GUNDAGAI COUNCIL

Head Office:
Wallendoon Street
(PO Box 420)
Cootamundra NSW 2590
Telephone 02 6940 2100

WEB ADDRESS: http://www.cootamundra.nsw.gov.au
WEB ADDRESS: http://www.gundagai.nsw.gov.au

TABLED DOCUMENTS

EXTRAORDINARY COUNCIL MEETING 23 MAY 2016

TABLED DOCUMENT 1
E2 MAY 2016
PAGES 1-2

Implementation Advisory Group

Name

The name of the group is the Gundagai Council Implementation Advisory Group (IAG).

Purpose

The purpose of the IAG is to provide advice to the Administrator on implementing the new council. This includes

- providing input into the preparation of the Implementation Plan
- assisting to monitor the delivery of the Implementation Plan.

Chairperson and Minutes

The Administrator will determine the chairperson of the IAG.

Secretariat support will be provided to prepare agendas and minutes of each meeting.

Membership

The Administrator will appoint the IAG members, who may be the mayors, deputy mayors or councillors of the former councils, and others if considered appropriate.

Membership is as follows:

- Mr Paul Braybrooks OAM, Mr Rod Chalmers, Mr Doug Phillips, Mr Mason Crane, Mr Peter Gain

Interim General Managers and other council staff may attend and participate in IAG meetings, on the invitation of the Chairperson.

Reporting

The IAG will be appointed by, and report to, the council.

Meeting Schedule

The IAG will meet at least monthly, with capacity for additional meetings as needed.

Meeting schedules will be determined by the Chairperson, in consultation with IAG members.

Principles

The following principles provide guidance to communities, Administrators, interim General Managers and staff about the way the NSW Government expects the implementation of new councils to be conducted.

1. Honesty and integrity in all dealings, within and related to the IAG
2. Genuine commitment to the success of Gundagai Council

Code of Conduct

The Model Code of Conduct applies to the members of the IAG.

Remuneration of Members

Members of the IAG will be remunerated at a rate equal to their remuneration as a councillor or mayor.

Members of the IAG that are not former councillors will be remunerated at a rate to be determined by the Administrator.

Media Liaison

The Administrator is the designated media spokesperson for the new council.

Meeting Arrangements

Arrangements for meetings will be as follows:

- the agenda and supporting material will be circulated at least three days prior to a meeting
- any supporting material or papers that are confidential will be clearly marked as such and remain confidential to members
- any general business items tabled during meetings will be short, requiring no more than five minutes' presentation or discussion
- meetings will be run in a fair and independent manner and support open and constructive dialogue
- minutes will be circulated within seven days of each meeting.

Standard Agenda Items

Agendas will be determined by the Chairperson. As a minimum, agendas will include the following standard items:

- meeting open and apologies
- confirmation of previous minutes and matters arising
- reports on status of priority actions and the Implementation Plan
- specific items varying from meeting to meeting
- review of relevant meeting actions or follow up requirements
- formal close.

TABLED DOCUMENT 2
E2 MAY 2016
PAGES 3-4

Local Representation Committee

Name

The name of the committee is the Gundagai Council Local Representation Committee (LRC).

Purpose

The purpose of the LRC is to provide advice to the Administrator on local views and issues. This includes:

- providing input to the operational plans 2016-17 and 2017-18
- advising on the communication and engagement plan for the community
- providing input to the statement of vision and priorities
- assisting to engage communities and partners in planning for the new council.

Chairperson and Minutes

The Administrator will determine the chairperson of the LRC.

Secretariat support will be provided to prepare agendas and minutes of each meeting.

Membership

The LRC primarily comprises councillors of the former councils who have demonstrated a commitment to the success of the new council. The Administrator will appoint members of the LRC and may appoint other community representatives where appropriate.

Membership of the [insert name] LRC is as follows:

- Mr Steven Doidge, Mrs Mary Donnelly, Mr Mike Kingwill, Mr Ron Magnone, Mr Dennis Palmer, Mr Jim Slattery, Mr Craig Stewart, Mrs Rosalind Wight,

Interim General Managers and other council staff may attend LRC meetings, on the invitation of the Chairperson.

Reporting

The LRC will be appointed by, and report to, the governing body.

Meeting Schedule

The LRC will meet at least monthly, with capacity for additional meetings as needed.

Meeting schedules will be determined by the Chairperson, in consultation with LRC members.

Principles

The following principles provide guidance to communities, Administrators, interim General Managers and staff about the way the NSW Government expects the implementation of new councils to be conducted.

1. Honesty and integrity in all dealings, within and related to the IAG
2. Genuine commitment to the success of Gundagai Council

Code of Conduct

The Model Code of Conduct applies to the members of the LRC.

Remuneration of Members

Members of the LRC will be remunerated at a rate equal to their remuneration as a councillor or mayor. Members of the LRC that are not former councillors will be remunerated at a rate to be determined by the Administrator.

Media Liaison

The Administrator is the designated media spokesperson for the new council.

Meeting Arrangements

Arrangements for meetings will be as follows:

- the agenda and supporting material will be circulated at least five days prior to a meeting
- any supporting material or papers that are confidential will be clearly marked as such and remain confidential to members
- any general business items tabled during meetings will be short, requiring no more than five minutes' presentation or discussion
- meetings will be run in a fair and independent manner and support open and constructive dialogue
- minutes will be circulated within seven days of each meeting.

Standard Agenda Items

Agendas will be determined by the Chairperson. As a minimum, agendas will include the following standard items:

- meeting open and apologies
- confirmation of previous minutes and matters arising
- reports on priority actions
- reports and advice on local views and emerging issues
- specific items varying from meeting to meeting
- review of relevant meeting actions or follow up requirements
- formal close.

TABLED DOCUMENT 3
E2 MAY 2016
PAGES 5-15

CONTENTS

BRADMANS BIRTHPLACE MANAGEMENT SECTION 355 COMMITTEE 2

COOTAMUNDRA SHOWGROUND USERS SECTION 355 COMMITTEE 3

WALLENDBEEN HALL SECTION 355 COMMITTEE 4

STOCKINBINGAL HALL SECTION 355 COMMITTEE.....5

COOTAMUNDRA BEACH VOLLEYBALL FESTIVAL SECTION 355 COMMITTEE 6

COOTAMUNDRA CREATIVE ARTS AND CULTURAL CENTRE SECTION 355 COMMITTEE 7

COOTAMUNDRA HERITAGE CENTRE SECTION 355 COMMITTEE 8

COOTAMUNDRA CONCERT BAND SECTION 355 COMMITTEE 9

MUTTAMA CREEK REGENERATION GROUP SECTION 355 COMMITTEE 10

COOTAMUNDRA COMMUNITY ARTS TRUST, FUNDRAISING BY COOTAMUNDRA CREATIVE ARTS AND CULTURAL CENTRE COMMITTEE 11

BRADMANS BIRTHPLACE MANAGEMENT SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates **The Bradman's Birthplace Management Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the care, control and management of the Bradman's Birthplace Museum and Memorabilia Cottage.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Bradman's Birthplace Management Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

COOTAMUNDRA SHOWGROUND USERS SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Cootamundra Showground Users Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the care, control and management of the Cootamundra Showground.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Cootamundra Showground Users Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

WALLENDBEEN HALL SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Wallendbeen Hall Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the care, control and management of the Wallendbeen Hall.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Wallendbeen Hall Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

STOCKINBINGAL HALL SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Stockinbingal Hall Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the care, control and management of the Stockinbingal Hall.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Stockinbingal Hall Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

COOTAMUNDRA BEACH VOLLEYBALL FESTIVAL SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Cootamundra Beach Volleyball Festival Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the organisation and operation of the annual Cootamundra Beach Volleyball Festival and all associated events.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Cootamundra Beach Volleyball Festival Section 355 Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

COOTAMUNDRA CREATIVE ARTS AND CULTURAL CENTRE SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Cootamundra Creative Arts and Cultural Centre Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the care, control and management of the Cootamundra Creative Arts and Cultural Centre.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Cootamundra Creative Arts and Cultural Centre Section 355 Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

COOTAMUNDRA HERITAGE CENTRE SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Cootamundra Heritage Centre Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the care, control and management of the Cootamundra Heritage Centre.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Cootamundra Heritage Centre Section 355 Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

COOTAMUNDRA CONCERT BAND SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Cootamundra Concert Band Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the management and operation of the Cootamundra Concert Band

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Cootamundra Concert Band Section 355 Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

MUTTAMA CREEK REGENERATION GROUP SECTION 355 COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Muttama Creek Regeneration Group Section 355 Committee** the exercise of Council's functions, which includes its powers, duties and authorities contained in legislation, and matters specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake the care, control and management of the Muttama Creek regeneration works.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegations.

2. The Muttama Creek Regeneration Group Section 355 Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

COOTAMUNDRA COMMUNITY ARTS TRUST, FUNDRAISING BY COOTAMUNDRA CREATIVE ARTS AND CULTURAL CENTRE COMMITTEE

In order to provide for the expedient exercise and performance of Council's powers and duties and the efficient management of Council's business and responsibilities, in its capacity as Trustee of the Cootamundra Community Arts Trust, under Section 377 of the *Local Government Act* 1993 the Council of the Shire of Cootamundra hereby delegates to **The Cootamundra Creative Arts and Cultural Centre Committee** the exercise of such of the Council's functions as Trustee of the Cootamundra Community Arts Trust as are specified in Schedule 1, subject to the limitations specified in Schedule 2. This delegation shall remain in force until specifically altered or revoked in writing.

SCHEDULE 1

Undertake fundraising activities on behalf of Council, as Trustee of the Cootamundra Community Arts Trust, for the purpose of:

1. attracting and encouraging donations, gifts (by will or otherwise), endowments, trust distributions and other forms of financial assistance to or for the benefit of the Trust; and

2. sponsoring, organising and undertaking fund raising activities and arranging for the issue of appeals to the public for donations to the Trust.

SCHEDULE 2

1. Subject to the provisions and limitations expressly set out in the *Local Government Act* 1993, as amended and any other legislation relevant to the delegation.

2. The Cootamundra Creative Arts and Cultural Centre Committee shall exercise the functions herein delegated in accordance with and subject to all and every policy and code of the Council adopted by Resolution and current at the time of the exercise of the functions herein delegated.

3. Subject to the oversight and ultimate authority of Council.

TABLED DOCUMENT 4
E2 MAY 2016
PAGES 16-34

DRAFT CODE OF MEETING PRACTICE

PART 1 - PRELIMINARY

1. Citation

This Code may be cited as the Gundagai Council Code of Meeting Practice.

This Code is an adjunct to the regulations made for the purposes of section 360 of the Local government Act 1993, and is subject to those regulations in the event that any discrepancy occurs.

2. Definitions

(1) In this Code:

Administrator means the person appointed by the Local Government (Council Amalgamations) Proclamation 2016, exercising, during the initial period, the functions of the council and the mayor of the council.

Amendment, in relation to an original motion, means a motion moving an amendment to that motion;

Chairperson:

a. In relation to a meeting of a council – means the person presiding at the meeting as provided by section 369 of the Act; and

b. In relation to a meeting of a committee of council – means the person presiding at the meeting as provided by clause 34 of this Regulation;

Committee, in relation to a council, means a committee established under clause 29 or the council when it has resolved itself into a committee of the whole;

Initial period means the period commencing on the amalgamation day and ending immediately before the first meeting of the new council held after the first council elections for the council.

Record means a document (including any written or printed material) or object (including a sound recording, coded storage device, magnetic tape or disc, microfilm, photograph, film, map, plan or model or a painting or other pictorial or graphic work) that is or has been made or received in the course of official duties by a councillor or an employee of the council and, in particular, includes the minutes of meetings of a council or of a committee of a council;

The Act means the Local Government Act 1993

The Code means the Gundagai Council Code of Meeting Practice and the Regulation means the Local Government (Meetings) Regulation 1993.

(2) Except as otherwise provided, expressions used in this Code which are defined in the dictionary at the end of the Act have the meanings set out in the **dictionary.**

3. Act and Regulation

(1) This Code is made pursuant to section 360(2) of the Act.

(2) It incorporates relevant provisions of the Regulation and the Act.

(3) In the event of any inconsistency between the Code and the Act or the Regulation, the Act or the Regulation (as the case may be) prevails to the extent of the inconsistency.

4. Notes to text

Notes in the text of this Code are explanatory notes and do not form part of this Code. They are provided to assist understanding.

PART 2 – CONVENING OF, AND ATTENDANCE AT, COUNCIL MEETINGS

1. Frequency of meetings of the council

(1) The Council is required to meet at least 10 times each year, each time in a different month

(2) The Council shall, generally, meet at 6.00 PM on the 2nd Monday of each month at the Council Chambers, Wallendoon Street, Cootamundra and alternately at the Council Chambers, Sheridan Street Gundagai, subject to the following:

i. In each month in which there are five Mondays, the council meeting shall be held on the 3rd Monday of that month

ii. Where a council meeting fails on a Monday that is a public holiday, the council meeting shall be held on the Monday following that day or to a date formally agreed to by Council

(3) Any change from the time, day or venue shall be by resolution of the Council or, in emergency circumstances, by the authorisation of the Administrator.

2. Extraordinary meetings

(1) The Administrator may call extraordinary meetings of the council in accordance with s.366 of the Local Government Act.

3. Notice of meetings

(1) The general manager of the council must advertise, at least 3 days before each meeting of the council, a notice specifying the time and place at which and the date on which the meeting is to be held and the business proposed to be transacted at the meeting.

(2) Notice of less than 3 days may be given of an extraordinary meeting called in an emergency, but in no case shall notice of less than one day be given.

4. Presence at council meetings

The Administrator cannot participate in a meeting of the council unless personally present at the meeting.

5. Open forums

Open forums shall be held under the following guidelines:

(1) Open Forums shall be held at each ordinary council meeting

(2) Members of the public are invited to address council on any local government issue at the commencement of the meeting

(3) Persons interested in addressing council are to be in the meeting room 15 minutes prior to the commencement of the meeting and must convey to the general manager their wish to address council, and on what particular issue

(4) Addresses are to be a maximum of 3 minutes in length with the total time allowed for the open forum session being 30 minutes

(5) Should there be more than 1 person wishing to address council on an issue, then those persons are to nominate 1 person to represent the group

(6) The chairperson may ask staff to comment on an issue, or if investigation is required, a report to a subsequent meeting may be required

(7) No motions or resolutions are to be moved during open forum time

(8) The chairperson only shall respond, however staff may be requested by the chairperson to respond on his/her behalf

(9) If no person is in the gallery at the starting time of the meeting who wishes to address the meeting, the next item on the agenda is proceeded with

(10) No written material is to be submitted during the open forum session

PART 3 – PROCEDURE FOR THE CONDUCT OF COUNCIL MEETINGS

1. Chairperson of council meetings

(1) the Administrator or, at the request of or in the absence of the Administrator the appointed deputy Administrator, presides at meetings of the council.

2. Chairperson to have precedence

When the chairperson rises or speaks during a meeting of the council:

a) Any person then speaking or seeking to speak must if standing immediately resume his or her seat and must be silent to enable the chairperson to be heard without interruption.

3. Chairperson's duty with respect to motions

(1) 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

(2) the chairperson must rule out of order any motion that is unlawful or the implementation of which would be unlawful

(3) any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been rejected.

4. Minutes

(1) the council must ensure that full and accurate minutes are kept of proceedings of the council

(2) the correctness of the minutes of every preceding meeting, including extraordinary meetings, not previously confirmed must be dealt with at every ordinary meeting of the council, in order that such minutes may be confirmed

(3) a motion or discussion with respect to such minutes shall not be in order except with regard to their accuracy as a true and correct record of the proceedings

(4) Minutes may be confirmed at an extraordinary meeting of the council

(5) The minutes must, when they have been confirmed at a subsequent meeting of the council, be signed by the person presiding at that subsequent meeting.

5. Attendance of General Manager at meetings

(1) 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

(2) 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

(2) However, the general manager may be excluded from a meeting of the council while the council with a matter relating to the standard of performance of the general manager or the terms of the employment of the general manager

6. Order of business

(1) At a meeting of the council (other than an extraordinary meeting), the general order of business is (except as provided by this Code) such as the Council has fixed by

resolution passed at any previous meeting or, if no such resolution has been passed, in accordance with the Schedule.

(2) The order of business fixed under subclause (1) may be altered if a motion to that effect is carried. Such a motion can be moved without notice.

7. Business papers for Council meetings

(1) The general manager must ensure that the business paper for a meeting of the Council states:

a) all matters to be dealt with arising out of the proceedings of former meetings of the council; and

b) if the Administrator (or the deputy Administrator if acting for the Administrator) is the chairpersonany matter or topic that the chairperson proposes, at the time when the business paper is prepared to put to the meeting; and

c) any business of which due notice has been given.

