) Family	4
Total	170

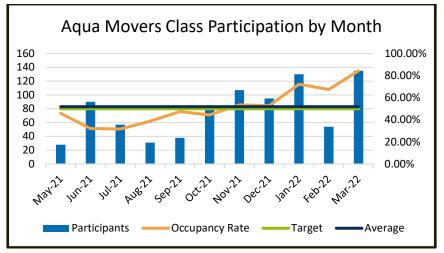
This data shows that:

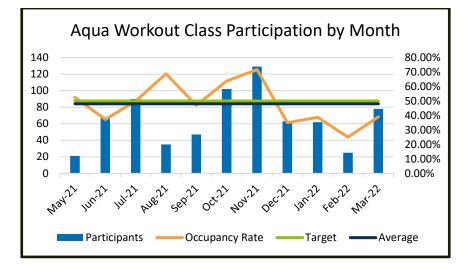
- 1. The current top membership categories are:
 - a. Family Membership Yearly Upfront
 - b. Concession Membership yearly Upfront
 - c. Family Membership Direct Debit
 - d. Adult Membership Yearly Upfront
- 2. Weekly passes make up of only 7.43% memberships sold;
- 3. Summer season passes make up 2.60% of all memberships sold;
- 4. Winter season passes make up 27.13% of all memberships sold; and
- 5. Casual child entry is the highest admission type and yet there are few child memberships. With regular swim club activities, there is an opportunity to boost child memberships.

8.2 Aqua Aerobic

Aqua aerobics commenced from 25 May 2021 and in late June 2021 a discounted member and senior rate was introduced.







- Overall attendance rates are increasing over time;
- Aqua Movers classes are the most popular and participation rates increasing recently;
- Aqua Workout classes are not as well attended with participation rates dropping recently;
- Attendance rates are sitting at or just below target of 50%; and
- Further work is required to increase participate rates across both classes.

It is recommended that council seek feedback from participants and the general public to enable the centre to evaluate level of satisfaction and determine any improvements that can be made to the classes.

It is noted that the afternoon Aqua Workout sessions are held at 5.30pm, however some people may still be at work or held up with other commitments at this time. There may be an opportunity to push this time out to 6.00pm to increase participate rates. Seeking feedback from patron users will assist with proposed changes.

8.3 Learn to Swim Program

Initially, the learn to swim program was expected to launch in Term 3 2021 however due to COVID-19 lockdowns the program commenced in Term 4 2021 instead. Further to this, the planned January 2022 intensive school holiday program was cancelled due to staff absences as a result of COVID-19. Despite this, the learn to swim program has been very successful since launching with 348 participants and nearly 100 students on the wait list. There have been over 432 online submissions for student enrolment.

Name	Age / Skill	Enrolled	Capacity	Occupancy
	Based			Rate
Shrimp	6-12 months	8	16	50.00%
Yabby	1-2 years	42	54	77.77%
Rainbow Fish	2-3 years	49	60	81.70%
Yellow Belly	2.5-4years	48	53	90.60%
Turtle	4+ years	41	68	60.30%
Crayfish	Skill based	82	99	82.82%
Platypus	Skill based	57	68	83.80%
Silver Perch	Skill based	15	18	83.30%
Murray Cod	Skill based	6	6	100.00%
TOTAL		348	442	78.92%

This data shows:

- There has been a good uptake in learn to swim enrolments with the program at 79% capacity;
- However, there is little room for students to progress through the levels of the program; and
- There is scope to increase the number of classes and/or engage further learn to swim instructors.

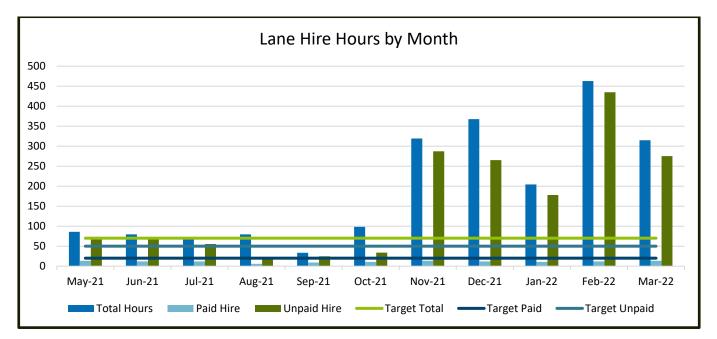
Although there are students on the waitlist, the program has been left at 79% occupancy to allow students space in the program for students to progress to the next level and new students to be enrolled in the younger classes as older students' progress. Without availability in the program, students will not be able to progress through the program.

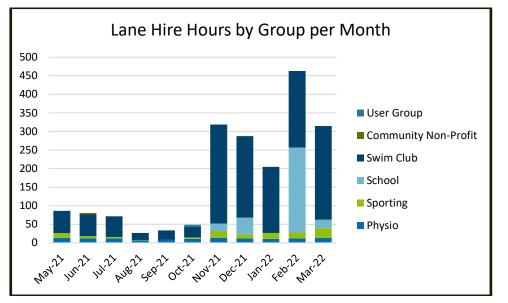
Minor improvements will be made to the program to ensure that all students are being assessed and achievements recorded. It is further recommended that council seek feedback from parents to evaluate level of satisfaction and understand how the program can continue to be successful.

8.4 Bookings & Lane Hire

The centre offers free lane hire for swim clubs, schools, sporting clubs and community non-profit organisations. User groups which charge a fee for patrons (such as physiotherapy providers) are required to pay a lane hire fee. Regardless of lane hire, all patrons are required to pay entry to the centre.

The centre has booking terms and conditions to assist with administering bookings. Staff balance the needs of hirers with members and patrons, ensuring minimal interruptions for lap swimming and recreation.





This data shows:

- Paid lane hire is less than the target of 20hrs per month;
- Unpaid lane high is substantially higher than the target of 50hrs per month;
- Swim clubs are the most frequent hirer for the year;
- Physio is a regular hirer throughout the year; and
- School groups hire the facility mainly in the summer months of November, December, February, and March.

Federation Council - Corowa Aquatic Centre First 12 Months Operational Summary & ReviewReference: 22/15418April 2022

9. Operational Considerations

9.1 Seasons

The centre has two distinct operating seasons:

- Summer: 1 November 31 March
- Winter: 1 April 31 October

As experienced with other seasonal pools, patron numbers begin to reduce in late March as the weather becomes cooler.

Pool blankets for the outdoor 50m pool have been considered by the management team to extend the summer season. However, retrofitting with pool blankets will be challenging with the space available and provisions were not made during the design and build process. It would also come at a significant cost to council to install pool blankets and create a significant manual handling issue with such large blankets required.

Solar heating could be considered for the outdoor 50m pool to extend the summer season but again this would come at significant cost to council. Extending the summer season will also increase the staff resources required to run and operate the facility, increasing running costs.

It is recommended that the seasons remain unchanged. It is further recommended that council considers grant opportunities that will assist with such upgrades to the facility.

9.2 Weather Impacts

The 2021-22 summer season weather was cooler and wetter than average with very few days at or above 40°C. While the attendance at the centre was higher over the summer period than winter, the summer peak did not achieve the number of admission than expected (i.e., the peak was not as high). It is believed the milder weather has had a negative impact on admissions to the centre over the summer period.

	Minim	um Tempei	ratures °C	Maximum Temperatures °C		Rainfall	Days 40°C or	
	Mean	Lowest	Highest	Mean	Lowest	Highest	Total (mm)	higher
Nov-21	11.1	8.0	14.0	23.9	15.8	30.8	114.2	0
Dec-21	12.9	0.0	19.0	30.2	20.4	40.2	66.4	1
Jan-22	17.8	14.0	21.5	33.4	30.0	37.0	63.0	0
Feb-22	14.0	9.5	20.7	29.7	23.6	33.5	10.2	0
Mar-22	12.7	8.5	16.0	27.5	22.5	31.0	19.2	0

9.3 **Opening Hours**

The current opening hours of the centre are outlined below:

Summer:

- Both indoor and outdoor facilities open
- Monday, Wednesday and Friday 7.00am to 11.00am and 3.00pm to 7.00pm
- Tuesday and Thursday 6.00am 8.00pm
- Saturday and Sunday 7.00am 6.00pm
- Public Holidays 10.00am 6.00pm
- Closed: Christmas Day, Good Friday and Anzac Day

Winter:

- Indoor facilities open only
- Monday, Wednesday and Friday 7.00am to 11.00am and 2.30pm to 6.30pm
- Tuesday and Thursday 6.00am 8.00pm
- Saturday 8.00am 2.00pm
- Sunday 10.00am 4.00pm
- Closed Public Holidays

These opening times were put forward as the starting point to be reviewed following 12 months of operation and further understanding of patron attendance.

The centre has a shutdown period over the middle of the day on Mondays, Wednesdays, and Fridays, both in summer and winter. This shutdown period allows the centre staff time to undertake important duties such as pool cleaning and maintenance. Centre staff have also permitted some lane bookings from physio groups and schools during this period. It is proposed that these shutdown periods continue to remain in place.

Over the Christmas and New Year period, staff at the centre received a lot of feedback regarding the opening hours, particularly in relation to the shutdown periods. Given this is a busy time of year, it is proposed that a summer holiday period be implemented with no shut down periods.

The centre normally closes on public holidays in winter however Easter usually also falls in the winter season. Therefore, it is proposed that Easter weekend opening hours are implemented, particularly where the weather permits.

Based on the above, it is recommended that the following changes are made to opening hours:

- Summer holiday opening hours implemented with opening hours of 10am to 6pm every day during the peak period before Christmas and into the New Year. For the upcoming summer season, the dates proposed for the summer holiday period includes Monday 19 December 2022 to Friday 7 January 2023.
 - Easter weekend opening hours to be implemented which includes:
 - Closed Good Friday and Easter Monday;
 - \circ $\;$ Easter Saturday and Easter Sunday to open between 10am and 4pm; and
 - Splash-park to open if weather suitable.

Any increase to opening hours will put pressure on the centre's staff resourcing and running costs. However, it is expected that the above changes will have minimal impact and will support an increase in admissions over holiday periods.

10. Marketing & Promotions

In October 2020, Council set out to create a new brand and visual identity for the Corowa Aquatic Centre with the development of a suite of digital and print creative assets for multiple applications and uses.

A minimum of two creative design brand concepts were required to be provided for the Corowa Aquatic Centre. Upon receipt of the two creative brand design concepts, a preferred concept was selected by Federation Council, in consultation with the Corowa Pool Advisory Committee.

Once the brand was developed, other key deliverables, as part of the overall branding suite were developed. These included:

Brand & Style Guide:

- Logo Device.
- Tag Line(s) if included in the design.
- Supply of logos in various file formats.
- Font type, preferably a free font.
- Colour palette.
- Any other relevant information and/or considerations.
- Graphic Element(s) if included in the design.
- Any other assets that may come from the creative process.

Aquatic Centre Brochure:

- Double sided DL size.
- Full colour gloss/matt.
- Finished artwork ready for printing.
- New brand to be integrated into the design.

Aquatic Centre Map:

- A3 landscape.
- Full colour gloss/matt.
- Finished artwork ready for printing.
- New brand to be integrated into the design.

Business Cards:

- Standard business card size.
- Full colour.
- Finished artwork ready for printing.

Other creative assets required:

- Email signature.
- Letterhead.
- Uniform design.
- General Instructional sign (e.g. Pool rules, directional signage ...).
- Pool entry sign.
- General A4/A3 sign.
- Facebook banner & Facebook Logo Size format.

Following the delivery of the branding project, Staff embarked on creating two digital assets to support the Corowa Aquatic Centre business – full website build and social media platform development. A monthly newsletter EDM

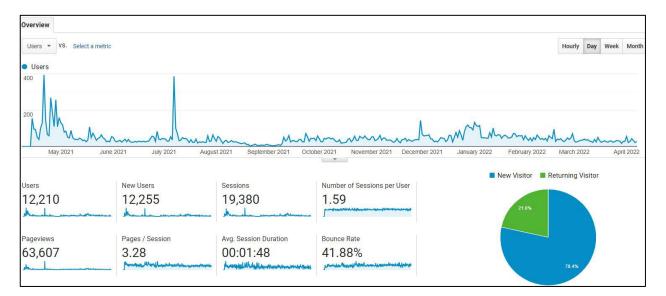
has also been created and published. Below are high level statistics which detail how the Corowa Aquatic Centre's marketing assets have performed over the last 12 months.

Website: Corowa Aquatic https://www.corowaaquaticcentre.com.au/Home

Reporting period: 8 April 2021 – 7 April, 2022 (12 months).

Website went live Thursday 8 April, 2021.

- Sessions (visits to the site comparable to a physical customer walking through the front door of the centre): 19380 (avg. 55 sessions per day).
- Page Views: 63607 (avg. 180 page views per day).
- Users: 12210 (avg. 34 users per day).
- Acquisition: Organic Search Users (via search engine i.e. Google Chrome) 6265 (51.31% of total users), Social users (from Facebook page) 3445, Direct Users (entered the web address in their browser) 1720, Referral Users (from other websites i.e. Council) 1118. The Federation Council corporate website referred 959 users, CAC newsletter referred 61 users, Ball Park Caravan Park referred 57 users and the VisitNSW consumer website referred 8 users.
- Device used to access the site: Mobile 9,218 users, Desktop 2498 users, Tablet 544 users.



• Top 10 pages viewed listed below.

25	Page Title	Pageviews	% Pageviews
1.	Home Corowa Aquatic Centre	14,101	22.17%
2.	Opening hours Corowa Aquatic Centre	6,474	10.18%
3.	Fees, charges and memberships Corowa Aquatic Centre	5,070	7.97%
4.	Facilities Corowa Aquatic Centre	3,561	5.60%
5.	Learn to Swim Corowa Aquatic Centre	3,414	5.37%
6.	Memberships Corowa Aquatic Centre	3,125	4.91%
7.	Casual admission Corowa Aquatic Centre	2,972	4.67%
8.	Programs Corowa Aquatic Centre	1,919	3.02%
9.	Class Information Corowa Aquatic Centre	1,918	3.02%
10.	Timetable Corowa Aquatic Centre	1,898	2.98%

• Top 10 document downloads including number of downloads for each document listed below.

E	vent Action 3	Total Events 🕐 🔸	Unique Events 🕜
		1,011 % of Total: 13.67% (7,394)	932 % of Total: 13.21% (7,053)
1.	/files/assets/corowapool/document-library/terms-amp-conditions/learn-to-swim-faq.pdf	259 (25.62%)	227 (24.36%)
2.	/files/assets/corowapool/document-library/learn-to-swim/learn-to-swim-timetable.pdf	204 (20.18%)	195 (20.92%)
3.	/files/assets/corowapool/document-library/terms-amp-conditions/memberships-terms-conditons.pdf	176 (17.41%)	164 (17.60%)
4.	/files/assets/corowapool/document-library/terms-amp-conditions/season-pass-terms-conditions.pdf	131 (12.96%)	122 (13.09%)
5.	/files/assets/corowapool/document-library/terms-amp-conditions/bookings-terms-conditions.pdf	65 (6.43%)	58 (6.22%)
6.	/files/assets/corowapool/document-library/terms-amp-conditions/conditions-of-entry.pdf	64 (6.33%)	60 (6.44%)
7.	/files/assets/corowapool/document-library/terms-amp-conditions/covid-conditions-of-entry-qr-code-corowa-aquatic-centre.pdf	51 (5.04%)	49 (5.26%)
8.	/files/assets/corowapool/document-library/terms-amp-conditions/learn-to-swim-tcs.pdf	31 (3.07%)	<mark>28</mark> (3.00%)
9.	/files/assets/corowapool/document-library/plans/corowa-aquatic-centre-covid-safety-plan.pdf	21 (2.08%)	20 (2.15%)
0.	/files/assets/corowapool/document-library/terms-amp-conditions/cac-conditions-of-entry.pdf	9 (0.89%)	9 (0.97%)

Electronic Newsletters (EDM's)

Email electronic newsletters are distributed to subscribed people on a monthly basis.

A total of ten electronic newsletters have been sent since CAC opened being:

- 20 May 2021: delivered 416, 242 opened with 55 unique clicks.
- 25 June 2021: delivered 425, 224 opened with 32 unique clicks.
- 30 July 2021: delivered 432, 276 opened with 27 unique clicks.
- A COVID Update newsletter was sent on 17 August 2021, delivered 434, 254 opened with 6 unique clicks.
- 30 September 2021: delivered 442, 208 opened with 38 unique clicks.
- 29 October 2021: delivered 450, 271 opened with 23 unique clicks.
- 1 December 2021: delivered 450, 250 opened with 29 unique clicks.
- 31 January 2022: delivered 455, 294 opened with 36 unique clicks.
- 28 February 2022, delivered 462, 270 opened with 22 unique clicks.
- 1 April 2022, delivered 466, 260 opened with 38 unique clicks.

The audience subscribed to the CAC newsletter has grown to 510 people over this time. Customers can subscribe to the newsletter via the CAC website and this opportunity is promoted regularly via promotions in the centre and on social media.

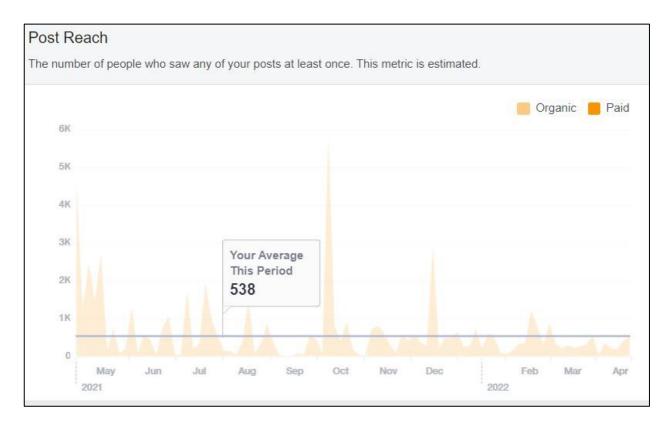
In addition to the above, content promoting CAC was also included in Council Corporate EDM's including Community, Business Support and Tourism Industry newsletters.

Social Media Facebook: Corowa Aquatic Centre <u>https://www.facebook.com/corowaaquaticcentre</u>

Reporting period: 12 April 2021 – 11 April, 2022 (12 months).

Facebook page went live on Monday 12 April 2021.

- Total Page Likes: 1281.
- Total Page Followers: 1360.
- Total average Reach: 538 per day.
- Total Paid Reach: 0.



The top ten highest organic reaching posts were:

- Thursday 25 April, Reach 10.9k, Corowa Aquatic Centre Opening Eve.
- Thursday 23 September, Reach 8.9k, Splash Park School Holiday opening.
- Wednesday 7 July, Reach 7.6k, Learn to Swim program enrolments open.
- Monday 19 April, Reach 7.3k, Corowa Aquatic Centre to open in 7 days.
- Monday 12 April, Reach 6.4k, Welcome to the Corowa Aquatic Centre Facebook page.
- Wednesday 21 April, Reach 10.9k, Online membership response.
- Thursday 28 October, Reach 5.3k, Summer Season opening hours.
- Friday 10 September, Reach 5.1k, Re-opening after Covid close.
- Tuesday 30 November, Reach 4.9k, Learn to Swim Intensive Swim program.
- Thursday 3 February, Reach 4.7k, Splash Park closed to the public until further notice.

Social Media Acquisition Paid Campaign

One social media paid campaign was coordinated during the 12-month period.

The objective of the campaign was to grow the number of pages likes and follows on the page by 100 which in turn allows content to be reached by a larger audience.

The advertisement was in market from 10 August 2021 for 5 days to men and women aged 18 – 65 years living within a 40-minute driving radius around the Federation Council local government area.

The campaign reached 6004 people and acquired 117 new page likes costing \$99.94.

In addition to the above, numerous organic campaigns were coordinated over the 12-month period as follows;

- Learn to Swim Program
- Summer Intensive Learn to Swim Program
- Bring a Friend Aqua Fit
- 1st year Anniversary
- Birthday Parties

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- Summer + Winter Opening Hours
- Staff Introductions
- Christmas Alf
- Easter Bunny

Where to next? Key Recommendations and Ongoing Promotions Underway -

Ongoing Promotions

- Centre Vouchers.
- Aqua Fit.
- Learn to Swim.
- Merchandise.
- Food/cafe offerings.
- Monthly newsletter.
- Birthday Parties.
- Seasonal and annual membership including direct debit and flexibility of payment.
- Community Sporting Club Promotion.

Recommended Activities to be undertaken over the next 12-month period:

- Further development of a detailed Marketing Action Plan, taking into consideration the last 12 months of data.
- Strong focus on membership sales.
- Paid always on marketing campaigns: If budget allows some paid marketing for digital advertising such as a Google AdWords Campaign (approx. \$100+ per month).
- Remarketing campaigns capturing people who have visited the website previously and targeted paid social advertising to reach new target audience members (approx. \$100+ per month), including ads targeting Mums etc.
- Sponsor or support local community groups/sport perhaps an award (these are usually valued at \$5 \$10) during their playing season with the agreement that the club attends CAC x many times during the year for training etc.
- CAC be used as a venue for complementary events run by community groups/organisations? This would expose a new audience to the facility that may have not been previous users. Movie nights, youth activities, disco etc.
- Further cross promotion with Ball Park Caravan Park following review of school holiday facility open times.
- Budget allocation for revised photo shoot to capture new content to ensure marketing channels stay fresh and engaging. There is also a need to capture content of new offerings and initiatives undertaken in the previous 12 months that were not captured before the Centre opened.

11. Fees and Charges

Entry Fees

Entry Rates	Casual Entry	Weekly	Winter	Summer	Yearly
		Passes	Passes	Passes	Memberships
Adult	\$6.50	\$45.00	\$215.00	\$393.00	\$500.00
Child	\$5.00	\$33.00	\$165.00	\$303.00	\$385.00
Concession	\$5.00	\$33.00	\$165.00	\$303.00	\$385.00
Family	\$18.50	\$126.00	\$275.00	\$590.00	\$750.00
Additional Child	\$3.00	\$10.00	\$45.00	\$80.00	\$120.00
Spectator	\$3.00				
Commercial User (per hour)	\$25.00				

For yearly memberships, monthly direct debit is available utilising Ezidebit associated with the Envibe operating system.

Program Fees

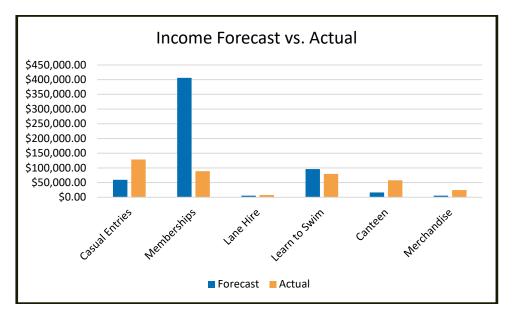
Service	Price
Learn to Swim – Non-Member	\$16.00
Learn to Swim – Member	\$14.00
Aqua Fitness – Non-Member	\$16.00
Aqua Fitness – Member	\$10.00
Aqua Fitness – Concession	\$12.00

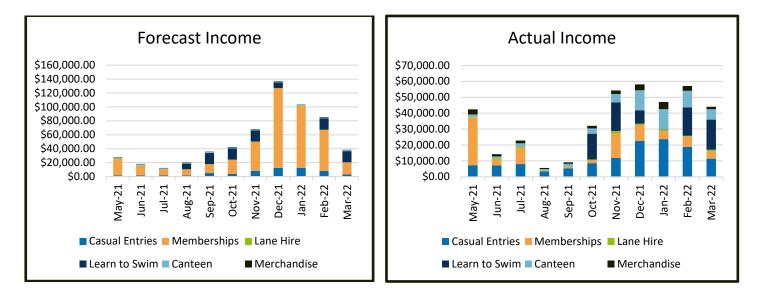
12. Budget Performance

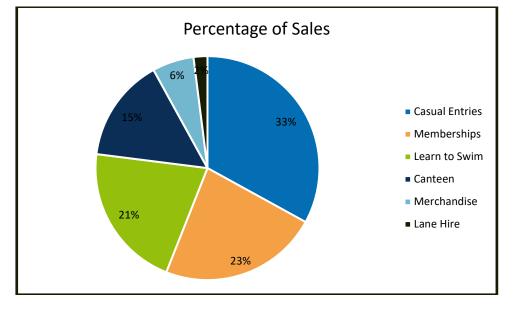
12.1 Sales

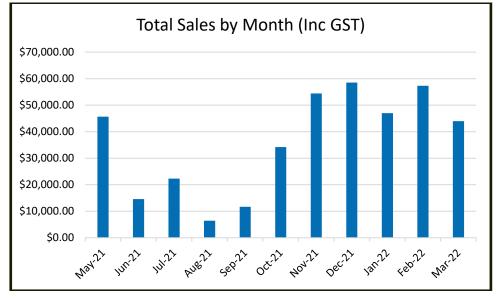
The expected participation and usage rates were estimated based on the dated contained in the Corowa Pool Capital Expenditure Report dated November 2019 and the 2016 Feasibility Study with \$516,052 expected operating revenue for Year 1. Within the first 12 months of operation (May 2021 – March 2022), the following sales have been achieved.

Income	Forecast Sales	Actual Sales	Difference	Percentage	
	(Inc. GST)	(Inc. GST)		of Sales	
Casual Entries	\$59,614.80	\$128,411.00	+\$69,247.70	33%	
Memberships	\$406,271.40	\$88,970.59	-\$317,300.81	23%	
Lane Hire	\$5,500.00	\$7,581.50	+\$2,081.50	2%	
Learn to Swim	\$96,000.00	\$79,378.33	-\$16,621.67	21%	
Canteen	\$16,500.00	\$57,982.20	+\$41,482.00	15%	
Merchandise	\$5,500.00	\$24,519.00	+\$19,019	6%	
TOTAL	\$585,386.20	\$386,842.62	-198,543.58	100%	









Top 30 Sales Items

	Name	Sales Amount (Inc. GST)	Quantity Sold	Avg. Price	% Of Total Sales Amount
1	Learn to Swim Full Paying Per Session	\$70,795	4366	\$16.22	18%
2	Casual Entry - Child	\$39,630	7926	\$5.00	9.90%
3	Family Membership Yearly Upfront	\$33,750	45	\$750.00	8.40%
4	Casual Entry - Adult	\$28,957	4455	\$6.50	7.20%
5	Family Membership Direct Debit	\$17,441	240	\$72.49	4.40%
6	Casual Entry - Family	\$16,761	906	\$18.50	4.20%
7	Casual Entry - Concession	\$14,400	2880	\$5.00	3.60%
8	Concession Membership Yearly Upfront	\$14,245	37	\$385.00	3.60%
9	Casual Entry - Group Fitness Concession	\$10,536	878	\$12.00	2.60%
10	Casual Entry - Spectator Only	\$8,166	2722	\$3.00	2%
11	Bucket of chips	\$7,784	2224	\$3.50	1.90%
12	Adult Membership Yearly Upfront	\$7,500	15	\$500.00	1.90%
13	Learn to Swim Membership Rate Per Session	\$7,374	514	\$14.35	1.80%
14	Casual Entry - Group Fitness Full Paying	\$6,256	391	\$16.00	1.60%
15	WINTER PASS (2021) Family	\$5,763	20	\$288.15	1.40%
16	Hot Dog - Plain	\$5,460	1365	\$4.00	1.40%
17	Coffee takeaway	\$5,168	1292	\$4.00	1.30%
18	WINTER PASS (2021) Concession	\$3,640	26	\$140.00	0.91%
19	Casual Entry - Group Fitness Membership	\$3,170	317	\$10.00	0.79%
20	Zoggs Racespex Mirror - Green	\$3,125	125	\$25.00	0.78%
21	WINTER PASS (2021) Adult	\$2,960	16	\$185.00	0.74%
22	Lane Hire - Physio Groups	\$2,925	117	\$25.00	0.73%
23	Dim Sims	\$2,536	3171	\$0.80	0.63%
24	SUMMER PASS (2021-22) Family	\$2,360	4	\$590.00	0.59%
25	Chips & Nuggets	\$2,289	327	\$7.00	0.57%
26	Coke	\$2,208	736	\$3.00	0.55%
27	Concession Membership Direct Debit	\$2,161	58.9	\$36.69	0.54%
28	Adult Membership Direct Debit	\$2,062	45.5	\$45.34	0.52%
29	Family Membership Yearly Upfront +1 Additional Child	\$1,740	2	\$870.00	0.43%
30	Bondi 14+ Goggles	\$1,695	113	\$15.00	0.42%

This data shows:

- Overall, income was down 34% than expected;
- Casual entry sales were 46% higher than expected;
- Membership sales were 79% less than expected;
- Lane hire sales were 37% higher than expected;
- Learn to swim sales were 18% less than expected due to the delay in starting because of COVID-19 lockdowns. However, since commencing learn to swim classes are becoming one of the biggest sources of income. It is expected to the biggest source of income in the next 12 months;
- Canteen sales were 351% higher than expected;
- Merchandise sales were 445% higher than expected;
- Sales are significantly higher in summer months than winter months; and
- Casual entry, memberships and learn to swim are the biggest three sources of income.

12.2 Income, Expenditure & Net Operating Result

SNAPSHOT

ACTUAL vs PROJECTIONS							
	<u>202</u>	<u>0-21</u>			<u>2021-22</u>		
	Actual	Adopted budget	Actual (YTD Apr)	FY22 Forecast	<u>SRV¹</u>	Original budget	Current budget ²
Income							
User fee and charges	61,766	25,311	327,301	350,000	578,092	516,000	350,00
Special variation income	0	0	497,385	497,385	554,805	495,212	495,212
Total Income	61,766	25,311	824,685	847,384	1,132,897	1,011,212	845,212
Expenses							
Employee Benefits & On-costs	132,459	178,584	617,853	715,603	707,899	695,356	595,356
Materials & Contracts	281,361	447,195	457,425	557,794	258,393	178,757	472,83
Borrowing cost	8,250	59,000	32,172	32,172	48,800	32,172	32,172
Depreciation & Amortisation	70,643	70,643	235,476	282,571	203,000	282,571	282,57
-	492,712	755,422	1,342,926	1,588,140	1,218,092	1,188,856	1,382,934
Nett operating result	-430,947	-730,111	-518,240	-740,756	-85,195	-177,643	-537,721
% of operating cost covered by:							
Pool users	13%	3%	24%	22%	47%	43%	25%
Ratepayer	87%	97%	76%	78%	53%	57%	75%
Special variation	0%	0%	37%	31%	46%	42%	36%
General rates	87%	97%	39%	47%	7%	15%	39%
-	100%	100%	100%	100%	100%	100%	100%

¹SRV refers to 10 years average committed in the Special Variation application to IPART in FY2021/22

² Current budget have taken into account any quarterly adjustment

PERFORMANCE

	FY21 Actual (Apr)	FY21 Budget
Income		
User fee and charges	61,766	25,311
Special variation income	0	0
Total Income	61,766	25,311
<u>Expenses</u>		
Employee Benefits & On-costs	132,459	178,584
Materials & Contracts	281,361	447,195
Borrowing cost	8,250	59,000
Depreciation & Amortisation	70,643	70,643
	492,712	755,422
Nett operating result	-430,947	-730,111

The Centre made 24% of its total sales for the year in April 2021 when it opened its door to the public.

The Centre opened later than anticipated and this have contributed in lower expenditure incurred. Borrowing for the pool was budgeted at 4% in FY2020/21 and it was to be taken up at the beginning of the financial year. However, the actual interest rate obtained was lower at 2.2% and loan was taken up in the fourth quarter instead.

Users	:	13%
Ratepayers	:	87%

	FY22 Forecast	<u>SRV</u>				
Income					the Special Variation application that	
User fee and charges	350,000	578,092	•	Centre's 10 y	ears average operating cost will be	
Special variation income	497,385	554,805	covered by:			
Total Income	847,384	1,132,897	Users	:	47%	
			Ratepayers	:	53%	
<u>Expenses</u>						
Employee Benefits & On-costs	715,603	707,899	However, it is forecasted that by end of FY2022, the Centre will only			
Materials & Contracts	557,794	258,393	manage to recover 23% of the operating cost from users.			
Borrowing cost	32,172	48,800				
Depreciation & Amortisation	282,571	203,000	Users	:	22%	
	1,588,140	1,218,092	Ratepayers	:	78%	
Nett operating result	-740,756	-85,195				

Federation Council - Corowa Aquatic Centre First 12 Months Operational Summary & ReviewReference: 22/15418April 2022

	FY22 Forecast	<u>Original budget</u>					
Income			By the end of FY202	2, the Centre	is forecasted to on	ly collect 68% of th	ne originally budgeted
User fee and charges	350,000	516,000	user fees and charges. The income was revised during the quarterly review and it was reduced to \$250,000		ew and it was reduced		
Special variation income	497,385	495,212	to \$350,000.				
Total Income	847,384	1,011,212	During the quarterly review, allocated expenditure in the original budget was also revis				was also revised. The
			expenses allocation	was increase b	oy 16% to \$1.38m.		
<u>Expenses</u>							100/ anta Datanawara
Employee Benefits & On-costs	715,603	695,356	With the revised budget, the weight of the funding source increase by 18% onto Ratepayers. However, the revised budget is insufficient as the Centre is forecasted to exceed its allocation				
Materials & Contracts	557,794	178,757	by \$203,035 (Forecast: \$1.6m vs Current budget: \$1.4m).				
	22 1 72	32,172					
Borrowing cost	32,172	52,172					
Borrowing cost Depreciation & Amortisation	282,571	282,571					
-	,				<u>Original budget</u>	Current budget	
	282,571	282,571	Users	:	Original budget 43%	Current budget 25%	-
	282,571	282,571		:	43%	25%	18%
	282,571	282,571	Users Ratepayers	:			18%

The current budget performance highlights that the operation of the Corowa Aquatic Centre will have an impact on Council's Long Term Financial Plan (LTFP) financial sustainability indicators.

The centre is a year-round facility with three bodies of water which requires significant human resources and consumables to operate. Based on current budget performance, the average running cost is approximately \$580 for every hour the centre is open. Wages account for 45% of costs and utility costs a further 10%. Together they make up over half of the total running costs.

Based on rostering requirements, the approximate cost of wages for centre staff for every hour the centre is opening has been estimated to be:

- Winter normal rate = \$130 per hour
- Winter weekend rate = \$192 per hour
- Summer normal rate = \$220 per hour
- Summer weekend rate = \$328 per hour

Note, this does not include the costs of wages other supporting management and maintenance roles that support the operation of the pool.

Federation Council - Corowa Aquatic Centre First 12 Months Operational Summary & ReviewReference: 22/15418April 2022

Income has not met the targets originally set. This may be due to:

- Overstated expected operating revenue in the original Capex report and Feasibility Study.
- Less membership uptake than forecast.
- COVID-19 lockdowns causing the business to close for 26 days.
- Reduced visitor and tourist numbers in the area over the holiday period.
- Milder summer season with less many days over 40°C than normal.
- Delays to commencement of the learn to swim program due to COVID-19 lockdowns.

Higher than expected expenditure has been caused by:

- Increased wage costs with the transition of lifeguards from labour hire to employees under Council's Award system.
- Price increases for chemicals.
- Higher than budgeted utility costs.
- Several one-off purchases for equipment, furnishings and fit-out required to operate the facility.
- Higher than expected costs for operating software and rostering system.
- Products and supplies for operating the café which was included in the original budget. Council's original intention was for a third-party operator to run this café however there were no interested parties.
- Higher than expected costs for council's Building Maintenance Officer to service the centre, including maintenance, repairs, delivery of chemicals.
- Higher than expected costs for an external cleaner to maintain the facility.
- Requirement for the splash park to be manned by a lifeguard due to it being a body of water rather than a splash pad.

Cost saving measures to minimise the impacts on council's overall financial sustainability, may include:

- Reduce services;
- Refine opening hours;
- Increase entry fees and product prices;
- Invest in energy efficiency initiatives;
- Seek a further special rate variation to offset running costs; and/or
- Consider alternative service models.

Some of these options will require further analysis to understand impacts and balance the risk posed to patron safety and the customer experience.

13. Recommendation(s)

The table below outlines the recommendations for the centre:

No.	Recommendation
1.	Council continues to operate the centre for a further 12 months. This will enable the management
	team to further develop the services provided at the centre and continue to build knowledge of data
	and seasonal trends as well as understand the business needs of the facility.
2.	Council continues to monitor admission data, seasonal trends and membership rates to establish
	reliable baseline data.
3.	Council continues to monitor budget performance and consider ways to reduce budget impacts.
4.	Council develops a business plan is developed and key performance indicators for the facility.
5.	Council provides additional funding in the 2022-23 budget to allow for the following:
	Alterations are made to the rear enclosure of the 50m plant room with the provision of a
	gate and additional concrete to allow more effective manual handling of chemicals (at a cost of approximately \$10,000).
	 Purchase of a walkie stacker to reduce manual handling risks (at a cost of approximately
	\$15,000).
	 Remote monitoring is enabled on the three chemical dosing controllers (at a cost of
	approximately \$10,000).
6.	Council considers grant funding opportunities for the supply and installation of additional shading
-	and portable grandstand seating options.
7.	Council staff undertake further research is undertaken into hosting events such as movie nights and
	inflatables over the next 6 months. Preference is given to activities that can be implemented at low
	or minimal costs but will boost admissions through the centre.
8.	Council retains the Duty Officer position for a further 12 months.
9.	Council creates a second in charge (2IC) role in the structure to support the supervision
	requirements and improve the day to day running of the facility.
10.	Council continues to engage customer service officers, lifeguards, aqua aerobics instructors and
	learn to swim teaches on a casual basis for the next 12 months.
11.	A relief aqua aerobics instructor is engaged on a casual basis.
12.	Council continues to have in place the after-hours on call system for the next 12 months.
13.	Council seeks feedback from learn to swim parents and aqua aerobics participants to evaluate level
	of satisfaction and determine if these services can be further improved.
14.	Council implements summer school holiday opening hours are implemented to provide greater
	opportunities for patrons to enjoy the facility during this busy peak period. The upcoming summer
	school holiday hours to commence from Monday 19 December 2022 to Friday 7 January 2023 and
	include opening hours of 10am to 6pm.
15.	Where weather permits, Council opens the centre on Easter weekend to provide greater
	opportunities for patrons to enjoy the facility during this holiday period. Easter weekend trading
	hours to include Saturday and Sunday 10am to 4pm. Closed Good Friday and Easter Monday.
16.	With very low patronage between 7-8pm, Council adjusts opening hours to close at 7pm where the
	centre currently opens until 8pm on weekdays.
17.	Results of the energy audit are provided to Council for review and consideration once completed.

14. References

- Office of Local Government Practice Note 15 Water Safety, accessed: <u>https://www.olg.nsw.gov.au/wp-content/uploads/OLG-Water-Safety-Practice-Note-15-Update.pdf</u>
- Royal Life Saving Australia Guidelines for Safe Pool Operations (membership required for access).
- Royal Life Saving Australia A 10 Year Analysis of Drowning in Aquatic Facilities, accessed: <u>https://www.royallifesaving.com.au/__data/assets/pdf_file/0009/37557/RLS_PublicPools_10YearReport.</u> <u>pdf</u>
- Royal Life Saving Australia National Drowning Report 2021, accessed: <u>https://www.royallifesaving.com.au/research-and-policy/drowning-research/national-drowning-reports</u>
- Australian Institute of Health and Welfare Injury in Australia Drowning and Submersion 2018-19, accessed: <u>https://www.aihw.gov.au/reports/injcat/213-1/213/drowning-and-submersion</u>
- Public Health Act 2010 and Regulation 2012 accessed: <u>www.legislation.nsw.gov.au</u>
- NSW Government Swimming Pool and Spa Advisory Document, accessed: <u>https://www.health.nsw.gov.au/environment/Pages/swimming-pool-and-spa-advisory-doc.aspx</u>

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9.6. Corowa Aquatic Centre - Draft Business Plan

Author: Angela Reidy, Manager Environment, Facilities & Regulations

Summary

Following the first 12 months operational of the Corowa Aquatic Centre, Management are seeking endorsement to implement the centre's first four-year Business Plan to drive growth while also balancing affordability, cost-effectiveness and opening hours/days, for all sectors of the community.

Recommendation

- 1. THAT Council endorses the Draft Business Plan for public consultation; and
- 2. THAT Council receives a further report to consider any feedback and adopt a final plan.

Background

Extract from report 9.5

Corowa Aquatic Centre was opened to the public on 26 April 2021 and since then has seen over 34,000 admissions, 350 student enrolments in learn to swim and 1,500 participants in aqua aerobics as well as weekly physiotherapy sessions delivered. While there have been a number of successes in the first 12 months of operations, there have also a number of challenges. This has included COVID-19 lockdowns, restrictions and impacts resulting in service shutdowns and less visitors to the region and subsequent admissions to the centre. The milder summer season with less days over 40 degrees than normal also impacted admissions during what would be expected to be the centres' busy peak period. The uptake of memberships has also been less than expected which is believed to be as a result of again COVID-19 and the current economic pressures being felt by many. As a result of all of this, the centre's income is less and expenses have been higher with the original 2021/22 financial year budget expected to be exceeded by \$563,113.

Management are striving to overcome these challenges and build on the successes that have been realised in the first 12 months, through the implementation of a four-year Business Plan that will be regularly monitored and reviewed. The key strategic goals of the plan include:

- 1. Optimising the financial performance of the facility.
- 2. Growing membership, participation, events and attendance at the facility.
- 3. Providing quality programs and activities for all user groups.
- 4. Strengthening the promotion and marketing of the facility.
- 5. Providing a safe and well managed facility that everyone can enjoy.

These goals are consistent which Council's overarching strategic plans and will assist in delivering an aquatic facility in alignment with council's commitment to achieving social, financial, sustainability and environmental outcomes. The four-year business plan also aligns with the four-year Delivery Program and Operational Plan.

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The key strategic goals in the Draft Business Plan are backed by priorities, which include:

- Regional facility attracting and benefiting people from across our region;
- High quality, accessible and inclusive a range of contemporary services that encourage health and active lifestyles;
- Affordable and viable operated to agreed standards, balancing pricing, community access and Council's overall financial capacity;
- Well-maintained and managed a well-managed service to maximise the benefits for the community;
- Monitoring and review four-year business plan with annual review of the service including admissions and finances.

The investment Council has made with the new facility reinforces its commitment to improving health, well-being, and social interaction of residents by providing infrastructure and services that support good health outcomes.

Some of the key deliverables in the Draft Business Plan to drive admission and reduce expenses include:

- undertaking an energy audit and seeking to cost of utilities;
- providing discounts and incentives for members;
- converting casual admissions to memberships;
- hosting regional swim competitions and events
- establishing holidays opening hours for peak periods;
- grow learn to swim enrolments and undertake an intensive summer program;
- improve services for adults and NDIS clients;
- participate in discounted NSW voucher programs;
- consider grant funding opportunities to expand services and further improve the facility;
- develop a Communications & Engagement Strategy and Marketing Plan;
- regular review and reporting of business activities;
- consider alternative service delivery models and options.

Community Engagement

As already outlined, significant community engagement has previously occurred with regards to the original concept designs and decision to proceed with the build of the new pool as well as fees and charges models, including the special rate variation (SRV). There has also been targeted feedback sought through the Pool Advisory Committee leading up to opening the facility.

It is intended for this Draft Business Plan to be placed on public exhibition for a period of 30 days to allow Council to seek feedback from the community, consider any feedback and adopt and implement a final plan.

Attachments

1. Corowa Aquatic Centre Draft Business Plan 2022-26

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Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. **Delivery Program 4 year plan:** 1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents.

Operational Plan Action 2021-2022: 1.2.5 Ensure Swimming Pool Management Services are delivered.

1.2.6 Undertake a review of the Corowa Aquatic Centre's first year of operation.

Financial Implications

It is recognised that through the SRV application process for Corowa Aquatic Centre in 2021, that Council intended that 47% of operational expenses would be attributed to users and 53% to ratepayers. The first 12 months of operation has resulted in users covering 22% of operational expenses and ratepayers 78%. The Business Plan will look to realign this split between users and ratepayers to what was intended with the SRV.

Financial Sustainability

The current budget performance for 2021-22 financial year, identifies that the operation of Corowa Aquatic Centre will have a negative impact on Council's Long Term Financial Plan (LTFP) financial sustainability indicators, if nothing is done to address this. The implementation of a four-year Business Plan aims to reduce operational costs and increase revenue.

Risk Implications

There is a risk that Corowa Aquatic Centre will continue to be negatively impacted by matters outside the control of Council, such as the current economic climate. However, this Business Plan provides key strategic goals, actions and key performance indicators to drive success and improve performance which will strive to buffer any impacts from outside influences and threats.

Legal Implications

There are no legal implications by Council endorsing a Business Plan for the Corowa Aquatic Centre.

Options

The options available to Council are:

- 1. Carry on operations as is without a Business Plan;
- 2. Implement a Business Plan to help drive performance and set targets that can be monitored and reviewed regularly **Recommended**

Corowa Aquatic Centre Business Plan 2022/23 – 2025/26





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Background History

The former Corowa War Memorial Swimming Pool was opened on Wednesday 7 November 1956 and included an outdoor 50m pool, canteen and change rooms. At the time, the schools were given a half-holiday for the occasion and the NSW Governor, Sir John Northcott, cut the ribbon to open the then new pool. However, with the age of the asset posing several safety risks, the pool was closed to the public in 2019.

Over the last 25 years, there has been a substantial amount of work conducted by Federation Council and the former Corowa Shire Council to pursue the replacement of the former Corowa Swimming Pool. In May 2019, Federation Council made the decision to progress with building a 50-metre outdoor pool, 25 metre indoor pool, indoor reception, administration and café area, amenities and storage areas, and a splash park at the old Corowa Pool site located in the Ball Park Precinct next to the Council Civic Centre.

The tender to construct the new Corowa Aquatic Centre was awarded to Hines Construction in October 2019 and was completed in April 2021. The project cost \$10.3M and was funded by Council, alongside significant contributions from the NSW State Government under various grants including Clubs NSW, Stronger Communities and Stronger Country Communities. This asset not just for the community of today, but one that will meet the community's needs for the next 50 years. The facility was officially opened by Mayor Pat Bourke and MP Justin Clancy on 19 April 2021 and the doors to the new facility opened to the public on 26 April 2021.

Introduction

The purpose of this business plan is to develop an effective strategy for driving success and growth of Corowa Aquatic Centre. It outlines Council's objectives for the facility over the next four-year period for 2022/23 – 2025/26.

The highlights and achievements during the first 12-month operations of the centre (May 2021 - April 2022) include:

- Over 34,331 admissions;
- Of these admissions, 57% of casual admissions being from Federation LGA (52% of these are from postcode 2646), 41% being from the local region and 2% are from outside the region;
- 80% of casual admissions being from NSW, 20% from Victoria;
- A membership base of 170 members;
- The top three admission types being casual child entry, family memberships entry and casual adult entry;
- Enrolment of 348 students enrolled in the learn to swim program with an additional 100 students on the waitlist for enrolment;
- Approximately \$4,000 (Inc. GST) of revenue per week of revenue being generated from the learn to swim program (during school terms);
- In summer, casual admissions generating 2.5 x times more revenue than in winter;
- There have been 5 birthday parties held at the centre with more expected;
- Physiotherapy classes are occurring twice a week with 4hrs of physio time in the water per week;
- Hosting two Ovens & Murray regional swim competitions;
- Canteen sales are averaging approximately \$2,000 (Inc. GST) per month in winter season and \$12,000 (Inc. GST) per month in the summer season; and
- Merchandise sales are averaging approximately \$1,500 (Inc. GST) per month in the winter season and \$3,800 (Inc. GST) per month in the summer season.

Centre staff have received many positive comments from patrons about how impressed they are with the centre. While this have been a great success for since opening the facility, there are opportunities to refine the business strategy to ensure a cost-effective and affordable facility into the future.

Link to Council's Vision, Mission & Values

Our Vision

The community has a strong vision for the Federation local government area, which includes:

"Federation – Creating Opportunities, Celebrating Communities. Federation will be a home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways".

Our Mission

Council has set a clear mission for organisation to bring the Community Strategic Plan to life:

"A quality Council with an ongoing focus towards continuous improvement. We are committed to building, celebrating, and supporting strong, sustainable and diverse communities".

Council's Values

To support Council's mission, a set of guiding values have been developed to provide clear purpose and direction for the workforce:

- 1. Accountability we will plan well and report on our progress. We will ensure fair and transparent decision making and take responsibility for our actions.
- 2. Collaboration we support each other as a team and will engage closely with the community.
- 3. Customer Focus we will be responsive and accessible to the community. We will be open, respectful, and truthful in our dealings.
- 4. Embracing Change we will create our future by being innovative and encouraging new ideas, opportunities, and better ways of doing things.
- 5. Quality Outcomes we will strive for excellence and to deliver value for money for the community.

Link to the Community Strategic Plan

Under the Integrated Planning & Reporting (IP&R) Framework, Council sets long term vision for its community through the 10-year Community Strategy Plan and outlines how it hopes to achieve this vision through short term goals outlined in the 4-year Delivery Program.

Under these guiding documents, Corowa Aquatic Centre is a discretionary service under "Social Federation" with a goal of 'creating a close-knit and welcoming communities where people come together and support each other'.

Performance Measures for Corowa Aquatic Centre include:

Key Performance Indicator	Measure	2022/23	2023/24	2024/25	2025/26
Visits to swimming pools /					
Corowa Aquatic Centre per	#	2.7	2.8	2.9	3.0
capita					



Key Strategic Goals for Corowa Aquatic Centre

Council recognises the benefits such a facility brings to the region and hopes to build on the successes of the first 12 months of operation with its first Business Plan for the facility. This plan will drive growth while balancing affordability for users and cost-effectiveness for the community.

The key strategic goals for the new aquatic centre are:

- 1. Optimising the financial performance of the facility.
- 2. Growing membership, participation, events, and attendance to the facility.
- 3. Providing quality programs and activities for all user groups.
- 4. Strengthening the promotion and marketing of the facility.
- 5. Providing a safe and well managed facility that everyone can enjoy.

These key strategic goals are consistent with Council's overarching strategic plans and will assist Federation Council in delivering an aquatic facility in alignment with council's commitment to achieving social, financial sustainability and environmental outcomes.

Priorities

The priorities for the facility are:

- Regional facility attracting and benefiting people from across our region.
- High quality, accessible and inclusive range of contemporary services that encourage healthy and active lifestyles.
- Affordable and viable operated to agreed standards, balancing pricing, community access and Council's overall financial capacity.
- Well maintained and managed well managed service to maximise the benefits for the community.
- Monitoring and review four-year business plan with annual review of the service including admissions and finances.

The investment Federation Council has made with the new Corowa Aquatic Centre reinforces its commitment to improving the health, well-being, and social interaction of residents by providing infrastructure and services that support good health outcomes.



Overview of the Facility

The Corowa Aquatic Centre is a council run facility that operates year-round with indoor and outdoor swimming pools, including:

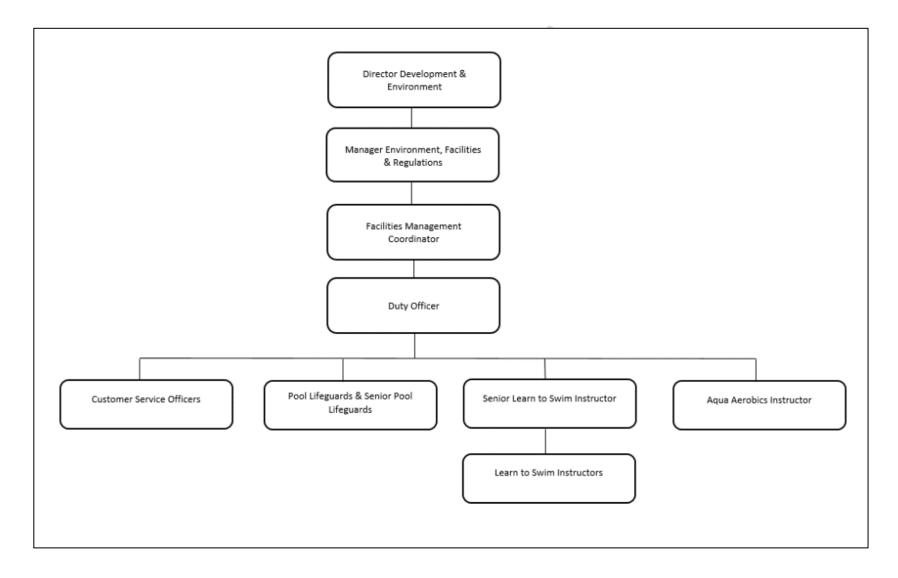
- Heated Indoor Pool (open year-round):
 - 25m length pool with 3 swimming lanes
 - Program pool (learn to swim)
- Outdoor Pool (open in summer season only):
 - Splash Park
 - 50m length pool with 8 swimming lanes, including dive platforms

Other amenities at the facility include:

- Male and female change rooms, toilets, and showers;
- Disabled toilets and change rooms including hoist;
- Aquatic wheelchairs;
- First aid room;
- 2 x plant rooms;
- Storage room;
- Café and seating area;
- Swim shop;
- Customer service counter;
- Turnstile entry.



Organisational Chart



Service Profile

Management Team	Director Development & Environment	
widnagement ream	Director Development & Environment	
	Manager Environment, Facilities & Regul	lations
	Facilities Management Coordinator	
Staff Profile	Current staff levels:	Minimum staff levels – winter season:
	1 x Duty Officer (fulltime)	1 x Duty Officer
	21 x Lifeguards (casual)	12 x Lifeguards
	11 x Customer Services Officers (casual)	6 x Customer Service Officers 1 x Aqua Fitness Instructor
	1 x Aqua Fitness Instructor (casual)	3 x Learn to Swim Instructors
	3 x Learn to Swim Instructors (casual)	
		Minimum staff levels – summer season:
		1 x Duty Officer
		20 x Lifeguards
		8 x Customer Service Officers
		1 x Aqua Fitness Instructor
		3 x Learn to Swim Instructors
Support roles from	Human Resource	
across Council	Building Maintenance	
	Finance	
	Communications & Marketing	
	Information Technology	
Services Delivered	Aquatic recreation	
	Aqua aerobics	
	Learn to swim program	
	Group bookings and lane hire	
	Canteen	
	Swim Shop	
	 Memberships and admissions 	
Resources Profile	Vehicles: Nil	
(no. and details)	Venicies.	
	Software: Envibe – pool operating syste	m
	Ento – staff rostering system	
	Computers: 1 x reception	

		4		1					
		1 x canteen							
		1 x administration							
		1 x duty officer							
		2 x learn to swim tab							
	Phones:	2 x reception phones	x reception phones						
		1 x mobile reception	x mobile reception						
	Equipment:	2 x water sampling n	nachines						
		3 x pool cleaners							
		2 x pool scoops							
		1 x pressure washer							
		8 x dividing board co	overs						
			– 2 x pie warmers, hotdog warmer, refrige	erated counter display unit, ice-cream					
			rink fridges, benchtop deep fryer, large de						
		Hoist and wheelchai							
	Software:	Envibe pool operatin	ng system (\$15K p/yr for annual licence/su	ubscription)					
			system (\$10K p/yr for annual licence/subs						
		-	dia tool (\$2K p/yr contribution towards co						
	Other:		partition and first aid supplies	· · · · ·					
		2 x plant rooms, che							
		Lifeguard rescue equ							
Customer &	Customers:		Stakeholders:	Target Groups:					
Stakeholder Profile	General	public	Ratepayers	• Families – splash					
		onal users	Council and Councillors	park/recreation					
	Holiday		Council staff	 Sporting groups – training / 					
	 Lap swin 		Surrounding residents/local	rehabilitation					
		children and families	government areas	School groups					
	· · · · · · · · · · · · · · · · · · ·		government areas	 Learn to swim students 					
		• Adults/seniors aqua fitness							
	their par								
		nerapy clients providers							
		ents and caregivers • NDIS providers							
	 School g 			Swim clubs					
		tions/carnivals/fun							
	days								

Marketing Tools	 Sporting groups – training/rehab Swimming clubs – regular training/competitions Competitive swimming leagues/groups Website Domain: www.corowaaquaticcentre.com.au Facebook page: www.facebook.com/corowaaquaticcentre/ Email: swim@corowaaquaticcentre.com.au 					
	Hootsuite					
Related Legislation	Local Government Act 1993					
Related Strategies /	Office of Local Government - Practice Notice 15 – Water Safety					
Policies	State-wide Mutual – Signs as Remote Supervision - Best Practice Manual					
	Royal Lifesaving Pool Operations Guidelines					

Training Requirements

Staff at the centre require the following minimum training:

Role	Minimum Training & Qualification Requirements	Proposed Future Training Opportunities
Duty Officer	Pool Lifeguard Qualification (SISS000111) with annual refresher	Aquatic Technical Operator (SISSS00110)
Duty Officer	training	Certificate III Sport & Recreation
	NSW Pool Lifeguard Licence	Certificate IV Training & Assessment
	Provide Advanced First Aid HLTAID006	
	Cardio-Pulmonary Resuscitation HLTAID001	
	NSW Working with Children Check	
	National Police Check	
	NSW Food Safety Supervisor	
Lifeguards	Pool Lifeguard Qualification (SISS000111) with annual refresher	
C	training	
	NSW Pool Lifeguard Licence	
	Provide Advanced First Aid HLTAID006	
	Cardio-Pulmonary Resuscitation HLTAID001	
	NSW Working with Children Check	
	National Police Check	
Learn to Swim Instructors	Provide First Aid HLTAID003	AUSTSWIM Teacher of Adults
	Cardio-Pulmonary Resuscitation HLTAID001	AUSTSWIM Teacher of Aquatics – Access and Inclusion (TAI)
	NSW Working with Children Check	AUSTSWIM Teacher of Towards Competitive Stokes (TCS)
	National Police Check	
	AUSTSWIM Teacher of Swimming and Water Safety	
	AUSTSWIM Teacher of Infants and Preschool	
Aqua Fitness Instructors	Provide First Aid HLTAID003	Certificate III Fitness
	Cardio-Pulmonary Resuscitation HLTAID001	
	NSW Working with Children Check	
	National Police Check	
Customer Service Officers	Provide First Aid HLTAID003	
	Cardio-Pulmonary Resuscitation HLTAID001	
	NSW Working with Children Check	
	National Police Check	
	Basic Food Handling Certificate	

SWOT Analysis

STRENGTHS	WEAKNESSES
 New facility Year-round facility Indoor heated pool Accessibility features design Committed staff Risk management procedures 	 New facility Overhead costs such as utilities, chemicals, staff wages Reliance on current special rate variation to assist with running costs Building information on patronage and admission data Operational challenges with building features High risk nature of facility in terms of injuries and drownings Limited communications and marketing support
OPPORTUNITIES	THREATS
 Leverage community enthusiasm for the new facility Build membership and patron use over time Deliver new services to the community – adult and NDIS learn to swim Partner with local services to deliver and expand programs at the facility (i.e., physiotherapy, NDIS) Engage local football, netball, rugby and hockey sporting clubs for training and recovery Activities for children and families during holiday periods Partner with accommodation providers to offer discounted entry during holiday periods Consider alternative options for service delivery model Attraction of regional swim competitions, events, and training 	 Competing pool facilities in the surrounding region Community expectations about how the facility should be managed and operated Concerned ratepayers about the current special rate variation COVID-19 impacts Travel distances within the region Unseasonal weather conditions Current economic climate and financial pressures on families

Importance of Aquatic Facilities

Pools provide a variety of health and lifestyle benefits for the community, including:

- Health and fitness services allowing people to enjoy the benefits of physical activity.
- The provision of a safe and welcoming spaces, supporting social inclusion and a sense of connection for all members of the community.
- Opportunities to participate for recreation, competition, or sport.
- Community development that contributes to the development of social capital, helping to create links in a community.
- Positive impacts on physical and mental wellbeing.
- Water safety / education and water confidence programs that can reduce the incidence of drownings in the community.
- Fostering community pride.
- Providing climate change relief in extreme weather events.

Royal Life Saving Australia's Report on the Total Annual Benefits of the Aquatic Industry in July 2021 found that the aquatic industry benefits the Australian community and found that the industry:

- Is a driver of economic activity throughout Australia, employing the equivalent of 33,600 full time employees and adding \$2.8 billion to gross domestic product (GDP);
- Is a generator of \$2.5 billion in health benefits, ranging across a reduction in the burden of disease, improved mental health outcomes, reduced absenteeism, and reduced childhood drowning; and
- Is a provider of \$3.8 billion's worth of social benefits such as: enhancing an individual's leisure time or creating increased life satisfaction; by bringing people together; supporting more vulnerable groups; and supporting early learning.

It further found that the aquatic industry supports 33,600 FTE roles across Australia and there are approximately 333M visits to Australia public pools per year. There is social return on investment of \$2.18 for every \$1 spent on aquatic facility operations in regional Australia and 58% of all aquatic facilities are in regional Australia.



Community Needs & Expectations

Federation local government area is a retirement destination but one of few regional areas with positive population growth. The median age in Federation LGA is 47.9 years old with the NSW median at 38. There is a genuine need for water-based therapy activities to support the wellbeing of the aged population. The Council's aged population also means there is strong demand for facilities that can service the needs of the disabled and less mobile.

The median equivalised household weekly income in Federation LGA is just \$677 compared to the NSW median of \$891. This signals the importance of the provision of cost-effective community facilities locally. Corowa Township is located 40 minutes from the Regional Centres of Albury or Wangaratta and many families cannot afford to access swimming pools in these locations.



Furthermore, there are eight Schools in the surrounding area who have reported that their students are below average in respect to their ability to swim. This is a vital concern given Corowa's

location on the idyllic but dangerous Murray River. Due to Corowa's proximity to the weir, river currents near Corowa are rapid and not suited to recreational swimming. A safe swimming alternative is an essential reason for the new facility.

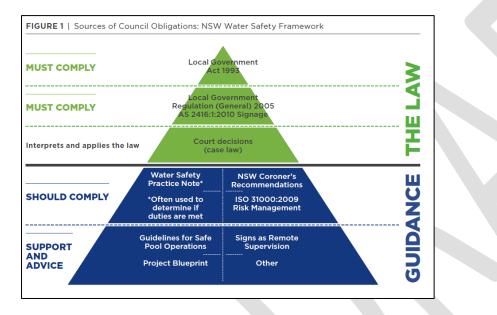
Council undertook an online survey throughout August and September of 2016 to determine the community's needs with respect to the redevelopment of the pool. A total of 729 respondents were contacted to complete the survey and a summary of the findings is as follows:

- A total of 74.9% of people had used or visited one of the 10 most popular pools in the region over the past 12 months.
- Of the 74.9% respondents who had used or visited a pool in the past 12 months, 89.2% had visited the Corowa Swimming Centre and 75.5% of respondents said that Corowa Swimming Centre was their most used Pool Facility.
- The main constraints identified by the 25.1% of respondents who had not visited a pool in the past 12 months included:
 - Have and use own pool (24.7%)
 - No Indoor pool close by (21.1%)
 - Too Old (17.4%)
- The survey indicated that there was community support for maintaining an outdoor pool as well as adding an indoor recreation/leisure pool and a water slide. Desired improved services included the addition of health and fitness classes, membership packages/discount offers, cleaner/more hygienic facilities and longer opening hours.
- Furthermore, 76% of respondents were supportive of the idea to develop a new 50-metre outdoor facility instead of a 25-metre facility even though it would result in an increase in Council rates.

Legislative Risk & Safety Context

Local governments have a responsibility under the *Local Government Act 1993* to ensure all water safety functions, including the operation of public swimming pools are carried out safely and effectively to minimise risks of injury or death.

The NSW Office of Local Government (OLG) have developed Practice Note 15 - Water Safety to assist councils to minimise risks associated with swimming pools under their control and to keep people safe while enjoying the water. They strongly encourage councils to base their policies, programs and activities on the Water Safety Framework outlined in the diagram below.



Royal Life Saving Australia (RLSA) have developed several guidelines and information to assist pool managers with regards to aquatic supervision, incident management, emergency management, facility design and asset management. Federation Council is a member of RLSA.

State-Wide Mutual have developed guidance material for signs as remote supervision to assist councils, including developing conditions of entry and rules for facilities, such as swimming pools.

Risk Management

Council's also have a responsibility under the *Local Government Act 1993* to ensure all water safety functions, including the operation of public swimming pools are carried out safely and effectively to minimise risks of injury or death. RLSA's 10 Year Analysis of Drowning in Aquatic Facilities in Australia between 1 July 2005 and 30 June 2015 found that:

- 36 people drowned in public and commercial swimming pools
- 81% were male and 19% were female
- 36% occurred in Spring
- 22% occurred on a Sunday
- 56% occurred in the afternoon
- 64% were in major cities
- 94% of people were not visitors to the facility
- The most common activity being undertaken prior to drowning was swimming and recreating (83%), while 6% of people fell into the pool
- People of all skill levels drowned, including non-swimmers (14%), poor swimmers (8%), competent swimmers (22%) and strong swimmers (22%)
- Deaths mostly occurred in the deep end of the pool (31%), followed by the side of the pool (8%)
- Key risks included:
 - o lack of active supervision by parents or carers for children
 - o pre-existing medical conditions
 - o drug use
 - o lack of swimming ability and water safety knowledge
- There were 257 cases of non-fatal drowning in Public and Commercial swimming pools
- The leading age group for non-fatal drowning was children aged 0-4 years (45%), followed by children aged 5-9 years (21%)

Based on this, RLSA have recommend the following for the aquatic industry:

- Promote safe aquatic behaviour through clear safety signage, including the need for adults to actively supervise children and non-swimmers;
- Reinforce the importance of minimising both fatal and non-fatal drowning incidents in lifeguard training and continued professional development, including scanning techniques and optimal positioning around the pool; and
- Expand swimming and water safety programs to all ages within the local community.