(2) The general manager must cause the business paper for a meeting of the council to be prepared as soon as practicable before the meeting.

(3) If, in the opinion of the general manager, business to be transacted at a meeting of the council is a kind of business referred to in clause 10A0, the business may be included in a confidential business paper. All other business to be transacted at the meeting must be included in an ordinary business paper.

(4) If a confidential business paper is prepared for a kind of business referred to in clause 10A, the business must be referred to in the ordinary business paper prepared for the same meeting.

8. Giving notice of business

(1) The council must not transact business at a meeting of the council:

a) unless the Administrator has given notice of the business in writing by noon of the Wednesday immediately preceding the meeting; and

b) unless notice of business has been sent to the councillors at least 3 days before the meeting, or, in the event of an extraordinary meeting called in an emergency, at least one day.

(2) Subclause (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 a motion for the adoption of recommendations of a committee of the council.

9. Business paper for extraordinary meeting

(1) The general manager must ensure that the business paper for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.

10. Official minutes

(1) If the Administrator (or the deputy Administrator, if acting for the Administrator) is the chairperson at a meeting of a council, the chairperson is, by minute signed by the chairperson, entitled to put to the meeting without notice any matter or topic that is within the jurisdiction of the Council or of which the Council has official knowledge.

(2) Such a minute, when put to the meeting, takes precedence over all business on the council's business paper for the meeting. The chairperson (but only if the chairperson is the Administrator, or the deputy Administrator, if acting for the Administrator) may move the adoption of the minute without the motion being seconded.

(3) A recommendation made in a minute of the chairperson (being the Administrator, or deputy Administrator, if acting for the Administrator) or in a report made by a council employee is, so far as adopted by the council, a resolution of the council.

11. Report of a Departmental representative to be tabled at Council meeting

When a report of a departmental representative has been presented to a meeting of a council in accordance with section 433 of the Act, the Council must ensure that the report:

a) is laid on the table at that meeting; and

b) is subsequently available for the information of councillors and members of the public at all reasonable times.

12. Motions to be seconded

(1) A motion or an amendment cannot be debated unless or until it has been seconded. However, a motion may be moved and seconded by the Administrator.

13. Petitions may be presented to the council

(1) A person may present a petition to the Council.

(2) The chairperson must not permit discussion on the petition.

14. Motions put without debate

Provided there is no objection from the Administrator, any motion or recommendation before the Council may be put to the vote without discussion or debate.

15. Voting at council meetings

The Administrator has the sole voting right on any motion before the council.

16. Decisions of the council

A decision supported by a majority of the votes at a meeting of the Council is a decision of the Council.

17. Rescinding or altering resolutions

(1) A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been duly given in accordance with the Act.

(2) If it is proposed to move a further motion in the event that a rescission motion is carried, the required notice must also be given of the proposed further motion.

(3) If a notice of motion to rescind or alter a resolution is given:

a) at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission or alteration has been dealt with; or

b) at any time after the meeting at which the resolution is carried, no further action to carry the resolution into effect may be taken after receipt of the notice of motion until the motion of rescission or alteration has been dealt with.

(4) In the case of a motion of alteration, subclause (3) applies only to the extent that the resolution of Council would be affected by the motion of alteration, if it is carried.

(5) If a motion has been negatived by the council, a motion having the same effect must not be considered unless notice of it has duly been given in accordance with the Act.

(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 negatived by the council, must be signed by the Administrator if less than 3 months has elapsed since the resolution was passed, or the motion was negatived, as the case may be.

(7) If a motion to alter or rescind a resolution has been negatived, or if a motion which has the same effect as a previously negatived motion, is negatived, no similar motion may be brought forward within 3 months. This subclause may not be evaded by substituting a motion differently worded, but in principle the same.

(8) The provisions of this clause concerning negatived motions do not apply to motions of adjournment.

PART 4 - COUNCIL COMMITTEES

1. Committee of the whole

(1) The council may resolve itself into a closed committee to consider any matter before the Council.

(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 a closed council, except the provision of limiting the number and duration of speeches

(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 proceedings in a committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.

(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.

2. Council may establish committees

(1) A council may, by resolution, establish such committees as it considers necessary

(2) A committee is to consist of the Administrator and such other persons as are appointed by the council

(3) The quorum for a meeting of a committee 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

3. Functions of committees

The council must specify the functions of each of its committees when the committee is appointed or elected, but may from time to time amend those functions.

4. Procedure in committees

(1) Subject to subclause (3) each committee of a council may regulate its own procedure

(2) Without limiting subclause (1) a committee of a council may decide that, 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

(3) Voting at a committee meeting is to be by open means (such as on the voices or by show of hands)

5. Chairperson and deputy chairperson of committees

(1) The chairperson of each committee of the council, must be:

a) the Administrator; or

b) if the Administrator does not wish to be the chairperson of a committee - a member of the committee appointed by the Administrator.

(2) The Administrator may appoint a member of a committee of the council as deputy chairperson of the committee.

(3) 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.

(4) 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.

6. Absence from committee meetings

(1) A member ceases to be a member of a committee if the member (other than the Administrator):

a) has been absent from 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.

7. Reports of committees

(1) If in a report of a committee of the Council distinct recommendations are made, the decision of the Council may be made separately on each recommendation.

(2) The recommendations of a committee of the council are, so far as adopted by the council, resolutions of the council.

(3) If a committee of a 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:

a) Make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended; and

b) Report the resolution or recommendation to the next meeting of the council.

8. Disorder in committee meetings

The provisions of the Act, the Regulation 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.

9. Certain persons may be expelled from council committee meetings

(1) If a meeting or part of a meeting of a committee of a council is closed to the public in accordance with section 10 (2) of the Act, any person who is not the Administrator may be expelled from the meeting as provided by section 10 (4) (a) or (b) of the Act.

(2) If any such person, after being notified of a resolution or direction expelling him or her 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, committee 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.

PART 6 - PECUNIARY INTERESTS

1. What is "pecuniary interest"

(1) For the purposes of this chapter, a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated as provided in Clause 51.

(2) A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter or if the interest is of kind specified in Clause 52.

2. Who has a pecuniary interest?

(1) For the purposes of this chapter, a person has a pecuniary interest in a matter if the pecuniary interest is the interest of:

a) the person; or

b) another person with whom the person is associated as provided in this section

(2) A person is taken to have a pecuniary interest in a matter if:

a) the person's spouse or de facto partner or a relative of the person, or a partner or employer of the person, has a pecuniary interest in the matter; or

b) the person, or a nominee, partner or employer of the person, is a member of a company or other body that has a pecuniary interest in the matter

(3) However, a person is not taken to have a pecuniary interest in a matter as referred to in subsection (2);

a) if the person is unaware of the relevant pecuniary interest of the spouse, de facto partner, relative or company or other body; or

b) just because the person is a member of, or is employed by, a council or a statutory body or is employed by the Crown; or

c) just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

3. What interests do not have to be disclosed?

The following interests do not have to be disclosed for the purposes of this chapter:

- an interest as an elector
- an interest as a ratepayer or person liable to pay a charge
- an interest in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public or a section of the public that includes persons who are not subject to this part
- an interest as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not)
- an interest of a member of a council committee as a person chosen to represent the community or as a member of a non-profit organisation or other community or special interest group if the committee member has been appointed to represent the organisation or group on the committee
- an interest in a proposal relating to the making, amending, altering or repeal of an environmental planning instrument (other than an instrument that effects a change of the permissible uses of:

  a) land in which the person or another person with whom the person is associated as provided in section 443 has a proprietary interest (which, for the purposes of this paragraph, includes any entitlement to the land at law or in equity and any other interest or potential interest in the land arising out of any mortgage, lease, trust, option or contract, or otherwise), or

b) land adjoining, or adjacent to, or in proximity to land referred to in paragraph a),

if the person or the other person with whom the person is associated would by reason of the proprietary interest have a pecuniary interest in the proposal).

4. Disclosure and participation in meetings

(1) An Administrator or a member of a council committee who has a pecuniary interest in any matter with which the council is concerned and who is present at a meeting of the council or committee at which the matter is being considered must disclose the interest to the meeting as soon as practicable.

(2) The Administrator or member must not take part in the consideration or discussion of the matter and must vacate the meeting room during all discussion, debate and voting on the matter

(3) The Administrator or a member must not vote on any question relating to the matter

(4) This clause does not prevent a person from taking part in the consideration or discussion of, or from voting on, any question as provided for in clause 52

(5) A person who, at the request or with the consent of the council or a council committee, gives advice on any matter at any meeting of the council committee must disclose any pecuniary interest the person has in the matter to the meeting at the time the advice is given

(6) A person does not breach this clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

5. Participation in meetings despite pecuniary interests

Nothing in this Code prevents a person from taking part in the consideration or discussion of, or from voting on, any of the following questions:

a) A question relating to a contract, proposed contract or other matter if the person or the spouse, de facto partner or relative of the person has a pecuniary interest only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company;

b) A question arising on a motion for a resolution to fill the office of Administrator, if the reason for which abstention from voting would other wise be required is that a fee for the following 12 months had been determined for the office;

c) A question relating to the making of an agreement between the council and a corporation, association or partnership, being a corporation, association or partnership that has more than 25 members, if the only reason for which abstention from voting would otherwise be required is that a relative of the

person is a shareholder (but not a director) of the corporation or is a member (but not a member of the committee) of the association or is a partner of the partnership;

d) A question relating to the making of a contract or agreement with a relative of the person for or in relation to any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by the council in respect of similar matters with other residents of the area:

- The performance by the council at the expense of the relative of any work or service in connection with roads or sanitation
- An approval granted by the council to enclose a public place in connection with the erection or demolition of a building
- Security for damage to footpaths or roads
- Any other service to be rendered, or act to be done, by the council by or under any Act conferring functions on the council;

e) A question relating to:

- The making or levying of a rate or charge; or
- The fixing or charging of a fee for the supply to a relative of the person by the council of any commodity or service provided by the council in the same manner and subject to the same conditions as apply to persons who are not subject to this Part; or
- The payment of fees and expenses and the provision of facilities to councillors (including the Administrator)

f) A question relating to the passing for payment of a regular account for wages or salary of an employee who is a relative of the person

g) A question relating to the indemnity insurance of councillors or members of council committees

h) A question relating to the appointment of a councillor to a body as the representative or delegate of the council, even though a fee or other recompense is payable to the representative or delegate.

Note: Section 459 of the Act provides that the Minister may in certain circumstances allow a councillor or a member of a committee of a council who has a pecuniary interest to take part in the consideration or discussion of a matter or vote on a matter

6. Disclosures to be recorded

A disclosure made at a meeting of a council or council committee must be recorded in the minutes of the meeting.

7. General disclosure

A general notice given to the general manager in writing by a councillor or a member of a council committee to the effect that the councillor or member, or the councillor's or member's spouse, de facto partner or relative, is:

a) A member, or in the employment, of a specified company or other body; or

b) A partner, or in the employment, of a specified person,

Is, unless and until the notice is withdrawn, sufficient disclosure of the councillor's or member's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the council or council committee after the date of the notice.

8. Powers of council in relation to meetings

An Administrator or member of a council committee must not, if the council so resolves, attend a meeting of the council or committee while it has under consideration a matter in which the councillor or member has an interest required to be disclosed under this chapter.

9. Disclosure by adviser

(1) A person who, at the request or with the consent of the council or a council committee, gives advice on any matter at any meeting of the council or committee must disclose any pecuniary interest the person has in the matter to the meeting at the time the advice is given.

(2) The person is not required to disclose the person's interest as an adviser.

10. Circumstances in which Clauses 8 and 9 are not breached

A person does not breach Clauses 8 or 9 if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

11. Powers of the council in relation to meetings

An Administrator or member of a council committee must not, if the council or committee so resolves, attend a meeting of the council or committee while it has under consideration a matter in which the councillor or member has an interest required to be disclosed under this Part.

PART 7 - OPEN MEETINGS

1. Public notice of meetings

(1) A council must give notice to the public of the times and places of its meetings and meetings of those of its committees of which all the members are councillors

(2) A council and each such committee must have available for the public at its offices and at each meeting copies (for inspection or taking away by any person) of the business paper for the meeting. This requirements does not apply to a business paper for a matter that, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public or to any correspondence or reports in a business paper that, in the opinion of the general manager, are likely to be the subject of a resolution that they be treated as confidential.

(3) The copies are to be available to the public as nearly as possible to the time they are available to councillors

(4) The copies are to be available free of charge.

2. Who is entitled to attend meetings?

(1) Everyone is entitled to attend a meeting of the council and those of its committees of which all the members are councillors, except as provided by this section

(2) A council or such a committee may close to the public only so much of its meeting as comprises the receipt or discussion of any of the following:

a) Personnel matters concerning particular individuals

b) The personal hardship of any resident or ratepayer

c) Commercial information the disclosure of which would be likely

- To prejudice the commercial position of the person who supplied it
- To confer a commercial advantage on a competitor of the council
- To reveal a trade secret

d) Proposals for:

- The sale or purchase of land
- The rezoning of land
- Entering into contracts of any kind,

If prior knowledge of those proposals could confer an unfair financial advantage on any person

e) Information that is subject to legal obligations of confidence

f) The receipt and consideration of legal advice concerning litigation or which would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

g) Information the disclosure of which would prejudice the maintenance of the law

h) Matters affecting the security of the council, councillors, council staff or council property

i) A motion to close the meeting to the public

(3) The grounds on which a meeting is closed to the public must be specified in the decision to close the meeting and recorded in the minutes of the meeting

3. Public access to correspondence reports

(1) a council and a committee of which all the members are councillors 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

(2) this section does not apply if the correspondence or reports:

a) relate to a matter that was received or discussed; or

b) were laid on the table at, or submitted to, the meeting, when the meeting was closed to the public

(3) this section does not apply if the council or committee resolves at the meeting, when open to the public, that the correspondence or reports, because they relate to a matter specified in section 2(2), are to be treated as confidential.

PART 8 - MISCELLANEOUS

1. Disclosure and misuse of information - prescribed circumstances

For the purposes of section 664(1B)(c) of the Act, any disclosure made with the intention of enabling the Minister or the Director-General to properly exercise the functions conferred or imposed on them by or under the Act is a prescribed circumstance.

2. Inspection of the minutes of the Council or a committee

(1) An inspection of the minutes of the council or committee of the council is to be carried out under the supervision of the general manager or an employee of the council designated by the general manager to supervise inspections of those minutes.

(2) The general manager must ensure that the minutes of the council and any minutes of a committee of the council are kept secure and in safe custody and that no unauthorised person is allowed to interfere with them.

Note: Section 12 of the Act confers a right to inspect the minutes of a council or committee of a council.

3. Access to records

(1) The general manager may allow or refuse to allow any councillor to inspect any record of the Council that the councillor requests to see.

(2) Nothing in this clause derogates from the common law right of citizens to inspect any record of the Council relating to any business before the Council, except where the person requesting inspection has a pecuniary interest in the matter.

4. Tape recording of meeting of the council or a committee prohibited without permission

(1) A person may use a tape recorder to record the proceedings of a meeting of the Council or a committee of a council only with the authority of the council or committee.

(2) A person may, as provided by section 10 (4) (a) or (b) of the Act, be expelled from a meeting of a council or a committee of a council for using or having used a tape recorder in contravention of this clause.

(3) If any such person, after being notified of a resolution or direction expelling him or her 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.

(4) In this clause, **tape recorder** includes a video camera and any electronic device capable of recording speech, whether a magneticord or not.

5. Certain circumstances do not invalidate council decisions

Proceedings at a meeting of the 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 a committee member; or

c) any defect in the election or appointment of a committee member; or

d) a failure of a committee member to disclose a pecuniary interest at a Council or a committee meeting; or

e) a failure to comply with this Code.

6. Amendment of Code

This Code may be amended only in accordance with the provisions of Division 1 of Part 2 of Chapter 12 of the Act.

SCHEDULE

General order of business

1. Apologies.

2. Confirmation of minutes of previous meetings.

3. Administrators minute.

4. Reports from committees.

5. General Manager's Report

6. Motions of which notice has been given.

7. Presentation of petitions.

8. General Business (questions).

9. Consideration of business in closed session (Confidential Matters).

NOTE: ***The above items of business will only be included in the Notice of Meetings if the business is to be transacted at the Meeting.***

TABLED DOCUMENT 5
E2 MAY 2016
PAGES 35-39

1. Introduction

The Joint Regional Planning Panels (regional panels) were introduced in NSW on 1 July 2009 to strengthen decision making on regionally significant development applications (DAs) and certain other planning matters.

The regional panels are independent bodies representing the Crown and are not subject to the direction of the Minister, except on matters relating to regional panel procedures.

These procedures have been developed to explain the means of operating regional panels and to clarify the roles of various parties in the process.

The procedures should be read in conjunction with the regional panels' Code of Conduct which explains the standard of conduct expected of panel members.