A comprehensive risk plan for the facility will be developed in accordance with Council's Risk management Framework.



A summary of identified hazards at the facility include:

Identified Hazards	Risk Rating		
Financial management	High		
Marketing, promotions, and	High		
reputation			
Accessibility and inclusion	Moderate		
Injuries and drownings	High		
Lifeguarding	High		
Pools / bodies of water	High - Extreme		
Pool maintenance	High - Extreme		
Site security and cash handling	High		
Child safety	High		
Unacceptable and risky behaviours	High – Extreme		

Aquatic Industry Trends and Challenges

Community expectations in regards to recreation, and how leisure time is used, is changing. This is driven by several factors.

Sport and recreation trends include:

- A gradual ageing of the population.
- Flexibility in the times when people want to recreate.
- Increased variety in leisure options.
- Constraints to leisure participation.
- Changing employment structures, trading, and work hours.
- Aquatic areas usually require financial subsidy whilst health and fitness usually profitable.
- Different people want different activities.
- Provision of high standards and quality of facilities and services.
- Desire for activities to be affordable.
- Recognition of strong links between physical activity and health.
- Expectations of equity and access.
- Technology developments and impacts.
- More sustainable and eco-friendly infrastructure.
- Desire for both indoor and outdoor spaces.

Challenges for Providers:

- Consumer expectations looking for facilities with a low cost to participate and long operating hours.
- Changing population demographics.
- Competition for participants.
- High cost of aquatic areas due to labour and services costs.
- Need to operate commercial activities to help subsidise aquatic area costs.
- Maintaining and developing new facilities.
- Well-trained personnel volunteers and paid staff.
- Keeping 'pace' with technology development.



Action Plan

Key Strategies and Actions	Measure of Success P	Priority Year of Implementation					Responsibility	
			2022/23	2023/24 2024/25 2025/26		2025/26	1 1	
1.0 Optimise the financial performance of the	facility		•					
1.1 Minimise the impact on council's overall budget performance.	Achieve income and expenditure targets set.	1	x	x	x	х	Manger Environment, Facilities & Regulations	
1.2 Implement sustainable pricing and fee structures.	Fees and charges adjusted accordingly.	1	x	x	x	х	Manger Environment, Facilities & Regulations	
1.3 Review and reduce energy use.	Energy audit undertaken by September 2022.	1	×				Facility Management Coordinator	
1.4 Seek grant funding to implement recommended actions from the energy audit.	Grant opportunities identified and applications made.	1	х	x			Manger Environment, Facilities & Regulations	
1.5 Review and refine opening hours to create service efficiencies.	Opening hours adjusted where required.	1	x	x			Manger Environment, Facilities & Regulations	
1.6 Continue to review and refine resourcing requirements.	Rosters regularly reviewed and amended where possible.	1	×	x	x	х	Manger Environment, Facilities & Regulations	
1.7 Continue to provide direct debit payment service.	Direct debit service retained for memberships and learn to swim.	2	x	x	x	х	Manger Environment, Facilities & Regulations	
2.0 Grow membership, participation, and atte	ndance at the facility							
1.3 Continue to provide incentives and discounts for members.	Discounted prices provided to members for learn to swim, aqua aerobics, café, and merchandise.	2	х	x	x	х	Manger Environment, Facilities & Regulations	
2.1 Continue to establish baseline admissions data and seasonal trends.	Admission data reviewed & monitored monthly.	1	x	x	x	х	Manger Environment, Facilities & Regulations	
2.2 Convert casual admissions into memberships.	Increase the number of memberships by 15%.	2	х	x	x	х	Manger Environment, Facilities & Regulations	
2.4 Provide lane hire and bookings for a range of user groups at the centre.	Increase paid lane hire by 10%.	2	х	x	x	х	Duty Officer	
2.5 Provide children birthday parties at the centre.	Minimum 6 birthday parties held per year.	3	х	x	x	х	Duty Officer	

2.6 Host regional swim competitions, events, and training sessions at the centre.	At least two events per year.	3	x	x	x	x	Duty Officer
2.7 Establish holiday opening hours for peak periods	Opening hours adjusted	1	x	x	х	x	Manger Environment, Facilities & Regulations
2.8 Expand services (i.e., youth discos, inflatables, movie nights).	Options considered and report provided to Council for consideration.	3	x				Manger Environment, Facilities & Regulations
3.0 Provide quality programs and activities tar	geting a variety of user groups.						
3.1 Continue to increase weekly learn to swim program enrolments.	Achieve 450 enrolments for school term program.	2	x	x	x	x	Duty Officer
3.2 Deliver a summer intensive learn to swim program at the centre.	Minimum 50 students participate in the intensive program per annum.	3	x	x	x	x	Duty Officer
3.3 Continue to deliver aqua aerobics classes at the centre.	Weekly classes delivered with a minimum of 60% attendance rate.	2	x	x	x	x	Duty Officer
3.4 Continue partner with local providers to deliver rehabilitation / physiotherapy at the centre.	At least one provider engaged to deliver service on a weekly basis.	2	x	x	x	x	Manger Environment, Facilities & Regulations
3.5 Support NDIS and caregivers to utilise the centre.	Minimum 300 of carer admissions per year.	2	x	x	х	x	Duty Officer
3.6 Provide canteen operations.	Average \$12,000 sales per month in summer and \$2,000 sales per month in winter	2	x	x	x	x	Duty Officer
3.7 Provide a swim shop with merchandise.	Average \$3,800 sales per month in summer and \$1,500 sales per month in winter.	2	x	x	x	x	Duty Officer
3.8 Seek feedback from users about programs and services delivered at the centre.	Customer survey undertaken for the aqua aerobics and learn to swim programs.	2	x		x		Manger Environment, Facilities & Regulations Manager Communications & Engagement
3.9 Maintain participation in the First Lap voucher program	Registration maintained	1	x	x	x	х	Manger Environment, Facilities & Regulations

4.0 Sign up to additional eligible voucher programs.	Successful sign up to the Active Kids program.	1	x				Manger Environment, Facilities & Regulations
4.1 Explore grants opportunities to deliver specialised and targeted programs	Grant opportunities identified and applications made.	2		x			Manger Environment, Facilities & Regulations
4.2 Expand learn to swim program to incorporate adult & NDIS classes	Classes implemented in schedule	2		x			Manger Environment, Facilities & Regulations
4.0 Strengthen the promotion and marketing	of the facility to all user groups.						
4.1 Continue to promote the brand	Brand awareness and promotion continues.	3	x	x	x	x	Manager Communications & Engagement
4.2 Acquire further photography assets.	Photo shoot undertaken. Assets acquired.	2	x				Manager Communications & Engagement
4.3 Develop a Communication Strategy & Marketing Plan	Strategy and Plan developed and implemented.	2	x				Manager Communications & Engagement
4.3 Continue to maintain the centre's website.	Website information kept up to date. Minimum of 4,500 page views per month.	3	x	x	x	x	Manager Communications & Engagement
4.4 Continue to provide an active and engaging Facebook page.	Reach 1,600 followers/subscribers.	3	x	x	x	х	Manager Communications & Engagement
4.5 Develop an Instagram page.	Instagram page launched				x		Manager Communications & Engagement
4.5 Undertake targeted paid campaigns on Facebook to increase reach.	At least two paid campaigns per year.	3	x	x	x	х	Manager Communications & Engagement
4.5 Publish regular newsletters for subscribers.	Newsletter published monthly.	3	x	x	x	х	Manager Communications & Engagement
 4.6 Deliver marketing campaigns to increase attendance and participation. Examples include: Sport team discount group booking Accommodation providers promotion Bring a Friend Aqua Aerobics promotion Come & Try promotion 	Minimum of 3 x campaigns delivered each year.	2	x	x	x	х	Manger Environment, Facilities & Regulations Manager Communications & Engagement

5.0 Provide a safe and well managed facility	that everyone can enjoy.						
5.1 Review and update the risk plan and implement controls to effectively manage hazards at the centre.	Reviewed annually.	1	x	x	х	x	Manger Environment, Facilities & Regulations
5.2 Review and update lifeguard risk assessment and supervision plan.	Reviewed annually.	1	x	x	х	x	Facility Management Coordinator
5.3 Review and update standard operating procedures.	Reviewed annually.	1	x	x	x	x	Facility Management Coordinator
5.4 Recurrent maintenance plans are established and adequately resourced.	Weekly pool servicing. Annual pool maintenance.	1	x	x	x	x	Facility Management Coordinator
5.5 Continue to deliver staff inductions, training and exercises.	Minimum 2 x training exercise held each year.	1	x	x	x	x	Facility Management Coordinator
5.6 Maintain adequate staffing levels.	Staff numbers meet minimum requirements as per GSPO	1	x	x	х	x	Manger Environment, Facilities & Regulations
5.7 Implement agreement/lease with swim club	Agreement/lease implemented	2		x			Manger Environment, Facilities & Regulations
5.8 Regular review and reporting of the business activities.	Annual report provided to Council.	2	x	x	х	x	
5.9 Investigate and consider alternative service delivery models and options.	Report provided by June 2023	3		x			Manger Environment, Facilities & Regulations

Participation Rates

The forecast participation rates for this Business Plan include:

Activity	First 12 Months Operations	Year 1 Business Plan 2022-23	Year 2 Business Plan 2023-24	Year 3 Business Plan 2024-25	Year 4 Business Plan 2025-26
# Casual Entries	34,331	36,000	38,000	40,000	42,000
# Weekly Passes	18	50	60	70	80
# Winter Passes	66	70	75	80	85
# Summer Passes	7	25	40	48	60
# Memberships	170	195	225	258	297
# Learn to Swim Enrolments	348	400	440	460	480
# Lane Hire Hrs - Paid	125	140	155	162	170
# Lane Hire Hrs – Schools, Community & Sporting Groups	1,713	1,885	2,160	2,260	2,375
Aqua Aerobics Participation Rate	49%	60%	65%	70%	75%
# Visits to the facility per capita	2.6	2.7	2.8	2.9	3.0

Special Rate Variation (SRV) 10 Year Forecast

For the submission of Special Rate Variation application in February 2021, Council forecasted that the Corowa Aquatic Centre will cost a 10 years average of \$1,218,092 per annum to operate. Consultation process to determine the fees and charges was undertook, particularly in relation to how much the operating cost would be subsidised by ratepayers.

At its meeting in February 2021, Council made a resolution to adopt an 8% general rate increase which consist of 6% special rate variation in addition of 2% rate peg at that time. This accessible pricing model forecasted that 47% of the operating cost will be funded through user fees (\$578,092) and remaining 53% mostly through special rate variation (\$640,000). Federation Council was successful in its application to IPART and the one-year permanent increase was implemented on from July 2021.

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 years	
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	total	
Income	\$516	\$529	\$542	\$556	\$570	\$584	\$598	\$613	\$629	\$644	\$5,781	
Expenses:												\mathbb{Z}
Employee, Servicing & Maintenance Costs	\$881	\$899	\$917	\$936	\$955	\$974	\$994	\$1,015	\$1,036	\$1056	\$9,663	
Borrowing Cost	\$59	\$57	\$55	\$53	\$50	\$48	\$46	\$43	\$40	\$37	\$488	1
Depreciation & Amortisation	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$2,030	
Total expenses	\$1,143	\$1,159	\$1,175	\$1,192	\$1,208	\$1,225	\$1,243	\$1,261	\$1,279	\$1,296	\$12,181	
Nett Loss	-\$627	-\$630	-\$633	-\$636	-\$638	-\$641	-\$645	-\$648	-\$650	-\$652	-\$6,400	
Pool operating cost funded by:											Average	1
User	45%	46%	46%	47%	47%	48%	48%	49%	49%	50%	47%	1
Ratepayers	55%	54%	54%	53%	53%	52%	52%	51%	51%	50%	53%]

\$'000

User

Rates 53%

Forecast and Long-Term Financial Plan (LTFP) 2023 - 2032

The first-year budget performance highlights that the operation of the Corowa Aquatic Centre will have an impact on Council's Long Term Financial Plan (LTFP) financial sustainability indicators. Income for 2021-22 is forecasted to be much lower than anticipated and expenses to exceed the 10 years SRV average by \$371,000, this will result in ratepayers contributing 78% of the operating cost for this year.

It is recognised that the first year of operations has been challenging with impacts from a milder summer season impacting on admission rates, the COVID-19 pandemic resulting in closures, delays to service delivery and reduced attendance rates as well as reduced visitors and tourists in the region over the peak holiday period. There has also been less membership uptake than predicted and increased costs for supplies such as pool chemicals. Council is hopeful the centre will overcome these impacts and challenges through the implementation of this Business Plan.

Year	Forecast		2022-	2023-	2024-	2025-	2026-	2027-	2028-	2029-	2030-	2031-	10 years	
	2021-22		23	24	25	26	27	28	29	30	31	32	total	User
Income	\$350		\$450	\$550	\$578	\$606	\$637	\$669	\$702	\$737	\$774	\$813	\$6,515	45%
Expenses:														
Employee, Servicing &	\$1,274		\$1,090	\$1,102	\$1,115	\$1,128	\$1,141	\$1,154	\$1,167	\$1,181	\$1,195	\$1,209	\$11,482	
Maintenance Costs														
Borrowing Cost	\$32		\$31	\$29	\$28	\$27	\$25	\$24	\$22	\$21	\$19	\$17	\$242	Rates
Depreciation & Amortisation	\$283	1	\$283	\$283	\$283	\$283	\$283	\$283	\$283	\$283	\$283	\$283	\$2,830	55%
Total expenses	\$1,589		\$1,404	\$1,414	\$1,426	\$1,438	\$1,449	\$1,461	\$1,472	\$1,485	\$1,497	\$1,509	\$14,554	
Nett Loss	-\$1,239		-\$954	-\$864	-\$849	-\$831	-\$812	-\$792	-\$770	-\$747	-\$723	-\$697	-\$8,040	-
Pool operating cost funded by:													Average	-
User	22%		32%	39%	40%	42%	44%	46%	48%	50%	52%	54%	45%	
Ratepayers	78%		68%	61%	60%	58%	56%	54%	52%	50%	48%	46%	55%	

\$'000

Borrowing Costs

Expenses for the aquatic centre includes payment of interest on a 20-year loan for \$1.5m that was taken up at the end of January 2021. The committed cash flow to service the loan repayment is \$92,909 per annum until financial year 2041.

	FY21	FY22	FY23	FY24	FY25	FY26	<u>FY27</u>	FY28	FY29	<u>FY30</u>	FY31	<u>FY32</u>
Principal	\$14,977	\$60 <i>,</i> 737	\$62 <i>,</i> 084	\$63,462	\$64,869	\$66,308	\$67,779	\$69,283	\$70 <i>,</i> 819	\$72,390	\$73 <i>,</i> 996	\$75 <i>,</i> 638
Interest	\$8,250	\$32,172	\$30,824	\$29,447	\$28,040	\$26,601	\$25,130	\$23,626	\$ 22,0 89	\$ 20,51 8	\$18,913	\$17,271
Repayment	\$23,227	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909

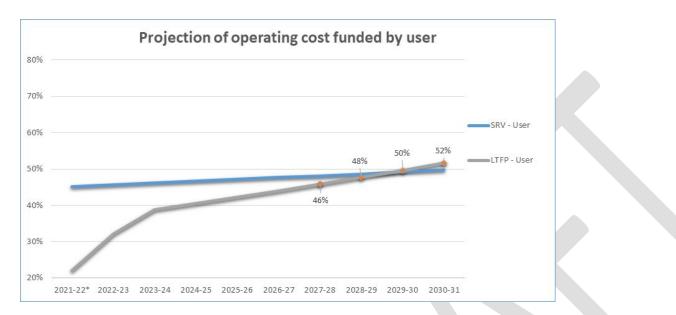
	<u>FY33</u>	FY34	FY34	<u>FY36</u>	<u>FY37</u>	<u>FY38</u>	<u>FY39</u>	<u>FY40</u>	<u>FY41</u>
Principal	\$77,315	\$79,030	\$80,783	\$82,575	\$84,407	\$86,279	\$88,193	\$90,150	\$68,922
Interest	\$15,594	\$13,878	\$12,125	\$10,333	\$8,502	\$6,629	\$4,716	\$2,759	\$760
Repayment	\$92,909	\$92,909	\$92 , 909	\$92,909	\$92,909	\$92,909	\$92,909	\$92,909	\$69,682

Convergence of SRV and LTFP Forecast

Council will be driving the financial forecast for the aquatic centre to meet the target set in the SRV application approved by IPART in 2021 by generating more income and closely managing expenses. Based on the current LTFP 2023-2032 forecast, the centre aims to reach the originally planned split between users (47%) and ratepayers (53%) by the 2028-29 financial year.

		2021-22*	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2032-32**	Average
Planned	User	45%	46%	46%	47%	47%	48%	48%	49%	49%	50%	47%	47%
with SRV	Ratepayer	55%	54%	54%	53%	53%	52%	52%	51%	51%	50%	53%	53%
Current	User	22%	32%	39%	40%	42%	44%	46%	48%	50%	52%	54%	45%
LTFP	Ratepayer	78%	68%	61%	60%	58%	56%	54%	52%	50%	48%	46%	55%

*LTFP for 2021-22 % is represented by latest forecast **SRV % for 2032-32 is represented of 10 years average



Cost Containment Strategies

Council will be looking to drive down costs and increase revenue to reduce the impact on Council's Long Term Financial Plan (LTFP) financial sustainability indicators.

Cost containment strategies that will be considered closely:

- Where feasible, investing in energy efficiency initiatives to reduce utility costs;
- Monitoring and refining operating hours to minimise periods of downtime;
- Applying annual increases to fees and charges;
- Undertaking a service review to ascertain the most appropriate service delivery model in the long-term;
- Continue to refine roster and resourcing requirements;
- Monitoring and reviewing existing services to ensure they provide a net profit;
- Seeking grant funding opportunities to offset costs.

Strategies to increase revenue include:

- Providing discounts and incentives for members;
- Converting the high casual admissions to memberships

- Attracting regional swim events and competitions
- Implementing holiday opening hours
- Growing the learn to swim program, including holiday intensive programs, adult and NDIS classes
- Participating in NSW government voucher programs (i.e., First Lap and Active Kids);
- Developing a Communications & Engagement Strategy and Marketing Plan;
- Capitalising on the peak summer season, including partnerships with local accommodation providers.

Fees and Charges

Admissions/Entry

Casual Entry Rates	First Year Operations	Year 1 Business Plan	Proposed Year 2 Business	Proposed Year 3 Business	Proposed Year 4 Business
	2021-22	2022-23	Plan	Plan	Plan
			2023-24	2024-25	2025-26
Adult	\$6.50	\$7.00	\$7.20	\$7.40	\$7.60
Child	\$5.00	\$5.50	\$5.60	\$5.80	\$5.90
Concession	\$5.00	\$5.50	\$5.60	\$5.80	\$5.90
Family	\$18.50	\$19.50	\$20.00	\$20.50	\$21.00
Additional Child	\$3.00	\$3.20	\$3.30	\$3.40	\$3.50
Spectator	\$3.00	\$3.20	\$3.30	\$3.40	\$3.50
Special Casual Entry Rates for Lane Hire					
Student Entry with School Group	-	\$4.00	\$4.20	\$4.30	\$4.40
Adult Entry with Sporting Club	-	\$5.00	\$5.20	\$5.30	\$5.40
Child Entry with Sporting Club	-	\$4.00	\$4.20	\$4.30	\$4.40
Weekly Passes					
Adult	\$45.00	\$47.50	\$48.00	\$49.00	\$50.00
Child	\$33.00	\$35.00	\$36.00	\$37.00	\$38.00
Concession	\$33.00	\$35.00	\$36.00	\$37.00	\$38.00
Family	\$126.00	\$133.00	\$137.00	\$141.00	\$145.00
Additional Child	\$10.00	\$10.50	\$10.80	\$11.10	\$11.40
Winter Passes					
Adult	\$215.00	\$226.00	\$232.00	\$238.00	\$245.00
Child	\$165.00	\$174.00	\$179.00	\$184.00	\$189.00
Concession	\$165.00	\$174.00	\$179.00	\$184.00	\$189.00
Family	\$320.00	\$336.00	\$346.00	\$356.00	\$366.00
Additional Child	\$50.00	\$53.00	\$54.00	\$55.00	\$57.00
Summer Passes					
Adult	\$393.00	\$413.00	\$425.00	\$437.00	\$450.00

Casual Entry Rates	First Year	Year 1 Business	Proposed	Proposed	Proposed
	Operations	Plan	Year 2 Business	Year 3 Business	Year 4 Business
	2021-22	2022-23	Plan	Plan	Plan
			2023-24	2024-25	2025-26
Child	\$303.00	\$320.00	\$329.00	\$338.00	\$348.00
Concession	\$303.00	\$320.00	\$329.00	\$338.00	\$348.00
Family	\$590.00	\$620.00	\$638.00	\$657.00	\$676.00
Additional Child	\$80.00	\$85.00	\$87.00	\$89.00	\$91.00
Yearly Membership					
Adult	\$500.00	\$525.00	\$540.00	\$556.00	\$572.00
Child	\$385.00	\$405.00	\$417.00	\$429.00	\$441.00
Concession	\$385.00	\$405.00	\$417.00	\$429.00	\$441.00
Family	\$750.00	\$780.00	\$803.00	\$827.00	\$851.00
Additional Child	\$120.00	\$126.00	\$129.00	\$132.00	\$135.00
Lane Hire					
Commercial User	\$25.00 per hour	\$27.00 per hour	\$28.00 per hour	\$29.00 per hour	\$30.00 per hour
Programs/Services					

Programs/Services

Service	First Year 2021-22	Year 1 Business Plan 2022-23	Proposed Year 2 Business Plan 2023-24	Proposed Year 3 Business Plan 2024-25	Proposed Year 4 Business Plan 2025-26
Learn to Swim Weekly – Non-Member	\$16.00	\$17.00	\$17.50	\$18.00	\$18.50
Learn to Swim Weekly – Member	\$14.00	\$14.50	\$14.90	\$15.30	\$15.80
Learn to Swim Intensive Program – Non-Member	\$120.00	\$125.00	\$137.00	\$150.00	\$165.00
Learn to Swim Intensive Program – Member	\$100.00	\$105.00	\$115.00	\$122.00	\$134.00
Aqua Fitness – Non-Member	\$16.00	\$17.00	\$17.50	\$18.00	\$18.50
Aqua Fitness – Member	\$10.00	\$10.50	\$11.00	\$11.30	\$11.70
Aqua Fitness – Concession	\$12.00	\$12.50	\$12.80	\$13.20	\$14.50
Birthday Parties up to 10 Children	\$220.00	\$230.00	\$253.00	\$278.00	\$286.00
Birthday Parties up to 15 Children	\$330.00	\$345.00	\$379.00	\$415.00	\$427.00
Birthday Parties up to 20 Children	\$440.00	\$460.00	\$506.00	\$556.00	\$572.00

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To assist in setting the fees and charges for the first year of operations (2021-22), Council undertook a review of fees and charges at similar facilities in the surrounding region. Below is a summary of this comparison.

Location	Facilities Provided	Casual E	ntry				Yearly M	embership		
		Adult	Child	Concession	Family	Spectator	Adult	Child	Concession	Family
Wangaratta Indoor Aquatic Centre	3 x indoor pools Indoor hydrotherapy pool 50m outdoor pool	\$7.00	\$6.50	\$5.60	-	Free	\$650.00	-	\$520.00	-
Oasis Wagga	25m indoor pool Heated program pool Leisure area with beach & water features Turbo pool 50m outdoor pool	\$6.50	\$4.50	\$4.50	\$15.00	\$2.00	\$545.00	\$440.00	\$440.00	\$900.00
Aqua Moves Shepparton	50m outdoor pool Indoor pool Leisure pool Hydrotherapy pool	\$6.60	\$4.30	\$4.30	\$17.50	\$2.00	\$780.00	-	-	-
Griffith Regional Aquatic Centre	3 x heated indoor pools Heated spa 50m outdoor heated pool	\$6.00	\$3.00	\$4.00	\$19.50	\$1.50	\$920.00	\$580.00	\$580.00	-
Wodonga Waves	50m outdoor heated pool Splash pad Toddler pool with splash pad	\$5.80	\$4.80	\$4.80	\$16.00	\$2.80	\$553.80	\$442.00	\$442.00	\$691.60

Monitoring and Reporting

This is a 4-year plan that will be monitored against the key performance indicators on a monthly basis and reported to Council on an annual basis.

Review

This business plan will be reviewed and updated will on an annual basis.

9.7. Request for Tender for Management of Urana Caravan Park

Author: Susan Appleyard, Director Development & Environmental Services

Summary

Tenders were sought for the management of Urana Caravan Park. No tenders were received during the tender period.

Recommendation

- 1. THAT Council note the report; and
- 2. THAT a further report be prepared for Council regarding options to operate the Urana Caravan Park.

Background

At the March 2022 meeting of Council the Council resolved:

- 1. THAT Council request for tenders be sought for the operation of the Urana Caravan Park for 2 years; and
- 2. THAT Council enter into negotiations with NSW Crown to ensure that part of the park can continue to operate on Lot 260, DP 756447.

Request for tenders opened 5 May 2022 and Closed 1 June 2022. No Tenders were received by the close of the tender period.

The Park is currently being managed by temporary caretakers until 1 August 2022.

Community Engagement

N/A

Attachments

None

Links to Councils Integrated Planning Framework

Theme: Natural Federation

Outcome: Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces.

Delivery Program 4 year plan: 3.1 Provide quality recreational spaces.

Operational Plan Action 2021-2022: 3.1.1 Implement Parks and Reserves Maintenance program including Building Management, Caravan Parks, Parks & Presentation and Cemeteries.

Theme: Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.
Delivery Program 4 year plan: 5.7 Effective asset management.
Operational Plan Action 2021-2022: 5.7.7 Seek funding for upgrades to the Urana Caravan Park.

Financial Implications

The temporary management of the park has been included in the 2022/2023 budget until the end of August 2022.

Financial Sustainability

Changes to the long term operational model of the caravan park require further investigation and will be included in the further report to Council.

Risk Implications

The risks will be defined in detail in the further report to Council.

Legal Implications

Nil.

Options

Options to operate the Park into the future will be the subject of a further report to Council.



10.1. Report on the Progress of Works Program – May 2022

Author: Steve Carmichael, Director Engineering Services

Summary

This reports provides details of activities that were undertaken by the work crews for the month of May 2022.

Recommendation

THAT Council note the Report on the Progress of Works Program - May 2022.

Background

The activities undertaken within the month of May 2022 by the Works teams is shown at attachment 1.

Community Engagement

N/A.

Attachments

1. Progress of Works Program - May 2022

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. Delivery Program 4 year plan: 1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.

Operational Plan Action 2021-2022: 1.1.1 Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).

Financial Implications

Within budgets.

Financial Sustainability

Based on delivering these projects within the approved budget, proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Managed as part of project delivery framework.

Legal Implications

Council is required to follow many legislative instruments in managing these works.

Options

N/A



28 June 2022

The following activities were undertaken within the month of **May** 2022 by the Works teams. A summary of the activities is provided below for information. Regular rain has interrupted Capital and Maintenance works for approximately 8 to 10 days.

• Corowa – Mulwala Cycleway

Gravel pavement commenced on Spring Drive from Croppers Road to Enfield Street, Enfield Street from Spring Drive to Cotton Street, Cotton Street from Enfield Street to Adams Street. Sealing of pavement completed from Freyers Road to Croppers Road.

• Slashing

Corowa Aerodrome.

• Balldale Road – Fixing Country Roads – Round 3

Step 2 memo approved for vegetation removal for road upgrade and widening.

Daysdale Curves

Demolition and removal of old bridge culvert in Coreen Creek, completion of new culvert pipes in Coreen Creek. Daysdale-Walbundrie Road pavement base course laid & compacted and batters graded & compacted. Old Daysdale-Walbundrie Road ripped ready for recycling.

- Spring Drive Segment 100 in conjunction with Transport for NSW. Renew Raised Pavement Markers to suit new Retro style line marking.
- Cullivel Road Fixing Local Roads Round 2 Gravel carting of base material to stockpile site
- **Riverina Highway sidetrack Contract work for TfNSW** Gravel carting of base material for this project
- Heavy Patching Corowa Road Block grant program Work continuing as weather permits
- Maintenance Grading Program
 - Roads graded in May.

Daysdale-Walbundrie Road, Skehans Lane, Caringa Lane. No tabledrain work done as tabledrains are too wet for plant to work in.

Mahonga Road.

Gravel Re-sheeting

One Tree Lane 1.2km

Tabledrain Maintenance

Tabledrain Maintenance in urban and rural drains, only in zones where no impact can be made on the Sloanes Froglet (between April and October).

• Sealed Roads

Pothole repairs on sealed urban and rural roads with the Corowa based Flocon patching truck and the Urana based Jetmaster patching truck.

Customer Requests

Numerous Customer Requests responded to for drainage, potholes, signs and tree clearances, however some unable to be acted on due to budget constraints.

• COVID-19

No outdoor Operations staff affected during May.

Proposed New Works

John Street drainage works.

10.2. Report on the Capital Works Program – May 2022

Author: Steve Carmichael, Director Engineering Services

Summary

This report provides Council with an update to the Capital Works program for 2021/2022.

Recommendation

THAT Council note the report on Council's 2021/2022 Capital Works program – May 2022.

Background

Council 2021/2022 Capital Works Program is as detailed in the attachment.

Community Engagement

N/A.

Attachments

1. Capital Works Program - May 2022

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. Delivery Program 4 year plan: 1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.

Operational Plan Action 2021-2022:1.1.1 Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).

Financial Implications

Within budgets.

Financial Sustainability

Based on delivering these projects within the approved budget, proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Managed as part of project delivery framework.

Legal Implications

Council is required to follow many legislative instruments in carrying out capital works.

Options

N/A.