These procedures relate to the operation of the regional panels under the *Environmental Planning and Assessment Act 1979* (EP&A Act), and extend to regional panels if they are undertaking any functions conferred on them under the EP&A Act or any other Act.

These procedures will be kept under review and may be amended periodically.

2. Functions of regional panels

2.1 Functions

The principal function of regional panels is to determine regionally significant DAs. Additional functions of regional panels include:

- acting as the relevant planning authority for the purpose of preparing a local environmental plan when appointed to do so by the Minister,
- determining Crown DAs that have been referred to the regional panel by the council or the applicant which have not been determined by the council within the time prescribed in the Environmental Planning and Assessment Regulation 2000 (the EP&A Regulation),
- determining applications to modify a consent for regionally significant development under section 96(2) of the EP&A Act, and
- providing advice on planning or development matters when requested to do so by the Minister.

The EP&A Act provides that if a regional panel has not been appointed for a particular part of the State, any function that is conferred on a regional panel is to be undertaken by the Planning Assessment Commission (PAC).

2.2 Membership of regional panels

Regional panels consist of five members, comprising one chair appointed by the Minister with the concurrence of the Local Government and Shires Associations of NSW (LGSA), two other members appointed by the Minister and two council-appointed members. The Regional Panels Secretariat (secretariat) is responsible for the maintenance of a register of all panel members.

At a meeting of a regional panel, matters in a number of different council areas may be considered. The members of individual councils will join the members appointed by the Minister to comprise the regional panel whenever it is considering a matter that is located in that council's area.

Panel members can be appointed to more than one region, either as a panel member and/or as an alternate member.

When a vacancy in office of a regional panel member occurs, the Minister in the case of a member appointed by the Minister, and the relevant council in the case of a council member, would fill such a vacancy in accordance with the EP&A Act.

Chair and deputy chair

The Minister will appoint one member as the chair for each regional panel. The Minister is required to obtain the concurrence of the LGSA to the appointment unless the LGSA:

- do not notify their concurrence or refusal within 21 days of being requested to do so, or
- have previously refused to give concur for two different persons nominated by the Minister for the appointment.

At any time, the members may determine to elect a member appointed by the Minister to be deputy chair for any term. The role of a deputy chair is to act as the chair at any time the chair is absent from the meeting.

The chair (or, in the absence of the chair, a person elected by the members) presides at meetings of regional panels. The presiding member has a deliberative vote and, in the event of an equality of votes, has a second or casting vote.

Expertise requirements for members appointed by the Minister
All regional panel members, including alternates, appointed by the Minister are required to have expertise in one or more of the following areas: planning, architecture, heritage, the environment, urban design, land economics, traffic and transport, law, engineering, tourism or government and public administration.

Two members are appointed by the Minister, each having expertise in one or more of the areas mentioned above.

Council members
Two council members are appointed by each council. At least one council member is required to have expertise in one or more of the following areas: planning, architecture, heritage, the environment, urban design, land economics, traffic and transport, law, engineering or tourism.

- **Selection of council members**

Each council identifies how their members are selected. In selecting members, councils should have regard to the conflict of duties that would be created for a person nominated to the regional panel if they were in any way responsible or involved in the assessment and recommendation of a DA to be determined by the panel.

Councils are not restricted to nominating people from the council's local area. They can appoint, terminate, and reappoint members at any time, and can determine the duration of each appointment. Generally, so as to ensure the greatest degree of continuity for the regional panels, councils should consider appointing members for the maximum term of three years provided for under the EP&A Act. However, councils should reconsider if the nominations to the regional panels are appropriate within 12 months following a council election.

Following a change to its nominees, council is to forward the new member's personal details to the secretariat as soon as possible and this must be a minimum of 14 days before any meeting at which they will act as a panel member.

If a council fails to nominate one or more council members, a regional panel may still exercise its functions in relation to the area of the council concerned.

- **Payment of council members**

Councils determine the fees they pay their panel members. The Minister has provided guidance to all councils on appropriate rates of remuneration for travel and subsistence allowances for their members.

Each council is responsible for making payments to their panel members when they attend regional panel meetings.

Alternate members

The Minister may at any time appoint a person to be the alternate of another member appointed by the Minister, and may revoke any such appointment.

A council may also at any time appoint a person to be the alternate of a member nominated by the council, and may revoke any such appointment. Any changes are to be notified in writing to the secretariat as soon as possible and at least 14 days before any regional panel meeting at which they will act as a panel member.

A person may be appointed as the alternate of more than one panel member and to more than one regional panel.

The alternate will act in the place of the member with all the powers of the member.

2.3 Defining the regions

Regional panels are constituted by the Minister by order published in the Government Gazette. The local government areas (LGA) covered by each panel are also identified in the order. The Minister may revoke an order and make new orders at any time.

The regional panel provisions do not apply in the City of Sydney, where the Central Sydney Planning Committee operates.

Regional panels operate in the following six regions: Sydney East, Sydney West, Hunter and Central Coast, Southern, Northern, and Western.

2.4 Classes of regional development and regional panel functions

Schedule 4A of the EP& A Act identifies the types of development for which regional panels exercise consent authority functions of councils.

The capital investment value (CIV) is relevant for some development which is determined by a regional panel. CIV is defined in clause 3 of the EP&A Regulation. The Department of Planning and Infrastructure (the department) has issued Planning Circular 10-008 to assist applicants and councils in the calculation of CIV. If there is doubt about the CIV of an application, councils should consider requesting the applicant to provide a quantity surveyor's certificate or similar expert assessment that addresses the definition of CIV.

The State Environmental Planning Policy (State and Regional Development) 2011 (SRD SEPP) sets out the functions to be exercised by regional panels, including determination of specified:

- classes of development applications,
- staged development applications, and
- section 96(2) modification applications where the regional panel granted consent to the original development, except where the development is no longer a class of regional development.

Section 96(1) and section 96(1A) modification applications to development consents granted by the regional panel are to be determined by the relevant council.

2.5 Administration

Administration and support for the regional panels is provided by the secretariat. Such support is in relation to:

- scheduling of meetings,
- preparing and issuing meeting agendas and business papers,
- notification of meetings,
- arranging for travel and accommodation for panel members,
- arranging accommodation for panel members;
- taking of meeting minutes (with assistance from council); and
- record keeping for the regional panels.

Councils are responsible for the notification of applications, preparing the assessment reports (including the consideration of submissions) and the post-determination functions including notification of determinations to the applicant and any person who made a submission

Councils may be requested to assist regional panels with the provision of meeting venues, arrangements for site visits and briefings, and the provision of a minute taker for meetings.

The secretariat is the first point of contact for all regional panel matters and publishes a wide range of information on its website: www.jrpp.nsw.gov.au. The contact details for the secretariat are:

phone: (02) 9228 2060

email: jrppenquiry@jrpp.nsw.gov.au

The secretariat deals with applications for information under the *Government Information (Public Access) Act 2009 (NSW)*, however councils may also be required to respond to an application in relation to information it may have, in accordance with the legislation.

2.6 Monitoring of applications

The secretariat will monitor the progress of DAs referred to the regional panels to ensure panel meetings are scheduled as soon as practicable following the submission of the assessment report by the relevant council.

Councils should actively monitor regional applications they have received to ensure they meet expected timeframes for processing and determination. It is expected that council will complete their assessment report within 60 days after the close of the public exhibition period. The secretariat will also monitor the progress and reporting of applications to ensure timeframes are met.

The performance of the regional panels will be monitored and reported in the department's annual monitoring report of local councils which will include a section about the regional panels.

TABLED DOCUMENT 6
E2 MAY 2016
PAGES 40-43

Refugee Council of Australia

REFUGEE WELCOME ZONES

An initiative of the Refugee Council of Australia

Who is the Refugee Council of Australia?

The Refugee Council of Australia (RCOA) is the national peak body for refugees and the organisations and individuals who support them. RCOA promotes the adoption of flexible, humane and constructive policies towards refugees and asylum seekers through conducting policy analysis, research, advocacy and public education on refugee issues.

What is a Refugee Welcome Zone?

A Refugee Welcome Zone is a Local Government Area which has made a commitment in spirit to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in the community.

This public commitment is also an acknowledgment of the tremendous contributions refugees have made to Australian society in the fields of medicine, science, engineering, sport, education and the arts. By making this Declaration it is hoped that local government will be encouraged in their continuing efforts to support the men, women and children who make the difficult journey to Australia to seek our protection.

The Refugee Welcome Zone initiative began in June 2002 as part of Refugee Week celebrations. At the time, 15 local Councils in Victoria, New South Wales and South Australia were declared Refugee Welcome Zones. Today, with more than 120 Local Government Areas having declaring themselves Refugee Welcome Zones, the initiative has proven to be a great success in connecting local governments with the issues facing refugees and asylum seekers.

What is the process for becoming a Refugee Welcome Zone?

The process for becoming a Refugee Welcome Zone is very straightforward. It simply involves the Council signing the Refugee Welcome Zone Declaration, which is "a commitment in Spirit to welcoming refugees into our community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in our community". An example of the Declaration is included at the end of this document.

To mark the occasion of becoming a Refugee Welcome Zone, many Councils choose to hold public signing ceremonies. These provide an opportunity to highlight the initiative and acknowledge the work of local groups and individuals that support refugees and asylum seekers. If possible, a representative from the Refugee Council of Australia will attend the ceremony to present a Certificate of Appreciation.

Why become a Refugee Welcome Zone?

Local Government has historically played an important role in assisting refugee settlement and promoting community harmony. Since Federation in 1901, Australia has become home to over 800,000 refugees and we have a proud history of settling refugees from all over the world who have gone on to make an

Sydney office:
Suite 4A6, 410 Elizabeth Street
Surry Hills NSW 2010 Australia
Phone: (02) 9211 9333 • Fax: (02) 9211 9288
admin@refugeecouncil.org.au
Web: www.refugeecouncil.org.au •Twitter: @OzRefugeeCounc

Melbourne office:
Level 2, 313-315 Flinders Lane
Melbourne VIC 3000 Australia
Phone: (03) 9600 3302
melbourne@refugeecouncil.org.au
Incorporated in ACT • ABN 87 956 673 083

enormous contribution to our economic, social and cultural life. Becoming a Refugee Welcome Zone is a way to continue this proud tradition of supporting the settlement of refugees.

Signing the Declaration can also promote harmony, social cohesion and respect for human rights in your local community. It is a great way to demonstrate support for refugees and take a strong stand against racism and discrimination. It can help to raise awareness about the issues affecting refugees, foster a culture of mutual respect and promote an appreciation of cultural diversity.

Becoming a Refugee Welcome Zone can also encourage the development of a more coordinated approach to supporting refugee settlement. It can motivate Local Government and local organisations and support groups to work together more effectively so as to improve settlement outcomes for refugees.

What are the obligations and responsibilities of Refugee Welcome Zones?

The Refugee Welcome Zone Declaration does not confer any formal obligations and Refugee Welcome Zones are not required to uphold any statutory responsibilities or financial commitments. The signing of the Declaration is a simply a way of demonstrating broad support for the principles it contains. Any actions or activities undertaken by Refugee Welcome Zones to implement the Declaration are voluntary.

However, while signatories to the Refugee Welcome Zone Declaration are not required to undertake any specific activities, any initiatives which help to create a welcoming atmosphere and assist the settlement of refugees and their communities are welcomed and encouraged.

How can Refugee Welcome Zones support refugees?

There are many simple things that your Local Government Area can do to welcome refugees to your community:

- Develop a Local Government policy relating to refugees and asylum seekers or review existing policies.
- Offer funding for community-based projects which support the settlement of refugees.
- Hold community picnics and gatherings to encourage families from different backgrounds and community organisations to meet.
- Build partnerships and work collaboratively with local community groups and service providers to enhance support for refugees settling in your area.
- Organise an event during Refugee Week, such as a street fair of festival.
- Host a community meeting with newly arrived refugees and guest speakers from refugee support organisations to find out how your Council can best support refugees in your community.
- Hold a multicultural film festival.
- Coordinate with local libraries in the area to develop an English tutoring program for newly arrived refugees.
- Liaise with the Red Cross to run information sessions for newly arrived refugees who have been separated from family members and relatives.
- Hold a public forum to enable guest speakers from refugee backgrounds to share their stories.

How has your organisation, community or council welcomed refugees?
Send in your past and upcoming events and initiatives to media@refugeecouncil.org.au
We'd like to hear about program or event, big or small!

Current Refugee Welcome Zones

There are currently 124 Refugee Welcome Zones in Australia.

Australian Capital Territory: ACT government

New South Wales: Albury City Council, Armidale Dumaresq Council, Ashfield Council, Auburn City Council, Ballina Shire Council, Bankstown City Council, Bathurst Regional Council, Bega Valley Shire Council, Blacktown City Council, Blue Mountains City Council, Burwood Council, Byron Shire Council, Campbelltown City Council, City of Canterbury, Coffs Harbour City Council, Cowra Council, Dubbo City Council, Fairfield City Council, Gosford City Council, Goulburn Mulwaree Council, Griffith City Council, Hawkesbury City Council, Hornsby Shire Council, Kiama Municipal Council, Kogarah City Council, Ku-ring-gai Council, City of Lake Macquarie, Leeton Shire Council, Leichhardt Council, Lismore City Council, Liverpool City Council, Manly Council, Marrickville Council, Moree Plains Shire Council, Mosman Council, North Sydney Council, Palerang Council, Parkes Shire Council, Penrith City Council, Port Macquarie-Hastings Council, Randwick City Council, Rockdale City Council, City of Ryde, Shellharbour City Council, Sutherland Shire Council, City of Sydney, Wagga Wagga City Council, Warringah Council, Waverley Council, Willoughby City Council, Wollongong City Council

Northern Territory: City of Palmerston

Victoria: Ararat Rural City Council, City of Ballarat, Banyule City Council, Bass Coast Shire Council, Brimbank City Council, Shire of Campaspe, Cardinia Shire Council, City of Casey, City of Darebin, City of Greater Bendigo, Colac Otway Shire, City of Greater Dandenong, Greater City of Greater Geelong, Hepburn Shire Council, Hindmarsh Shire Council, Hobsons Bay City Council, Horsham Rural City Council, Hume City Council, La Trobe City Council, Manningham City Council, Maribyrnong City Council, Maroondah City Council, City of Melbourne, Mildura Rural City Council, Moira Shire Council, City of Monash, City of Moonee Valley, Moreland City Council, Mornington Peninsula Shire, Mount Alexander Shire Council, City of Port Phillip, Borough of Queenscliffe, Greater Shepparton City Council, Surf Coast Shire, Swan Hill Rural City Council, City of Whittlesea, Wyndham City, City of Yarra, Yarra Ranges Council

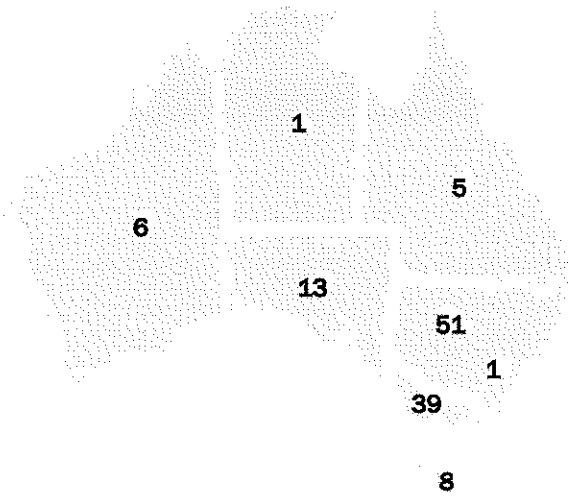
South Australia: Adelaide City Council, Adelaide Hills Council, Campbelltown City Council, Town of Gawler, City of Marion, City of Mitcham, City of Mount Gambier, Rural City of Murray Bridge, City of Norwood, Payneham and St Peters, City of Onkaparinga, City of Port Adelaide Enfield, City of Prospect, City of West Torrens

Queensland: Brisbane City Council, Diamantina Shire Council, Flinders Shire Council, Toowoomba Regional Council, Townsville City Council

Tasmania: Break O'Day Council, Clarence City Council, Derwent Valley Council, Hobart City Council, Kingborough Council, La Trobe Council, Launceston City Council, West Tamar Council

Western Australia: City of Fremantle, Shire of Katanning, Shire of Augusta-Margaret River, City of Subiaco, Town of Victoria Park, City of Vincent.