Wash Orden	Annual Current	YTD	C a manualita a
Work Order	Budget	Actuals	Commited
Expenditure			
Capital			
Aerodrome	005 040	005 504	
00002712 - Regional Airports Program Round 2 - RAPII000084	295,210	295,561	C
Aerodrome Total	295,210	295,561	C
Drainage			
00002597 - Corowa Areodrome - Replacement of Drainage Lines (\$130,000)	130,000	80,986	536
00002742 - John Street Corowa Drainage Upgrade Works	190,355	559	6,000
Drainage Total	320,355	81,545	6,536
Drought			
00002302 - Drought Funding - Round 2 - Urana Aquatic Centre Reliable			
Water (\$115,000)	92,032	22,950	22,934
00002304 - Drought Funding - Round 2 - Balldale Water (\$200,000)	185,780	227,693	124,697
00002305 - Drought Funding - Round 2 - Wi-Fi Boosters for Community Halls			
and Farming Communities (\$50,000)	35,303	0	(
Drought Total	313,115	250,643	147,63 [,]
Non Portable Water			
00002779 - LRCI grant - R3 - Balldale Water	0	79	C
Non Portable Water Total	0	79	(
Recreation			
00001891 - Regional Growth Fund - Rowers Park Cafe (\$124,299)	116,328	93,766	3,058
00001926 - Stronger Country Communities R2 - Urana Aquatic Leisure Centre			
Building(\$243,531)	50,000	34,560	(
00001967 - Regional Growth Fund - Corowa Riverfront Improvement			
(\$263,700)	192,215	172,794	133,477
00002181 - Swimming Pool - Oaklands Safety Compliance 19-20	17,000	0	16,818
00002369 - North Street Reserve Sewage Pump Out Facility, Lake Mulwala			
(Grant - NSW Boating Now Round 3 - \$90,000 + \$50,000 Council)	137,252	72,620	40,78 ⁻
00002448 - Mulwala All Abilities Playground & Foreshore Upgrade			
(Consolidated funding)	100,048	100,048	(
00002534 - LED Lighting Upgrade (Project ID 369)	59,622	9,383	3,437
00002582 - Crown Reserves Improvement Fund (CRIF 2020-21 Grant)	1,859,250	317,574	714,092
00002601 - Club Grants Program - RSL Park Upgrade Project (Corowa)	22,709	20,645	(
00002713 - Morris Park Shelter (Funded by Cricket Club Grant and Little	27,300	0	23,630
00002761 - Purtle Park Carousel	23,450	23,450	(
Recreation Total	2,605,174	844,840	935,299
Roads			
00000928 - Corowa - Urban Design Framework (Implementation Stage 1)	45,946	13,295	(
00001767 - Regional Growth Fund - Corowa Mulwala Trail Cycleway path	2,832,072	2,151,462	699,130
00002148 - Doctors Road Timber Bridge (\$680,000 - Grant for \$340,000)	158,350	164,303	(
00002158 - PAMP Upgrade	50,683	17,021	(
00002548 - Footpath Replacement Program : Footpaths	50,093	0	(
00002611 - Cullivel Road -Transport for NSW grant (Project ID: 430)			
(\$2,872,401.00 R2R)	2,872,401	1,158,085	10,824
00002714 - Billabong Creek Anabranch Bridge	1,815,000	49,030	, (
00002715 - Regional Roads Heavy Patching and Rehabilitation	500,000	379,159	10,026
00002729 - Daysdale Curve rehabilitation - Allocation \$ 203,309.00	653,309	670,418	29,42
00002738 - Balldale Road (Fixing Local Roads R3) - \$2,635,237.50	0	0	40,909
00002745 - Daysdale Walbundrie Road (R2R)	213,256	191,165	54,48
00002772 Beckeneting program 20//21 One Tree Lane 4 0km to 2 0km	25 000	04 740	
00002772 - Resheeeting program 20//21 - One Tree Lane 1.0km to 2.2kms Roads Total	35,000	21,740	(
	9,226,110	4,815,678	844,809

	Annual Current		
Work Order	Budget	Actuals	Commited
Sewer			
00002374 - Sewer Relinining (Project ID 277)	240,000	116	0
00002390 - Howlong STP - Complete Rock Dam Walls (Project ID 324)	94,500	94,434	0
00002397 - Howlong STP - New Step Screen & Auger (Project ID: 326)	394,344	116,020	0
00002399 - Mulwala STP - Replace Existing Step Screen & Auger (Project ID: 328)	158,156	158,156	0
00002400 - Mulwala STP - Replace Split Cycle A/C for Operational Areas	,	,	
(Project ID: 329)	10,000	9,785	0
00002404 - Major Microwave Network Upgrade - Corowa Civic Centre to			
Urana Council Building - Supply, Install Commission (Project ID: 336)	22,000	5,624	20,223
00002406 - Treatment Plants & Pumping Stations - Backup Generator			
Connections - Treatment works (Project ID: 339)	10,500	2,725	0
00002407 - Treatment Plants & Pumping Stations - Backup Generator			
Connections - W & S Pumping Stations (Project ID: 340)	15,000	8,472	0
00002408 - Solar Facility - Telemetry Installation (Project ID: 341)	5,000	2,495	0
00002409 - Annual Switchboard Replacement, Upgrade & Maintenance			
Program - Sewerage Pumping Stations (Project ID: 343)	120,000	25,794	64,430
00002551 - Corowa Road Mulwala Sewer Realignment	65,000	62,350	0
00002619 - Pump replacement and Upgrade Mulwala Payne and Savernake	47.050	040	0
Street SPS`s (Project ID: 291a) 00002620 - Pump replacement and Upgrade Corowa Fire Station, Cadel and	47,650	310	0
Saleyards SPS's (Project ID: 291b)	32,000	8,128	0
00002621 - Pump replacement and Upgrade Howlong SPS's (Project ID:	32,000	0,120	0
291c)	30,000	28,627	0
00002622 - Pump replacement and Upgrade Oaklands Thompson and	30,000	20,027	0
Humphry SPS's (Project ID: 291d)	36,500	36,092	0
		00,002	Ũ
00002623 - Pump replacement and Upgrade Urana SPS`s (Project ID: 291e)	33,500	13,260	0
00002624 - Howlong STP - Proposed Augmentation of Existing Works -			
Preparation of Concept Plan (Project ID: 323)	100,000	0	0
00002625 - Pump Station Lids Mulwala (Project ID: 394a)	20,000	3,084	0
00002626 - Pump Station Lids Corowa - Santos and Flemming SPS's (Project			
ID: 394b)	20,000	2,768	0
00002627 - Pump Station Lids Howlong (Project ID: 394c)	20,000	1,614	0
00002628 - Septic Waste Recieval Station Corowa STP (Project ID: 396)	85,000	0	10,350
00002629 - Automated Security Gate Corowa Sewer Treatment Plant (Project	20.000	00.440	4 000
ID: 397a) 00002630 - Irrigation and cutter spray reuse system Corowa Sewer Treatment	30,000	20,416	4,260
Plant (Project ID: 397b)	65,000	0	8,960
00002631 - Air Conditioner Replacement Corowa Sewer Treatment Plant	00,000	U	0,300
(Project ID: 397c)	8,000	5,100	0
00002632 - Bunded Tanker Unloading Area Mulwala Sewer Treatment Plant	0,000	0,100	0
(Project ID: 398a)	35,000	1,613	0
00002634 - On-line Instrumentation Howlong Sewer Treatment Plant (Project		,	
ID: 399a)	99,291	88,845	7,909
00002635 - Access Road and Drainage Improvements Howlong Sewer			
Treatment Works (Project ID: 399b)	40,000	21,124	0
00002636 - Inlet Works Epoxy Repair Urana Sewer Treatment Works (Project			
ID: 400a)	15,000	5,230	0
00002637 - Refurbish amenities and laboratory Urana Sewer Treatment			
Works (Project ID: 400b)	15,000	0	0
00002638 - Storage Shed for sewer jetter trailer and plumbing fittings and pipe		450	
Urana Sewer Treatment Plant	20,000	453	0
00002639 - Inlet Works Epoxy Repair Oaklands Sewer Treatment Works (Project ID: 401a)	15,000	5,230	0
00002640 - Gravel Resheet access road Oaklands Sewer Treatment Works	15,000	0,230	0
(Project ID: 400b)	10,000	0	0
00002641 - Refurbish amenities and laboratory Oaklands Sewer Treatment	10,000	0	0
Works (Project ID: 401c)	15,000	0	0
00002642 - Riverland Gardens Estate Audit of LPS SPSs (Project ID: 402)	20,000	0	0
00002643 - Dock Street SPS Corowa - installation of storm surge tank	_0,000	5	J. J
(Project ID: 403)	115,000	14,147	33,009
1 /			, -

Work Order	Annual Current Budget	YTD Actuals	Commited
00002644 - SPS valve pit replacement and upgrade Saleyards SPS Corowa			
(Project ID: 404a) 00002645 - SPS valve pit replacement and upgrade Rugby/Fire Shed SPS	16,000	13,796	0
Corowa (Project ID: 404b) 00002646 - SPS valve pit replacement and upgrade Cadell Street SPS	4,000	3,871	0
Corowa (Project ID: 404c)	23,000	22,536	0
00002647 - SPS valve pit replacement and rising main upgrade Hammersley Drive SPS Corowa (Project ID: 404d)	80,000	5,026	0
00002648 - SPS valve pit replacement and upgrade Caravan Park SPS Urana (Project ID: 404e)	20,000	18,662	0
00002649 - SPS valve pit replacement and upgrade Recreation Reserve SPS Urana (Project ID: 404f)	20,000	17,825	0
00002650 - SPS valve pit replacement and upgrade Caravan Park Cabins SPS Urana (Project ID: 404g)	28,500	29,839	0
00002651 - SPS valve pit replacement and upgrade Caravan Wanani Road SPS Mulwala (Project ID: 404h)	25,000	25,393	0
00002652 - SPS valve pit replacement and upgrade Payne Street SPS Mulwala (Project ID: 404i)			0
00002654 - Motor Drive, energy efficiency and cooloing upgrades (Project ID:	9,500	9,696	-
406) 00002655 - CCTV Inspections (Project ID: 276)	78,500 97,000	36,893 33,721	0
00002656 - Locate, Inspect, Clean and Maintain hydrants and manholes			· ·
throughout four towns (Project ID: 280) Sewer Total	110,000 2,572,941	10,047 969,317	9,568 158,709
Water 00000814 - Howlong Water - PAC Pump replacement	14,500	283	0
00002188 - Corowa Water - Extension of filter platform walkway (Project ID: 293)	20,500	11,709	0
00002217 - Howlong Water - Clear Water Pump Station Land Scaping - \$25,000	12,000	11,564	0
00002412 - Corowa Water - Netherby WPS Flow Meter (Project ID: 294) 00002413 - Corowa Water - Netherby WPS Reline suction main (Project ID:	35,000	0	0
295)	95,000	0	0
00002415 - Corowa Water - Netherby WPS - Replace Switchboard (Project ID: 298)	25,000	12,400	0
00002416 - Corowa WTP Improve laboratory Facilities (Project ID: 299) 00002418 - Howlong Water - New Trunk Main from WTP to Town Reservoir	20,000	1,982	0
Planning and Design (Project ID: 301) 00002420 - Howlong WTP - Refurbish filters (Project ID: 304)	32,500 301,500	13,258 232,361	8,477 41,556
00002422 - Howlong WTP - Service Water Pump Upgrade (Project ID: 306)	11,500	0	0
00002425 - Mulwala WTP - Replacement of PAC Dosing pumps (Project ID: 311)	6,500	0	0
00002427 - Water Reticulation Analyses & Computer Modelling - Howlong &			-
Mulwala (Project ID: 315)	116,500	69,944	46,051
00002428 - Install pressure sensors at strategic locations (Project ID: 318) 00002429 - Annual Switchboard Replacement, Upgrade & Maintenance	40,000	10,468	0
Program - Other Switchboard Replacement & Upgrade program (Project ID: 344)	4,000	1,392	2,455
00002432 - Annual Switchboard Replacement, Upgrade & Maintenance Program - Equipment Temperature Monitoring Program (Project ID: 347)	4,000	3,952	0
00002433 - Variable Speed Drive Installation with Remote Monitoring & Control system (Project ID: 348)	10,500	8,289	0
00002439 - Water Main Replacement - Corowa Church St, Spring Dr to Cotton St DN300 (Project ID: 273)	22,000	21,198	0
00002445 - General W & S Routine Maintenance - Electrical, Radio/Telemetry & Microwave (Project ID: 349)	5,000	5,605	1,134
00002612 - Water Main New- DN375 Lucan Street Mulwala (Project ID: 423)	180,000	176,698	0
00002615 - Howlong RWPS - Replace vertical lineshaft pumps with			
submersible pumps (Project ID: 408)	87,500	87,218	0

Work Order	Annual Current Budget	YTD Actuals	Commited
00002657 - Locate, Inspect, Clean and Maintain hydrants and manholes			
throughout four towns (Project ID: 281) 00002658 - Enclose Floc Tanks - Roof and Walls Corowa WFP (Project ID:	65,000	22,363	409
292a)	35,000	0	0
00002659 - Skillion Corowa WFP (Project ID: 292b)	30,000	3,452	21,749
00002660 - Replace Clear Water Pumps x3 Corowa WFP (Project ID: 297a) 00002661 - Overhaul booster pumps to Rivalea at Corowa WFP (Project ID:	110,000	15,815	75,561
297b)	31,000	30,549	0
00002662 - Replace Filtered Water Outlet Valves, Actuators and instrumentation Corowa WFP (Project ID: 297c)	45.000	0	0
00002663 - Solar Facility - Telemetry Installation (Project ID: 427)	15,000	0	0 0
00002664 - Replace booster pumps Tower Street WPS (Project ID: 414)	5,000 40,000	628 13,224	0
00002666 - Howlong Service Reservoir - Check Condition and Investigate			
Cleaning of Reservoir (Project ID: 307)	15,000	0	0
00002667 - Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works (Project ID: 425)	10,000	1,136	0
00002668 - Howlong new steel standpipe reservoir 2.5ML design and tender			
documentation (Project ID:409)	62,500	21,288	4,068
00002669 - IWCM Plan - Complete (Project ID: 314) 00002670 - Water Main Renewal Birdwood Street Corowa DN250 (Project ID:	150,000	0	0
361a)	3,100	1,050	0
00002671 - Water Main Renewal Birdwood Street Corowa DN100 (Project ID: 361b)	5,000	0	0
00002672 - Water Main Renewal East Street Howlong DN150 (Project ID:			
361c) 00002673 - Water Main Renewal John Street Howlong DN100 (Project ID:	45,000	9,485	3,065
361d)	56,000	2,708	0
00002674 - Water Main Renewal Loughnan Street under railway line (Project ID: 361e)	5,200	0	0
00002675 - Construct bunded concrete bulk tanker delivery pad and access	-,		-
improvements Mulwala WFP (Project ID: 410a) 00002677 - Construct bunded concrete bulk tanker delivery pad Howlong	80,000	0	0
WFP	35,000	0	26,380
00002678 - NRAR Water Metering and telemetry regulatory compliance works Corowa, Mulwala and Howlong (Project ID: 411)	75,000	3,134	0
00002679 - Improvements Victoria St RWPS (Project ID: 412)	5,000	0	0
00002680 - Install Liquid Alum Bulk Storage Tank and Dosing Pumps Corowa WFP (Project ID: 413a)	35,000	28,040	0
00002681 - Replace Sodium Alum Dosing Pumps Corowa WFP (Project ID:			
413b)	8,000	6,992	0
00002683 - Drainage improvements Howlong WFP (Project ID: 415b)	10,000	0	0
00002684 - Concrete floor Howlong WFP Storage Shed (Project ID: 415c) 00002685 - Upgrade Access Hatches, Ladders, Fall Restraint and recovery	25,000	0	0
equipment (Project ID: 416)	75,000	0	0
00002686 - Construct Shelter Over PAC dosing area Wulwala WFP (Project ID: 417a)	15,000	0	13,686
00002687 - Construct Shelter over Alum Bulk Storage Tank Mulwala WFP		-	
(Project ID: 417b) 00002688 - Replace Sodium Hypochlorite Dosing Pumps and Bulk Storage	15,000	0	15,398
Tanks Mulwala WFP (Project ID: 417c)	8,000	0	0
00002689 - Refurbish Lime Dosing system Mulwala WFP (Project ID: 417d)	10,000	9,750	0
00002690 - Refurbish amenities at Mulwala WFP (Project ID: 417e)	13,000	11,837	0
00002691 - Repair to Sedimentation Tank Mulwala WFP (Project ID: 417f)	10,000	0	0
00002692 - Sludge Inlet Valve replacement Mulwala WFP (Project ID: 417g) 00002693 - Backwash System, safety platform and rails installation Mulwala	16,000	0	13,015
WFP (Project ID: 417h)	8,000	0	0
00002694 - Upgrade Control Board Mulwala WFP (Project ID: 418a)	45,000	0	0
	10,000	0	0

	Annual Current	YTD	
Work Order	Budget	Actuals	Commited
00002696 - Disconnect old reservoir Mulwala (Project ID: 419)	13,000	12,379	0
00002697 - Replace Gas Detector (Project ID: 420)	3,000	53	0
00002698 - Melbourne Road Mulwala Water Main Relocation (Project ID: 422)	162,000	0	0
00002699 - Major Microwave Network Upgrade - Corowa Civic Centre to			
Urana Council Building - Supply, Install Commission (Project ID: 424)	12,000	8,135	0
00002700 - Treatment Plants & Pumping Stations - Backup Generator			
Connections - W & S Pumping Stations (Project ID: 426)	10,000	4,597	0
00002701 - SCADA, Telemetry and Communications network upgrade			
(Project ID: 428)	1,000	0	0
00002702 - UPS Replacement Program (Project ID: 429)	3,500	150	0
00002744 - Replacement of tools and tool boxes stolen from Bayden Stuart's			
ute	25,000	23,421	247
Water Total	2,488,800	898,507	273,251

10.3. Roads Advisory Committee

Author: Steve Carmichael, Director Engineering Services

Summary

The purpose of these report is to allow consideration of adopting a revised terms of reference for the Roads Advisory Committee. The original committee had 3 Councillors as members plus the Mayor. It is proposed to increase this to 4 Councillors plus the Mayor.

The most important change is to advertise for participation of two (2) members of the public to represent each quadrant of the Council area, meaning 8 representatives.

Recommendation

- 1. THAT Council adopt the revised terms of reference for the Roads Advisory Committee and;
- 2. THAT Council advertise in local media for expressions of interest from members of the public that are interested in becoming members of the Roads Advisory Committee.

Background

The Roads Advisory Committee was formed during the later term of the last Council.

It is now proposed that the committee be revived with the new terms of reference which will hopefully include participation from members of the public.

The main purpose of the committee will as outlined below:

- Be a conduit between Council and road users to better inform Council decisions and to also better inform road users of Council challenges and work on agreed solutions.
- Develop and review the principles underlying the provision of the road network within the Council area Road Hierarchy network.
- Monitor and provide information/advice to Council in relation to the issues arising out Council's road network.
- Review strategies and provide advice to Council and staff regarding the management, maintenance, service levels, renewal and upgrading of roads within the council area.
- Review and provide advice on the downgrading or closing of roads within the Council Area if proposed.

Community Engagement

The community will become further engaged through participation of public members on the committee.

Attachments

1. Road Advisory Committee – Terms of Reference (21/25277)

Links to Councils Integrated Planning Framework

Theme: Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry. Delivery Program 4 year plan: 1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry.

Operational Plan Action 2021-2022: 1.1.1 Implement Road Management Services (including road, footpath and stormwater drainage construction and maintenance).

Financial Implications

To be funded from within existing budgets - minimal finance required to operate the committee.

Financial Sustainability

Based on delivering these projects within the approved budget, proceeding with this recommendation will have a neutral impact on Council's Long Term Financial Plan 2021-2031 financial sustainability ratios.

Risk Implications

Managed as part of committee framework.

Legal Implications

Council is required to follow many legislative instruments in managing this committee and roads more broadly.

Options

N/A

Road Advisory Committee Terms of Reference

Record No: 21/25277 Adopted: Enter Adoption Date



Document Title	Road Advisory Committee – Terms of Reference		
Council Adopted	N/A		
Council Resolution No	None		
Version Number	1.1		
Responsible Department	Engineering		
Date to be Reviewed	3/8/2023		

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1 Purpose of the Committee

The Roads Advisory Committee has been established by Federation Council to provide information, comment, feedback to Councillor's in relation to the strategic management of Council's Road assets.

The Committees objectives are to:

- Develop and review the principles underlying the provision of the road network within the Council area Road Hierarchy network.
- Monitor and provide information/advice to Council in relation to the issues arising out Council's Road network.
- Review strategies and provide advice to Council and staff regarding the management, maintenance, service levels, renewal and upgrading of roads within the council area.
- Review and provide advice on the downgrading or closing of roads within the Council Area.

2 Limits on the Scope of the Committee

The Roads Advisory Committee role will be limited to:

- Roads owned and controlled by council. This includes formed and unformed roads.
- Roads managed by Council. This includes all Regional Roads.

The Riverina Highway, Newell Highway and roads maintained through the RMCC are not controlled by council. The roads Advisory Committee's has no role other than to report issues to Transport for NSW (TfNSW) and provide advice if invited on these roads.

3 Composition of the Committee

The Roads advisory committee be will comprised of:

- Director of Engineering Services
- Manager Infrastructure
- Manager Operations
- Development and Design Engineer
- Minimum Four councillors elected by Council.
- Two (2) members of the public for each quadrant of the Council area
- The Mayor and General Manager are ex officio members and may attend and participate.
- Any other persons that may be invited from time to time to give expert advise on a particular problem or area of concern

The Director of Engineering Services or his nominee will be the Chairperson

4 Delegated Authority

The Committee has no delegated authority.

5 Committee Meetings

5.1 Frequency

The committee shall meet quarterly on the third Wednesday of the month at a place and time as decided by the committee.

The committee may decide to hold additional meetings throughout the year as required.

5.2 Quorum

Five Members of the Committee shall constitute a quorum.

5.3 Attendance by Electronic Means.

If practical members may attend the meeting by electronic means. This may be by phone or through an electronic meeting program. Members attending by phone or the electronic meeting program are entitled to the same voting rights as members physically present at the meeting.

5.4 Conflict of Interest.

All members are to declare a conflict of interest to the chairperson upon becoming aware that they may be subject to a real or perceived conflict of interest. Members who have a real or perceived Conflict of interest shall not participate in the discussion or voting on a particular item.

5.5 Visitors

The chairperson may invite visitors and presenters to the meeting.

This is limited to visitors and presenters who are able to make a positive contribution to the business of the Roads Advisory Committee.

5.6 Agenda

The Director Engineering Services will arrange for a meeting agenda to be prepared along with any relevant documentation. This will be forwarded by email at least 2 days before the meeting.

5.7 Decision Making

The roads advisory Committee will generally make decision by consensus. However, the committee may use normal meeting protocols to move, second, discuss, and vote on matters where there is no consensus.

All members present at the meeting will be entitled to one vote.

In the event of a tied vote the chairperson will have a casting vote.

All decision of the road advisory Committee will be recommendations to Council only.

5.8 Minutes

Minutes will be taken of the proceedings of the Committee. The draft Minutes will be distributed for consideration and review within one week of the meeting.

The draft minutes will be presented to MANEX for information and review.

The minutes will be presented to council for information.

Any recommendations of the committee will be considered by the council for ratification

5.9 Administrative support.

Council will provide administration support to the committee by providing meeting room, access to electronic meetings, preparation of agendas and preparation of minutes.

The agenda and supporting papers for the meeting should be sent out 2 days prior to the meeting.

6 Committee Duties

The Committee will undertake the following:

6.1 Strategy

- Review the effectiveness of the existing road network.
- Initially review changes in the last 50 years, particularly industry and logistic changes that affect the effectiveness of the Road Network.
- Carry out reviews as circumstances change.
- Assess the impacts of physical environmental changes and legislative changes.
- Contribute to the development of strategic road plans, including asset plans and resourcing plans.

6.2 Operations.

- Review on current levels of service and recommend any proposed changes to level of service.
- Review the performance of meeting existing Levels of service

6.3 Emerging Issues.

- Identify and recommend mitigation strategies due to changes in industry operations
- Review and recommend mitigation strategies due to Legislative change.
- Identify and recommend mitigation strategies due to environmental changes.

6.4 Communications

- Provide information to the community on road strategic plans.
- Seek community comment and consider implementation into Strategic Road plans advice to the committee on perceived changes in road usage due to changes in industry operations.
- Develop effective communications strategies to seek and distribute relevant information to the community.

7 Priority Areas.

Initially the Roads Advisory Committee will focus on the following priority areas:

- Rural Roads
- Roads to key industries
- Transport Asset Management Plans
- Road Hierarchy
- Service Levels

11.1 Question with Notice – Abandoned Shopping Trolleys - Update Requested

Councillor Nicholls:

To MS SUSAN APPLEYARD Director Development and Environmental Services

The state of abandoned shopping trolleys in and around the Corowa CBD area continues to be a problem, with up to 20 trolleys at any one time still being left for many hours on both Queen and Sanger Streets, surrounding car parks and nature strips. As previously stated, this proses a significant risk to public safety and that of damage to property and moreover makes for a somewhat 'unkept' aesthetic to the township. Trolleys continue to be dumped in parks and suburban streets in the town – sometimes for days on end. Many people in our community want the problem fixed.

In both February and March Ordinary Meetings, the important issue of abandoned Shopping Trolleys was raised by me and in-turn discussed with Director Appleyard as a Question with Notice. At the March meeting it was confirmed that Council had signed onto Trolley Tracker – an app that Members of the Public could use to report abandoned trolleys. I welcomed this move and requested that Council publicise its implementation and use to Residents – so that they may put pressure onto Woolworths to collect their trolleys in a more timely manner.

In order to keep the momentum around this conversation and indeed move it forward in a productive and positive way, I request an update on the following:

- 1. Current statistics of trolleys reported via Trolley Tracker (for the last 30 days)
- 2. What publicity Council has and plans to give this program (eg newsletter, newspaper, Social Media etc.?)
- 3. The status of new State Legislation around LGA's being able to issue on-the-spot fines of \$3000.00 (estimated date of implementation) When might we expect to see this legislated?
- 4. It is understood that no trolleys are currently being impounded (or fines issued) owing to a lack of Compliance Officer staff resource. What plans are in place to allocate Compliance Officer resource to address the problem in the future?
- 5. Has Woolworths corresponded with Council on the issue recently? If so, to what effect? What are they doing to help resolve the issue?

Staff Response

1. Current statistics of trolleys reported via Trolley Tracker (for the last 30 days).

Response: Council Officers are using trolley trackers 2 -3 times per week to report abandoned trolleys. In addition, no complaints have been received through Council's customer request system.

Attached to this report for information is the detail received by Council when a trolley is reported to Trolley Tracker.

2. What publicity Council has and plans to give this program (eg newsletter, newspaper, Social Media etc.?)

Response: The recommendation of this report is to utilise the Trolley Tracker Communications on a quarterly basis through Council's Communication channels.

3. The status of new State Legislation around LGA's being able to issue on-the-spot fines of \$3000.00 (estimated date of implementation) When might we expect to see this legislated?

Response: Legislation is still pending at the time of writing this report. Council Officers are monitoring the changes in legislation. In the interim Councillors and the public can assist by reporting trolleys by down loading the trolley tracker APP or visiting <u>trolleytracker.com.au</u>

4. It is understood that no trolleys are currently being impounded (or fines issued) owing to a lack of Compliance Officer staff resource. What plans are in place to allocate Compliance Officer resource to address the problem in the future?

Response: An additional compliance officer role will be recruited in the coming months to strengthen compliance in all legislated areas from Local Laws, Companion Animals, and Environmental Compliance to name 3.

5. Has Woolworths corresponded with Council on the issue recently? If so, to what effect? What are they doing to help resolve the issue?

Response: Council officers have been in regular contact with Woolworths Corowa who are Trolley Tracker Partners. They rely on Trolley Tracker to ensure they can react to abandoned trolleys. Council officers are continuing to monitor and keep in contact with the manager as resources permit.

Attachment

1. TSA Council Notification February 2022

Recommendation

- 1. THAT communications to the public be included quarterly in the Council Snippets and social media channels; and
- 2. THAT Councillors be trained to use Trolley Tracker at the July Councillor Workshop.



Council Trolley Report Confirmation

Date/Time:	25/02/2022
Reference No:	TT-47797
Retailer:	Woolworths
State:	NSW
Suburb:	COROWA
Location:	20 Bow St, Corowa NSW 2646, Australia
Other Information:	
Number of Trolleys:	1

Your Notes:

You can also lodge Council reports to Trolley TrackerTM via our app. Available for Apple and Android devices.

Phone: (02) 4926 2755 Email: councilreport@trolleytracker.com.au

28 June 2022

11.2 Question with Notice – Business and Industrial Zones and Federation LEP

Councillor Fahey:

To MS SUSAN APPLEYARD Director Development and Environmental Services

Questions with notice

- 1. What effect will the proposed changes to business and industrial zones have on Federation Council, if any?
- 2. Has Federation Council made a submission?
- 3. How will the proposed changes affect the Federation Council LEP?

BACKGROUND

The Department of Planning and Environment is currently exhibiting the translation of existing Business and Industrial zones into the new Employment zones. The exhibition is being held on the departments Planning Portal for 6 weeks from 27 May 2022 to 8 July 2022.

This is the implementation stage of a reform that replaces Business and Industrial zones with Employment zones within individual local environment plans (LEP) across NSW. Implementation follows the introduction of Employment zones within the Standard Instrument (LEP) Order 2006 in December 2021. The department has worked closely with each council to ensure LEP's are amended, consistent with the intent of the reform, while also ensuring the land-use planning outcomes are locally appropriate. After the exhibition the department will be working with council's to finalise implementation ahead of the new zones coming into force on 1 December 2022.

Staff Response

Comment: Federation Council Planning and Building Department have been working with the Department of Planning and Environment to update the planning proposal to create Federation LEP 2021 to include the updates since the middle of 2020 when preliminary works began on the Employment zone reforms. There will be name changes and a few additional uses permitted in the employment zones within Federation Council area. The gateway determination for the Federation LEP 2021 includes a condition to comply with updated Environmental naming protocols introduced last year and will now also include the Business and Industrial zone name changes. The intent of reforms is outlined in the Department's document Employment Zones Reform Implementation - Explanation of Intended Effect, which has been included as an attachment.

The intended changes do not greatly alter the zoning provisions from current, however Council's planning officers are reviewing the controls and permitted uses to ensure that the controls meet the needs of our rural and regional communities. A copy will be made available once complete.

Community Engagement

The Community are currently being engaged by the Department and the local Community will have input in the uses within the proposed zones when the Federation LEP 2021 is exhibited. The exhibition of the Draft Federation Local Environmental Plan 2021 has been delayed due to limited officer resourcing being available to meet the day-to-day operations of the Planning and Building Section since the introduction of the mandatory use of the NSW planning portal for applications since 1 July 2021.

Attachment

1. Employment Zones Reform Implementation Explanation of Intended Effect May 2022

Legal Implications

The proposed changes will be legislated under the Environmental Planning and Assessment Act 1979 and the Standard Instrument (LEP) Order 2006

Recommendation

That the information be received.

Department of Planning and Environment

dpie.nsw.gov.au



Employment Zones Reform Implementation

Explanation of Intended Effect

May 2022

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Acknowledgement of Country

The Department of Planning and Environment acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

Published by NSW Department of Planning and Environment

dpie.nsw.gov.au

Employment Zones Reform Implementation

First published: May 2022

Department reference number: SF22/72635

More information

Housing & Economic Policy, Planning & Assessments

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Introduction

Making it easier for businesses to establish

Small and medium sized business are the backbone to a productive economy. Employment zones should guide and direct businesses to establish and grow, not be a roadblock. The NSW Government has been implementing a series of reform to the planning system to help businesses build back better.

Employment zones reform is a two year reform program announced in the NSW 2020 Budget.

The need for the reform came from the NSW Productivity Commission's 2021 <u>White Paper Rebooting</u> <u>the Economy</u>. Recommendation 7.4, Consolidate Employment Zones, relates to the Employment zones reform and the White Paper published the final Employment zones framework as made in December 2021. A full outline of the background to the reform is available within the Employment Zones <u>Position Paper</u> exhibited May 2021.

The Employment zones framework:

- provides greater certainty for the community, councils and the development industry
- supports councils' long-term strategic planning objectives
- supports businesses, industry and society to grow, respond and adapt as necessary
- facilitates innovation and changes in business processes now and into the future.

The Employment zones aims to better align to the way cities and regions are evolving. It includes:

- three centres-focused zones and two industrial zones (down from 12 currently)
- three supporting zones that capture land uses and locations that have a focus beyond jobs (mixed uses, enterprise and waterways)
- A clear strategic intent for each zone that builds on strategic work by the State and councils over the past five years.

We welcome your feedback on how the employment zones will be applied in the local context within LEPs across NSW. The translation detail will be on exhibition for 6 weeks.

What is an employment zone?

An Employment zone is a zone in which the primary objective is to promote employmentgenerating activities.

Other zones, including the rural, special purpose and residential zones, may permit employment generating activities as secondary to their primary objectives. This EIE and reform focuses on the current B and IN zones.

Purpose of this exhibition

This explanation of intended effect (EIE) provides an overview of how the Employment zones will be introduced into individual local environmental plans (LEPs) through a self-repealing State Environmental Planning Policy (SEPP) by 1 December 2022. This EIE should be read alongside the LEP translation detail that is also being exhibited through the <u>planning portal</u>, including a searchable web tool and the spatial viewer, which outlines how existing areas zoned with a Business or Industrial zone will be zoned under the Employment zones.

In December 2021 the Standard Instrument Local Environmental Plan Order 2006 (SI LEP Order) was amended to introduce the Employment zones alongside the existing Business and Industrial zones for a 12 month period. At the end of that 12 month period the Business and Industrial zones will be repealed from the SI LEP Order.

The SI LEP Order is the template the specifies the content and format of LEPs in New South Wales. The amendment of the SI LEP Order to replace Business (B) and Industrial (IN) zones with Employment zones means that each Standard Instrument local environmental plan needs to be amended in line with the Order. This exhibition includes detail of how each SI LEP that includes a Business or Industrial zone will be amended ahead of 1 December 2022.

The Employment zones framework

Five Employment zones are:

- E1 Local Centre
- E2 Commercial Centre
- E3 Productivity Support
- E4 General Industrial
- E5 Heavy Industrial¹

The Local Centre and Commercial Centre zones represent zoning for centres; the General Industrial and Heavy Industrial are the key industrial zones; and Productivity Support provides a transition between the centres and industrial zones.

To accommodate land uses in existing B or IN zones that are not primarily productivity related, three further zones are proposed:

- MU1 Mixed Use
- W4 Working Waterfront
- SP4 Enterprise

Table 1 outlines the intent of each of the Employment zones. For further information on how the Employment zones were developed please refer to the <u>Position Paper</u> dated May 2021.

Please note that the Employment zones reform does not propose to change the density controls for land – the existing height and floor space ratio standards within LEPs remain unaffected.

Employment zone	Strategic intent	Desired characteristics	Longer term considerations
E1 Local Centre	 To provide centres of all size and scales that offer: a diversity of retail, business, office, community, accommodation and entertainment uses to the community a focus for active vibrant communities to come together employment opportunities in accessible locations where available, a focus for public transport 	 Commercial focus, either as offices, retail and business premises or mix of uses A range of uses and services commensurate to the size of the centre Entertainment and dining options, tourist and visitor accommodation, after hour uses, community and social infrastructure. 	 Facilitate centres as community hubs, offering shopping, services and events Support the night- time economy Accommodate collaborative and co- working spaces Potentially include residential development on upper levels to establish a population catchment for a vibrant centre Accommodate some local light industries.
E2 Commercial Centre	 To provide commercially focused centres that offer: a diversity of retail, business and office uses, with entertainment, community and other suitable land uses for the wider community a focus for active vibrant communities to come together where available, public transport nodes employment opportunities in accessible locations 	 Commercial focus for a district and/or regional catchment, including full- line supermarket(s), entertainment and dining options Tourist and visitor accommodation Public transport, particularly in metropolitan areas Out-of-business hour uses/night-time economy Clusters community and social infrastructure, such as government services, 	 Facilitate centres as community hubs, offering shopping, events and services Support longer trading hours and night-time economy Accommodate collaborative and co- working spaces Accommodate some light industries

Table 1: Employment zone intent

Employment zone	Strategic intent	Desired characteristics	Longer term considerations
		medical centres and child care.	
E3 Productivity Support	 To provide land and floor space for: a range of urban or rural services that cater to and support the local population and businesses businesses not suited to a centre location industries and activities that are lower on the land value hierarchy than retail and commercial office uses 	 Fine grain and/or large format employment Land and floorspace responds to local business need Mix of specialised, niche or trade focused retail, including business focused retail Mix of light industrial, office, infrastructure and other urban services uses Capability to service the needs of local workers with food and drink, convenience retail and child care Low impact creative and emerging industries 	 Allow a broader range of permissible land uses to accommodate emerging and changing industries Cater to a range of floor plate and floor to ceiling requirements across a variety of locations
E4 General Industrial	To provide suitable land and floor space for a range of industrial activities	 General and light industries, warehousing and supporting businesses Complementary uses including office (associated with industrial), auto-related industry (excluding sales), large format indoor recreation, artisan food and drink Capability to service the needs of local workers Access to arterial roads and freight routes Diversity of lot sizes, with capability to support a mix of fine 	 Protect land for industrial purposes Accommodate new industries and changing requirements of industries Allow for industries to innovate and evolve Co-locate industry with businesses that directly support industry or have similar amenity impacts

Employment zone	Strategic intent	Desired characteristics	Longer term considerations
		grain and large format industrial uses	
E5 Heavy Industrial	 To provide suitable areas for industries that need to be separated from other land uses To minimise the impact of heavy industry on other land uses To protect land suited to heavy industries 	 Capability to support hazardous or offensive industry and storage with buffers to sensitive receivers Capability to support depots, warehousing and storage premises that support heavy industry Physically separate from other higher amenity land uses Good access to arterial roads and freight routes Large lot as required by safety and amenity 	Continue to provide sites suited to heavy industry
MU1 Mixed Use	 To support a mix of compatible land uses including residential, commercial and light industrial To transition between uses (e.g., a centre and another land use such as residential) To apply to mixed use centres, along corridors, or surrounding centres where genuine mixed uses are sought Can continue to be applied to existing B4 areas that are primarily residential 	 Activities at ground floor and on street fronts Differentiation between a centre and urban support areas in a mix of zones to manage the impacts of out of centre development Well-designed mixed use developments are vibrant and support community needs 	 Manage out of centre development Use permitted land uses to shape the intent and desired outcome of the area
W4 Working Waterfront	To provide suitable protections for working waterfront areas that are adjacent to waterways	 Manage land use conflicts and environmental protections of waterways 	• Determine the longer-term needs of the working waterfront and protect productive

Employment zone	Strategic intent	Desired characteristics	Longer term considerations
			 functions of these area Manage competing higher order land uses seeking to maximise waterfront locations
SP4 Enterprise Discuss application with the department	To support unique areas that require tailored land use planning	 Supports precinct planning where a specific enterprise outcome is sought beyond the strategic intent of another zone Unique precincts with an enterprise focus 	 Determine if an area is truly unique or if another zone with local provisions can achieve the same outcome Determine the timeframe for the planned process, and whether the area can eventually transition to an alternative zone

Process for translating existing local environmental plans

Each land use table that is on exhibition has been uniquely prepared combining the mandated components of the land use table from the SI LEP Order with the land use table of the in force Business or Industrial zone being translated.

Generally, we took an approach to capture the land uses of the more expansive zone (for example, we captured the land uses of the B2 zone instead of the B1 zone). Where we identified a conflict between permitted individual land uses in a combined land use table, we adopted a productivity focus. Councils were provided with this 'preliminary translation' alongside indicative zone translation maps.

Councils have reviewed the preliminary translation and where necessary revised them for consistency with the strategic intent of their existing zones and the direction set by recent strategic planning. Councils provided specific feedback and requested modifications to the land use tables including objectives and land use permissibility. The modifications were checked by the Department for alignment with the intent of the reform as well as consistency with drafting conventions for local environmental plans to ensure what is exhibited reflects as closely as possible what will likely come into effect in December 2022.

It should be noted that there will be instances where a council has sought changes to the prepared land use tables to address land use conflicts and therefore has removed some land use that may have been previously permitted in the more expansive zone and instead relied on Additional permitted uses to minimise land use conflicts. Similarly, other councils have sought to address land use conflicts by introducing Local Provisions that introduce additional development assessment considerations.

The land use tables provided in the web tool have not been through a legal drafting process. This means the land uses as displayed and the wording of Objectives, Schedule 1 Additional permitted uses and Local Provisions, when finalised, may differ from what was exhibited. The exhibition detail should be taken as an intent that alongside submissions will inform the legal drafting of amendments to the LEP.

Translating the existing zones

Standard Instrument LEPs that currently include B and IN zones need to be amended ahead of these zones being replaced with the Employment zones in December 2022. The B and IN zones need to be translated to an Employment zone. For most B or IN zoned areas this translation is relatively straightforward and in accordance with Figure 1. This translation is the direct zone translation. In some instances, a council has requested an alternative translation. In these instances, justification has been provided including alignment with the strategic direction for the area and reviewed by the Department's Place Teams (often referred to as the Region Team) and in Sydney, the Greater Cities Commission. Where an alternative translation has been provided this has been included in the translation summary provided for each local government area.

Figure 1 Translating zones into the Employment zones



Constructing land use tables

How a land use table is structured

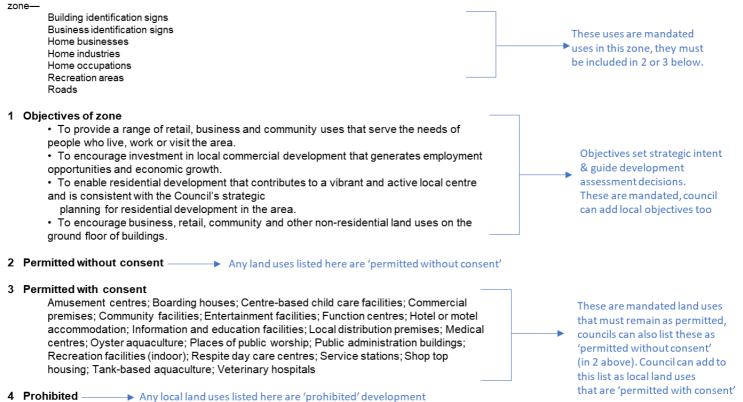
Land use tables under a Standard Instrument LEP must be prepared in accordance with the SI LEP order. The Order sets a template for the structure, what aspects are mandated and therefore cannot be varied, as well as what local detail can be included. This detail is shown within the <u>Principal</u> <u>Standard Instrument Local Environmental Plan</u> and for the E1 Local Centre Zone appears as per Figure 2.

Figure 2 Land use tables explained



Direction-

The following must be included as either "Permitted without consent" or "Permitted with consent" for this



Group terms

The Standard Instrument dictionary groups land use terms that are broadly related by type of use, as included in the 'group term' definition.

The intent of these group terms is to minimise longer land use tables by enabling SI LEP land use tables or other provisions to easily refer to a number of land uses without needing to list them individually. Practice Note 11-003 provides further detail on group terms.

The following flow charts provide further detail on mandated group terms and local group terms and how they are applied in the land use table.

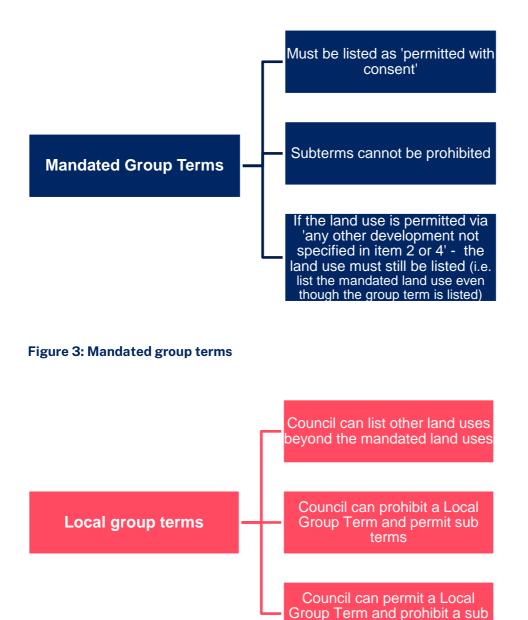


Figure 4: Local group terms

In preparing land use tables, the Department has utilised the group terms and not listed every permitted use. This means that when looking at the draft land use table for a particular zone, to understand the complete list of permitted development, you are encouraged to refer to the draft Land Use Matrix (Appendix A) which shows the sub terms of group terms.

term

Common employment land uses group terms and their sub terms are highlighted in Figure 5.

Figure 5 Commercial premises group term

commercial premises means any of the following-

(a) business premises,

(b) office premises,

(c) retail premises.

retail premises means a building or place used for the purpose of selling items by retail, or hiring or displaying items for the purpose of selling them or hiring them out, whether the items are goods or materials (or whether also sold by wholesale), and includes any of the following-(a) (Repealed) (b) cellar door premises, (c) food and drink premises, (d) garden centres, (e) hardware and building supplies, (f) kiosks, (g) landscaping material supplies, (h) markets,

- (i) plant nurseries,
- (j) roadside stalls, (k) rural supplies,
- (l) shops,
- (la) specialised retail premises,
- (m) timber yards,
- (n) vehicle sales or hire premises,
- but does not include highway service centres, service stations, industrial retail outlets or
- restricted premises.

Figure 6 Tourist & visitor accommodation group term

tourist and visitor accommodation means a building or

- place that provides temporary or short-term accommodation
- on a commercial basis, and includes any of the following-(a) backpackers' accommodation.
- (b) bed and breakfast accommodation.
- (c) farm stay accommodation.
- (d) hotel or motel accommodation,
- (e) serviced apartments,
- but does not include-
- (f) camping grounds, or
- (g) caravan parks, or
- (h) eco-tourist facilities.

serviced apartment means a building (or part of a building) providing self-contained accommodation to tourists or visitors on a commercial basis and that is regularly serviced or cleaned by the owner or manager of the building or part of the building or the owner's or manager's agents.

Figure 7 Industry group term

industry means any of the following-

- (a) general industry,
- (b) heavy industry,
- (c) light industry,
- but does not include-
- (d) rural industry, or
- (e) extractive industry, or
- (f) mining.

light industry means a building or place used to carry out an industrial activity that does not interfere with the amenity of the neighbourhood by reason of noise, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil, or otherwise, and includes any of the following-(a) high technology industry,

- (b) home industry,
- (c) artisan food and drink industry,
- (d) creative industry.

shop means premises that sell merchandise such as groceries, personal care products, clothing, music, homewares, stationery, electrical goods or the like or that hire any such merchandise, and includes a neighbourhood shop and neighbourhood supermarket, but does not include food and drink premises or restricted premises.

Local provisions and additional permitted uses

Under the SI LEP Order councils are able to add 'additional local provisions'. These are usually listed in part 6 or part 7 of a SI LEP. These provisions generally provide for additional planning matters or considerations relevant to local circumstances to be considered as part of development assessment. As part of the translation of Employment zones councils have reviewed local provisions to ensure they remain relevant under the Employment zone translation. A number of councils have proposed local provisions to manage land use conflicts or to align to strategic planning resulting from the reduction in the number of land use zones. These amended provisions or intent for proposed local provisions are outlined for each local government area.

Please note that where there is no change proposed to a local provision, including an update to the new zone name, this will not be shown. For example, if a council has an existing local provision to provide additional considerations for centres that were previously zoned B2, if no change is proposed to the provision other than to change the reference B2 to E1 zone, this change will not be outlined as these are consequential changes that do not need to be exhibited.

Additional permitted uses are listed in Schedule 1 of SI LEPs. These are additional land uses that go beyond the permissibility set out in the land use zone's table for the applicable zone. These land uses are otherwise prohibited in the zone, but permissibility is set through this schedule for individual lots, areas or precincts. Similar to the changes to local provisions if the change only relates to the name of the zone, this is a consequential amendment and will not be outlined. If an additional permitted use is identified as being 'deleted', this is generally because the increased permissibility of the Employment zone means the additional use is now captured in the land use table and no longer needs to be separately identified.

If neither a local provision or additional permitted use is listed, this means there is no change proposed to the substance of the provision or clause for that local government area. Please note that only an intent has been shown for changes to local provisions and additional permitted uses as this will need to be subject to a legal drafting process. Please also note that mapping has not been completed for these aspects of the LEP.

Relationship with other work on industrial lands

Region and District plans

The translation of zones to the Employment zones framework has been broadly considered against the intent for employment areas outlined in region plans and in Greater Sydney, district plans. This has generally been done through a referral of a non-direct zone translation to the Region / Place Teams and in Greater Sydney the Greater Cities Commission.

In the coming years a number of region plans are to be updated including the Greater Sydney Region Plan. This update will trigger subsequential updates to associated strategic planning including to District plans, local strategic planning statements and employment lands studies. As a consequence, for many councils this means that the draft translation is an initial translation that may be reviewed when council next undertakes a comprehensive LEP to align to updated strategic planning.

Retain and manage

The Greater Cities Commission is finalising a review of their current industrial lands policy commonly referred to as 'retain and manage'. The work on Employment zones reform has been cognisant of this review and has provided a suitable range of zones for industrial and urban services land that can be applied once the policy approach for existing 'retain and manage' land is finalised. Ahead of the review being finalised the Department has referred the proposed zone translation for 'retain and manage' industrial land to the Greater Cities Commission for advice and this has informed discussions with councils.

Council employment lands strategies

Employment lands strategies guideline

The Department has released a draft Employment Lands Strategy Guideline to assist councils with preparing an employment lands strategy. A number of councils have also submitted an employment lands strategy to the Department for endorsement. The purpose of endorsement of these strategies is to streamline future planning proposals for industrial land lodged in accordance with an endorsed employment lands strategy. The translation of existing B and IN zones to an employment zone has not sought to implement any employment lands strategies. However, in instances where a direct zone translation was not possible council has relied on employment lands strategies to justify an alternative zone selection.

The Department is finalising the guideline to ensure it aligns with the employment zones and will be released in the coming weeks.

Understanding the land use tables

Zone translation detail

Land use table translation detail for a particular site and address is shown through the planning portal. The easiest way to view this detail is by entering an address. If the address is an employment zone it will show the existing zone and associated land use table and the proposed zone and associated land use table. Please refer to Figure 2 for an explanation of what is included in a land use table. In addition to the zone and land use table detail we have also provided a translation summary which broadly summarises how the Employment zones are proposed to be applied for a particular local government area.

Below the land use table, we will also provide detail of any proposed changes to Local Provisions and Schedule 1 Additional permitted uses.

SEPPs and other permitted land uses

There are a number of SEPPs that establish land use permissibility for certain uses. These land uses override permissibility for the same use within LEP land use tables. The permissibility prescribed by SEPPs has occurred subsequent to many LEPs being drafted which means there is legacy permissibility within land use tables which the Department is seeking to address so that rather than having a land use table inconsistent with a SEPP, permissibility should be addressed through the SEPP. For example, State Environmental Planning Policy (Transport and Infrastructure) 2021 identifies prescribed zones for 'health services facilities' that covers all of the Business zones. There are examples of land use tables for existing Business zones that seek to prohibit 'health services facilities'

Areas not captured as part of this exhibition

There are a limited number of areas with a current B or IN zone that are not covered by this public exhibition. Further there are areas that will also be deferred from the self-repealing SEPP.

Areas not included as part of this public exhibition:

- Land that does not have a Business of Industrial zone (there are some limited exceptions)
- Precincts that are subject to a Special Activation Precinct
- Certain precincts that are subject to a Regional Jobs Precinct
- Councils that are exhibiting Employment zones translations as part of the exhibition of a Comprehensive or Consolidating LEP:
 - Edward River
 - Randwick
 - --- Willoughby
- Canterbury Bankstown will be exhibited following the making of its Consolidating LEP
- A limited number of sites where further strategic planning is required before a translation can occur including areas within the following local government areas:
 - Dubbo
 - Inner West
 - City of Sydney areas zoned B8
- Councils with an LEP that does not include a B or IN zone
- Areas zoned by a SEPP.

Implementation

What is a self-repealing SEPP?

SEPPs are environmental planning instruments that deal with matters of state or regional environmental planning significance. SEPPs are also used as a tool by the Minister for Planning to make operational changes to lower order Environmental Planning Instruments such as LEPs. A selfrepealing SEPP can cover amendments to LEPs and be removed from legislation (repealed) once this purpose is complete. This mechanism removes the need for a council to prepare a planning proposal to amend their LEP. The amendment of council LEPs will occur either through a selfrepealing SEPP or as part of a councils comprehensive LEP finalisation.

Planning proposals and development applications

Planning proposals already underway should be unimpeded by the implementation process – they should continue to progress through the LEP plan-making process. Gateway determinations issued since mid-2021 have included a condition to advise how the site will be translated. The Department will work with councils to ensure an appropriate translation occurs as part of planning proposal finalisation depending on timing with the publishing of the self-repealing SEPP.

Savings and transitional arrangements will extend to undetermined development applications.

Consequential amendments to other Environmental Planning Instruments

Implementation of Employment zones primarily relates to local environmental plans and will not extend to SEPPs that zone land. The self-repealing SEPP that will amend LEPs will also make consequential changes to SEPPs that reference land use zones to add references to the Employment zones alongside the Business and Industrial zones. This will enable any SEPPs that include provisions and requirements for land to apply to land that is being zoned differently as a result of Employment zones implementation. References to Business and Industrial zones will need to continue to ensure the provisions continue to apply to land that will continue to have a B or IN zoning either because the land is deferred as part of this implementation or is land zoned under a SEPP not captured as part of this reform.

A comprehensive list of consequential amendments is being prepared for environmental planning instruments that interact with the SI LEP zones. Where an instrument – such as the *State Environmental Planning Policy (Transport and Infrastructure) 2021* (previously called Three Ports) SEPP – uses the SI LEP zones in name only, there is no intention to translate it into the employment zones framework. While every intention will be to update references to the Employment zones by 1 December there may be delay in drafting. To capture unmade consequential changes a savings and transitional provision will apply to ensure SEPP provisions will continue to apply.

Future amendments to the Standard Instrument Order

As part of translation discussions with councils, policy issues have been raised where a modification to the Employment zones framework is proposed to resolve them. Three identified matters include:

- Amendment to the mandated Objective for the E2 Commercial Centre Zone;
- Changes to land uses that gain permissibility from a SEPP; and
- Change to mandated permitted with consent land uses for the SP4 Enterprise Zone.

E2 mandated objective

The wording of a current mandated objective has been raised as being inconsistent with strategic planning for councils where the E2 zone will not permit residential accommodation.

To enable residential development that is consistent with the Council's strategic planning for residential development in the area.

To address this concern the objective will be amended to include 'where 'permissible' to put it beyond doubt that the objective would not provide an alternative mechanism to permit residential accommodation where it is not permitted as part of the land use table.

SEPP based permissibility

A number of land uses currently gain their permissibility through a SEPP. Examples of these uses where permissibility should rely on the SEPP and not the LEP include:

- Seniors housing (MU1)
- Educational establishments (E2 & MU1)

Accordingly, it is proposed that these currently identified mandated land uses be removed from the SI LEP Order and instead the SEPPs be relied on for permissibility.

As part of consequential provisions the employment zones will be included as prescribed zones in SEPPs where land use permissibility is set.

SP4 Enterprise Zone land uses that are permitted with consent

In the application of the SP4 Enterprise Zone land use table, issue was raised with the mandated permitted with consent land use 'food and drink premises', as this could erode the strategic intent of certain precincts where food and drink premises could conflict with the strategic intent for the area. Consequently, this land use will be omitted and replaced with 'take away food and drink premises'.

Retain a Metropolitan Centre Zone for the City of Sydney

The employment zones framework when published in the SI LEP Order in December 2021 included the repeal of the existing B8 Metropolitan Centre Zone. This zone currently is only in place within the City of Sydney LEP. The translation of the City of Sydney LEP highlighted the need to maintain a

specific zone for the largest commercial centre within NSW so as to maintain strategic clarity and to continue the land use planning approach for the Sydney CBD linked to a dedicated zone. An amendment to the SI LEP Order is proposed which will retain and rename the existing B8 Metropolitan Centre Zone to SP5 Metropolitan Centre Zone.

An Amending Order covering these matters and any other housekeeping issues that arise as part of implementation will be made ahead of 1 December 2022 when the employment zones will come into effect into individual LEPs.

Included detail within a planning certificate

A section 10.7 planning certificate is issued by a council and outlines all the information regarding the development potential of a parcel of land including the zoning. The Environmental Planning & Assessment Regulation 2021 specifies what must be included in a planning certificate and lists proposed environmental planning instruments and development control plan. This public exhibition is for an Explanation of Environmental Effects and not a proposed environmental planning instrument has formed the view that councils are not required to list the proposed zone translation within planning certificates. However, when issuing a planning certificate for a Business or Industrial zone following the commencement of the exhibition of this EIE councils can opt to provide within the certificate a link to the planning portal and the searchable web tool that displays the current and proposed zone for land covered in this public exhibition.

Next steps

The Department will review feedback received during exhibition and will share this detail with councils along with policy recommendations. This is anticipated to occur from July to enable sufficient time to finalise the policy and complete drafting of the LEP amendments. It is anticipated that the self-repealing SEPP will be made in October with a commencement date of 1 December 2022 to enable sufficient time for councils to update their property information systems.

How to get involved

The Department welcomes your feedback on the draft Employment zones translation and amendments to SI LEPs.

Search by address

The best way to give feedback is by searching for a particular location with an existing Business or Industrial zone. The searchable web tool will provide you with a translation summary for the LEP, show the existing and draft zone and the existing and draft land use tables. Local provisions and additional permitted uses for the local government area will also be shown.

Search by local government area

If you do not have a particular location, then the zone translation can be viewed on the spatial viewer and searched by local government area or by free scrolling. This will enable you to toggle between the current and the draft zone. Once a particular zone and local government area has been identified then the searchable web tool (search by address) can be used to pull up the applicable land use tables. Open ended fields are provided under each section of the land use table to enable feedback on the draft translation. There is also an option for search by local government area which will bring up all LEPs captured by this reform and enable you to view the proposed land use tables.

This focused form for making a submission will enable the relevant local government area, zone and where selected, site to be linked to feedback.

Have your say

We encourage submissions to be made on the translation detail by utilising the planning portal web tool to search the draft zone and associated land use table. Feedback should be focused on the extent of change proposed to translate existing zones to the Employment zones. Submissions on existing land use planning and associated requirements is outside of scope. Submissions are sought on the translation and the extent of change proposed. Feedback on existing land use planning including current zones, existing permissibility and local provisions that are already in place will not be revisited as part of this process. Further, general feedback on the employment zones framework is also outside of scope of this exhibition as that detail was exhibited in May 2021 and has since been finalised and included within the SI LEP Order.

Should you require assistance with reviewing the translation detail please email <u>employment.zones@planning.nsw.gov.au</u>.

Submission summaries will be made public in line with our objective to promote an open and transparent planning system. Names will not be published.

Appendix 1 – Employment zones land use matrix

Please note that the matrix includes notes which can only be viewed when opened in excel. The planning portal includes an excel version of the employment zones land use matrix.

				 							
			cerpt- May 2022 [Based on version 4.2 Aug 2020]		DRAF	FOR I	NFORM			OSES	
			IES REFORM FRAMEWORK								
[]	LG	A Name] Lo	cal Environmental Plan [YEAR]								
	_	end 	and associate for an electrical surplicity that Cill								
		permitted with permitted with	out consent [mandated under the SI].								
		•	consent [mandated under the SI].			ų					
	•	permitted with			tre	Productivity Support	a				Working Waterfront
	•		ndated under the SI].		Commercial Centre	dng	General Industrial	rial			erfr
		prohibited.		tre	al (ty 9	snp	usti			Vate
		•	er SEPP (Housing) 2021.	Cen	erci	itivi	ul lu	pu	Use	rise	g V
		•	er SEPP (Transport and Infrastructure) 2021.	-ocal Centre	ů.	onp	lera	Heavy Industrial	Mixed Use	Enterprise	'kin
		•	n or red mandated under the SI.		Lon Con	Pro	Gen	Неа	Mix	Ente	No
	TIII	colour in purpi	e public infrastructure permitted under a SEPP.		-			_	_		
									۲	4	+
				Ē	E2	E3	E4	E5	MU1	SP4	W4
ls i	the	zone used? [please select Y/N for each zone]	-	-	-	-	-	-	-	-
(1_/	A NI	DLISE terms M	/ITHIN agriculture group term)								
_		iculture									
	<u> </u>	quaculture									С
		Oyster aquacu		С	С	С	С	С	С		С
	_	Pond-based a									C
		Tank-based ad	lture [eg grazing of livestocks etc]	С	С	С	С	С	С		С
		bee keeping									
		dairy (pasture-	based)								
	ir	ntensive livesto									
		feedlots									
	_	dairies (restric	ted)								
		pig farm poultry farm									
	ir	<u> </u>	griculture [eg cultivation of irrigated crops]								
		horticulture									
		turf farming									
/1 /		viticulture									
(L/	ani ani	mal boarding or	UTSIDE agriculture group term) • training establishments			С					
		n buildings									
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\vdash		oarding houses		С					С		
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	s	emi-detached c	lwellings						Page	986 of	1046

Land Use Matrix Excerpt- May 2022 [Based on version 4.2 Aug 2020] EMPLOYMENT ZONES REFORM FRAMEWORK		DRAF	FOR I	NFORM	ATION	I PURP	OSES	
[LGA Name] Local Environmental Plan [YEAR]								
Legend o permitted without consent [mandated under the SI]. o permitted without consent. c permitted with consent [mandated under the SI]. c permitted with consent. x prohibited [mandated under the SI]. x prohibited. H permitted under SEPP (Housing) 2021. TI permitted under SEPP (Transport and Infrastructure) 2021. fill colours in green or red mandated under the SI. fill colour in purple public infrastructure permitted under a SEPP.	Local Centre	Commercial Centre	Productivity Support	General Industrial	Heavy Industrial	Mixed Use	Enterprise	Working Waterfront
	Ξ	E2	E3	E4	E5	MU1	SP4	W4
seniors housing	H	Н	Н			C		
independent living units	H	н	н			c		
residential care facilities	H	H	H			C		
shop top housing	С					С		
(LAND USE terms OUTSIDE residential accommodation group term)								
home business	•							
home occupations	•	•						
home occupation (sex services)								
(LAND USE terms WITHIN tourist and visitor accommodation group term)								
tourist and visitor accommodation						С		
backpackers' accommodation		С				С		
bed & breakfast accommodation						С		
farm stay accommodation	-	-	-			C		
hotel or motel accommodation	С	С	С			C		
serviced apartments (LAND USE terms OUTSIDE tourist and visitor accommodation group term)						С		
camping grounds								
caravan parks								
eco-tourist facilities								
(LAND USE terms WITHIN commercial premises group term)								
commercial premises	С	С				С		
business premises [eg banks, post offices, hairdressers, etc]	c	c	С			c		
funeral homes	c	c	c			c		
goods repair and reuse premises	C	c	c	с		C		
office premises	С	С	С	-		С		
retail premises	С	С				С		
cellar door premises	С	С				С		
food & drink premises	С	С				С	С	
pubs	С	С				С		
restaurants or cafes	С	С				С		
take-away food & drink premises	С	С	С	С		С		
small bars	С	С				С		
garden centres	С	C	C	C		C		
hardware & building supplies	C	C	С	С		C		
kiosks landscaping material supplies	C	C C				C C		
markets	C C	C C	C C			C C		
plant nurseries	C	C C	C C			C C		
roadside stalls	C	C C				C C		
rural supplies	C	C C	С			C C		
shops	c	c				c		

Land Use Matrix Excerpt- May 2022 [Based on version 4.2 Aug 2020] EMPLOYMENT ZONES REFORM FRAMEWORK		DRAF	FOR I	NFORM	NATION	PURP	OSES	
[LGA Name] Local Environmental Plan [YEAR]								
Legend o permitted without consent [mandated under the SI]. o permitted without consent. c permitted with consent [mandated under the SI]. c permitted with consent. x prohibited [mandated under the SI]. x prohibited. H permitted under SEPP (Housing) 2021. TI permitted under SEPP (Transport and Infrastructure) 2021. fill colours in green or red mandated under the SI.	Local Centre	Commercial Centre	Productivity Support	General Industrial	Heavy Industrial	Mixed Use	Enterprise	Working Waterfront
fill colour in purple public infrastructure permitted under a SEPP.	Γο	ပိ	P	Ğ	Не	Ϊ	ш	Š
neighbourhood supermarkets	с Ш	o E2	E3	E4	E5	o MU1	SP4	W4
specialised retail premises	C C	C	с			C C		
timber yards	C	C	c			c		
vehicle sales or hire premises	С	С	С			С		
(LAND USE terms OUTSIDE commercial premises group term)								
amusement centres entertainment facilities	C C	C C				C C		
function centres	C C	C C	с			C C		
highway service centres								
industrial retail outlets			С	С				
registered clubs		С				С		
restricted premises		С				С		
service stations	С		С					
sex services premises								
veterinary hospitals	С	С	C					
wholesale supplies (LAND USE terms WITHIN rural industry group term)			С					
rural industries [eg use of composting facilities and works]								
agricultural produce industries								
livestock processing industries								
sawmill or log processing industries								
stock & sale yards								
(LAND USE terms WITHIN industry group term)								
industries								
heavy industries					С			
hazardous industry					C			
offensive industry light industries			•		С	•		
artisan food and drink industry		с	C C	C C		C C		C C
creative industries			c	c		c		C C
high technology industries			c	c		c		c
data centre			С	С	С	С		С
home industry	•	•		С		•		С
general industries				С	С			
(LAND USE terms OUTSIDE industry group term) boat building and repair facilities			С					с
vehicle body repair workshops			C C					
vehicle repair stations		С	c			С		
(LAND USE terms WITHIN heavy industrial storage establishment group ter	·m)							
heavy industrial storage establishments								
hazardous storage establishments					С			
liquid fuel depots								

Land Use Matrix Excerpt- May 2022 [Based on version 4.2 Aug 2020] EMPLOYMENT ZONES REFORM FRAMEWORK		DRAFT	FOR I	NFORM	ATION	PURP	OSES	
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	-	2	e	4	2 L	MU1	SP4	W4
	Ē	E2	E3	E4	E5	Σ	S	<u> </u>
offensive storage establishments					С			
(LAND USE terms WITHIN storage premises group term)								
storage premises			C					
self storage units (LAND USE terms OUTSIDE storage premises group term)			C					
depots			С	С	С			
warehouse or distribution centres			c	c	c			
local distribution premises	С	С	c	c	•	С		
(LAND USE terms WITHIN sewerage system group term)								
sewerage systems				ΤI	ΤI			
biosolids treatment facilities				TI	TI			
sewage reticulation systems	ΤI	ΤI	ΤI	TI	TI	ΤI		ΤI
sewage treatment plants				ΤI	ΤI			
water recycling facilities				ΤI	ΤI			
(LAND USE terms WITHIN waste or resource management facility group term)								
waste or resource management facilities				ΤI	ΤI			
resource recovery facilities				ΤI	ΤI			
waste disposal facilities				ΤI	ΤI			
waste or resource transfer stations			ΤI	TI	TI			TI
(LAND USE terms WITHIN water supply system group term)								
water supply systems								
water reticulation systems								
water storage facilities								
water treatment facilities								
(LAND USE terms WITHIN air transport facility group term)								
air transport facilities								
airport								
heliport								
(LAND USE terms OUTSIDE air transport facility group term)								
helipad								
(Other LAND USE terms relating to infrastructure)								
car parks						С		
electricity generating works				ΤI	ΤI			ΤI
freight transport facilities				С	С			
passenger transport facilities		C	С			С		
port facilities								
roads	•	•	•	•		•	•	•
					•			
transport depots								
transport depots truck depots wharf or boating facilities								

Land Use Matrix Excerpt- May 2022 [Based on version 4.2 Aug 2020] EMPLOYMENT ZONES REFORM FRAMEWORK		DRAF	FOR I	NFORM		PURP	OSES	
[LGA Name] Local Environmental Plan [YEAR]								
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fill colours in green or red mandated under the SI.	l o	Cor	Pro	Ger	Hea	Mix	E ^T	Ň
fill colour in purple public infrastructure permitted under a SEPP.								
	_	~	~	+	10	MU1	SP4	4
(LAND USE terms WITHIN educational establishment group term)	Ē	E2	E3	E4	E5	Σ	<mark>.</mark> N	W4
educational establishments [eg TAFE establishment etc]	ΤI	С	ΤI			ΤI		
schools	TI	c	TI			TI		
(LAND USE terms WITHIN health services facility group term)								
health services facilities	TI	ΤI	ΤI			ΤI		
hospitals	TI	TI	TI			TI		
medical centres	С	С	ΤI			С		
health consulting rooms	TI	ΤI	ΤI			ΤI		
(Other LAND USE terms relating to community infrastructure)		I			1		I	1
early education & care facilities								
centre-based child care facilities home-based child care	С	С	С			С		
school-based child care	TI	ΤI	ΤI			ΤI		
community facilities	с	С	C			С		
correctional centres		-						
emergency services facilities	ΤI	ΤI	ΤI	ΤI	ΤI	ΤI		ΤI
industrial training facilities			С	С	С			
information and education facilities	С	С	С			С		
places of public worship	С	С	С			С		
public administration building	С		-					
research stations respite day care centres	-	с	C C			•		
(LAND USE terms WITHIN signage group term)	С	L.	L.			С		
signage								
advertising structure								
building identification sign	•	•	•	•	•	•	С	
business identification sign	•	•	•			٠	С	
(LAND USE terms relating to recreation)								
boat launching ramps								С
boat sheds								
charter & tourism boating facilities								
environmental facilities								С
marinas								
mooring								
mooring pens								
recreation areas	•	С	С			С		
recreation facilities (indoor)	С	С	С			С		
recreation facilities (major)			С					
recreation facilities (outdoor)		С	С					
water recreation structures (Other miscellaneous LAND USE terms)					l			

Land Use Matrix Excerpt- May 2022 [Based on version 4.2 Aug 2020] EMPLOYMENT ZONES REFORM FRAMEWORK			FOR I	NFORM	IATION	PURP	OSES	
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	E1	E2	E3	E4	E5	MU1	SP4	W4
cemetery								
crematorium								
environmental protection works exhibition homes								
exhibition homes exhibition villages								
extractive industries								
flood mitigation works								
mortuaries		С	С					
open cut mining								
(OTHER LAND USES)								
development which cannot be characterised into any land uses defined in the SI								

Note 2: A type of development referred to in the matrix is a reference to that type of development only to the extent it is not regulated by an applicable State Environmental Planning Policy (SEPP). The following SEPPs in particular may be relevant to development on land covered by this Plan:

SEPP (Transport and Infrastructure) 2021

SEPP (Housing) 2021

SEPP (Resources and Energy) 2021

SEPP (Primary Production) 2021

SEPP (Resilience and Hazards) 2021

SEPP (Biodiversity and Conservation) 2021

SEPP (Industry and Employment) 2021

Appendix 2 Land use table explainer

Mandatory Group Terms and Mandated land uses

Question	Response	Information
Does a Mandated Group Term need to be listed?	Yes	Even if the mandated group term is permitted via 'Any other development not specified in item 2 or 4', the use must still be listed.
Can councils prohibit sub terms of a Mandated Group Term?	No	If a group term is mandated, councils must permit all sub terms. For example, if tourist and visitor accommodation is mandated permitted with consent, all sub terms including hotel or motel accommodation, serviced apartments, bed and breakfast accommodation and backpackers' accommodation are also mandated permitted and cannot be prohibited.
Do the sub-terms of a mandated group term need to be listed?	No	If the department has mandated the group term, sub terms do not need to be listed.
Does a mandated land use always have to be listed as permitted with consent?	Yes	A mandated land use must always be listed as permitted with consent. This is the case even if a local group term permits the mandated sub term. For example, takeaway food and drink premises is mandated permitted with consent in the E3 zone. However, councils may still list the group term 'Food and drink premises' as permitted with consent.