Map of Refugee Welcome Zones in Australia



The Refugee Welcome Zone Declaration

(Council crest/logo)

The _____ Council,

Declares the Council of _____ a

Refugee Welcome Zone

This Declaration is a Commitment in Spirit to

***Welcoming** refugees into our community,*

*Upholding the **Human Rights** of refugees,*

*Demonstrating **Compassion** for refugees and*

*Enhancing cultural and religious **Diversity** in our community.*

_____

[name and title of signatory]

Date: _____

This Declaration is proudly supported and endorsed by the

Refugee Council of Australia

The Refugee Council of Australia is a national umbrella organisation representing over 1,000 organisational and individual members. The aim of the Refugee Council is to promote the adoption of flexible, humane and constructive policies toward refugees and asylum seekers by the Australian and other Governments and their communities.

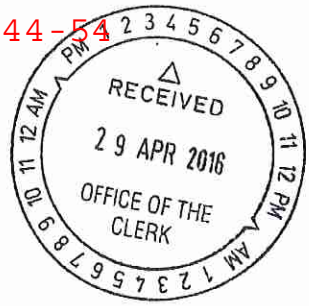
To obtain an editable copy of the Declaration for signing by your Council, please contact us on (02) 9211 9333 or media@refugeecouncil.org.au

TABLED DOCUMENT 7

E2 MAY 2016

PAGES 44-54

The Hon Paul Toole MP
Minister for Local Government



Ref:
MIN:
Doc ID: A478162

Mr David Blunt
Clerk of the Parliaments
Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Mr Blunt

Please find attached, for tabling in the Legislative Council, the Government response to the report entitled Local Government in NSW which was prepared by the General Purpose Standing Committee No. 6 and released on 29 October 2015.

I am pleased to advise that following the release of the report, the Government has commenced the next phase in local government reform in NSW. This builds on the consultation, research and independent reviews that have been conducted by the Government and others since 2011, and focusses on:

- Creating stronger councils;
- Improving performance and governance of local councils; and
- Strengthening the system of local government.

The findings and recommendations from the Local Government in NSW report were considered by the Government in developing the current phase of reform.

Attached is the Government response to each of the 17 recommendations in the Standing Committee's report. Also attached is the Fit the Future Progress Report, released on 18 December 2015, which provides an update on implementation of *Fit for the Future* initiatives as well as new reform priorities. The Report addresses many of the issues raised by the Inquiry.

I would like to thank the General Purpose Standing Committee No. 6 for undertaking the inquiry and contributing to the continued reform of local government in NSW.

Yours sincerely

Paul Toole

Paul Toole MP
Minister

Received at 4.15 pm
Friday 29 April 2016

GPO Box 5341, Sydney NSW 2001
Phone: (61 2) 8574 7000 Fax: (61 2) 9339 5552 Email: office@toole.minister.nsw.gov.au

Response to the findings and recommendations of the Inquiry into Local Government in NSW by the General Purpose Standing Committee No.6

The Government notes that a key focus (Findings 1-2 and 4-6) for the Inquiry was on the *Fit for the Future* process, including the assessment of council's *Fit for the Future* proposals by the Independent Pricing and Regulatory Tribunal (IPART) and the merits of the Fit for the Future assessment criteria.

The *Fit for the Future* assessment criteria was informed by the recommendations from NSW Treasury Corporation's analysis of local government, the Infrastructure Audit of NSW Councils, and the Independent Local Government Review Panel. Each of these reviews involved extensive engagement with the local government sector.

The NSW Government is committed to rebuilding NSW, creating jobs and providing better services. Reforming local government, so it is able to deliver quality services, better infrastructure and greater value for money, is essential to this work.

Ultimately, the aim of *Fit for the Future* is to strengthen councils in NSW to deliver a strong future for the state. It is pleasing that the Inquiry found that a positive outcome from the *Fit for the Future* process was that it encouraged local councils across the state to review their performance and consider options for systematic improvement.

The Inquiry finding (Finding 8) regarding the adequacy of NSW Government consultation with councils and the community on local government reform is not supported. The *Fit for the Future* reform program built on the consultative approach of Destination 2036, as acknowledged by the Inquiry, and was developed taking into account extensive community consultation, undertaken by both the Independent Local Government Review Panel and Government.

Over a three year period, the Panel held face to face discussions across the State with councils, community organisations, businesses and local ratepayers and residents about their councils.

The *Fit for the Future* process was designed to continue an open dialogue with the community to ensure the local government sector is well placed to meet their needs as residents and ratepayers in future. Other examples of the NSW Government working in partnership on local government reform include the development of the Regional Joint Organisation model through the Joint Organisation pilot process and the consultative approach to streamlining the legislation that governs councils in NSW.

In relation to the findings concerning council mergers (Findings 7 and 9) it is noted that since the report from the Inquiry into Local Government in NSW was released, the Government has referred merger proposals to the Chief Executive of the Office of Local Government for examination and report under the *Local Government Act 1993.*

The Chief Executive delegated the function of examining and reporting on the proposals to Delegates who are required to prepare reports that consider the factors in the legislation, including financial matters, communities of interest, elected representation, employment of staff, service and facilities, and the attitude of residents and ratepayers.

The Delegates' reports will go to the independent Local Government Boundaries Commission, which will comment on each report. The Minister for Local Government will consider the reports of the Delegates and Boundaries Commission before making a final decision.

Independent analysis of the merger proposals shows significant financial benefits for NSW of up to $2 billion that can be invested in new infrastructure, improved services or keeping rates stable.

Rec. No	Inquiry Recommendation	Government response
1	That the Premier and NSW Government withdraw the statements that 71 per cent of councils in metropolitan Sydney and 56 per cent of regional councils are 'unfit'.	The Government appointed the Independent Pricing and Regulatory Tribunal (IPART) as the Expert Panel to assess *Fit for the Future* proposals. The terms of reference for assessing *Fit for the Future* proposals were developed in consultation with the Fit for the Future Ministerial Advisory Group and required the Expert Panel to develop a methodology to assess proposals. The Independent Pricing and Regulatory Tribunal provided an assessment methodology consultation paper on 27 April 2015 and received 174 submissions over a 4 week public consultation period. 300 people attend forums across NSW as part of this consultation. The methodology was based on the *Fit for the Future* criteria which in turn came from the recommendations from Treasury Corporation's analysis of local government, the Infrastructure Audit of NSW Councils, and the Independent Local Government Review Panel. Each of these reviews involved extensive engagement with the local government sector. IPART also reviewed the criteria. IPART provided an independent assessment against the *Fit for the Future* criteria and ensured a consistent, fair and impartial assessment of all council proposals. The outcomes of these assessments are contained in the reports published by IPART and available at www.ipart.nsw.gov.au.

Rec. No	Inquiry Recommendation	Government response
2	That the NSW Government provide all local councils in New South Wales access to the proposed Fit for the Future incentives, regardless of the Independent Pricing and Regulatory Tribunal's assessment of whether a council is 'fit' or 'unfit'.	The Government will provide those councils that were assessed as "not fit" because they did not meet financial criteria, with the opportunity to revise their *Fit for the Future* proposals and resubmit them for assessment. The Office of Local Government will work with these councils to support them through this process and, if deemed "fit" following this assessment, those councils will have access to the benefits such as access to the TCORP borrowing facility and the Innovation Fund. Councils that have met the financial criteria are considered to have a greater capacity to repay loans obtained at a cheaper rate through the NSW TCorp, as a result of the NSW Government AAA credit rating. The opportunity to participate in this process will also be available to the councils of the Far West region, who did not participate in the original *Fit for the Future* assessments.
3	That, as part of its planned review of the rating system the NSW Government evaluate the option of the removal of rate pegging and allow councils to determine their own rates conditional on the delivery of a local works plan outlining the expenditure associate with any proposed rate increases and demonstrated community support.	The NSW Government's response to the Independent Local Government Review Panel reiterated its commitment to a system of rate-pegging that protects ratepayers from unfair rate rises. On 18 December 2015 the Government engaged the Independent Pricing and Regulatory Tribunal (IPART) to undertake a review of the rating system and provide a final report to the Minister for Local Government within 12 months. As part of the review, IPART has been asked to provide an interim report within six months with recommendations on a legislative or regulatory approach to support the Government's policy of freezing existing rate paths for a period of four years for councils that merge.

Rec. No	Inquiry Recommendation	Government response
4	That the Minister for Local Government work cooperatively with the NSW local government sector to petition the Australian Government to reverse its decision to freeze the indexation of Financial Assistance Grants.	The NSW Government has raised concerns about the impact of a range of Commonwealth budgetary decisions, including the decision to freeze the indexation of Financial Assistance Grants.
5	That the Minister for Local Government work cooperatively with the local government sector to petition the Australian Government to seek to redistribute Financial Assistance Grants in order to direct additional funding to councils with the greatest needs, provided councils with the capacity to raise additional local revenue are able to do so.	The distribution of Financial Assistance Grants across NSW is undertaken by the NSW Grants Commission. The NSW Government is continuing to work with the NSW Grants Commission to redistribute Financial Assistance Grants to those councils most in need.
6	That the NSW Government eschews future cost shifting and commits to providing adequate funding to local government for any new services, assets or regulatory functions that it devolves to local councils.	The NSW Government is committed to addressing concerns about cost shifting through a strong partnership with local government. The NSW Government has engaged the Independent Pricing and Regulatory Tribunal (IPART) to undertake an independent review into regulatory and reporting requirements for local government, to identify more ways of cutting burden for councils. IPART is consulting with councils and stakeholders as part their review and will provide a final report to Government in April 2016. Despite the Government's commitment to addressing concerns about cost shifting, it is also noted that the Independent Local Government Review Panel found that cost-shifting has been overstated relative to other factors.

Rec. No	Inquiry Recommendation	Government response
7	That the NSW Government ensure that those water utilities that are currently operated by local councils remain under the control of those councils.	As noted in the Government response to the recommendations from the Independent Local Government Review Panel, the future management of local water utilities will be addressed in the process of developing the final Regional Joint Organisation model for councils.
8	That the Office of Local Government, in consultation with the Audit Office of New South Wales and local government representatives, develop guidelines to ensure greater consistency across councils in the treatment of assets, including: • a depreciation methodology that more closely correlates with the actual condition of deterioration and considers the councils' priorities for the condition of the infrastructure • quantifying the useful life of an asset • determining the realistic residual values of assets • the componentisation of assets.	Over the last decade, the NSW Government has provided councils with significant funding and training to improve asset management. Ultimately, councils are responsible for reporting on infrastructure by consulting their communities about service standards. The Office of Local Government provides guidance through the accounting code and the Integrated Planning and Reporting (IP&R) framework on how councils report on infrastructure and how to determine a satisfactory standard with the community. The 2013 OLG infrastructure audit found that the quality of asset data had improved since the introduction of IP&R, with 50% of audited councils having adequate assessments, processes and procedures. The OLG is continuing to work with the Auditor-General and key stakeholders to further improve consistency where possible. From 2017, councils will report on assets against revised Special Schedule 7. In the future Special Schedule 7 data will be audited to check whether the data is reasonable. The Government also is committed to revising IP&R Guidelines to embed the principle of fiscal responsibility and improve financial and asset planning ahead of the next IP&R cycle. In light of the recommendation from the Inquiry, the Government will give further consideration to strategies for improving consistency across councils in the treatment of assets.

Rec. No	Inquiry Recommendation	Government response
9	That the NSW Government implement the Independent Local Government Review Panel's recommendations to strengthen the independence of the Boundaries Commission and ensure a robust and consultative process is in place to consider council amalgamation proposals before any further steps are taken by the government in relation to council amalgamations.	In announcing *Fit for the Future* in September 2014, the Government responded to each of the 65 recommendations made by the Independent Local Government Review Panel. In response to the Panel recommendation regarding the Boundaries Commission, the Government noted a commitment to ensuring transparency and public confidence in any boundary review process. The process for examining and reporting on council merger proposals is detailed in the *Local Government Act 1993* and is currently underway.
10	That the NSW Government implement a program to assist and support senior staff affected by amalgamations, particularly those staff in regional areas who may need to relocate if their position is lost through an amalgamation.	The NSW Government, through regulatory amendments, has committed to: • provide general managers and senior staff employed by councils affected by amalgamations the same portability of accrued leave entitlements as non-senior staff where they are employed by the new council and where there is no break in continuity of service; and • deem the termination of general managers and senior staff employment as a result of an amalgamation (other than through the expiry of their contracts on the termination date) to be due to reasons of redundancy to ensure that termination payments are taxed beneficially as a redundancy.

Rec. No	Inquiry Recommendation	Government response
11	That the NSW Government commit to a policy of no forced amalgamations of local councils, except in circumstances where it can be established that a council is severely financially unsustainable to the point of bankruptcy or unable to maintain an acceptable level of service provision.	On 6 January 2016, the Minister for Local Government referred council merger proposals to the Chief Executive of the Office of Local Government for examination and report under the *Local Government Act 1993*. The merger proposals identify significant benefits for the local community. Proposals have been informed by four years of consultation with NSW councils, independent assessment, council merger preferences, and feedback from communities and stakeholders. The Local Government Act clearly sets out the merger process. This process allows councils and their communities to have their say through public inquiries (public meetings) and written submissions.
12	That the NSW Government consider amending the Local Government Act 1993 to allow for a period of transition between a decision to merge councils and the creation of the new council, to ensure effective planning, consultation, implementation and ongoing service delivery to communities.	On 6 January 2016, the Minister for Local Government referred council merger proposals to the Chief Executive of the Office of Local Government for examination and report under the *Local Government Act 1993*. No decision has been made on any merger proposal. The Government is committed to effective implementation of any merger. The Department of Premier and Cabinet has provided councils with guidance on preparing for change, to assist those councils that want to start preparing for a possible merger. The Government has announced unprecedented funding for merger implementation, including up to $10 million towards the costs of merging and up to $15 million for improved services and infrastructure. The Government remains committed to allowing councillors that are supportive of making the new council a success the opportunity to shape the future of the new council.

Rec. No	Inquiry Recommendation	Government response
13	That the Minister for Local Government encourage local councils with council-elected mayors to initiate a referendum on whether the mayor should be popularly elected or elected by councillors.	Under the current provisions of the *Local Government Act 1993*, it is a matter for councils to initiate referenda for election of mayors.
14	That the NSW Government seek to amend the Local Government Act 1993 to increase to two years the period a mayor elected by the councillors is to hold office.	The Government is currently consulting on amendments to the *Local Government Act 1993*, including a proposal to increase to two years the period a mayor elected by the councillors is to hold office.
15	That the NSW Government consider amending the electoral legislation to introduce donation and spending caps for candidates at local government elections.	Election funding and expenditure requirements are prescribed under the *Election Funding, Expenditure and Disclosures Act 1981.* The Joint Standing Committee on Electoral Matters (JSCEM) is considering the Final Report of the Expert Panel on Political Donations. The Government is awaiting the JSCEM's report and will consider its recommendations.
16	That the NSW Government make Joint Organisations available to all councils in New South Wales.	The NSW Government will implement Joint Organisations across regional NSW, with the exception of the Far West region, following the next local government elections.

Rec. No	Inquiry Recommendation	Government response
17	That the NSW Government work with local government on a statutory model for Joint Organisations based on the Hunters Hill, Ryde and Lane Cove Council model as a cooperative and consensus model for local council reform in Metropolitan Sydney.	From September 2014, the NSW Government has been working collaboratively with the local government sector to develop the Joint Organisation model. This has involved working with five regions of councils in the Joint Organisation Pilot program and broader consultation with the sector on key elements of the model. During 2016, further consultation will be undertaken with the sector to consolidate and finalise the Joint Organisation model. The Government notes the Hunter's Hill, Lane Cove and Ryde Councils Joint Regional Authority model proposed by the councils indicated benefits of $0.5 million over five years. In contrast the Government merger proposal for these councils has a total financial benefit of $86 million over 20 years.

TABLED DOCUMENT 8

E2 MAY 2016

PAGES 55-59

1) FOOTPATH INSPECTION

OVERVIEW

Cootamundra Shire Council has a duty of care to the public to manage its footpath infrastructure. To honour Council's duty of care with regard to footpaths, Council must have in place a monitoring and maintenance program.

This footpath inspection policy details a clear methodical and consistent way of quantifying Council's exposure to risk caused by particular footpath defects.

Once the risk to Council/Public of the footpath defects are known and ranked throughout Cootamundra Shire current maintenance monies can be expended to obtain maximum benefit to the community.

METHODOLOGY

To assess the risk to the public a footpath defect constitutes the following elements are to be considered:

- Lighting in the precinct
- Shadows at night in the precinct
- Height differential of the defect
- The unevenness of the defect
- The slipperiness of the defect

The before mentioned elements that contribute to the risk to the public of the defect have been compiled in table format shown below.

Easy Guide to Assessing Footpath Risk Rating		LIGHTING	Lighting Excellent (5)	Lighting Good (4)	Lighting Adequate (3)	Lighting Inadequate (2)	No Artificial Lighting (1)
		SHADOWS	No Shadows	Little Shadow	Some Shadow	Medium Shadow	Heavy Shadow
TRIP SIZE (mm)	UNEVEN NESS	SLIPPERINESS	If rating is in coloured, you must consider the volume of traffic and the location of the footpath. If they are important, go to the next level up.				
> 30 (5)	Extreme (5)	Extreme (5)	1	1	1	1	1
20 to 30 (4)	Very (4)	Very (4)	2	2	2	1	1
15 to 20 (3)	Uneven (3)	Uneven (3)	2	2	2	2	1
5 to 15 (2)	Slight (2)	Slight (2)	3	3	3	2	2
< 5 (1)	(1)	(1)	4	4	4	4	4

High Priority 1 to Lower Priority 4

The table above was sourced from the "Best Practice Manual for Footpath, Nature Strips and Medians" published by Statewide Mutual (Insurance Company).

Intervention Levels for Maintenance

The prioritised defects from the above risk analysis will be remediated by priority to the level of budgeted figures.

Inspection Timeframes

The inspection timeframes are set out below:

Three Monthly Inspections

- Adam Street (from Murray to Thompson Streets)
- Wallendoon Street (from Poole to Hovell Streets)
- Mackay Street (from Parker to Thompson Streets)
- Bourke Street (from Murray to Cooper Streets)
- Murray Street (from Wallendoon to Adams Streets)
- Parker Street (from Hurley to Morris Streets)
- Cooper Street (from Wallendoon to Morris Streets)
- Thompson Street (from Mackay to Adam Street)

Six Monthly Inspections – Second Tier

- Parker Street (from Morris to Temora Streets)
- Morris Street (from Parker to Sutton Streets)
- Sutton Street (from Morris to Temora Streets)
- Bourke Street (from Thompson to Hovell Streets)
- Adam Street (from Crown to Murray Streets)
- Crown Street (from Adam to Scott Street – including footbridge)
- Poole Street (from Scott Ave to Hurley Streets)
- Mackay Street (from Poole to end)
- Poole Street (from Hurley to Cowcumbla Streets)
- Cowcumbla Street (from Poole to Meagher Streets)
- Bourke Street (from Murray to Olney Streets- including footbridge)
- Scott Ave

Annual Inspections

- All other footpaths in Cootamundra
- King Street – Wallendbeen
- Cynthia Street – Stockinbingal

Repair Methods

Footpath defects may be replaced or repaired. Repair methods include the use of grinding or patching with cold mix bitumen. Loose pavers may be reset with packing sand.

Repairs will be prioritised dependent upon manning and resources.

Tables: Footpath Risk Action Response in conjunction with the Risk Matrix table and Condition Assessment table is used to determine corrective action to be taken

PRIORITY	CONTROL MECHANISM	RESPONSE TIME
LOW	Consideration should be given as to whether action needs to be taken.	As resources permit Watch and act (monitor)
MEDIUM	Program for maintenance works.	Within 30 Days
HIGH	Make safer Effect repairs (either temporary or permanent).	3 days 24 Hours
Very High	Make safe Effect immediate repair or isolate	Within 4 hours 24 Hours

The table above was sourced from the "Best Practice Manual for Footpath. Published by Statewide Mutual (Insurance Company).

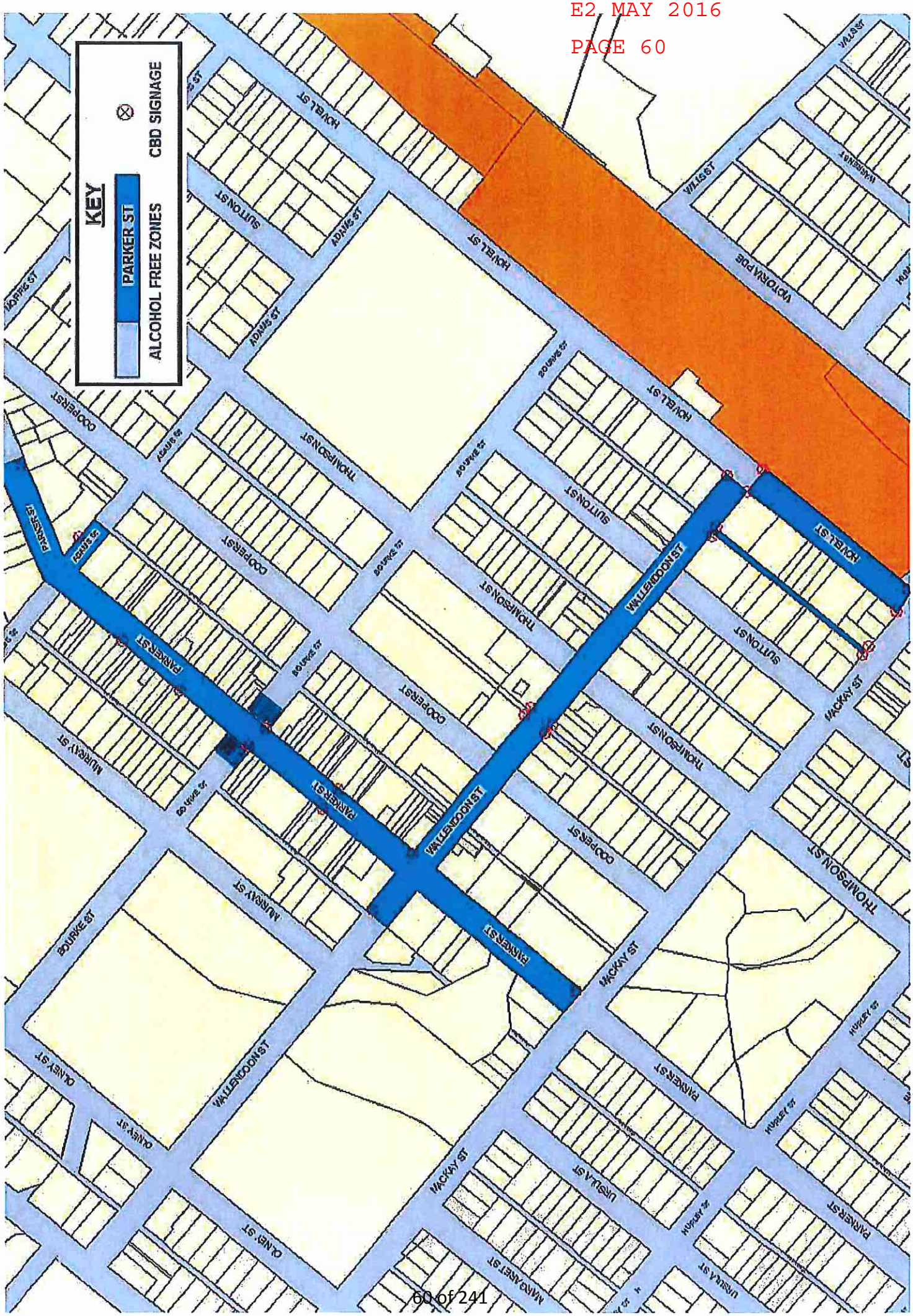
Condition Assessment

Condition Ratings Reference Sheet

The condition of footpaths is audited against a rating scale which ranges from excellent to very poor. This scale is used as the basis of all assessments of footpaths and shared paths by Council's staff. The rating scale forms the Condition Rating Reference Sheet below.

1. Excellent **As New** • No cracking present • No broken or sinking sections • Uniform gaps between sections of <10mm • Displacement between sections up to 5mm • No problems with service structure levels • No risk of public injury due to surface defects •		
2. Good **Some signs of wear and tear – No immediate intervention required** • Some sign of wear and tear • No immediate intervention required • Note for review at next inspection • Not risk to public safety •		
3. Average **Moderate level of defects** • Some cracking present • Minor broken / sinking sections • Non-uniform gaps between sections of 10-20mm • Displacement between sections of 5-20mm • Service structure levels <20mm above/below surrounding path level • Low risk of public injury due to surface defects		

4. Poor **Poor Condition with extensive wear and tear or defects** • High level of cracking present • High level of broken / sinking sections • Non-uniform gaps between sections of 10-15mm • Displacement between section of 10-20mm • Service structure levels <10mm above/below surrounding path level • Significant risk to public safety and amenity		
5. Very Poor **Severe defects – requiring replacement or reconstruction** • High level of cracking present • High level of broken / sinking sections • On-uniform gaps between sections of >20mm • Displacement between sections of >20mm • Service structure levels >20mm above/below path level • High risk of public injury due to surface defects		


KEY
PARKER ST
ALCOHOL FREE ZONES
CBD SIGNAGE
HOWE ST
VICTORIA PDE
WILLS ST
ADAMS ST
SUTTON ST
BOURKE ST
COOPER ST
THOMPSON ST
WALLENDOON ST
MACKAY ST
MURRAY ST
QUINEY ST
URSULA ST
HURLEY ST
MANO AVE ST

TABLED DOCUMENT 10
E2 MAY 2016
PAGES 61-62

Cootamundra AFZ [DLM=Sensitive:Law Enforcement (SLE)]
Michael Wood to: Francis Brown 10/03/2016 10:16

From: Michael Wood/40250/Staff/NSWPolice
To: Francis Brown/27074/Staff/NSWPolice@NSWPolice

Sir,

I have attached a scanned copy of the proposed AFZ for Cootamundra. The areas in pink are areas which I propose should be included,

Murray St_- due to Woolworths selling takeaways and the laneway at the front of Woolworths so patrons cannot consume alcohol at the front of the store as some of our locals congregate there. This may also give us some leverage for next years beach volley ball competition.

The laneway behind the Olympic Hotel due to the Big "O" Bottleshop and Central Hotel beer garden

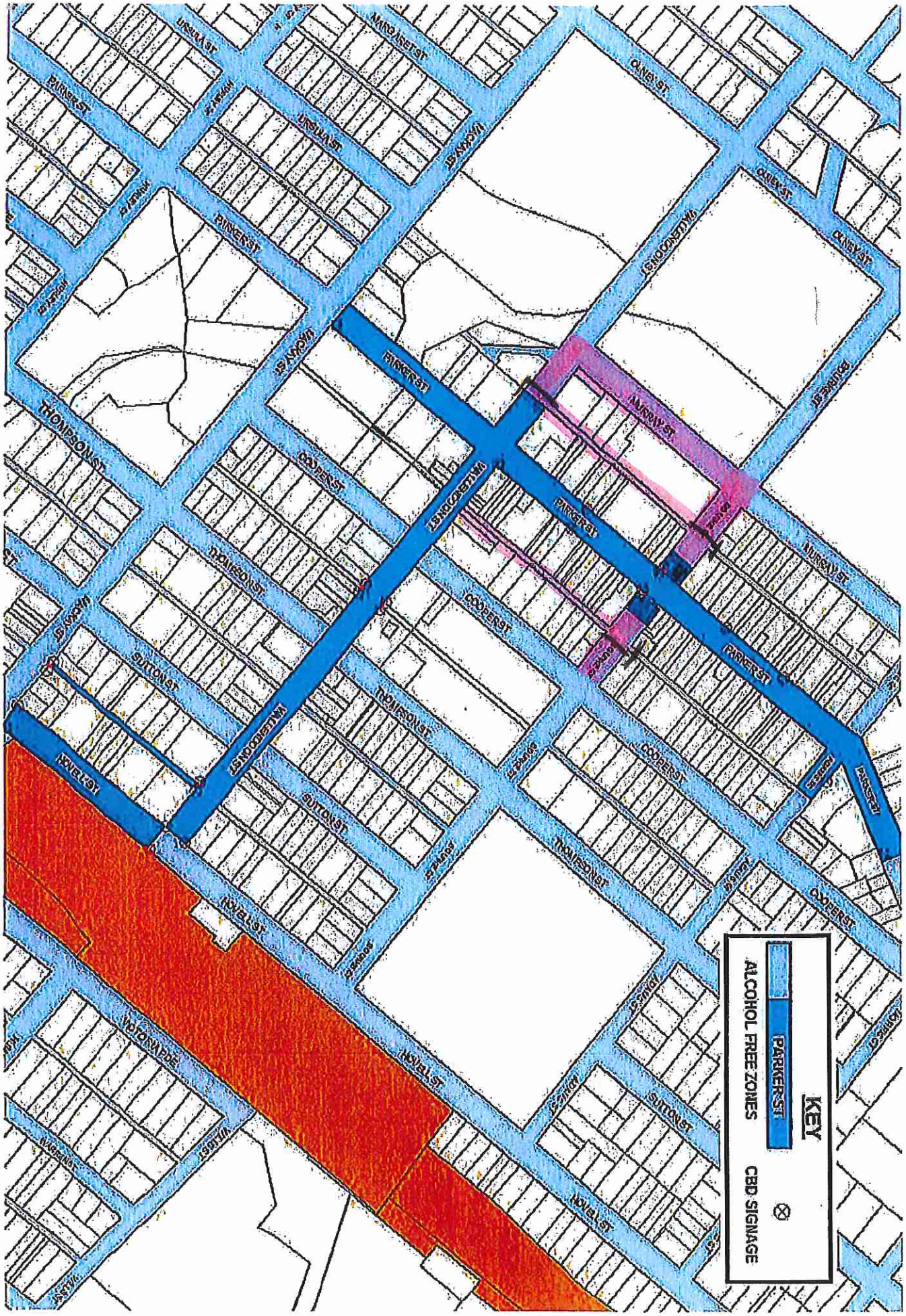
Bourke street to cooper street and Bourke Street to Murray Street

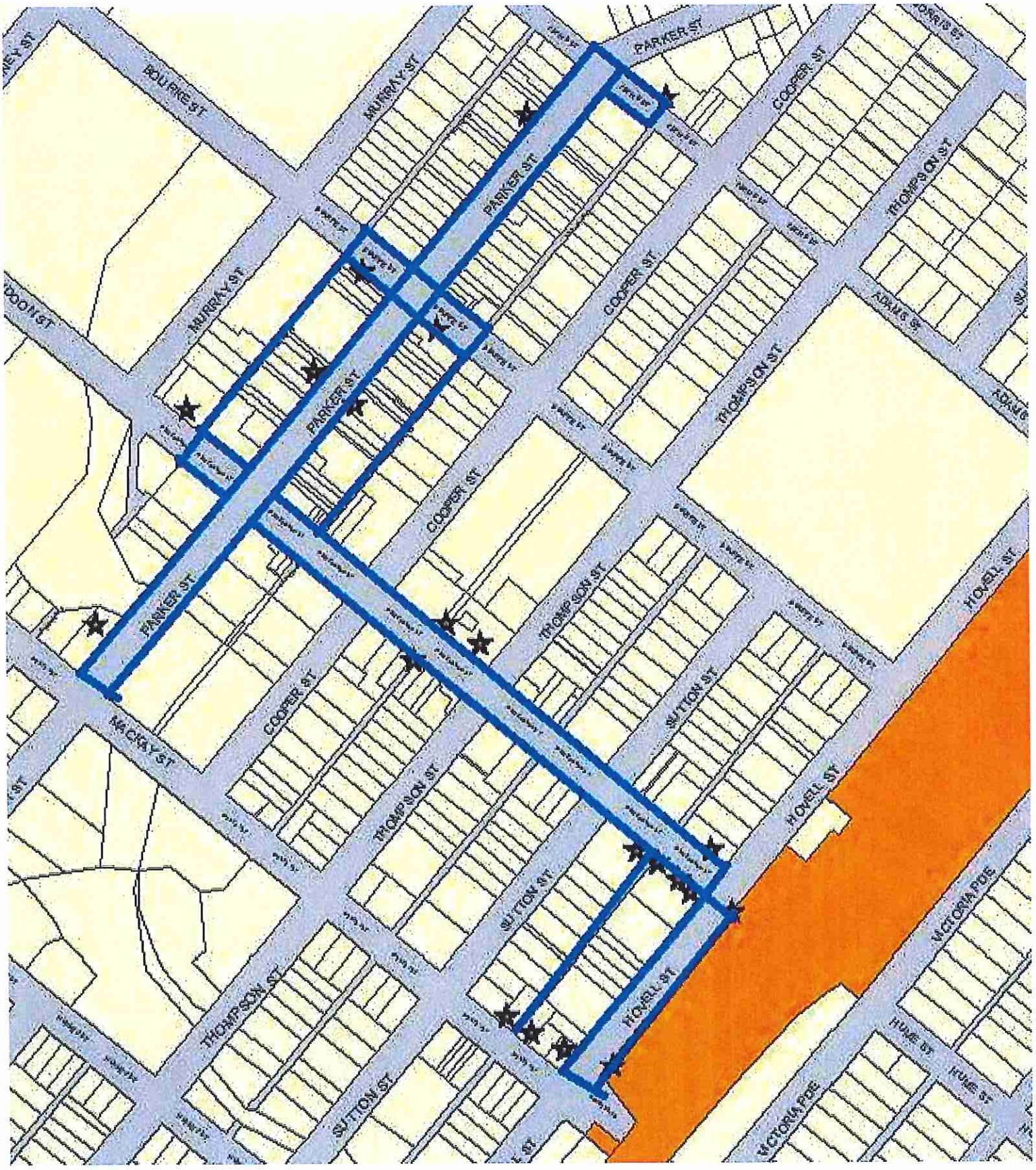
Let me know what you think,

Coota proposed AFZ 2016.pdf

Regards

Mick WOOD
Senior Constable
40250
Licensing Coordinator
Cootamundra LAC
E/N83027


KEY
PARKER ST
ALCOHOL FREE ZONES
CBD SIGNAGE
PARKER ST
MURRAY ST
QUEEN ST
COOPER ST
THOMPSON ST
WILLIAM ST
SUTTON ST
NOVEL ST
VICTORIA AVE


PARKER ST
MURRAY ST
COOPER ST
THOMPSON ST
ADAMS ST
SUTTON ST
HOWELL ST
MACKAY ST
VICTORIA PDE
HUME ST

TABLED DOCUMENT 12
E2 MAY 2016
PAGES 64-65

Gladys Berejiklian
Treasurer
Minister for Industrial Relations

David Elliott
Minister for Emergency Services

MEDIA RELEASE

Thursday, 10 December 2015

NSW MOVES TO A FAIRER SYSTEM FOR FUNDING FIRE AND EMERGENCY SERVICES

NSW will move into line with all other mainland states and introduce a fairer system of funding fire and emergency services that will also help reduce the high levels of underinsurance across the State, Treasurer Gladys Berejiklian announced today.