Local group terms – group terms that are not mandated

Question	Response	Information
Can councils prohibit a local group term?	Yes	For example, residential accommodation can be prohibited.
Can councils permit sub terms where a local group term is prohibited?	Yes	For example, dwelling houses, a sub term of residential accommodation, can be permitted even where residential accommodation is prohibited.

Question	Response	Information
Can councils prohibit a sub term where the local group term is permitted?	Yes	For example, a council wants to prohibit farm stay accommodation. If the local group term tourist and visitor accommodation is permitted, council can prohibit farm stay accommodation.

Other land uses

Land use	Information
Pond based aquaculture	Pond-based aquaculture was previously mandated prohibited. This has been removed. Councils can decide whether to include pond-based aquaculture as permitted with consent or prohibited in the land use table.
Local distribution premises	Local distribution premises is no longer a sub term of warehouse or distribution centres.

Permitted with and without consent

Question	Information
Can land uses be added to permitted without consent?	Yes, councils may decide to add any land uses to permitted without consent.
Why does the department direct council to list certain land uses as permitted without consent or permitted with consent?	Directions in relation to certain zones also require specified uses to be permitted either without consent under Item 2 or with consent under Item 3.
Can councils change a 'closed' zone to an 'open' zone?	Yes, a council can set a zone to open or closed where councils have set a zone to closed, they have been encouraged to set them to open as it enables innominate uses to be permissible. Changing a land use table from closed to open requires a bit of work so a number of councils have opted to look into this as part of a future housekeeping LEP.

Local objectives

Question	Response	Information
Can councils amend or not include core objectives?	No	All mandated objectives must be included. We have drafted new mandated objectives to reflect the strategic intent of each zone and to recognise the differences between regions and metropolitan areas.
Can councils add local objectives?	Yes	Councils may decide to add local objectives provided these are not inconsistent with the mandated objectives and mandated land uses. In many instances we envisage that councils will not need to add local additional objectives.

Question	Information	
What assessment has the department made of council's current objectives?	We have incorporated local objectives from council LEPs and made an initial assessment of their consistency in terms of the strategic intent of the new zone.	
	Alongside each local objective in the shared preliminary land use tables is a recommendation either to retain, amend or delete these local objectives. We now seeking councils' responses to the recommendations in the Land Use Table Instructions.	

Local provisions

Question	Information
Can councils amend an existing or propose a new local provisions to introduce additional considerations arising from the employment zones reform?	We have worked with councils to ensure that existing local provisions have been amended to reflect the employment zones. Additionally, council and the department have utilised local provisions where land use sensitivities need to be managed or a strategic intent for an area strengthened as a result of a reduced suite of zones.

Schedule 1 – Additional permitted uses

Question	Response	Information
Do councils need to remove a lot in Schedule 1 because the use is now permissible?	Yes	Councils must update Schedule 1 to remove any lots which are now permissible in an employment zone because of the translation.

Federation Council Ordinary Council Meeting 28 June 2022

11.3 Question with Notice – Drainage Repairs and Maintenance Schedule post Flooding Event

Councillor Hughes:

To MR STEVE CARMICHAEL Director Engineering Services

Question with notice

- 1. What is the status of drainage update on the flood report?
- 2. How and when will this information be made available to residents?
- 3. Have steps been taken to secure funding for strategic planning in future resilience as well as repair works outlined above in the DRRfund?

Status report on drainage repairs and query about drainage maintenance schedule post flooding event.

Background

Communications I found on Facebook and Federation Council website

1. Federation Council Website Published on 31 January 2022 Council offers free waste disposal for flood affected residents

2. Facebook post 16 May 2022 - Council receives Disaster Declaration following January Storm Event

The Mayor states- the declaration will go a long way in providing assistance to residents affected and is also anticipated to assist council financially in recovering costs associated with the restoration of public assets and road repair.

Three residents at Karinya, are living in alternate accommodation about 20 weeks post flooding event. One resident stated that despite this event being hailed a 1 in 1000 year event a similar flooding event occurred 12 years ago and 2 units were flooded. Another of the residents will not be returning to their unit as they are concerned that the flooding will reoccur. The resident, who is still in alternative accommodation, was unaware whether they were eligible for assistance and feel disappointed with the lack of communication or updates from council about what steps will be taken to improve drainage.

I have been approached by a member of the public regarding the drainage problems that caused severe flood damage to their home. They have been traumatised by this event and are also living in temporary accommodation- ameliorative building works have not commenced. The resident lodged an inquiry about 1 month ago at reception and received no acknowledgement of receival of their query or response. I encouraged the person to contact the council again and they were put through to a helpful member of engineering, who gave her some reassurances. However, the fact that this person waited and worried for at least 3 weeks is quite concerning.

I spoke to a resident of Sophia Close and was informed that some residents have moved back into their homes prior to having repairs/ carpeting installed. They have ongoing concerns about the drainage issue and are wanting to know the status of drainage plans.

I believe that to grow and maintain a strong relationship between council and the community council needs to keep the public informed and updated about this issue so that they feel that they are being listened to.

Federation Council Ordinary Council Meeting

28 June 2022

I spoke to Paul Pfeiffer from Resilience NSW. Paul stated that there is \$50-300,000 available to councils through the Disaster Risk Reduction Fund (DRRF).

Projects may include:

- Risk reduction education and capability building activities to support communities to understand and take action to address disaster risk.
- Risk reduction communication initiatives both in terms of infrastructure and channels between agencies across the sector, and between agencies and communities.
- The apportioned salary for a formal resilience and risk reduction role in local government for a period of 18 months or the life of the project.

This would be a good opportunity to employ a skilled person to develop resilience/risk reduction capabilities, including a Climate Adaptation Plan. There would be an opportunity to develop a strong communications structure in this area and connect emergency services and residents.

Staff Response

Response: A verbal response to questions will be provided in the meeting. Please also refer to report item 7.12 Resilience NSW Grants.

Recommendation

THAT Council note the response provided.



Disaster Risk Reduction Fund - Local and Regional Risk Reduction Stream

nsw.gov.au/resilience-nsw/disaster-risk-reduction-fund/disaster-risk-reduction-fund-localand-regional-risk-reduction-stream

Printed: 3 May 2022

Resilience NSW is administering funding to local and regional projects that deliver locallybased risk reduction and mitigation solutions to improve disaster resilience across NSW communities.

Last updated: 09 June 2022

On this page

- Funding stream objective
- <u>Eligibility</u>
- <u>What your application needs to include</u>
- Start your application
- <u>After your application has been submitted</u>
- Support and contact

Addendum

The Local & Regional Risk Reduction Program Guidelines and FAQs have been amended to reflect the following changes:

- The Pathway 1 funding envelope has been revised to \$10 million, and the Pathway 2 funding envelope has been revised to \$20 million. The total funding envelope remains unchanged.
- Clarification of eligible organisations to include: Aboriginal Community Controlled Organisations (ACCOs) in Pathway 1 and in consortia in Pathway 2; and County Councils in Pathway 2.
- Clarification of project costs for Resilience staff 'up to' 18 months, to align with eligible project activities.
- Revised eligibility of projects.
- Revised circumstances that will be considered under Assessment Process to include First Nations and vulnerable groups.
- Clarification on GST under Important terms and conditions.
- FAQs have been updated to incorporate responses to questions asked at the online workshop held on 23 May.

Key information

- Status: Open, as at 9 May 2022
- Pathway 1 \$50,000 to \$300,000 | Pathway 2 \$300,000 to \$1.5 million
- Applications open 9 May 2022
- Applications close 1 July 2022
- Assessment outcomes announced August 2022
- Funding agreements established and first payments made September 2022
- Final date for financial acquittal and project conclusion for both pathways 30 June 2024

Resilience NSW delivered an online workshop on 23 May 2022 about the Local & Regional stream of the Disaster Risk Reduction Fund.

It provided an opportunity to learn more about the fund, generate and prioritise ideas, and connect with the Resilience NSW team.

You can access the recording <u>here (https://www.youtube.com/watch?v=RvW</u> <u>g2Aa1Qus)</u> and the presentation <u>here (https://www.nsw.gov.au/sites/default/files/202</u> <u>2-05/Online%20Workshop%20-%20DRRF%20L%26R%20Risk%20Reduction%20-%2</u> <u>023%20May%202022.pdf)</u>.

You can access the presentation of the **regional and targeted support sessions here** (PDF, 1.78 MB) (https://www.nsw.gov.au/sites/default/files/2022-06/Disaster-risk-red uction-fund-local-regional-support-sessions.pdf).

Funding stream objective

Under two funding pathways, Pathway 1 and Pathway 2, the Local & Regional Risk Reduction stream aims to deliver direct risk reduction and risk mitigation solutions, build capabilities in disaster risk reduction, and promote collaboration between local communities, councils and other stakeholders.

Pathway 1 offers funding of \$50,000 to \$300,000, for projects run by a single entity with a focus on implementing smaller scale, place-based solutions to prevent new, reduce existing and manage residual disaster risk.

Pathway 2 offers funding of \$300,000 to \$1.5 million, for projects delivered by a consortium of organisations or partnerships with a focus on strategic initiatives that create long-term regional benefit and build risk reduction capability building efforts across communities or regions.

Eligible organisations can only submit one application per pathway.

Eligibility

Who can apply

Applicants eligible for funding in **Pathway 1** are:

- Local councils
- Charitable and incorporated not-for profit organisations, including culturally and linguistically diverse (CALD) non-governmental organisations; and peak bodies and industry groups (if applicable)
- Local Aboriginal Land Councils and Aboriginal Community Controlled Organisations (ACCOs)
- Unincorporated community groups under the auspices of an organisation eligible to apply in its own right.

Applicants eligible for funding in **Pathway 2** are:

- Joint organisations of Councils (JOs)
- Regional organisations of Councils (ROCs)
- County Councils
- Consortia and partnerships with Local Aboriginal Land Councils, ACCOs or nongovernmental organisations
- Consortia and partnerships with culturally and linguistically diverse (CALD) nongovernmental organisations, communities, or groups
- Consortia and partnerships where the lead applicant is an eligible entity included in the list of eligible organisations under Pathway 1. Non-lead partners can include the private sector, social enterprises and B-Corporations, universities and academic institutions.

Who can't apply as a lead applicant

- NSW Government entities
- Universities and research institutes
- Unincorporated community groups not auspiced by an organisation that is eligible to apply in its own right
- Individuals
- Organisations or businesses that may, or will, realise a commercial gain from the project.

What kinds of projects will be funded under this stream?

Projects must address a specific or multi-hazard natural disaster risk of local or regional significance to communities in NSW.

Projects under Pathway 1 may include:

• Risk reduction education and capability building activities to support communities to understand and take action to address disaster risk

- Training or courses that build the understanding, capability, competency and capacity of individuals, organisations, and communities to engage with systems thinking, disaster resilience and adaptation planning, systemic risk approaches and cultural, traditional and on-country risk reduction practices
- Risk or vulnerability assessment activities
- Place-based or community-led efforts. Practical examples could include river clearing, hazard reduction burns and fire trail upgrades
- Small scale infrastructure activities including drainage culverts that address a specific flooding risk and/or Master Plan design activities related to prevention and DRR (for Pathway 1 only)
- The apportioned salary for a formal resilience and risk reduction role in local government for a period of up to 18 months or the life of the project (for Pathway 1 only).

Projects under Pathway 2 may include:

- Participatory strategic planning activities related to risk reduction against natural hazards, including community focused disaster risk reduction blueprints, plans, policies, frameworks or strategies
- Design, development and piloting of tools, technologies, platforms, systems and capabilities that measure progress, build on previous successful risk reduction efforts, and disseminate learnings in usable formats and forums
- Risk reduction communication initiatives both in terms of infrastructure and channels between agencies across the sector, and between agencies and communities
- Technical assessments of feasibility and/or development of options for investments to mitigate risks.

For more examples under each pathway, please refer to the Guidelines or FAQs.

What are considered natural hazards?

The DRRF aligns with the priorities of the National Disaster Risk Reduction Framework, which focuses only on natural hazards: shocks caused by a natural process or phenomenon that may cause loss of life, injury, damage and disruption. Natural hazards include bushfires, floods, cyclones, tornados, storms, heatwaves, earthquakes and tsunamis.

What kind of projects will not be funded under this stream

Projects are ineligible where they:

- Do not demonstrate a benefit for communities in NSW.
- Demonstrate benefits in disaster response or recovery only, without clearly demonstrating a focus on prevention of disaster risk.
- Demonstrate benefits in disaster preparedness, response or recovery only, without clearly demonstrating a focus on prevention of disaster risk.
- Request funding for projects to reduce the risk of droughts.

- Involve the construction of large-scale infrastructure such as flood mitigation works.
- Have already commenced or are already complete
- Are requesting funding for the same project or project activities that have already received funding under any Government grant program.
- Attract ongoing costs necessary to sustain the value and outcomes of the project, without demonstrated capacity or mechanisms to meet ongoing costs such as revenues.
- Are of a primarily commercial nature, deriving ongoing revenues for private entities, except where applicants demonstrate 'fees' and 'revenues' do not inhibit or unreasonably restrict access to the product, such that social or financial inequity may result or be exacerbated; or funds are reinvested in DRR programs or services.

What your application needs to include

All applications must be completed via the Resilience NSW online grants portal. No other form of submission will be accepted.

Each pathway has its own application form.

Pathway 1 – the following information must be included in the online application for Pathway 1:

- Project name
- Project location
- Estimated project timeframes
- Justification of need, intended outcomes and sustainability of impact
- Description of relevant and existing work in the community or communities targeted in your project
- Key milestones (Establishment, Delivery and Completion & Evaluation) with forecast delivery timeline
- Key project personnel
- Experience delivering similar projects
- Staged project budget and total amount requested
- Monitoring and evaluation measures please ensure you include costs for an evaluation in your budget
- Project risk assessment and proposed mitigations
- Applicants do not need to have obtained all approvals for projects including smallscale infrastructure prior to submitting an application. However, they must provide evidence of in-principle support from relevant authorities or land owners; and identification of all necessary approvals required, along with their anticipated timeframes must be included in the application.
- Evidence of entity type (such as constitution, annual reports, financial statements)
- Letter of understanding jointly signed by all partners (if applicable)
- At least one (1) quote for small-scale infrastructure projects
- Landowner consent (if applicable)

- Evidence of public liability insurance for small-scale infrastructure projects (if applicable)
- Conflict of interest declaration

Pathway 2 – the following information must be included in the online application for Pathway 2:

- Project name
- Project location
- Estimated project timeframes
- Needs justification
- Intended outcomes and widespread benefits that will be created including sustainability of impact – please include a basic format of theory of change, program logic or equivalent
- Description of relevant and existing work in the community or communities targeted in your project
- Project plan with key milestones (Establishment, Delivery and Completion & Evaluation) with forecast delivery timeline
- Key project personnel and the value, including co-contributions, that each partner is providing
- Experience delivering similar projects
- Staged project budget and total amount requested
- Monitoring and evaluation measures please include costs for an evaluation in your budget
- Project risk assessment and proposed mitigations
- Evidence of entity type (such as constitution, annual reports, financial statements)
- Letter of understanding jointly signed by all partners (if applicable)
- Conflict of interest declaration

Start your application

Open the Local & Regional Risk Reduction stream online application form, complete, and submit by 5pm on 1 July 2022.

<u>Start your application</u> <u>(https://oem-cp.enquire.cloud/rounds)</u>

Applicants need to register a business account to be able to access the application form and apply.

- Local & Regional Risk Reduction stream Guidelines (https://www.nsw.gov.au/ sites/default/files/noindex/2022-05/Disaster-risk-reduction-fund-LR-guide-WC AG2.pdf)
- Local & Regional Risk Reduction stream FAQs (https://www.nsw.gov.au/sites/ default/files/noindex/2022-05/Disaster-risk-reduction-fund-LR-FAQs-WCAG2.p df)

- DRRF Fact Sheet (https://www.nsw.gov.au/sites/default/files/noindex/2022-05/ Disaster-risk-reduction-fun-LR-Fact-Sheet.pdf)
- <u>Recording of Local & Regional Workshop</u> (https://www.youtube.com/ watch?v=RvWg2Aa1Qus)
- <u>Presentation from Local & Regional Workshop (PDF, 401.77 KB) (https://www.nsw.gov.au/sites/default/files/2022-05/Online%20Workshop%20-%20DRRF%20
 L%26R%20Risk%20Reduction%20-%2023%20May%202022.pdf)
 </u>
- Local & Regional Regional Support Sessions (PDF, 1.78 MB) (https://www.ns w.gov.au/sites/default/files/2022-06/Disaster-risk-reduction-fund-local-regional -support-sessions.pdf)
- <u>Grant writing information sheet (PDF, 163.77 KB) (https://www.nsw.gov.au/site s/default/files/2022-06/Disaster-risk-reduction-fund-local-regional-grant-writin g-information-sheet.pdf)</u>

After your application has been submitted

Assessment of applications

All submitted applications will be initially assessed for eligibility by the Resilience NSW team. Officers may contact you to seek clarification or further supporting information. Applications will then proceed to a panel for assessment.

The assessment panel will assess applications based on the criteria and weightings provided in the Local & Regional Risk Reduction stream guidelines.

The assessment process will be independently reviewed, and recommendations for funding will be made to the Resilience NSW Grants Subcommittee for endorsement. The assessment panel may recommend part-funding of projects.

The final funding decision will be made by the Commissioner of Resilience NSW.

A conflict-of-interest management plan and project confidentiality requirements will be observed and implemented, and a Probity Adviser has been assigned for this fund.

Concerns regarding the probity or integrity of this fund can be directed to Resilience NSW in the first instance at <u>drrf@resilience.nsw.gov.au</u> (https://www.nsw.gov.au/ mailto:drrf@resilience.nsw.gov.au)

Announcement of funded proposals

Applicants will be notified in writing on whether their application has been successful, and approved projects will be announced in August 2022.

Support and contact

Resilience NSW aims to support applicants to prepare high quality applications.

Information session(s) will be recorded and made available on this page, and FAQs, fact sheets and other guidance can also be accessed here.

During the application process, applicants can seek support from nominated Resilience NSW Officers. If you would like to discuss your proposal in general terms against the Guidelines and FAQs documents, please email <u>drrf@resilience.nsw.gov.au</u> (ht tps://www.nsw.gov.au/mailto:drrf@resilience.nsw.gov.au)

Privacy Notice

When you submit an application to Resilience NSW for funding under the Disaster Risk Reduction Fund, or provide any additional information related to your application, we collect information from this activity. This information may include personal and organisational details such as your full name, phone number, business name and ACN details, email and street address.

Resilience NSW is collecting your personal information to:

- provide you with further information about the Disaster Risk Reduction Fund,
- assess your eligibility to apply for a grant under the Disaster Risk Reduction Fund,
- process and determine your application,
- deliver and administer the grant funding, if you are successful, and
- other directly related purposes.

If you do not provide the information requested in the application, or information requested separately by Resilience NSW in relation to your application, Resilience NSW may be unable to consider or determine your application.

Resilience NSW may use and disclose your personal information to:

- verify the information you provide in support of your application with a public or private authority,
- assess your eligibility for other state and commonwealth government financial support programs,
- partner organisations and other government agencies that may assist in ensuring the grant funding achieves its objectives,
- internal and administrative purposes within Resilience NSW,
- other purposes related to the Disaster Risk Reduction Fund.

If Resilience NSW engages other people to collect, store or use personal information, we will ensure that they comply with the Privacy and Personal Information Act 1998 (NSW).

Resilience NSW will not provide your personal information to a third party for any purpose not already stated in this privacy notice without your consent, unless Resilience NSW is required or authorised to do so (for example, Resilience NSW may disclose your information for law enforcement purposes or to statutory or regulatory bodies as required by law). Resilience NSW will take reasonable security measures to protect your personal information from loss, unauthorised access, use, modification, disclosure, or other misuse.

You may ask for access to the information we hold about you at any time and request to update, correct or amend your personal information by contacting Resilience NSW at <u>drrf</u> <u>@resilience.nsw.gov.au.</u> (<u>https://www.nsw.gov.au/mailto:drrf@resilience.ns</u> <u>w.gov.au</u>) Federation Council Ordinary Council Meeting 28 June 2022

12. REPORTS FROM COMMITTEES

12.1 <u>No Items</u>

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Federation Council Ordinary Council Meeting 28 June 2022

13. REPORTS FROM DELEGATES

13.1 Verbal Reports from Delegates

Recommendation

THAT Council note the verbal reports from delegates.



13.2 Delegate Report – Councillor David Fahey OAM

Summary

Written delegates report from Councillor David Fahey OAM for attendance at the IPWEA Local Roads Congress 2022, Putting Policies into Practice held at NSW Parliament House, Macquarie Street, Sydney on Monday 6 June 2022.

Recommendation

- 1. THAT Council note the delegate report on the IPWEA Local Roads Congress 2022;
- 2. THAT Council continue to lobby our State member to increase road funding;
- 3. THAT Council continue to advocate and lobby our Federal member for an increase in FAG grants to at least 1% of GDP; and
- 4. THAT Council investigate Council's possible involvement in the Farm Gate Access scheme.

Background

The event was Emceed by Andrew Daddo and after the usual formalities Minister for Local Government, the Hon. Wendy Tuckerman was to give a welcome address, she was unable to attend so the Hon. Tim Jones, Member for Willoughby spoke on her behalf. Most of his address revolved around the events in the north coast area in regards to flooding and the \$3.6 billion flood recovery funds given to those affected. The president of IPWEA also gave a welcome address.

The Hon. Sam Farraway, Minister for Regional Transport and Roads was a keynote speaker, again the events in the north of the state were discussed as was the new "\$312 million Resilience Package" to assist councils to build back better, I am not quite sure how councils access this fund but I am presuming that after a major event councils will be able to apply. He also spoke in regards to paddock to port transport routes, and the NSW Farm Gate Access project which can provide accurate data on truck movements throughout the council area, the state's commitment to lower the death and injury toll on the states roads and there may be another round of fixing country roads this year. There was no discussion on any extra funding for councils.

Farm Gate Access Project

The Farm Gate Access project is a joint NSW Government, local council and industry initiative designed to improve freight productivity by connecting first and last mile journeys to the farm gate.

Farm Gate Access introduces conditional area-wide access for Higher Productivity Vehicles transporting grain and livestock on council roads in participating council areas.

The initiative includes the Farm Gate Network provision added to the existing NSW Livestock Loading Scheme (LLS) and the NSW Grain Harvest Management Scheme (GHMS) and a series of tools and services to support NSW council access decision making.

Participating Councils

- Gunnedah Shire Council
- Hay Shire Council
- Junee Shire Council
- Leeton Shire Council
- Liverpool Plains Shire Council
- Narrandera Shire Council
- Tamworth Regional Council
- Temora Shire Council
- Queanbeyan-Palerang Regional Council (Transport NSW 2022)

Federation Council Ordinary Council Meeting

28 June 2022

Cr Darriea Turley AM, President Local Government NSW gave a pre-recorded address and again discussed the damage not only in the North of the state but all over NSW caused by flooding. She stated that Transport NSW was not engaging with local government or IPWEA. Also the increase in FAG grants to 1% of GDP that ALGA has been advocating on behalf of all councils around Australia was also raised but with the Federal Government having a record breaking deficit at the present time, I personally don't see this happening any time soon.

Wendy Machin, Chair of Regional Road Transfer and NSW Road Classification Review spoke about their role in the reclassification of roads and the process. The first priority round had 168 applications with 37 approvals so far, the Minister for Roads has the final say. The full round currently has over 500 applications submitted by 78 councils that are currently being reviewed.

Cr Alan Tickle, Deputy Mayor, Midcoast Council gave his councils perspective on reclassification of roads and basically said that the state should take back their own assets and discussed how his council refused to have a bridge handed back to council due to the ongoing and forward maintenance costs, apparently this was a rare occurrence by a council refusing to take over a state asset. The state removed the bridge.

The Hon John Graham MLC, Shadow Minister for Roads gave his keynote address and asserted that his government would focus on local roads as a priority not toll roads and the backlog of road infrastructure has reduced from \$790 million to \$360 million, he also referred to the NSW State Infrastructure Strategy 2022-2042 where there are to be freight link enhancements to maintain and improve the competitiveness of goods produced in regional NSW, through efficient last-mile connections and connections to export facilities and rail and road passenger transport connectivity to make travel between/within regional centres and with metropolitan areas faster and more convenient. Other initiatives in the strategy include Special Activation Precincts (SAPs). Beyond the SAPs and existing regional hubs, corridor-wide improvement programs to overcome safety and reliability issues that impact freight and supply chains are needed to support regional growth and liveability. Transport for NSW has developed corridor strategies that will address these challenges in part – including strategies for the Princes Highway and the Golden Highway, among others. Complementary priorities include improving first-and last-mile connections on local roads, augmentation of pinch points and corridor-level enhancements that allow for the safe and efficient use of High Productivity Vehicles (HPVs). These incremental improvements should remain a priority of the NSW Government (Infrastructure NSW, 2022). There was no discussion regarding any increase if funding for roads or changing the current funding model. It is also noted that in the NSW State Infrastructure Strategy, the word "Fund and Deliver" are used often but the source of funding is not identified throughout the strategy.

Sal Petroccitto, CEO National Heavy Vehicle Regulator, discussed cost implications for transporting goods on sub-standard local roads. He also discussed the RMS inspectors will transfer to NHVR on 1st August 2022, currently they process 12,00 access application per month, they administer the NHVR maps and route planner that council can access and nominate roads that are not suitable for heavy vehicles. Council can nominate bridges for priority inspections at no cost to council. Strategic Local Government Asset Assessment Project (SLGAAP) is the NHVR's Strategic Local Government Asset Assessment Project (SLGAAP) and is a federally-funded initiative to optimise heavy vehicle access on the local road networks across Australia, the Federal government has committed \$20 million for this project.

The aim of SLGAAP Phase 1 was to improve heavy vehicle road access by:

- completing 394 bridge assessments and related engineering reports
- assessing 112 vehicle configurations across selected assets
- working with 74 councils to better understand their asset capacity
- developing a prototype Asset Rapid Assessment Tool (ARAT)
- developing resources for road managers including Asset Assessment Framework
- updating data for 1,134 assets in the NHVR Portal Digital Asset Management

Federation Council Ordinary Council Meeting 28 June 2022

The SLGAAP is now in the second phase of delivery, concentrating on:

- identifying assets on key routes for whole-of-journey network improvement
- undertaking targeted asset assessments
- developing a framework for bridge family assessment
- > developing rapid asset assessment functionality in the NHVR Portal
- delivering additional road manager education and training.

Sam also made comments in regards to Electric Vehicles (EVs) especially trucks that with the extra weight of the batteries, the trucks will have to increase their payload to almost double and the NHVR are considering a 10 ton steer axle weight limit, currently it is 6 ton limit. This will have increasing negative impacts on the road network.

Tony Lickiss, Director Assets and Infrastructure Services, from Kyogle Council gave a presentation regarding the repair and maintenance of 500 bridges throughout the council area and the issues with the beurocracy in dealing with state government in regards to Fixing Country Bridges Program. Kyogle Council has committed to replacing 95 bridges and intends to construct most of them themselves. They received \$40.419 million from the fixing country bridges program and \$1.535 million from the Federal Government through its Bridge Renewal Program, council's contribution is \$8.86 million. (Kyogle Council, 2022).

Below are some of the actions that IPWEA will pursue- The Congress calls on the NSW Government to

- work with council's in addressing first and last mile freight access issues
- release targeted funding to improve access for freight vehicles on local roads connecting to state and national freight lines
- provide additional funding to council's to increase access of HPV and PBS vehicles to the local road network and promote the uptake of such vehicles by the transport industry more widely, resulting in improved road safety outcomes
- > pivot away from competitive funding to allocation based model
- explore the potential for road user contribution funding
- consider social equity funding
- > engage with Local Government and industry for future funding program design and processes

I would like to thank Federation Council for the opportunity to attend this Congress, it was most informative and timely as we journey through the SRV process, especially in relation to our road network.

I would like to submit the following recommendations to council-

That Federation Council-

Continue to lobby our State member to increase road funding,

Continue to advocate and lobby our Federal member for an increase in FAG grants to at least 1% of GDP, and Investigate council's possible involvement in the Farm Gate Access scheme.