From 1 July 2017, the NSW Government will abolish the Emergency Services Levy (ESL) on insurance policies and replace it with an Emergency Services Property Levy (ESPL), paid alongside council rates.

The reform will mean the burden of funding these services will no longer fall only on those with property insurance but all landowners.

“Under the current funding model, NSW property owners who insure their properties are subsidising households who don’t purchase contents or building insurance,” Ms Berejiklian said.

“Fire does not discriminate and the community rightly expects that firefighting and SES services will be available to everyone in their time of need. It is also fair to expect all property owners to pay their share for these vital services.”

The Government anticipates that the vast majority of insured residential property owners will be better off under the ESPL, with the average insured property owner saving around $40 per year.

Modelling suggests property insurance premiums will fall by around $200 on average every year under the change while the average cost of the ESPL will be around $160.

The ESPL will be budget neutral and will not raise any extra revenue for NSW.

“This fairer model for funding fire and emergency services will reduce the cost of insurance and encourage more people to insure their properties,” Ms Berejiklian said.

The introduction of the ESPL will not in any way reduce levels of funding to the State’s fire and emergency services.

“This long overdue reform has been recommended by recent reviews into State taxes, including the Henry Review, and shows the NSW Government is committed to tax reform,” Ms Berejiklian said.

The Government will also appoint Professor Allan Fels AO as Emergency Services Levy Insurance Monitor to ensure that insurers pass on the cost savings to consumers. Prof Fels will have powers to seek pecuniary penalties from Insurance Companies of up to $10 million for unreasonable prices from today through to 31 December 2018. Professor David Cousins AM will also be appointed as Deputy Monitor.

Minister for Emergency Services David Elliott said the ESPL will support the State’s emergency services and ensure they have the resources they need to protect homes and save lives.

“The safety of our communities is what matters most and our frontline emergency service workers will show up at your house regardless of whether you are insured or not,” Mr Elliott said.

“This reform will ensure we all share the cost of that life-saving service.”

Following extensive public consultation in 2012, the NSW Government will now consult with key stakeholders, such as the insurance industry and local government, on the implementation of the reforms.

The new levy will be based on unimproved land values and will be collected by local government on behalf of the State. Different property-levy rates will be applied to different categories of land. The Government is considering appropriate land classifications such as residential, commercial, farmland and public benefit land.

Victoria abolished its insurance-based fire services levy and introduced a property levy in July 2013 – a reform prompted by recommendations of the Royal Commission into the 2009 bushfires with the goal of reducing the level of under-insurance.

Legislation to enact the reforms will be introduced in the first half of 2016. There will be discounts in place for pensioners and concession cardholders.

MEDIA: Ehssan Veiszadeh I Treasurer I 0418 986 206
Katherine Danks I Minister Elliott I 0437 428 715

TABLED DOCUMENT 13
E2 MAY 2016
PAGE 66

KATRINA HODGKINSON
MEMBER FOR COOTAMUNDRA
08 FEB 2016
16C114

NSW GOVERNMENT

Treasurer
Minister for Industrial Relations

Reference: P16/133
Your reference: 15Z004/j1

Hon Katrina Hodgkinson MP
Member for Cootamundra
PO Box 600
YASS NSW 2582

03 FEB 2016

Dear Ms Hodgkinson, Katrina,

Thank you for your correspondence of 11 December 2015 on behalf of Mr Ken Trethewey, regarding NSW fire and emergency services funding.

The NSW Government has announced plans to abolish the current unfair Emergency Services Levy (ESL) and replace it with an Emergency Services Property Levy (ESPL), bringing NSW in line with all other mainland states.

The introduction of a property-based levy will provide a much fairer and simpler way to fund our fire and emergency services, as well as improving the affordability of property insurance in NSW. We anticipate that the vast majority of insured residential property owners will be better off under the ESPL, with the average insured property owner being $40 better off per year. Discounts will be in place for pensioners.

The State's emergency services are currently funded primarily through the collection of a levy on property insurance. The property-based levy will reduce the price of insurance, meaning more people are able to insure their homes and businesses.

This policy will be revenue-neutral to the Government. The new policy will not change existing arrangements under which local governments directly contribute 11.7 per cent of the costs emergency services. The level of funding provided to Fire and Rescue NSW, the NSW Rural Fire Service, and the State Emergency Service will not be adversely affected. The NSW Government will of course continue to ensure these vital services receive the funding they need.

The Emergency Services Property Levy will come into effect on July 1, 2017, allowing plenty of time for discussion with stakeholders regarding implementation. The Government has begun discussions with Local Government NSW about implementation issues.

Thank you for taking the time to bring Mr Trethewey's views to the Government's attention.

Yours faithfully,

Gladys Berejiklian MP
Treasurer
Minister for Industrial Relations

GPO Box 5341 Sydney NSW 2001
Phone: (61 2) 8574 5207 Fax: (61 2) 9339 5510 Email: office@treasurer.nsw.gov.au

LOCAL GOVERNMENT NSW

Finance

Item 10: Concerns about new Emergency Services Property Levy

LGNSW encourages members to express their concerns about the planned Emergency Services Property Levy (ESPL) to the NSW Government.

The NSW Government has announced an ESPL will start on 1 July 2017.

LGNSW has long advocated replacing the current Emergency Services Levy (ESL) on councils and insurance policies with a broad-based property levy like the ESPL.

Our concerns

While the ESPL will replace the ESL on insurance policies, it won't replace the 11.7% ESL on councils. It will also require councils to act as collection agents for the ESPL. The proposed reform is not acceptable to local government without the abolition of the ESL on councils.

LGNSW continues to make representations to the Treasurer and the Minister for Police and Emergency Services advocating the concurrent removal of the ESL on councils.

Our alternative

We have made it clear that agreement to collect the ESPL alongside council rates is contingent on the removal of the ESL on councils, and subject to the following conditions:

- Councils being able to fully recover costs associated with the collection function;
- The ESPL being separate from council rates, clearly itemised and identified as a NSW Government levy;
- Council rates having priority over the ESPL in debt recovery; and
- Councils not bearing the risk of non-payment (liability to remain with the property owner).

What you can do

The Government wants to hear councils' views. The more voices we have on this issue the better, so please join us in making strong representations about councils' concerns about the proposed operation of the ESPL to the NSW Government. Please write directly to both the NSW Treasurer and the Minister for Emergency Services (see fact box).

Contacts
The Hon Gladys Berejiklian MP
NSW Treasurer
GPO Box 5341
SYDNEY NSW 2001
office@treasurer.nsw.gov.au

The Hon. David Elliott, MP
Minister for Emergency Services
GPO Box 5341
SYDNEY NSW 2001
office@elliott.minister.nsw.gov.au

Online information
NSW Government Announcement of ESPL**:**
https://www.emergency.nsw.gov.au/media-releases/2015/nsw-moves-to-a-fairer-system-for-funding-fire-and-emergency-services.html

Ref: R09/0045 SMcB

TABLED DOCUMENT 15
E2 MAY 2016
PAGES 68-82

Planning Proposal

PROPOSED REZONING OF EXISTING INDUSTRIAL SITE

Pinkerton Road, Cootamundra
Lot 6 & 7 DP837570

Prepared for Mr B Cunich
April 2016

15081: Document History

Revision	Revision Date	Authorised Name/Position	Signature	Notes
Draft		Rohan Johnston Town Planner		
Final		Garry Salvestro Director		
Version 2	20/04/2016	Rohan Johnston Town Planner		

This report is prepared by
Salvestro Planning
16 Fitzmaurice Street
PO Box 783
WAGGA WAGGA NSW 2650

Telephone: (02) 6921 8588
Facsimile: (02) 6921 8388
Email: admin@salvestroplanning.com.au
Website: www.salvestroplanning.com.au

Disclaimer
While every reasonable effort has been made to ensure that this document is correct at the time of printing, Salvestro Planning and its employees make no representation, undertake no duty and accepts no responsibility to any third party who use or reply upon this document or the information contained in it.

© Salvestro Planning 2016

TABLE OF CONTENTS

1 OBJECTIVES OR INTENDED OUTCOMES 4
2 EXPLANATION OF PROVISIONS [ACT S. 55(2)(B)] 4
3 JUSTIFICATION FOR THOSE OBJECTIVES, OUTCOMES AND PROVISIONS AND THE PROCESS FOR THEIR IMPLEMENTATION [ACT S. 55(2)(C)] 4
A. NEED FOR THE PLANNING PROPOSAL 4
1. Is the planning proposal a result of any strategic study or report? 4
2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way? 4
B. RELATIONSHIP TO STRATEGIC PLANNING FRAMEWORK 4
1. Is the planning proposal consistent with the objectives and actions contained within the applicable regional or sub-regional strategy? 4
2. Is the planning proposal consistent with the local council's local strategy, or other local strategic plan? 4
3. Is the planning proposal consistent with the applicable state environmental planning policies? 4
4. Is the planning proposal consistent with applicable Ministerial Directions (s117 directions)? 5
C. ENVIRONMENTAL, SOCIAL AND ECONOMIC IMPACT 5
1. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal? 5
2. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed? 5
3. How has the planning proposal adequately addressed and social and economic effects? 5
D. STATE AND COMMONWEALTH INTERESTS 6
1. Is there adequate public infrastructure for the planning proposal? 6
2. What are the views of State and Commonwealth Public Authorities consulted in accordance with the gateway determination, and have they resulted in any variations to the planning proposal? (Note: The views of State and Commonwealth Public Authorities will not be known until after the initial gateway determination. This section of the planning proposal is completed following consultation with those public authorities identified in the gateway determination). 6
4 MAPPING 6
5 DETAILS OF THE COMMUNITY CONSULTATION THAT IS TO BE UNDERTAKEN ON THE PLANNING PROPOSAL [ACT S. 55(2)(E)]. 7
6 PROJECT TIMELINE 7
7 SERVICING ARRANGEMENTS 8
8 CONCLUSION 8
9 ATTACHMENT 1: SITE PLAN – BOUNDARY ADJUSTMENT 9
10 ATTACHMENT 2: DBYD SERVICES RESULTS 10

TABLE OF FIGURES

Figure 1: Site Zoning as Existing (Source: Cootamundra Shire Council) **6**
Figure 2: Site Zoning as Proposed (Source: Cootamundra Shire Council) **7**
Figure 3: Proposed Boundary Adjustment – subject to further Development Application **7**

TABLE OF TABLES

Table 1: s117 Directions **5**

1 OBJECTIVES OR INTENDED OUTCOMES

The planning proposal seeks to facilitate the redevelopment of an existing industrial facility in a Light Industrial (IN2) Zone, for the purpose of a Freight Transport Facility that is generally not permissible in this zone. The proposal seeks to rezone a portion of the land to General Industrial (IN1) zone.

2 EXPLANATION OF PROVISIONS [ACT S. 55(2)(B)]

The proposed outcome is to be achieved by the amendment of the Cootamundra LEP 2013 Land Zoning Map of the former Cootamundra Oilseeds site, located at Lot 6 & 7 DP837570, Pinkerton Road, in accordance with the proposed zoning map shown below in section 4 of the planning proposal.

There will not be any additional local provisions proposed as part of this Planning Proposal.

3 JUSTIFICATION FOR THOSE OBJECTIVES, OUTCOMES AND PROVISIONS AND THE PROCESS FOR THEIR IMPLEMENTATION [ACT S. 55(2)(C)]

The subject site is located within the industrial area of Cootamundra, representing an opportunity for the redevelopment of an existing industrial site. The current zoning permits the current use but does not accommodate a proposed Freight Transport Facility, being a prohibited use under the IN2 Zone. There is a buffer of IN2 zoning proposed between the existing residential area and the proposed IN1 Zone, as shown in the revised zoning plan provided above. The introduction of a Freight Transport Facility is appropriate on the site as it is located within close proximity to the existing transport facility, the Cootamundra Railway Station and nearby grain loading and storage facilities.

The redevelopment of an existing site limits the negative impact on environmental, social and economic aspects of the Cootamundra area and community.

A. Need for the planning proposal

1. Is the planning proposal a result of any strategic study or report?

The planning proposal is not the result of a strategic study or report.

2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

The planning proposal is consistent with the general zoning and character of the area and the outcomes have been developed in consultation with Council Officers. This is the best outcome for the site and the community of Cootamundra.

B. Relationship to strategic planning framework

1. Is the planning proposal consistent with the objectives and actions contained within the applicable regional or sub-regional strategy?

There is currently no applicable regional or sub-regional strategy.

2. Is the planning proposal consistent with the local council's local strategy, or other local strategic plan?

The proposal is consistent with the Cootamundra Local Environmental Plan 2013, with the land currently designated for industrial use, providing an opportunity for the reuse of industrial land within one of Cootamundra's designated industrial and transport areas.

3. Is the planning proposal consistent with the applicable state environmental planning policies?

The proposal has been measured against the applicable State Environmental Planning policies (SEPP), and has been found to be consistent with all relevant SEPP's.

4. Is the planning proposal consistent with applicable Ministerial Directions (s117 directions)?

The following table outlines the relevant s117 directions and the level of consistency of this planning proposal to them.

Table 1: s117 Directions		
Direction title	Direction objectives	Consistency
1.1 Business and Industrial Zones	The objectives of this direction are to: (a) encourage employment growth in suitable locations, (b) protect employment land in business and industrial zones, and (c) support the viability of identified strategic centres.	The proposal is consistent with the objectives outlined within Directive 1.1. a) the rezoning encourages employment growth in a suitable location, an existing industrial and transport orientated area. b) The proposal protects employment land in an industrial zone by increasing the amount of permissible land uses on the site c) the planning proposal supports the viability of identified strategic centres by utilizing an existing industrial site in a predominantly industrial and transport based setting.

C. Environmental, Social and Economic Impact

1. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?

No critical habitat or threatened species, populations or ecological communities, or their habitats will be negatively impacted by this planning proposal. The planning proposal is targeted at an existing industrial site within an urban locality with a pronounced industrial character and context.

2. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

There are no other likely environmental effects as a result of the planning proposal. The planning proposal is targeted at an existing industrial site within an urban locality with a pronounced industrial character and context.

3. How has the planning proposal adequately addressed and social and economic effects?

The proposal will mitigate any potential negative social impacts by retaining a buffer of the current IN2 Zoning between the proposed IN1 Zone and the R1 zoning opposite the site. There are no other negative social or economic impacts that are likely to occur as a result of this planning proposal. The proposal will likely have a net positive impact and benefit to the economic and social aspects of the community of Cootamundra.

D. State and Commonwealth Interests

1. Is there adequate public infrastructure for the planning proposal?

There is adequate public infrastructure available to accommodate this planning proposal. The site will reutilize the existing service connections provided to the site.

2. What are the views of State and Commonwealth Public Authorities consulted in accordance with the gateway determination, and have they resulted in any variations to the planning proposal? (Note: The views of State and Commonwealth Public Authorities will not be known until after the initial gateway determination. This section of the planning proposal is completed following consultation with those public authorities identified in the gateway determination).

No pre-consultation has as yet been conducted with any State or Commonwealth Public Authorities.

4 MAPPING

The mapping below indicates the current and proposed zoning on the site, as well as the future change in Lot boundaries. A more detailed diagram of the lot boundary change can be found attached to this report.

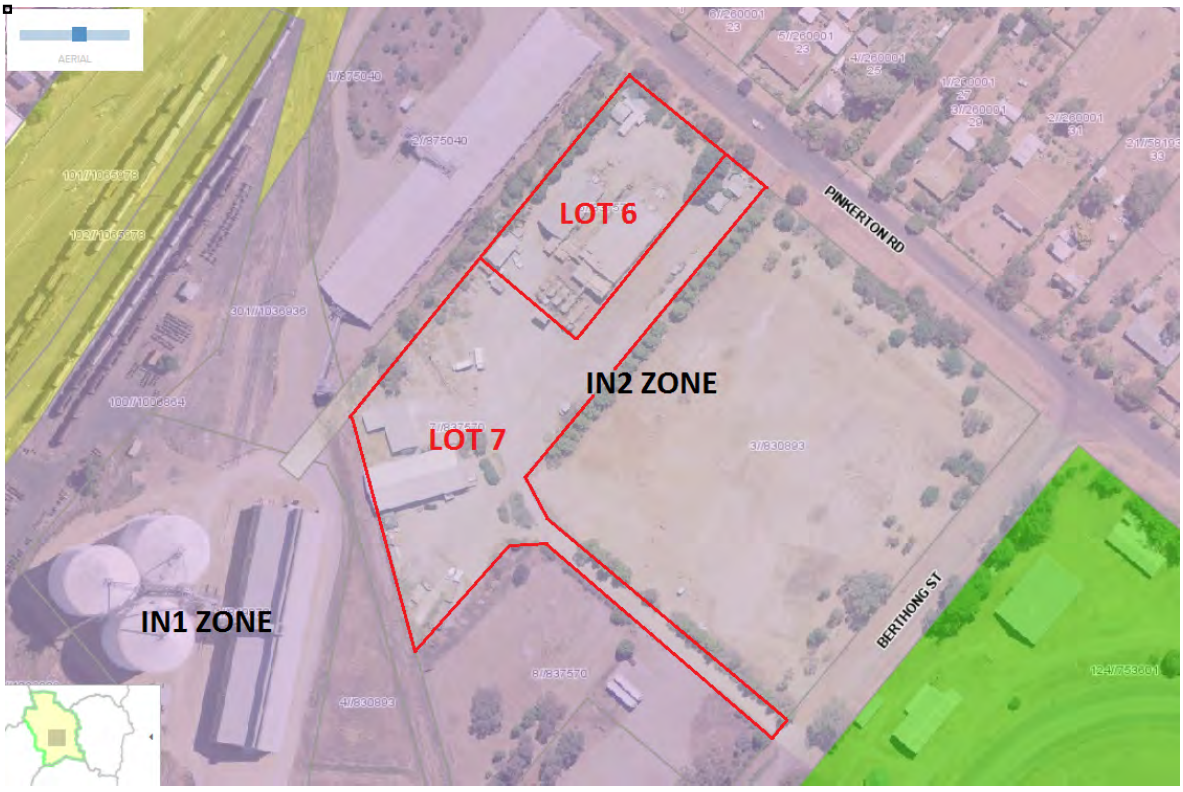


Figure 1: Site Zoning as Existing (Source: Cootamundra Shire Council)

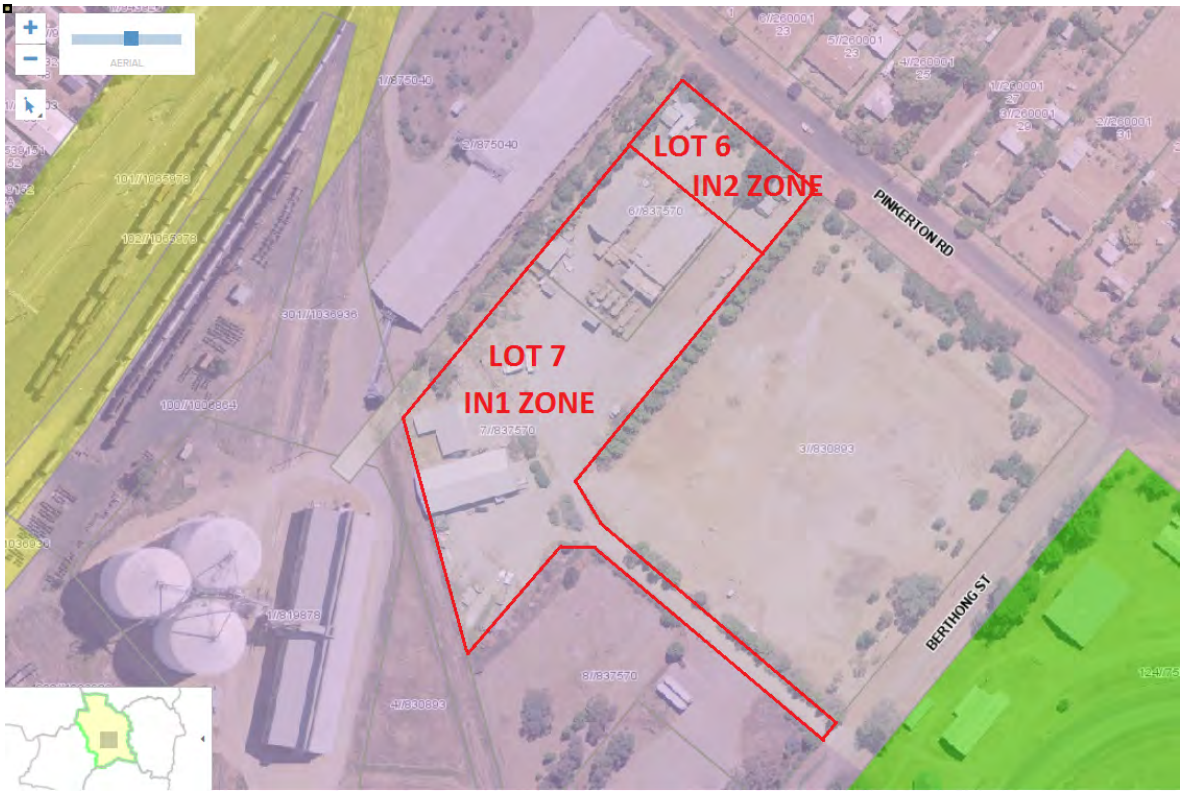


Figure 2: Site Zoning as Proposed (Source: Cootamundra Shire Council)

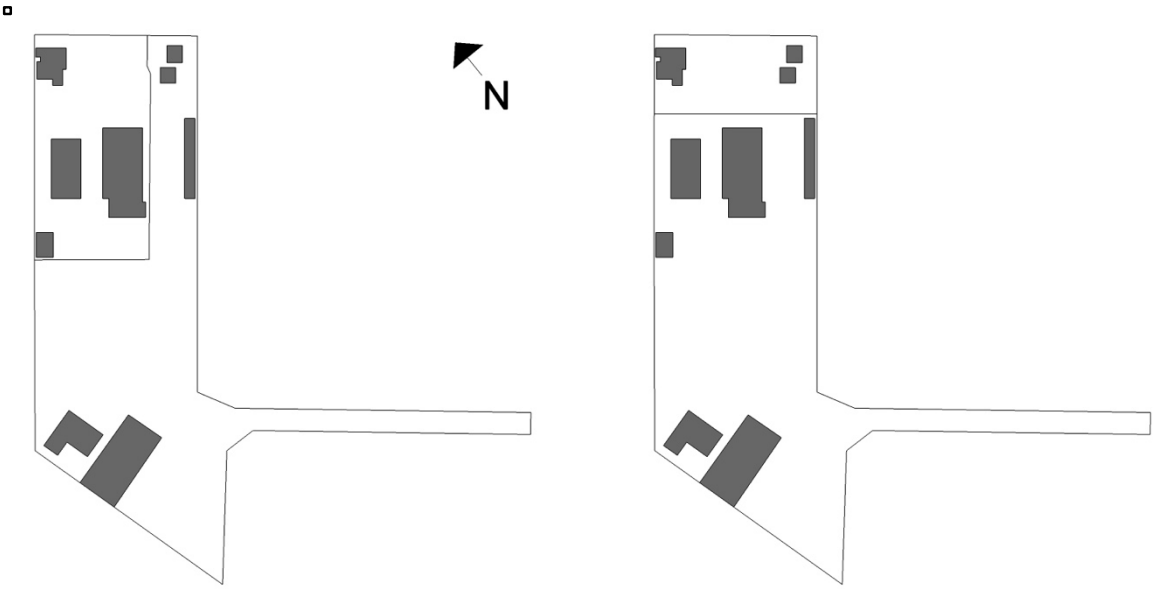


Figure 3: Proposed Boundary Adjustment – subject to further Development Application

5 DETAILS OF THE COMMUNITY CONSULTATION THAT IS TO BE UNDERTAKEN ON THE PLANNING PROPOSAL [ACT S. 55(2)(E)].

Community consultation is to consist of a standard notification period of adjoining landowners, and also to be accompanied by all required advertising in local news outlets.

6 PROJECT TIMELINE

The project timeline is as yet unclear, but the applicant would like to proceed as quickly as possible. Given the minimal impact and change of the proposal, the timeline for the determination of this planning proposal should be minimal.

7 SERVICING ARRANGEMENTS

The site is to be serviced by the existing service connections. All essential services exist on the site. Any modifications to the site servicing will be subject to a further Development Application.

To determine the servicing requirements for the site, a Dial Before You Dig search was conducted to confirm the locations of all underground services. The services that were not confirmed as part of this search was the water and sewer services, with service location records being held by Council. The results from the DBYD search are included in the attachments to this additional information.

The servicing arrangements for both lots will be provided as follows:

Electricity - Electricity services are existing on the site and will be connected as per the existing arrangements and Essential Energy requirements.

Sewer – Sewer will be extended to the site as required by Council

Stormwater Drainage – Stormwater will be drained from the site by connecting to the existing Council reticulation system.

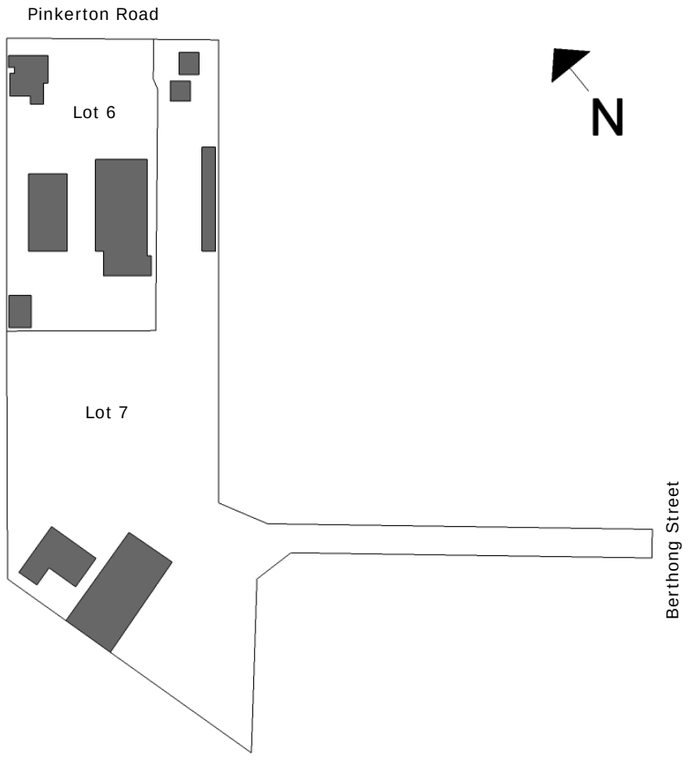
Water – Water services are existing on the site and will be connected as required by Council.

Telecommunications – Telecommunication services are present on the site and will be extended as required to the existing buildings.

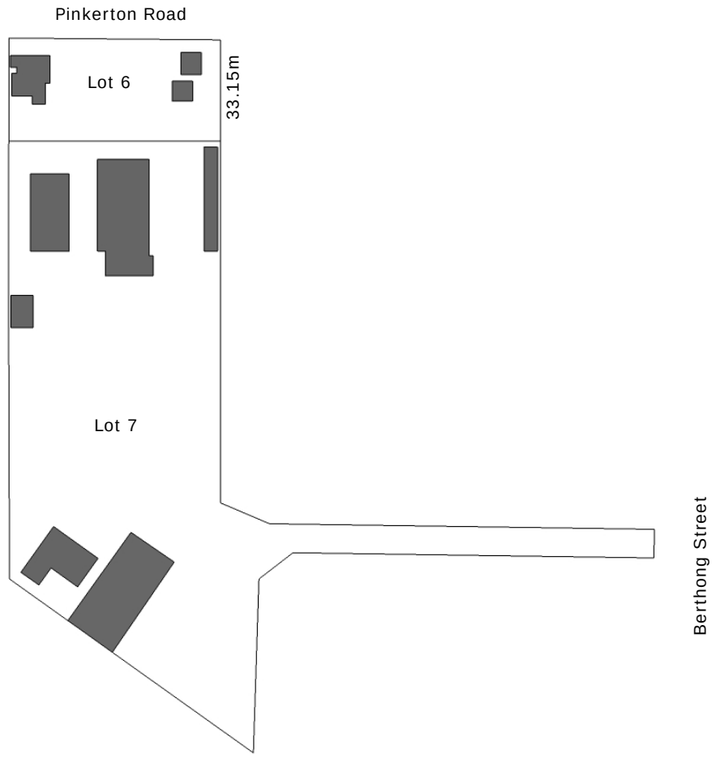
8 CONCLUSION

The above planning proposal is in keeping with the industrial character of the existing site, with the revision in zoning type allowing for greater flexibility in the land uses permitted on the site, such as a freight transport facility. The proposal is submitted to Council for consideration.

9 ATTACHMENT 1: SITE PLAN – BOUNDARY ADJUSTMENT



Existing Lot Arrangements



Proposed Lot Arrangements

ATTACHMENT 1: SITE PLAN

PROPOSED PLAN OF BOUNDARY ADJUSTMENT

Mr B Cunich
Lot 6 & 7, DP837570
Pinkerton Road, Cootamundra

Reference 15081
Scale 1:2000 (A3)

Rev	Date	Initials - Comment
A	04/2016	RJ - Final

Notes:
1 - All dimensions in metres
2 – All dimensions subject to survey
3 – Refer to Additional Information

salvestroplanning
innovation . sustainability . excellence

10 ATTACHMENT 2: DBYD SERVICES RESULTS

Overhead wires not shown
LOOK UP & LIVE!

LEGEND

- LV Underground Cable
- HV Underground Cable
- Underground Pipe
- Underground Earth or Wires
- Ground Substation
- Pole
- Cubicle
- Pit

Critical Assets
Contact Essential Energy on 13 23 91

- Zone Substation
- Underground Cable
- Underground Fibre

Proposed Works

- Area of proposed works

Proposed assets are shown as orange symbols

THE INFORMATION ON THIS MAP MAY NOT BE ACCURATE.
If details are incorrect, please notify Essential Energy on 13 23 91 (or fax 1800 354 636)

ISSUE DATE: 04/03/2016

You must resubmit your request if you have not started work within 4 weeks of the 'Issue Date' above

A4 | SCALE: 1:1593

Job Number: 10376443 Sequence number: 51301113 Job location: Pinkerton Road, Cootamundra

Map Centre: 148° 2' 12.9", -34° 38' 15.6"

80 of 241

CULLINGA 4D

SCALE 1:2000

50 0 50 100 150 200

THIS MAP UPDATED ON 24/08/2015
THIS PLAN IS DIAGRAMATIC ONLY. DISTANCES SCALED FROM THIS PLAN MAY NOT BE ACCURATE.

DATE ALTERED:..... BY:.....