Attachments

1. References

Federation Council Ordinary Council Meeting 28 June 2022

References

Kyogle Council, 2022, Availability https://www.kyogle.nsw.gov.au/infrastructure-environment/bridge-building- program-information-bridgingthe-gaps/

NSW Transport Freight Policy, 2010-2023, Availability https://www.transport.nsw.gov.au/projects/strategy/nsw-freight-and-ports-plan

State Infrastructure Strategy, 2022, Availability <u>https://www.infrastructure.nsw.gov.au/media/3503/state-infrastructure-</u> <u>strategy-2022-2042-full-report.pdf</u>

Strategic Local Government Asset Assessment Project (SLGAAP), 2022, Availability https://www.nhvr.gov.au/about-us/strategic-local-government-asset-assessment-project

Transport NSW, 2022, Farm Gate Access, Availability <u>https://roads-</u>waterways.transport.nsw.gov.au/business-industry/heavy-vehicles/farm-gateaccess/index.html

14.1 <u>Correspondence Requiring Council Action/For Information</u>

14.1.1 Broken Hill City Council (22/15215)

Letter dated 29 April 2022 in regards to their rescission motion to be submitted to the 2022 LGNSW Annual Conference in regards to the motion passed at the LGNSW Special Conference on 28 February 2022 placing a ban on Developers and Real Estate Agents serving as Councillors. They are seeking Council's support to make representation to the Premier and Minister for Local Government seeking their assistance to prevent the resolution from the LGNSW Special conference becoming legislation. A copy of this letter is included with the agenda.

14.1.2 Australian Local Government Association (22/21723)

Letter dated 17 May 2022 in regards to Federal Election commitments. A copy of this letter is included with the agenda.

14.1.3 RAMJO – Board Meeting 13 May 2022 (22/17313)

Forwarding a copy of the minutes of their meeting held on 13 May 2022. A copy of the minutes is included with the agenda.

14.1.4 Country Mayors Association – Rural Health Forum Minutes (22/18372)

Forwarding a copy of the minutes from the Rural Health Forum held on 26 May 2022. A copy of the minutes is included with the agenda.

14.1.5 Country Mayors Association – General Minutes (22/18372)

Forwarding a copy of the minutes of their meeting held on 27 May 2022. A copy of the minutes is included with the agenda

14.1.6 Office of Local Government – Circular 22-17 (22/20354)

Circular dated 10 June 2022 from the Office of Local Government in regards to the *Increase in tendering threshold for natural disaster response and recovery related contracts*. A copy of the circular is included with the agenda for Council's information.

Recommendation

THAT Council note the correspondence items 14.1.1-14.1.6 as tabled in the 28 June 2020 Business Paper.



ice of the Mayor

Please address all communications to: Broken Hill City Council The Office of the Mayor 240 Blende Street PO Box 448 Broken Hill NSW 2880 Phone 08 8080 3390 council@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au

ABN 84 873 116 132

Quote No L22/816 - 13/147 TK:LB

Telephone / Personal Enquiries Ask for Mayor Tom Kennedy

29 April 2022

To the Mayor/Administrator

Dear Mayor/Administrator

LGNSW CONFERENCE MOTION - BAN ON DEVELOPERS AND REAL ESTATE AGENTS SERVING AS COUNCILLORS

The Local Government NSW Special Conference was held 28 February 2022 and the below motion was passed to support the NSW Government placing a ban on Developers and Real Estate Agents serving as councillors.

- 1. That Local Government NSW calls on the Premier of NSW and the Minister for Local Government to genuinely ban developers and real estate agents (and their relatives and close associates) from serving as councillors by closing the existing loopholes in legislation which are currently used by local councillors to avoid being defined as a developer and/or real estate agent.
- 2. That the NSW government commit to amending all relevant legislation including for planning panels to ensure that broader and more inclusive activities are included in the definition of developer and/or real estate agent such as (but not limited to):
 - a. investors who fund the planning proposal and/or development or developer;
 - b. land owners who contribute property/sites for planning and development applications;
 - c. persons/trusts/companies who hold options on land which they can trade once land values increase due to planning decisions;

Cont'd

- d. beneficiaries of family trusts which benefit from planning proposals and/or development related decisions;
- e. beneficiaries of company trusts or similar corporate arrangements;
- f. shell companies used by persons, builders, councillors and/or companies that conceal involvement in planning proposals and/or development;
- g. ongoing involvement/benefits that arise from planning proposals and/or development activities that continue post lodgement/approval/completion of a planning proposal and/or development such as bonuses for additional floor space or dwellings or trailing commissions and interest on investments;
- other similar arrangements which can conceal a person's or councillor's involvement to avoid meeting the current definition of developer or real estate agent; and
- i. relatives and close associates of any of the examples provided.
- 3. That the penalties for any councillor that makes a false declaration on their candidate nomination form about being a developer or real estate agent (or close associate or relative) be increased to include dismissal, lifetime bans and repaying the costs associated with any subsequent council by-election.

The above motion passed at the Local Government NSW Conference held 28 February 2022, aims to preclude developers and real estate agents, their families and close contacts from serving as Councillors.

A Notice of Motion was submitted to Council's Ordinary Meeting held 30 March 2022 by Deputy Mayor Jim Hickey regarding the above resolution from the Local Government NSW Conference, and Council resolved:

RESOLUTION

Minute No. 46797

Deputy Mayor J Hickey moved

Councillor D Gallagher seconded)

Resolved

)

- 1. That Councillors Report No. /22 dated March 25, 2022, be received.
- 2. Broken Hill City Council forward a motion for the next LGANSW to rescind the resolution, passed at the LGNSW conference to adopt a policy that wants to preclude real estate agents and their families and close contacts from serving as Councillors.
- 3. That the motion be resubmitted as follows: That Local Government NSW calls on the Premier of NSW and the Minister for Local Government to ban Developers only from serving as Councillors.
- That it is noted that BHCC supports the rights of all to represent Local Government if they meet the current Legislative requirements.
- That Broken Hill City Council forward a copy of our proposed motion to ALL NSW Regional councils and Shires requesting that they write to LGNSW in support of

our new motion due to the fact that Real Estate Agents are an integral part of all Regional/Country councils and shires and that our Councils would be dramatically affected if the current motion was passed to Legislation and that if passed then it highlights the huge divide between Regional and City members of the LGNSW and possibly Regional Councils and Shires should consider reverting back to a separate City Council and Shires Association.

- 6. That Broken Hill City Council write to the Real Estate Institute of NSW and the Australian Property Institute NSW requesting their support in the form of representation to the Premier and Minister for Local Government to not allow the original motion to pass to Legislation.
- 7. That the motion be referred also to the Western Division Councils mid-term meeting to be held in Cobar on 1-3 May 2022.

CARRIED UNANIMOUSLY

Council will be submitting the above motion to the Local Government NSW Conference to be held 23-25 October 2022 and requests the support of your Council by making representations to the Premier and Minister for Local Government seeking their assistance to prevent the resolution from the Local Government NSW Special Conference to become legislation (which would ban developers and real estate agents from serving as Councillors) and to support Council's motion to the Local Government NSW Conference in October 2022 to amend the Conference resolution in order that the ban relates to developers only.

The role real estate agents play within a Metropolitan and Regional Community can be subjectively different with regional real estate agents usually being well embedded in the local community, providing facilitation for community representation and communication, participating and enabling community events and sponsorship as well as being a large employment provider. The proposed ban on Real Estate Agents and their close associates would eliminate a number of representatives from running and representing their communities in small regional centres.

Council supports the rights of all to represent Local Government if they meet the current legislative requirements, and Council seeks your support in this matter.

Yours faithfully

TOM KENNEDY MAYOR



Cr Patrick Bourke Federation Council COROWA NSW 2646 council@federationcouncil.nsw.gov.au

17 May 2022

Dear Cr Bourke

Federal Election commitments - Please distribute to Councillors and your CEO

Working together we have secured billions of dollars for councils and our communities in the lead up to this weekend's Federal Election.

This includes commitments from both major parties to extend the highly successful Local Roads and Community Infrastructure Program, as well as guaranteed increases to Financial Assistance Grants, and hundreds of millions of dollars to improve mobile coverage and internet access in regional and rural Australia.

We've also received commitments from Labor to reinstate local government to National Cabinet and invest \$200 million per year in disaster mitigation.

This has been a team effort and it has been wonderful to see councils from right across Australia endorsing our priorities and advocating to their local members and candidates.

ALGA will continue to advocate on your behalf to whomever forms the next Government, to ensure that local government is sustainably funded and that no community is left behind.

Financial Assistance Grants

Increasing the untied Financial Assistance Grants all councils receive - and that many communities rely on – remains ALGA's number one priority.

Assistant Minister for Local Government, the Hon Kevin Hogan MP, has confirmed to us in writing that a Coalition Government would continue to apply indexation to Financial Assistance Grants, and that there would be "*no cuts to this important program by a Coalition Government*."

The Shadow Minister, the Hon Jason Clare MP, has also reaffirmed to us that a Labor Government would "focus on the long-term financial sustainability of local government through increases to grant allocations, including fair increases to Financial Assistance Grants."

ALGA is committed to advocating for a phased increase in the total value of these grants to at least one percent of Commonwealth taxation revenue; and I have also written to independent candidates that could hold the balance of power in the next Parliament and urged them to push for an increase in FA Grants as part of their negotiations.

8 Geils Court Deakin ACT 2600 PHONE 02 6122 9400 FAX 02 6122 9401 EMAIL alga@alga.asn.au WEB www.alga.asn.au ABN: 31 008 613 876



National Cabinet

Reinstating local government to Australia's primary intergovernmental forum – National Cabinet – would support stronger partnerships between all three tiers of government, and deliver better outcomes for our communities.

Shadow Minister Clare has confirmed that a Labor Government would "restore full local government representation, including voting rights, to the peak Ministerial Council of the nation, currently National Cabinet."

He also committed a Labor Government to re-establishing the "Australian Council of Local Government, an annual meeting with the Prime Minister, Cabinet Ministers, Mayors, Shire Presidents, Councillors and local government stakeholders, engaging directly on matters of significance to local and federal governments."

The Coalition maintains its current position that local government no longer has a seat on the National Cabinet although we remain participants and observers in some ministerial councils.

Transport and community infrastructure

We have also secured commitments from both the Coalition and Labor to extend the highly successful Local Roads and Community Infrastructure Program.

The Coalition announced a two-year \$500 million extension in the 2022-23 Federal Budget, which would take the total size of this program to \$3 billion.

Labor has committed to matching this extension if elected, as well as investing a further \$250 million.

Both parties have responded to our calls for increased investment in regional telecommunications, with the Coalition allocating \$812 million over five years to expand regional mobile coverage and \$480 million to support NBN Co to improve its fixed wireless network.

Labor has pledged to invest \$400 million in improving mobile coverage on roads and in our regional communities, and an additional \$200 million in place-based, regional telecommunication projects.

ALGA will continue to advocate to ensure that councils can access this funding so that their local communities are not left behind when it comes to blackspots and telecommunications.

Building resilience

The flooding we have experienced along our eastern seaboard this year has reinforced that our nation is failing to adequately prepare for natural disasters.

ALGA has lobbied both major parties for a \$200 million per year disaster mitigation fund and we are pleased that Labor has responded with their proposed \$200 million Disaster Ready Fund.



The Coalition is allocating funding from the Emergency Response Fund for flooding and coastal resilience measures, but we will continue to push for a commitment to a dedicated mitigation fund that will help protect all Australian communities.

While neither party has committed to supporting our request for a \$100 million Local Government Climate Response Partnership Fund, the Shadow Minister for Climate Change and Energy, the Hon Chris Bowen MP, has pledged to hold a mayoral roundtable on climate change at our NGA if elected, and include ALGA in a meeting of federal/state/territory Climate Change and Energy Ministers to develop a strategy for dealing with pressing climate change issues.

Circular economy

With sustainable funding programs, local governments can play a bigger role reducing the rubbish we send to landfill and turning this rubbish into new products.

While we have been unable to secure commitments for a new dedicated funding stream for councils, we welcomed the \$60 million expansion of the Recycling Modernisation Fund announced by the Coalition Government in this year's Federal Budget, which would help fund more local government recycling projects.

Thank you

Thank you for working with us to secure these commitments that will support the ongoing sustainability and wellbeing of our communities.

I look forward to seeing you at our <u>2022 National General Assembly of Local Government</u> in Canberra from 19-22 June.

This will be our first chance to meet post-election to consider how we can best work with whomever forms the next Federal Government.

Early bird registrations close this Friday 20 May and can be submitted online at <u>www.nga22.com.au</u>.

Yours sincerely

Cr Linda Scott President, ALGA

PS There is still time to <u>pass a motion supporting our election priorities at your next council meeting</u>, even if it is after this weekend. A united sector will assist ALGA in working with the next federal government to implement election commitments in the best way to assist councils and our communities.



13 May 2022

MEETING:	RAMJO Board Meeting		
DATE:			
	Friday 13 th May 2022		
TIME:	9:30am – 12:30pm		
LOCATION:	Griffith	Griffith	
CHAIR:	Cr. Matthew Hannan		
ZOOM:	https://us06web.zoom.us/j/87840663801?pwd=bGxlbjErSEIWSEdJKzZEMkFNTII5QT09 Meeting ID: 878 4066 3801 Passcode: 949319		
	Council / Organisation	Voting Member	Non-Voting Member
	Albury City Council	Cr. Kylie King	Mr. Frank Zaknich
	Berrigan Shire Council	Cr. Matthew Hannan	Ms. Karina Ewer
	Carrathool Shire Council	Cr. Darryl Jardine	Mr. Rick Warren
	Edward River Council	Cr. Peta Betts	Mr. Philip Stone
	Federation Council	Cr. Pat Bourke	Mr. Adrian Butler
ATTENDEES:	Griffith City Council	Cr. Doug Curran	Mr. Brett Stonestreet
ATTENDELS.	Hay Shire Council	Cr. Carol Oataway	Mr. David Webb
	Leeton Shire Council	Cr. Tony Reneker	Ms. Jackie Kruger
	Murray River Council	Cr. Chris Bilkey	Mr. Terry Dodds
	Murrumbidgee Council	Cr. Ruth McRae	Mr. John Scarce
	Narrandera Shire Council	Cr. Neville Kschenka	Mr. George Cowan
	Regional NSW		Mr. Giles Butler
	Office of Local Government		Mr. Cameron Templeton
RAMJO STAFF	Ms Nicola Gleeson – Executive	Officer	
	E: <u>Nicola.GleesonCoopes@alburycity.nsw.gov.au</u> M: 0408 498 534		534
	Name	Organisation	Role
	Ms Ally Dench (9.45-10.30)	Office of Local Government	Executive Director
OTHER	Mr. Mark Lamb	Murray Darling Association	CEO
ATTENDEES – VIRTUAL	Mr. Alex Kitchen	Resilience NSW	Director Strategy, Risk and Insights
	Ms Susan Appleyard	Federation Council	Director of Development and Environmental Services











Hay S







13 May 2022

MEETI	NG AGENDA

ltem	Торіс	Time	
	OPENING	9:30	
1	Acknowledgement of traditional custodians	9:35	
2	Apologies and Leave of Absence	9:36	
3	Declaration of Items of Pecuniary or Other Interest – Board Members / Designated Persons	9:37	
4	 Minutes from previous Board meeting: 25 February 2022 – Attachment A 	9:38	
5	Matters arising from previous Board meetings	9:39	
6	NSW State Resilience Strategy Mr. Alex Kitchen – Resilience NSW	9:40	
7	Office of Local Government Ms Ally Dench - Office of Local Government	9:50	
8	RAMJO Freight Priorities - Attachment B Mr David Webb - Chair of RAMJO Transport Sub Committee	10.10	
9	Draft RAMJO Water Paper - Attachment C Cr. Chris Bilkey – Chair of RAMJO Water Sub Committee	10.20	
	BREAK	10:30	
10	GOVERNANCE AND FINANCE 10.1 Ms Nicola Gleeson: Q3 2021-2022 Budget Report – Attachment D 10.2 Ms Nicola Gleeson: 2022-2023 Draft Budget – Attachment E, Attachment F, Attachment G 10.3 Ms Nicola Gleeson: Statement of Revenue Policy – Attachment H 10.4 Ms Nicola Gleeson: Audit, Risk and Improvement Committee	10:45	
11	OFFICE OF LOCAL GOVERNMENT UPDATE Mr. Cameron Templeton: Office of Local Government Update	11:00	
11 12		11:00 11.10	
	Mr. Cameron Templeton: Office of Local Government Update Update - Regional NSW		
12	Mr. Cameron Templeton: Office of Local Government UpdateUpdate - Regional NSWMr Giles Butler : Director Riverina Murray of Regional NSWUPDATE ON STRATEGIC PRIORITIES13.1 Cr. Chris Bilkey: Water Sub-Committee Update13.2 Mr Phil Stone: Digital Connectivity Sub-Committee Update13.3 Mr George Cowan: Energy Security Sub-Committee13.4 Mr David Webb: Transport Sub-Committee13.5 Mr John Scarce: Health Sub-Committee Update	11.10	





FEDERATION COUNCIL ... love the lifestyle ...

Hay S

Narrandera SHIRE COUNCIL

LEETON SHIRE COUNCIL

murray river council



13 May 2022

Item	Торіс	Time
15	ADVOCACY15.1Local Councils' Domestic Waste Charges Review – Attachment J15.2IPART Rate peg 2022-2023 – Attachment K15.3ePlanning portal and Planning Regime changes – Attachment L15.4Parliamentary Committee into Rural Health15.5Electric Vehicle Regional Strategy15.6Federal / NSW election priorities	12:00
16	 PROJECT UPDATES – information Only Written reports, taken as read. 16.1 Mr. Matthew Dudley: Contaminated Land Management – Attachment M 16.2 Ms Andrea Baldwin: Regional Waste Kerbside Contract & Waste Groups – Attachment N 16.3 Ms Nicola Gleeson : Energy Audit and Strategy 16.4 Ms Karina Ewer : Shared Services 	12:15
17	OPERATIONAL MATTERS17.1 General Managers' meeting 29th April 2022 – Attachment O17.2 Murray Regional Tourism report - Attachment P17.3 Industry Advisory Committee – Attachment Q17.4 NSW Water Customer Advisory Group representative – Murrumbidgee / Murray17.5 Working Groups :17.5.117.5.217.5.217.5.317.5.317.617.617.617.7Staffing update	12:30
18	GENERAL BUSINESS Call for general business 	12:45
	Meeting Close	1:00pm





13 May 2022

RAMJO BOARD MEETING MINUTES

AGENDA ITEM 1 - WELCOME AND ACKNOWLEDGEMENT OF COUNTRY

The Chair welcomed attendees and acknowledged the Traditional Custodians of the region.

AGENDA ITEM 2 – APOLOGIES AND LEAVE OF ABSENCE

Apologies: Mr. Adrian Butler.

Recommendation:

• That apologies be accepted and that leave of absence be granted.

Moved Murrumbidgee, Seconded Narrandera Carried

AGENDA ITEM 3 - DECLARATION OF ITEMS OF PECUNIARY OR OTHER INTEREST - BOARD MEMBERS / DESIGNATED PERSONS

AGENDA ITEM 4 - MINUTES OF 22 FEBRUARY 2022

Draft Minutes of 22 February 2022 – <u>Attachment A</u>

Recommendation:

 That the minutes of the RAMJO Board Meeting held 22 February 2022 be <u>received</u> and the recommendations therein be <u>adopted</u>.

Moved Murrumbidgee, Seconded Griffith Carried

AGENDA ITEM 5 - MATTERS ARISING FROM PREVIOUS RAMJO BOARD MEETINGS

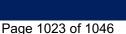
FEDERATION COUNCIL

ITEM		STATUS
Executive Offic	er to consider releasing joint media release with other JOs regarding Best Practice in	IN PROGRESS
Aggregated Pro	ocurement	
Invite Water N	SW Director Vince Kelly to RAMJO Water Security Sub Committee meeting to seek clarity	IN PROGRESS
on planned inf	rastructure changes	
RAMJO to host	a cross border workshop with the Murray Group of Councils to consider matters in	IN PROGRESS
common and s	eek opportunities for collaboration	
RAMJO to writ	e in support of a feasibility study for Lake Coolah / Lake Mejum, to be sent to:	IN PROGRESS
0	Deputy Prime Minister, Barnaby Joyce	
0	Deputy Premier NSW, Paul Toole	
0	Minister for the Environment, Sussan Ley,	
0	Chair National Water Grid Authority, Christopher Lynch	
0	NSW Water Minister, Melinda Pavey	
0	Federal Water Minister, Keith Pitt	
0	Commonwealth Water Holder, Jody Swirepik	
0	Chair of the Murray Darling Basin Authority, Air Chief Marshal Sir Angus Houston	
With a copy to	any other agencies that emerge as relevant stakeholders.	

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RAMJO Board delegated to the General Managers the RAMJO Submission to Councils' Domestic Waste Management charges. Submitted to IPART, <i>Attachment J</i>	COMPLETED
RAMJO Board delegated to the General Managers the RAMJO Submission regarding the IPART Rate Peg 2022-2023. Submitted to IPART, <i>Attachment K</i>	COMPLETED
RAMJO Board delegated to the RAMJO Planners' forum the RAMJO response to recent multiple Planning regime changes. Discussed at Agenda item 15.3.	COMPLETED
RAMJO Board delegated to the RAMJO Engineers' forum a RAMJO wide response to an Electric Vehicles Strategy. The Engineer's forum was to review and decide on RAMJO's action. The forum met 4 th May 2022 and decided that this was not a local government issue, that this should be solved by private industry.	COMPLETED

Recommendation:

• That the RAMJO Board <u>note</u> the status of matters arising from previous Board meetings.

Moved Albury, Seconded Leeton Carried

Meeting agenda revision – Agenda item 5 was before Agenda item 6.

AGENDA ITEM 6 – NSW STATE RESILIENCE STRATEGY

Mr Alex Kitchen, Director Strategy, Risk and Insights at Resilience NSW gave an update on the development of the first NSW State Resilience Strategy. Resilience NSW are seeking input, advice and expertise from a range of different stakeholders across government, business, councils, NGOs to help inform state-wide outcomes and priorities for future investment in risk mitigation and capability development for a safer and more resilient NSW. There will be a formal engagement process, but they're looking to do some pre-engagement the Board agreed will be part of the next Board meeting.

Recommendation:

• That the Board <u>note</u> the presentation by Mr. Alex Kitchen.

Moved Hay, Seconded Federation Carried

AGENDA ITEM 7 – OFFICE OF LOCAL GOVERNMENT

Ms Ally Dench, Executive Director Local Government at the Office of Local Government, gave an update on OLG's work, and the staffing issues facing a complex department. The interagency group looking at the JO review has met twice, bringing together state agencies, and developed a terms of reference.

There were questions from the Board around :

- Companion animal regulations no guidelines are likely to be issued by OLG imminently, councils will develop their own implementation guidelines.
- Metrics for local government, clarification on which performance ratios will be focused on is unclear, given the Performance Team at OLG has been depleted.
- How OLG differentiates between Rural and Regional councils should be clearer.
- Issues with RFS assets and the NSW Audit office OLG is working with NSWAO.
- Essential Services Levy the increase has been approved, this is not sustainable going forward.





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• NSW Audit Office fees for council audits have increased unsustainably for councils, higher than the rate peg. OLG are aware of this and working with NSW AO.

Recommendation:

• That the Board note the presentation by Ms Ally Dench.

Moved Hay, Seconded Federation Carried

AGENDA ITEM 8 – RAMJO FREIGHT PRIORITIES

Mr David Webb, Chair of the Transport Sub Committee presented the draft RAMJO Freight Priorities, developed by the RAMJO Engineers' forum, and reviewed and recommended to the Board by the Transport Sub-committee and the GMs forum. The priorities include 4 freight and 3 intermodal. This is a starting point, not a fixed document. It will be revised as projects are funded or completed, and will be a live document that continues to be periodically updated. Thanks to Mr Brad Ferris and his team at AlburyCity for their significant work developing the document.

Recommendation:

• That the Board **adopt** the RAMJO Freight Priorities.

Moved Federation, Seconded Edward River Carried

AGENDA ITEM 9 – DRAFT RAMJO WATER PAPER

Cr Chris Bilkey, Chair of the Water Sub Committee presented the draft revised RAMJO Water paper, explaining the work that has been undertaken. Case studies and references are still being updated, including as new ABS data is available. Key focusses are :

- National Leadership
- Indigenous Flows
- South Australian entitlement to water
- Metrics used for water monitoring and the penalty regime
- Hubs

There was discussion around advocacy steps with the paper, and readiness for any potential new ministers under the federal and upcoming NSW and VIC state elections. The water sub-committee will be looking at an advocacy plan as a next step.

Recommendation:

• That the Board note the progress of the water paper.

Moved Federation, Seconded Albury Carried

AGENDA ITEM 10 - GOVERNANCE AND FINANCE

10.1: Quarterly Budget vs Spend Review Q3 2021-2022

Please find at <u>Attachment D</u> a spreadsheet documenting Q3 spend to date against budgeted items for FY2021-2022. As in previous quarter, the format has been changed to introduce a year to date cycled budget column, and a variance column against this cycled budget. The final two columns are the same, the full year budget, and a variance column for this full year budget

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against year to date actuals. No further changes will be made until the new budget. The budget has been cycled in line with actuals where this is known, otherwise quarterly evenly.

Relating to income:

- RAMJO budgeted to receive \$231,712 year to date, and \$284,069 has been received. This is due to the timing of receiving last year's Procurement Australia Rebate (\$61,325).
- The unbudgeted Energy audit and strategy grant has been moved from the General Fund to a project line, to better reflect the nature of the grant.
- RAMJO has not recognised the \$150k from OLG NSW received in late June 2021 for capacity building funds yet, it is currently on the balance sheet as unearned income in advance.

Relating to expenses:

- RAMJO budgeted to spend \$432,532 year to date, and spent \$362,437 at the end of Q3.
- This variance is due to:
 - Salary and wages are \$76,150 less than budget, due to the resignation of the Executive Officer, and the office manager acting in this role at a lower rate, part time. There will be an overall underspend in salaries due to this.
 - Timing differences due to even cycling, Q1 -Q3 has been quiet due to COVID meaning meetings are online.
 - Provision for consultancy is higher than budget, due to \$17k profile.ID and economy.ID subscription.

Recommendation:

• That the RAMJO Board <u>note</u> the 2021-2022 Q3 budget versus spend report.

Moved Albury, Seconded Narrandera Carried

10.2: Draft 2022-2023 Budget

The budget is attached at <u>Attachment E</u>, proposed Council contributions at <u>Attachment F</u>, with a discussion document at <u>Attachment G</u>.

Likely unrestricted cash at the end of 2021-2022 financial year will be \$362,080. The current deficit budgeted for 2022-2023 is (\$26,736), before ARIC requirements.

Recommendation:

• That the RAMJO Board approve the 2022-2023 RAMJO budget.

Moved Albury, Seconded Edward River Carried

10.3: Draft Statement of Revenue Policy 2022-2023

The Draft Statement of Revenue Policy is at <u>Attachment H</u>, and is different from prior year only in that it increases the contributions paid by member councils from 2021-2022 by 0.7%, in line with the base rate peg. Some councils have no increase as the cap is \$10,000, in line with prior year, and some increase by more than this due to population growth. There is no methodology change proposed. If councils were increased by their total rate cap amount, this would be an additional \$581 to

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RAMJO, and if a generic CPI of 2% was increased, then this would be an additional \$2,433. These approaches are not proposed as the difference is not material.

Recommendation:

• That the RAMJO Board approve the 2022-2023 Statement of Revenue Policy.

Moved Edward River, Seconded Leeton Carried

10.4: Audit, Risk and Improvement Committee (ARIC)

As previously noted, RAMJO as an entity must have an ARIC from 4 June 2022, but this does not have to comply with the guidelines until 2027. JOs have until 2025 to establish a risk management framework and internal function. All correspondence with OLG by RAMJO, other JOs, and the JO network as a whole has suggested that no further revision to the guidelines for JOs is likely.

RAMJO has obtained a copy of the service proposal between Namoi Unlimited (encompassing Gunnedah Shire Council, Gwydir Shire Council, Liverpool Plains Shire Council, Tamworth Regional Council and Walcha Council) and Tamworth Regional Council. This has been shared with Albury City, who have drafted a similar proposal for the Albury City ARIC to accept and recommend to Albury City Council for approval. This will be provided to the Board as soon as it is cleared by Albury City. As a high level concept, the ARIC are open to what the guidelines refer to as a "shared" committee with the JO.

There is a risk that this will not be finalised by the deadline of 4th June 2022, but within the JO network there are a number of other JOs that are unable or unwilling to comply with the guidelines, so it's suggested the implications of short term noncompliance while we work with goodwill and intent towards compliance will be minimal.

ARIC costs are not currently included within the budget. They are likely to be approximately \$10k-\$15k as a shared committee.

Recommendation:

That the Board <u>note</u> the progress on the ARIC

Moved Murrumbidgee, Seconded Hay Carried

AGENDA ITEM 11 – OFFICE OF LOCAL GOVERNMENT UPDATE

Mr Cameron Templeton gave an update of the work of the OLG. Cameron advised there should be no anxiety over the future of JOs, the Deputy Premier presented to RivJO 12th May and assured that JOs were the way forward. Cameron was successful in obtaining Smart Beaches funding for another council area which came with a funded Project Manager position. There will be a third round of Digital Restart funding, advised sub committees should be considering if this funding pool is appropriate for any RAMJO projects, given this has the Project Manager included. This funding stream needs a state government partner, OLG was the state partner so has experience in this now.

ACTION : EO to review Digital Restart Funding to see if there are RAMJO projects that would be appropriate.

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ACTION : A regular agenda item as an update by Mr Cameron Templeton on progress of the JO Review action group.

Recommendation:

That the Board <u>note</u> the briefing from the Office of Local Government







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Moved Federation, Seconded Edward River Carried

AGENDA ITEM 12 - REGIONAL NSW UPDATE

Mr Giles Butler, Director Riverina Murray of Regional NSW gave an update on the work of Regional NSW.

From the \$200m Regional Recovery Package, aimed at regional stimulus post COVID, the \$25m Community Events Program is now out for application, closing Friday 24th June. Councils should have received an advisory letter. There was discussion about ticketed / free events.

Link is here : Reconnecting Regional NSW – Community Events Program | NSW Government

ACTION : Board consider coordinating a regional list of events so councils are not competing with each other for attendances.

Regional Economic Development Strategies are being refreshed, councils have been invited to webinars.

Intention to focus on regional areas without further an "overheated market" for contractors and building costs.

There will be funding / assistance available to help business case development.

Query – some councils are experiencing significant time lags between being advised of a grant and formal
documentation, which is holding up the project timeline as councils are unable to commit to works without assurance
the grant will be paid. This is leading to issues with project costs increasing.

ACTION : GMs to send to Giles a list of grants that have had issues.

- Comment Trend for Federal government operational and capital grant payment in arrears of up to six months, which affects council cash flows, and is functioning as a form of cost shifting.
- Comment Leeton does not seem to have received full amount of Stronger Country Communities Fund grants, breakdown of funding details is not available.

Recommendation:

• That the Board **note** the presentation by Giles Butler.

Moved Albury, Seconded Leeton Carried

AGENDA ITEM 13 – STRATEGIC PRIORITIES UPDATE

13.1 Cr. Chris Bilkey: Water

The water subcommittee has met to review and update the Water position paper, as discussed in Agenda Item 9. The next step will be an advocacy plan.

13.2 Phil Stone: Digital Connectivity

Meeting with FSG to discuss RAMJO grants, FSG undertook a regional tour in April 2022. Blackspot funding will be available. Telstra and TPG have advised they have set up a partnership for network sharing.

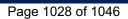
Essential Energy met with Albury City to discuss fibre roll out on their poles. Mr Frank Zaknich will send detail to the EO for circulation with the minutes.

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13.3: George Cowan: Energy Security

Energy Subcommittee met to progress the regional strategy, and identify key priorities. The Energy Subcommittee will take on the Electric Vehicle Strategy after the Engineers have met and reported back it is not a priority for them.

13.4: David Webb: Transport

Engineers and Transport subcommittee have met to revisit the revised regional Freight Priorities, per agenda item 8.

13.5 John Scarce: Health

The Health Sub Committee has not met since last Board meeting. The EO and Chair met with MP Justin Clancy in March to discuss RAMJO's support for the Albury Base Hospital. Note that there is a regional health committee being set up. The report from the Parliamentary Committee into Rural Health has been released and circulated to the Health Committee. Cr Kylie King updated the board on the work of the Community Committee "Better Border Health" advocating for the Albury Base Hospital, including a rally Sunday 15th May.

13.6 Revised Statement of Strategic Regional Priorities

The paper at **Attachment I – Statement of Strategic Regional Priorities** sets out the proposed process for RAMJO to refresh its SSRP. The Board agreed the working group will be Mr Brett Stonestreet, Mr George Cowan, Cr. Kylie King. Mr Giles Butler to consider if he or a member of his team is appropriate to join this committee as well.

Recommendation:

- That the RAMJO Board <u>note</u> the strategic priorities updates.
- That the RAMJO Board note :
 - the proposed timetable
 - the proposed budget
- The board <u>approve</u> the proposed approach to the Revised Statement of Strategic Regional Priorities, and <u>nominate</u> a working group.

Moved Murrumbidgee, Seconded Murray River Carried

AGENDA ITEM 14 - MURRAY DARLING ASSOCIATION

Mr Mark Lamb has been the CEO of the Murray Darling Association since December 2021, and gave an update on the MDA's work and priorities.

Recommendation:

• That the Board <u>note</u> the presentation from Mr. Mark Lamb, CEO of the Murray Darling Association.

Moved Edward River, Seconded Griffith Carried

AGENDA ITEM 15 – ADVOCACY

15.1 Local Councils' Domestic Waste Charges Review

At the last board meeting the Board delegated the RAMJO response to the IPART review to the General Managers' Forum. Response submitted at *Attachment J.*

Recommendation:

• That the Board note the Domestic Waste Charges Review RAMJO submission.

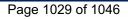
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Moved Murray River, Seconded Griffith Carried

15.2 IPART rates peg for 2022-2023

At the last board meeting the Board delegated the RAMJO response to the IPART rate peg for 2022-2023 to the General Managers' Forum. Response submitted at **Attachment K.**

Recommendation:

• That the Board <u>note</u> the IPART Rate peg RAMJO submission.

Moved Albury, Seconded Edward River Carried

15.3 ePlannning portal and Planning regime changes

RAMJO has previously made representation to DPE Planning about issues with the planning portal. The RAMJO Planners Forum met recently and the majority of RAMJO councils continue to have serious issues with the ePlanning portal. Ms Susan Appleyard gave a presentation which was circulated to the Board as a late paper.

The Board agreed an urgent meeting with the Planning Minister and the Local Government Minister was appropriate, noting previous attempts to rectify the situation.

ACTION : The EO urgently seek a meeting with the Local Government Minister and the Planning Minister. The EO seek support from other affected JOs.

The recommendation was revised to be more specific.

Recommendation:

• That the Board urgently seek a meeting with the Planning Minister and the Local Government Minister to set out the significant issues experienced by member councils using the Planning portal, and seek the ability to opt in / out of using the planning portal, or assistance with the Planning Portal issues.

Moved Federation, Seconded Murrumbidgee Carried

15.4 Parliamentary Committee into Rural Health

Most RAMJO member councils made submission to the enquiry into Rural Health. The Parliamentary Committee into Rural Health issued its report 5th May 2022. The Government response is expected 7th November 2022. Report link here : <u>Report (nsw.gov.au)</u>

The Country Mayors' forum is having a workshop on this issue, this will be revisited after further review.

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Recommendation:

• That the Board **note** the Parliamentary Committee into Rural Health report and determine further advocacy representation.

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Moved Murrumbidgee, Seconded Hay Carried

15.5 Electric Vehicle Regional Strategy



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The RAMJO Board delegated the response for a RAMJO Electric Vehicle Regional Strategy to the General Managers' forum, who recommended the Engineers' forum consider it. The Engineers' forum has met and recommend that there be no RAMJO wide strategy, that it remain a matter for private industry. The Energy Sub Committee will take on the strategy, so the recommendation was not put up to the Board.

Recommendation:

• That the Board <u>note</u> the update from the Engineers' forum and consider if this is an appropriate response.

Not put to Board for consideration.

15.6 Federal / NSW Election priorities

The federal election is rapidly approaching, RAMJO has not considered it appropriate to advocate formally during this period. 2023 New South Wales state election will be held on 25 March 2023, and RAMJO should consider a key election advocacy strategy before this period. This will be deferred to a future meeting, as part of the development of Regional Priorities.

Recommendation:

• That the Board <u>discuss</u> the key advocacy strategy for the 2023 NSW state election.

Moved Murrumbidgee, Seconded Federation Carried

AGENDA ITEM 16 – PROJECT UPDATES

Written updates on each project currently being managed by RAMJO provided as attachments.

16.1: Contaminated Lands Management – Attachment M

- Likely extension of the CRCB project from 30 June 2022 is now uncertain. The 'politics' in Sydney appears to have shifted on SEPP55, and
- soil contaminants (asbestos et al) 'capacity resources' to be developed in collaboration with LGNSW and all other CRCB projects.

16.2: Riverina Waste Group & Murray Waste Group – <u>Attachment N</u>

Mr Christian Malins is the new Resource Recovery Project Lead at Albury City, starting 25 April 2022.

16.3: Energy Audits and Strategy – verbal update

There is a fortnightly meeting with DPE, the EO, and the Chair of the Energy Sub Committee. There is ongoing communication between the DPE staff and member council staff regarding progressing energy audit action items and alerting them to grant possibilities.

16.4: Karina Ewer : Shared Services- verbal update

First meeting Friday 21st January. Mapping has begun, as below :

Council	Contact	Mapping scheduled / completed
Albury	Kate de Hennin, Service Leader Engagement Tracey Squires, Deputy CEO Business, Growth & Community	Initial scoping meeting taken place, template sent, meeting to book.









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Berrigan	Karina Ewer, GM	Initial scoping meeting taken place, template sent, meeting to book.
Carrathool	ТВА	
Edward River	Belinda Perrett, Executive Assistant	Template sent, meeting not booked
Federation	Robyn Beveridge	Template sent, meeting not booked, staff member leaving.
Griffith	Nick DeMartin, Workforce Planning Manager	Template sent, meeting booked, rescheduled due to COVID.
Нау	David Webb, GM.	Template completed and returned.
Leeton	Gary Taylor, Manager People & Organisation Development	Template sent, meeting booked
Murray River	Stephen Fernando, Director Corporate Services Sandy Paterson, Manager of Business Intelligence	Template sent, meeting to be scheduled
Murrumbidgee	Sarah Gurciullo, People and Culture Officer	Template sent, meeting to be scheduled
Narrandera	George Cowan, GM (+directors)	Template sent, meeting to be scheduled

Additionally, this has been discussed at the Planning forum and the Engineers forum. The Northern Rivers JO is working on a business case for shared services for Planners specifically, and will share this.

Recommendation:

• That the RAMJO Board <u>receive</u> and <u>note</u> the project updates.

Moved Edward River, Seconded Albury Carried

AGENDA ITEM 17 – OPERATIONAL MATTERS

17.1 – General Managers Group Meeting Minutes

Edward River

The General Managers met on Friday 29th April 2022, minutes can be found at Attachment O

17.2 – Murray Regional Tourism

<u>Attachment P</u> has the report from Ms Karina Ewer on the latest meeting of MRT, to be taken as read.

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17.3 – Industry Advisory Committee

Attachment Q has the report from Ms Karina Ewer on the latest meeting of IAC, taken as read.









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17.4 - NSW Water Customer Advisory Group representative

Mayor Paul Maytom was previously the RAMJO representative for the Murrumbidgee Customer Advisory Group. RAMJO has previously not had a representative on the Murray group. Ms Jackie Kruger has been nominated by Leeton and Mr David Webb has been nominated by Hay for Murrumbidgee, and there has been no nomination for the Murray group. Murray councils are suggested to nominate to be on the Murray group.

17.5 - Working Groups

17.5.1 JO Chairs' Forum - 28 March 2022

Minutes attached at <u>Attachment R</u>. Meeting held in Sydney, Chair Matt Hannan was able to attend remotely. The forum was addressed by Minister Wendy Tuckerman, and had a workshop with OLG to review JO functionality and the outcomes of the JO Review.

17.5.2 Engineers Forum 5 May 2022

Engineers' forum met 5 May 2022, and minutes will be circulated when they are received. They will not be a late paper to this meeting.

17.5.3 Planners Forum 21 April 2022

The RAMJO Planners forum has restarted, chaired by Ms Susan Appleyard, Director Federation, and will meet quarterly. Minutes are at <u>Attachment S</u>.

17.6 – Murray and Murrumbidgee Regional Water Strategies

From 11 April to 22 May the draft Murray and Murrumbidgee regional water strategies will be on public exhibition. Is further submission or joint response needed. Webinar and public information sessions are available, through the RAMJO footprint.

17.7 – Staffing update

Ms Carolyn Clancy will commence on a two year fixed term contract as the RAMJO Office Manager on Monday 16th May, working across RAMJO operational and project work.

Recommendation:

• That the RAMJO Board <u>note</u> the operational updates.

Moved Federation, Seconded Narrandera Carried

AGENDA ITEM 18 – GENERAL BUSINESS

A call for General Business items was made by the Chair.

• Timing of Board meeting start

It was suggested the meetings start later in the morning to enable members to travel up the morning of the meeting, but as the next meeting will be held with a workshop the previous day, this was not taken further.

MDBA Water Management training for Councillors





13 May 2022

The MDBA has offered to run Water Management training for RAMJO member councils' councillors. The EO will send out the invitation to Mayors and GMs, please circulate to your councillors.

MEETING CLOSE





Country Mayors Association of NEW SOUTH WALES

Chairperson: Cr Ken Keith OAM PO Box 337 Parkes NSW 2870 02 6861 2333 ABN 92 803 490 533

MINUTES

RURAL HEALTH FORUM

FRIDAY, 26 MAY 2022 AUDITORIUM, CLUB YORK, SYDNEY

The meeting opened at 1.06 p.m.

1. ATTENDANCE:

Armidale Regional Council, Mayor, Cr Sam Coupland, Mayor Armidale Regional Council, Mr James Roncon, General Manager Bathurst Regional Council, Cr Robert Taylor, Mayor Bathurst Regional Council, Mr David Sherley, General Manager Bega Valley Shire Council, Cr Russell Fitzpatrick, Mayor Bega Valley Shire Council, Mr Anthony McMahon, Acting CEO Berrigan Shire Council, Cr Matthew Hannan, Mayor Bland Shire Council, Mr Ray Smith, General Manager Cabonne Shire Council, Cr Kevin Beatty, Mayor Cabonne Shire Council, Mr Brad Burns, General Manager Coolamon Shire Council, Cr David McCann, Mayor Coolamon Shire Council, Mr Tony Donoghue, General Manager Cootamundra-Gundagai Regional Council, Cr Charlie Sheahan, Mayor Cootamundra-Gundagai Regional Council, Mr Glen McAtear, Acting Deputy General Manager Cowra Shire Council, Cr Bill West, Mayor Cowra Shire Council, Cr Ruth Fagan Cowra Shire Council, Mr Paul Devery, General Manager Edward River Council. Cr Peta Betts. Mavor Edward River Council, Mr Phil Stone, General Manager Federation Council, Cr Patrick Bourke, Mayor Forbes Shire Council, Cr Phyllis Miller, Mayor Forbes Shire Council, Mr Steve Loane, General Manager Goulburn Mulwaree Council, Cr Bob Peter Walker, Mayor Goulburn Mulwaree Council, Mr Matt O'Rourke, Acting General Manager Griffith City Council, Cr John Doug Curran, Mayor Gunnedah Shire Council, Cr Jamie Chaffey, Mayor Gunnedah Shire Council, Mr Eric Growth, General Manager Gwydir Shire Council, Cr John Coulton, Mayor Gwydir Shire Council, Mr Max Eastcott, General Manager

Gwydir Shire Council, Cr Catherine Egan, Deputy Mayor Gwydir Shire Council, Cr Tiffany Galvin Gwydir Shire Council, Mrs Leeah Daley Gwydir Shire Council, Mrs Carmen Southwell Hay Shire Council, Cr Carol Oataway, Mayor Hay Shire Council, Mr David Webb, General Manager Inverell Shire Council, Cr Paul Harmon, Mayor Kempsey Shire Council, Cr Leo Hauville, Mayor Kempsey Shire Council, Mr Craig Milburn, General Manager Kiama Municipal Council, Cr Neil Reilly, Mayor Leeton Shire Council, Cr Tony Reneker, Mayor Leeton Shire Council, Ms Jackie Kruger, General Manager Liverpool Plains Shire Council, Cr Doug Hawkins, Mayor Liverpool Plains Shire Council, Ms Joanna Sangster, General Manager Mid Western/Mudgee Regional Council, Mr Brad Cam, General Manager Moree Plains Shire Council, Mr Nick Tobin, Acting General Manager Narrandera Shire Council, Cr Neville Kschenka, Mayor Narrandera Shire Council, Mr George Cowan, General Manager Oberon Council, Cr Mark Kellam, Mayor Oberon Council, Mr Gary Wallace, General Manager Orange City Council, Cr Jason Hamling, Mayor Orange City Council, Mr Dave Wadell, General Manager Parkes Shire Council, Cr Ken Keith, Mayor Tamworth Regional Council, Cr Judy Coates Temora Shire Council, Mr Gary Lavelle, General Manager Tenterfield Shire Council, Cr Bronwyn Petrie, Mayor Upper Lachlan Shire Council, Cr Pam Kensit, Mayor Uralla Shire Council, Cr Bob Crouch, Deputy Mayor Uralla Shire Council, Ms Kate Jessop, General Manager Warren Shire Council, Mr Gary Woodman, General Manager Warrumbungle Shire Council, Cr Ambrose Doolan, Mayor LGNSW, Mr Scott Phillips, CEO ALGA, Cr Linda Scott, President

APOLOGIES:

As submitted

To consider the recommendations of the Legislative Council report into "Health outcomes and access to health and hospital services in rural, regional and remote New South Wales"

Welcome and Introduction of Proceedings, Cr Ken Keith OAM, Chairman, Country Mayors Association of NSW

The Chairman welcomed members of CMA which advocates, for health services in rural NSW. It was Country Mayors that lobbied the State Government to establish a Ministry of Regional Health. The purpose of the forum is to guide a discussion and solutions for rural health in NSW. We need to get both Commonwealth and State Governments to pursue a new policy direction.

Cr Jamie Chaffey, Deputy Chairman, Country Mayors Association of NSW, Rural Health a Local Government Perspective

The Country Mayors Association is demanding change and acknowledges the Inquiry and all those that participated in it. Politics has to be removed from the equation. There should be no divide between metropolitan and rural NSW. The Ministry of Regional Health has been established because of Country Mayors. The Inquiry is the first to identify the shortcomings of rural health in NSW. There is an election due in NSW in the next 10 months and swift action is required. There were 720 submissions to the Inquiry which identified poorer health outcomes in rural NSW compared to metropolitan areas. There are significant poorer outcomes and poorer substandard and levels of care. It is complicated issue but action will save lives. Country Mayors calls on the implementation of all recommendations. Cr Chaffey outlined the issues affecting the Gunnedah community.

The Hon Bronnie Taylor MLC, Minister for women, Minister for Regional Health, Minister for Mental Health

The Minister is a registered nurse who practiced in rural NSW. The Minister thanked those that had the courage to come forward. 95% of patients admitted to rural hospitals had a That is not to say there aren't problems. We need to concentrate on good experience. those concerns. The best outcomes for mental health is to keep the patients in their communities. We Have't included Local Government in our conversations. Aged care support is a commitment of the new Federal Government. Driving hundreds of kilometers to see their loved ones is unacceptable. The State Government has established a Division of Regional Health and a Coordinator. There will be designated staff to consider problems as they arise. In respect of Telehealth and visual care the Minister does not believe virtual care should replace face to face consultation. There are benefits of Telehealth such as of lesser driving to appointments. The Government will not impose models of care that the communities do not want. Different levels of salaries to staff doing the same job causes discontent. 5,000 nurses per year are coming through the system. The doctors issue is a We are loosing a lot of doctors as they are not supported as much as they bia issue. A new medical school has been established at CSU. The Government has to should. address the recommendations of the Inquiry and the Government will respond before the six months timeline. We face enormous challenges and we will not walk away from them

Mr Ryan Park MP, Shadow Minister for Health and Mental Health

The Shadow Minister plans to approach the new National Cabinet with the outcomes of the Inquiry. He became Shadow minister for Health 3 years ago and after meeting practitioners from Far Western NSW he has tried to initiate change. The Inquiry had 720 submissions had 22 findings and 44 recommendations. There are a lot of good things that have happened but the Government needs to acknowledge a lot more needs to be done. The recommendations have not missed the mark and having a Minister for Regional Health is a aood thina. There has not been a focus in the past at a bureaucratic level. We have agreed to implement the recommendations and there needs to be a report to each session of parliament on the implementation of the recommendations. Some people who made submissions took a risk to come forward. There needs to be more State responsibility for rural health and there needs to be regular input from the National Council. NSW needs to get better as there is a bureaucratic culture of secretecy. Boards are distant from their communities. There needs to be an opportunity for health workers to come forward with their concerns.

Mr Richard Colbran, Chief Executive Officer, Rural Doctors Network NSW

The Network was established in 1988 and accesses communities, workforce organisations and the sector Focuses and challenges are access service models, chronic disease

prevention, available hospitals preservations, workforce retention, recruitment, future workforce pathways and immersion, regions of choice campaigns, practice and NGO viability, remuneration advocacy, education, and engagement in workforce planning. What's working is well planned and tracked long term localized health models, workforce acknowledgement, rural health advocacy, practice and service system standards, future workforce programs, coordination of natural disaster responses and multi agency recruitment. What we can do together is joint rural health advocacy, LGA or town based health system and workforce plans, rural workforce campaigns, immersion programs and recruitment

Adjunct Professor, Ruth Stewart, National Rural Health Commissioner for Australia

Ruth Stewart has spent 30 years as a rural GP. At the time of the Medicare freeze GP's were the predominant provider for primary health care but now it is specialist providers. Rural communities need rural generalists. There are far fewer doctors per head of population in remote and rural communities. GP's in these communities are not doing General Practice work. Patient experience is that there are improved numbers in specialists but declining numbers in GP's. The economic drivers of medical care are financial incentives, Medicare indexation freeze, and ineffective retention grants. To rural proof the workforce metropolitan students with metropolitan internship only 12% become rural doctors. Non metro students with non metropolitan internship significant numbers stay in a non metropolitan practice.

Where to from here for Regional and Rural Health – Suggestions for positive change

Issues that need to be considered by Country Mayors are

- (1) Local Health Districts need to introduce measures to hold on to internees
- (2) Develop a system to get overseas doctors into are communities (Leeton)
- (3) Support UNE, CSU, and SCU to establish new medical schools (Uralla)
- (4) Investigate administration and boundaries of Health Districts (Tenterfield)
- (5) Have Primary Care nurses connected to hospitals (Tamworth)
- (6) Indigenous Training of indigenous people for their communities (Parkes)
- (7) Advocacy approach and strategy to be developed by Country Mayors (Richard Colbran)
- (8) Ensure the State Government reports on the progress of the Inquiry (Richard Colbran)
- (9) The Commonwealth Government to explain what they are doing in respect of the Inquiry (Richard Colbran)
- (10) Thank those that have worked hard under a difficult situation (Richard Colbran)
- (11) Councils build health plans (Richard Colbran)
- (12) The issue is workforce. Where is the workforce and where do you get it (Richard Colbran)
- (13) Travel allowances to be simplified (Richard Colbran)
- (14) Need bipartisan support of the 44 recommendations and continuation of Minister for Regional Health
- (15) Reestablish Hospital Boards (Hay)

There being no further business the Forum closed at 5.17pm.

Cr Ken Keith OAM

Chairman Country Mayor's Association of NSW



Country Mayors Association of NEW SOUTH WALES

Chairperson: Cr Ken Keith OAM PO Box 337 Parkes NSW 2870 02 6861 2333 ABN 92 803 490 533

MINUTES

GENERAL MEETING

FRIDAY, 27 MAY 2022 AUDITORIUM, CLUB YORK, SYDNEY

The meeting opened at 8.35 a.m.

1. ATTENDANCE:

Armidale Regional Council, Mayor, Cr Sam Coupland, Mayor Armidale Regional Council, Mr James Roncon, General Manager Ballina Shire Council, Cr Sharon Cadwallader, Mayor Bathurst Regional Council, Cr Robert Taylor, Mayor Bathurst Regional Council, Mr David Sherley, General Manager Bega Valley Shire Council, Cr Russell Fitzpatrick, Mayor Bega Valley Shire Council, Mr Anthony McMahon, CEO Berrigan Shire Council, Cr Matthew Hannan, Mayor Berrigan Shire Council, Mr Matt Hansen, Deputy CEO Bland Shire Council, Mr Ray Smith, General Manager Cabonne Shire Council, Cr Kevin Beatty, Mayor Cabonne Shire Council, Mr Brad Burns, General Manager Coolamon Shire Council, Cr David McCann, Mayor Coolamon Shire Council, Mr Tony Donoghue, General Manager Cootamundra-Gundagai Regional Council, Cr Charlie Sheahan, Mayor Cootamundra-Gundagai Regional Council, Mr Glen Atear, Acting Deputy General Manager Cowra Shire Council, Cr Bill West, Mayor Cowra Shire Council, Mr Paul Devery, General Manager Dubbo Regional Council, Cr Mathew Dickerson, Mayor Dubbo Regional Council, Mr Murray Wood, General Manager Edward River Council, Cr Peta Betts, Mayor Edward River Council, Mr Phil Stone, General Manager Federation Council, Cr Patrick Bourke, Mayor Forbes Shire Council, Cr Phyllis Miller, Mayor Forbes Shire Council, Mr Steve Loane, General Manager Glen Innes Shire Council, Cr Rod Banham, Mayor Glen Innes Shire Council, Mr Craig Bennett, General Manager Goulburn Mulwaree Council, Cr Bob Peter Walker, Mayor Goulburn Mulwaree Council, Mr Matt O'Rourke, Acting General Manager Griffith City Council, Cr John Doug Curran, Mayor

Griffith City Council, Mr Brett Stonestreet, General Manager Gunnedah Shire Council, Cr Jamie Chaffey, Mayor Gunnedah Shire Council, Mr Eric Growth, General Manager Gwydir Shire Council, Cr John Coulton, Mayor Gwydir Shire Council, Mr Max Eastcott, General Manager Gwydir Shire Council, Cr Catherine Egan, Deputy Mayor Hay Shire Council, Cr Carol Oataway, Mayor Hay Shire Council, Mr David Webb, General Manager Inverell Shire Council, Cr Paul Harmon, Mayor Kempsey Shire Council, Cr Leo Hauville, Mayor Kempsey Shire Council, Mr Craig Milburn, General Manager Kiama Municipal Council, Cr Neil Reilly, Mayor Kiama Municipal Council, Ms Jane Stroud, CEO Leeton Shire Council, Cr Tony Reneker, Mayor Leeton Shire Council, Ms Jackie Kruger, General Manager Liverpool Plains Shire Council, Cr Doug Hawkins, Mayor Liverpool Plains Shire Council, Ms Joanna Sangster, General Manager Mid-Western/Mudgee Regional Council, Mr Brad Cam, General Manager Moree Plains Shire Council, Cr Mark Johnson, Mayor Moree Plains Shire Council, Mr Nick Tobin, Acting General Manager Murray River Council, Mr Terry Dodds, General Manager Narrabri Shire Council, Cr Ron Campbell, Mayor Narrandera Shire Council, Cr Neville Schenka, Mayor Narrandera Shire Council, Mr George Cowan, General Manager Oberon Council, Cr Mark Kellam, Mayor Oberon Council, Mr Gary Wallace, General Manager Orange City Council, Cr Jason Hamling, Mayor Orange City Council, Mr Dave Waddell, General Manager Parkes Shire Council, Cr Ken Keith, Mayor Singleton Council, Cr Sue Moore, Mayor Singleton Council, Jason Linnane, General Manager Temora Shire Council, Mr Gary Lavelle, General Manager Tenterfield Shire Council, Cr Bronwyn Petrie, Mayor Upper Lachlan Shire Council, Cr Pam Kensit, Mayor Uralla Shire Council, Bob Crouch, Deputy Mayor Uralla Shire Council, Ms Kate Jessep, General Manager Warren Shire Council, Cr Milton Quigley, Mayor Warrumbungle Shire Council, Cr Ambrose Doolan, Mayor Warrumbungle Shire Council, Mr Roger Bailey, General Manager LGNSW, Mr Scott Phillips, CEO ALGA Cr Linda Scott, President Office of Local Government, Melissa Gibbs, Director Policy and Sector **Development**

APOLOGIES:

As submitted

SPECIAL GUESTS:

Cr Linda Scott, President, ALGA The Hon Wendy Tuckerman MP, Minister for Local Government The Hon Paul Toole MP, Deputy Premier, Minister for Regional New South Wales, Minister for Police The Hon Kevin Anderson MP, Minister for Lands and Water, Minister for Hospitality and Racing Mr Scott Phillips, CEO, LGNSW Ms Anna Bowen, Head of Social Impact, Royal Far West

2. ADOPTION OF MINUTES OF PREVIOUS MEETING:

RESOLVED that the minutes of the General Meeting held on 11 March 2022 be accepted as a true and accurate record (Inverell Shire Council / Warrumbungle Shire Council).

3. Matters Arising from the Minutes

Nil

4. Cr Linda Scott, President, ALGA

Cr Scott thanked councils for campaigning Local Government issues in the recent Federal election. The change in government is working to ensure commitments are met and that Labor Party policy is implemented. ALGA has secured commitments for fair funding of Federal Assistance Grants, the Commonwealth Government will match the \$500 million coalition extension to the \$2.5billion Local Roads and Community Infrastructure program and invest a further \$250million, it will provide \$200million for disaster mitigation funding which will be based on application, will provide \$400million for mobile phone coverage in rural and regional areas and to return Local Government to the National Cabinet. ALGA's advocacy priorities are a climate change partnership, affordable housing partnership and circular economy waste innovation and reduction.

5. Health Forum

RESOLVED

1. That following the Country Mayors Health Forum, Country Mayors write to the Premier and Opposition leader thanking them for their representation at the forum through the Minister for Regional Health the Hon Bronnie Taylor MLC and the Shadow Minister for Health Ryan Park and recognise their bipartisan commitment to agreeing to address the rural and regional health issue across regional NSW

2. That Country Mayors seek commitment from the Premier and the leader of the Opposition to implement the recommendations of the Legislative Council Inquiry into the Health Outcomes and Access to Health and Hospital Services in Rural, Regional and Remote New South Wales

3. That the Country Mayors Executive Committee develop a further set of targeted health related priorities to advocate to both State and Federal Governments to address (Bega Valley Shire Council / Gunnedah Shire Council)

6. The Hon Wendy Tuckerman MP, Minister for Local Government

The Minister is pleased to have been appointed and wants to be a strong advocate for Local Government. She has discussed the 2022/23 rate variation with IPART and was able to get the variation resolved. There are challenges with the Environmental Services Levy but additional resources have been provided and additional funding has been pushed through for increased costs incurred by The government has supported flood affected communities in northern councils. NSW and has introduced a support program for skills for councils most in need. The OLG priorities are Sustainability and an IPART review. Some councils are not sustainable and there is a need to get those councils to be able to provide services to their communities. The Minister does not want the Office of Local Government reduced down to small numbers. A conduct review is to take place as there are a Joint Organisations are calling for more number of issues around the State. resourcing and a consultation process is to commence shortly.

7. The Hon Paul Toole MP, Deputy Premier, Minister for Regional New South Wales, Minister for Police

If regional NSW is going well then NSW is going well. The Minister wants to knock on the doors of the new Commonwealth Ministers to make sure regional and rural NSW is not forgotten. He will stand up for rural NSW. The Minister wants communities first and wants a government that responds to emergencies. Regional NSW has become a great place to live and government investment has transformed communities. Lots of projects are being undertaken not only large but also small such as overtaking lanes and the replacement of timber bridges. Regional Growth is funding 2700 projects across the State. Improved facilities support other services such as tourism and recreation opportunities. The Regional Job Creation Fund is creating 7,000 jobs in regional NSW, and Resources for Regions is supporting communities affected by mining, while connectivity for phone coverage although not a State responsibility is being supported by the government. Policing was a role he took on because additional police are required in rural NSW and he wants to ensure that it gets its fair share of police resources. The State government wants to work with Local Government and wants to do projects in partnership with Local Government

8. The Hon Kevin Anderson MP, Minister for Lands and Water, Minister for Hospitality and Racing

The Minister can understand the frustration with dealing with government departments and invites us to contact his office if there is frustration in cutting through the red tape. There are 233 Safe and Secure water projects that are being undertaken. The State has gone from running out of water to a plentiful supply causing different challenging issues. The Water Efficiency Program fixes leaks. The Crown Reserve Improvement Fund has an additional \$7million. There is \$29million available for improvements to racetracks and \$72million for showground maintenance upgrades. Crown land needs to be unlocked far social and affordable housing. The Department can work with land claims at a local level and it is open to working with them.

9. Mr Scott Phillips, CEO, LGNSW

Mr Phillips provided a report on the work of LGNSW since the last meeting on advocacy priorities and updates including Domestic Waste Management Charges Review, Emergency Services Levy and Rural fire Service Assets, ePlanning and NSW Planning Survey, and Housing and outlined advocacy wins such as the 2022-2023 rate peg determination, extra finance to cover the ESL increase for 2022-23, the new report on rural, regional and remote health crisis, the parliamentary inquiry into the conduct of elections held under COVID-19 conditions, flood relief for councils and funding for modular housing package for flood affected communities

10. CORRESPONDENCE

Outward

- (a) The Hon Sam Farraway MP, Minister for Regional Transport and Roads thanking him for his presentation to the 11 March 2022 meeting
- (b) Mr Simon Hunter, Executive Director Strategy and innovation, NSW Department of Planning and Environment, thanking him for his presentation to the 11 March meeting 2022
- (c) The Hon Dominic Perrottet MP, Premier, inviting him to present at the 27 May 2022 meeting
- (d) The Hon Wendy Tuckerman MP, Minister for Local Government, regarding the inclusion of RFS Assets in a council balance sheet
- (e) The Hon Kevin Anderson MP, Minister for Lands and Water, and Minister for Hospitality and Racing inviting him to present at the 27 May 2022 meeting
- (f) The Hon Anthony Roberts MP, Minister for Planning and Minister for Homes, following up the Associations letter to Minister Stokes regarding employment zones
- (g) The Hon Paul Toole MP, Deputy Premier, Minister for Regional NSW and Minister for Police, inviting him to present at the 27 May 2022 meeting
- (h) The Hon James Griffin MP, Minister for Environment and Heritage regarding impacts on rural NSW by the Bio Diversity Offset Scheme
- (i) The Hon Bronnie Taylor MLC, Minister for Women, Minister for Regional Health and Minister for Mental Health, regarding the holding of a Rural Health Forum

Inward

- (a) Ms Ally Dench, Executive Director, Local Government, Office of Local Government NSW, regarding Joint Organisations and the Rural Council Model
- (b) Cr Rick Firman OAM, Chairman, Riverina JO, regarding the IPART Peg Methodology
- (c) El Smith, Director of Administration and Finance, Temora Shire Council, regarding the IPART Peg Methodology

NOTED

11. FINANCIAL REPORT

RESOLVED That the financial reports for the last quarter were tabled and accepted (Gunnedah Shire Council / Leeton Shire Council)

12. Ms Anna Bowen, Head of Social Impact, Royal Far West

Royal Far West has a long history with rural NSW and although based in Sydney many staff are from country areas. Rural communities are doing it tough and rural children are worse off developmentally than their city counterparts due to environmental and social reasons. Royal Far West provides 750 children with pediatric services, it has a bushfire program and a flood intervention program. They are getting smarter and more effective in recognizing what works. The royal far west is affected by the workforce shortage so are backing that up with telehealth.

13 Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021

RESOLVED that Country Mayors seek to meet with the NSW Minister for Local Government and the Minister for Planning to seek an urgent amendment to the Environmental Planning and Assess (Development Certification and Fire Safety) Regulation 2021 (Murray River Council / Tenterfield Shire Council)

14. New Commonwealth Government Programs

RESOLVED That Country Mayors requests that the new Commonwealth Government commit to or enhance the Local Governments programs of the previous government (Armidale Regional Council /Bega Valley Shire Council)

There being no further business the meeting closed at 12.05pm.

Cr Ken Keith OAM Chairman Country Mayor's Association of NSW



Circular Details	Circular No 22-17 / 10 June 2022 / A824946
Previous Circular	N/A
Who should read this	Councillors / General Managers / All council staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Information

Increase in tendering threshold for natural disaster response and recovery related contracts

What's new or changing

• The Local Government (General) Regulation 2021 has been amended to prescribe a tendering threshold of \$500k for contracts entered into by councils for the purpose of responding to, or recovering from, a declared natural disaster within 12 months of the declaration of the natural disaster.

What this will mean for your council

- The amendment means that councils are not required to tender prior to entering into a contract with a value of less than \$500k where the contract:
 - is primarily for the purpose of response to or recovery from a "declared natural disaster", and
 - is entered into within 12 months after the date on which the natural disaster is declared.

Key points

- The phrase, "declared natural disaster", is defined in the Regulation to mean a natural disaster that has been declared in relation to the area of a council by either:
 - a Natural Disaster Declaration for the purposes of the Natural Disaster Relief and Recovery Arrangements jointly administered by the Commonwealth and the States and Territories, or
 - a declaration under the *State Emergency and Rescue Management Act 1989*, section 33.

Where to go for further information

• For further information please contact the Council Governance Team on 4428 4100 or by email at olg@olg.nsw.gov.au.

Melanie Hawyes Deputy Secretary, Crown Lands and Local Government

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Federation Council Ordinary Council Meeting 28 June 2022

15. CONFIDENTIAL MATTERS

- 15.1 General Manager Mid Term (Six Month) Performance Appraisal Confidential
- **16. CONCLUSION OF MEETING**