CL4A	CL4B	-
CL4C	CL4D	-
CL7A	CL7B	-

ADJOINING MAPS

895	CULLINGA

NETWORK AREA | MUNICIPALITY AREA

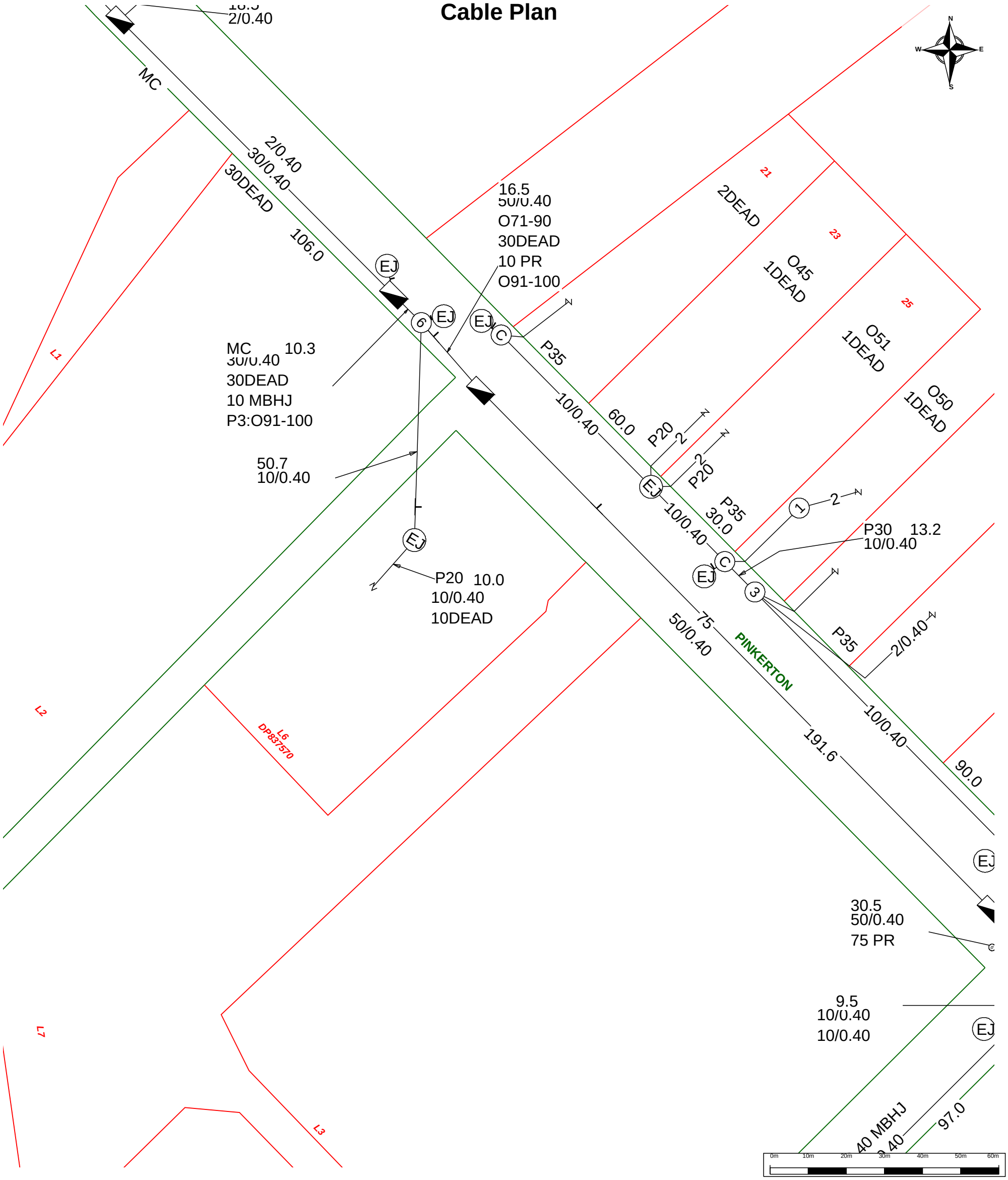
Jemena

KEY

		MAX ALLOWABLE OPERATING PRESSURE
T	TRUNK PIPELINE	7000 kPa
P	PRIMARY MAIN	3500 kPa
S	SECONDARY MAIN	1050 kPa
400	NETWORK MAIN	400 kPa
	NETWORK MAIN	300 kPa
	NETWORK MAIN	210 kPa
100	NETWORK MAIN	100 kPa
30	NETWORK MAIN	30 kPa
	NETWORK MAIN	7 kPa
	NETWORK MAIN	2 kPa
	PROPOSED MAINS	
PR 11-2 3	STEEL MAIN PROJECT NUMBER	
P	PRESSURE MONITORING STATION	
	VALVE	
	SYSTEM PRESSURE REGULATOR	
S	SIPHON	
123	NETWORK NODE	
123S	NETWORK VALVE NODE	
298	VALVE NUMBER	
6NB	6 INCH CAST IRON MAIN	
150MM	150MM STEEL MAIN	
110MM PE/NY	110MM POLYETHYLENE/NYLON MAIN	
6NB 50MM NY	50MM NYLON INSERTED INTO 6NB MAIN CAST IRON MAIN	
1.2MBL	DISTANCE IN METRES OF MAIN FROM BOUNDARY LINE	
1957	YEAR LAID	
	MUNICIPALITY BOUNDARY	
	NETWORK BOUNDARY	
123	HOUSE NUMBER	

CULLINGA 4D

Cable Plan



Telstra	For all Telstra DBYD plan enquiries - email - Telstra.Plans@team.telstra.com For urgent onsite contact only - ph 1800 653 935 (bus hrs)
TELSTRA CORPORATION LIMITED A.C.N. 051 775 556	
Generated On 04/03/2016 12:23:20	Sequence Number: 51301114
	CAUTION: Fibre optic and/ or major network present in plot area. Please read the Duty of Care and contact Telstra Plan Services should you require any assistance.

The above plan must be viewed in conjunction with the Mains Cable Plan on the following page

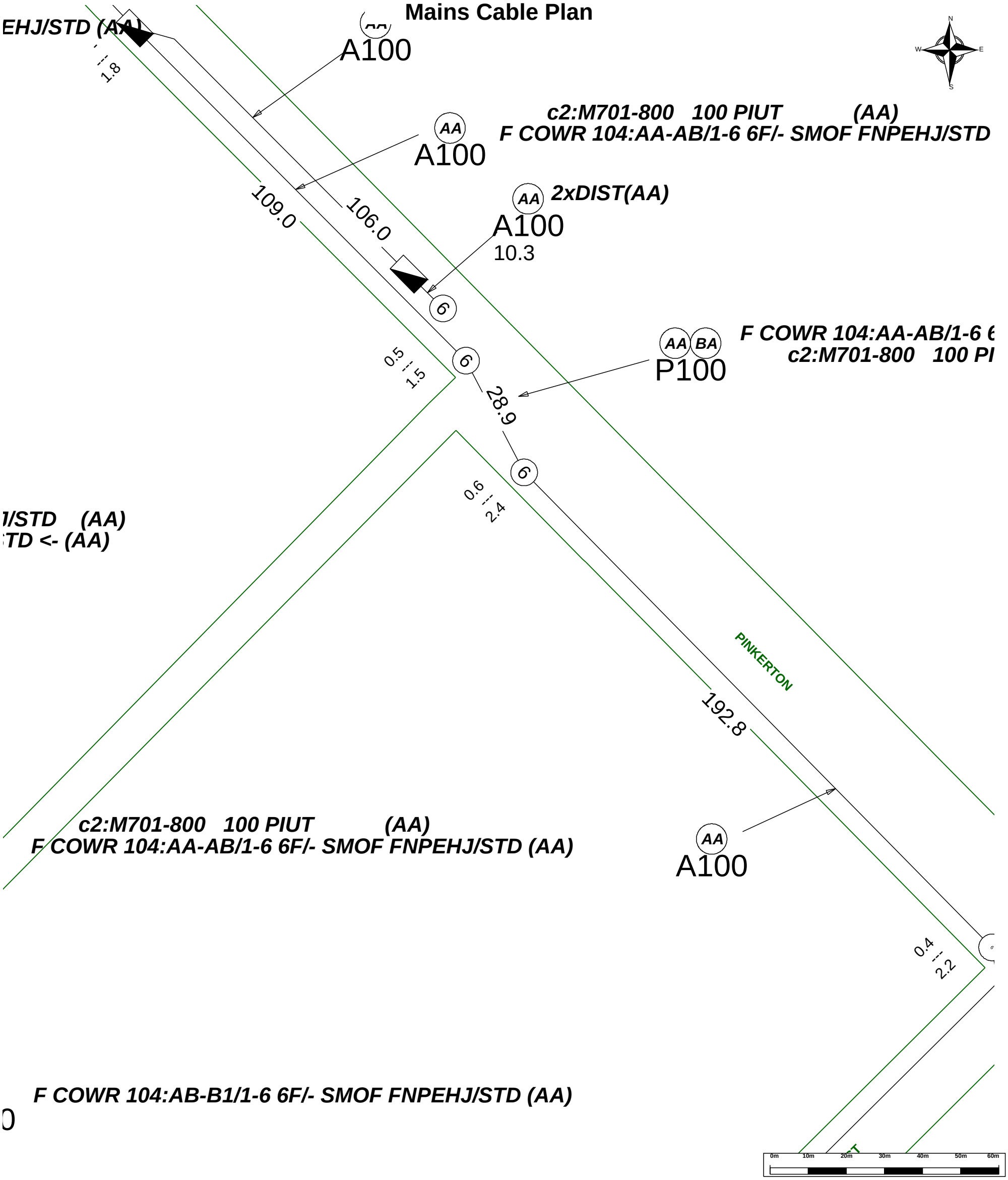
WARNING - Due to the nature of Telstra underground plant and the age of some cables and records, it is impossible to ascertain the precise location of all Telstra plant from Telstra's plans. The accuracy and/or completeness of the information supplied can not be guaranteed as property boundaries, depths and other natural landscape features may change over time, and accordingly the plans are indicative only. Telstra does not warrant or hold out that its plans are accurate and accepts no responsibility for any inaccuracy shown on the plans.

It is your responsibility to locate Telstra's underground plant by careful hand pot-holing prior to any excavation in the vicinity and to exercise due care during that excavation.

Please read and understand the information supplied in the duty of care statement attached with the Telstra plans. TELSTRA WILL SEEK COMPENSATION FOR LOSS CAUSED BY DAMAGE TO ITS PLANT.

Telstra plans and information supplied are valid for 60 days from the date of issue. If this timeframe has elapsed, please reapply for plans.

Mains Cable Plan



Telstra For all Telstra DBYD plan enquiries - email - Telstra.Plans@team.telstra.com For urgent onsite contact only - ph 1800 653 935 (bus hrs)	Sequence Number: 51301114
TELSTRA CORPORATION LIMITED A.C.N. 051 775 556	CAUTION: Fibre optic and/ or major network present in plot area. Please read the Duty of Care and contact Telstra Plan Services should you require any assistance.
Generated On 04/03/2016 12:23:25	

WARNING - Due to the nature of Telstra underground plant and the age of some cables and records, it is impossible to ascertain the precise location of all Telstra plant from Telstra's plans. The accuracy and/or completeness of the information supplied can not be guaranteed as property boundaries, depths and other natural landscape features may change over time, and accordingly the plans are indicative only. Telstra does not warrant or hold out that its plans are accurate and accepts no responsibility for any inaccuracy shown on the plans.

It is your responsibility to locate Telstra's underground plant by careful hand pot-holing prior to any excavation in the vicinity and to exercise due care during that excavation.

Please read and understand the information supplied in the duty of care statement attached with the Telstra plans. TELSTRA WILL SEEK COMPENSATION FOR LOSS CAUSED BY DAMAGE TO ITS PLANT.

Telstra plans and information supplied are valid for 60 days from the date of issue. If this timeframe has elapsed, please reapply for plans.

the arts centre
cootamundra

Cootamundra Creative Arts and Cultural Centre
18-20 Wallendoon Street
COOTAMUNDRA NSW 2590
ABN 47 475 920 639

Tel: (02) 6942 4773
Email: info@theartscentrecootamundra.org.au
Web: www.theartscentrecootamundra.org.au

TABLED DOCUMENT 16
E2 MAY 2016
PAGE 83

Mr Ken Trethewey
The General Manager Cootamundra Shire Council
Wallendoon Street
Cootamundra NSW 2590

Copy:
To File
Action

Dear Ken

I need to formally inform you that the Management Committee have found it necessary to reduce the opening hours of the Visitors Information Centre (VIC) to four hours each day as our funding from Council does not cover the staff wages to open the VIC for longer times. We have been running at an accumulating loss by previously being open for longer times.

When ever the Arts Centre is manned and open for other functions, I am sure the VIC questions from visitors will be answered, but we can only guarantee being open for fours hours each day. However, we do understand this is neither the level of expected service nor does it comply with the current VIC standards, but we hope Council will appreciate the need to act to reduce the pressing extra costs being experienced by the Arts Centre.

I would also like to suggest to you, that while the present arrangement for the VIC service terminates at the end of June 2016, it may advantageous to both parties to consider the retention of the VIC service at the Arts Centre on a month by month basis until merger and other issues have been settled in the new financial year. I would be happy to discuss this matter with you if you decide not to make changes to the current arrangement until we all know what is happening in the future.

The Management Committee would also be very grateful if Council could continue the grant of $12,500 that it has made to the Centre in the last few years. We understand that budget items are currently being discussed by Council and hope that this item can be included into next year's budget.

Regards

Paul Braybrooks OAM — Chairman of the Management Committee

TABLED DOCUMENT 17
E2 MAY 2016
PAGES 84-156

IPART
New South Wales

Independent Pricing and Regulatory Tribunal

Review of the Local Government Rating System

Local Government — Issues Paper

April 2016

IPART
New South Wales

Independent Pricing and Regulatory Tribunal

Review of the Local Government Rating System

Local Government — Issues Paper
April 2016

© Independent Pricing and Regulatory Tribunal of New South Wales 2016

This work is copyright. The *Copyright Act 1968* permits fair dealing for study, research, news reporting, criticism and review. Selected passages, tables or diagrams may be reproduced for such purposes provided acknowledgement of the source is included.

ISBN 978-1-925340-64-8 DP187

The Tribunal members for this review are:

Dr Peter J Boxall AO, Chairman

Ms Catherine Jones

Mr Ed Willett

Inquiries regarding this document should be directed to a staff member:

Lucy Garnier (02) 9290 8488

Derek Francis (02) 9290 8421

Independent Pricing and Regulatory Tribunal of New South Wales
PO Box K35, Haymarket Post Shop NSW 1240
Level 15, 2-24 Rawson Place, Sydney NSW 2000

T (02) 9290 8400 F (02) 9290 2061

www.ipart.nsw.gov.au

Invitation for submissions

IPART invites written comment on this document and encourages all interested parties to provide submissions addressing the matters discussed.

Submissions are due by 13 May 2016.

We would prefer to receive them electronically via our online submission form <www.ipart.nsw.gov.au/Home/Consumer_Information/Lodge_a_submission>

You can also send comments by mail to:

Review of Local Government Rating System
Independent Pricing and Regulatory Tribunal
PO Box K35
Haymarket Post Shop NSW 1240

Late submissions may not be accepted at the discretion of the Tribunal. Our normal practice is to make submissions publicly available on our website <www.ipart.nsw.gov.au> as soon as possible after the closing date for submissions. If you wish to view copies of submissions but do not have access to the website, you can make alternative arrangements by telephoning one of the staff members listed on the previous page.

We may choose not to publish a submission—for example, if it contains confidential or commercially sensitive information. If your submission contains information that you do not wish to be publicly disclosed, please indicate this clearly at the time of making the submission. IPART will then make every effort to protect that information, but it could be disclosed under the *Government Information (Public Access) Act 2009* (NSW) or the *Independent Pricing and Regulatory Tribunal Act 1992* (NSW), or where otherwise required by law.

If you would like further information on making a submission, IPART's submission policy is available on our website.

Contents

Invitation for submissions iii

1 Introduction 1
- 1.1 What we have been asked to do 1
- 1.2 How we propose to approach this review 2
- 1.3 How stakeholders can provide input to this review 4
- 1.4 What the rest of this paper covers 4
- 1.5 List of issues on which we seek comment 5

2 The current rating system in NSW 8
- 2.1 Overview of how council rates are set in NSW 9
- 2.2 Rate structure 9
- 2.3 Treatment of high-density property 10
- 2.4 Rating categories 10
- 2.5 Rate peg and special variation process 11
- 2.6 Different types of rates 11
- 2.7 Land valuation process 12
- 2.8 Infrastructure and services funded by rates 12

3 Establishing principles of taxation 13
- 3.1 Efficiency 13
- 3.2 Equity 14
- 3.3 Simplicity 14
- 3.4 Sustainability 15
- 3.5 Competitive neutrality 15

4 Assessing the current method for setting rates 16
- 4.1 Valuation methods used to set ad valorem amounts 16
- 4.2 Use of base amounts and minimum amounts 20
- 4.3 Rating categories 22
- 4.4 Rating burden across communities 24
- 4.5 Rate pegging and special variations 24
- 4.6 Policy of encouraging urban renewal 25
- 4.7 How councils manage overdue rates 26

5 Assessing exemptions, concessions and rebates 27
- 5.1 Exemptions from rates 27
- 5.2 Concessions for pensioners 33

6 Freezing existing rate paths for newly merged councils 36
6.1 IPART's interpretation of existing rate path freeze policy 36
6.2 Options for implementing the rate path freeze policy 43

7 Establishing new, equitable rates after the 4-year freeze 45
7.1 Residential rate equalisation within a centre of population 45
7.2 Approved special variations for merged councils and other issues 49

Appendices 51
A Terms of Reference 53
B Reports to be considered by IPART 57
C Recent reviews relating to council rates 61
D Rating Practices in Other Jurisdictions 65
E Housing Composition in Sydney 68

1 Introduction

The Independent Pricing and Regulatory Tribunal (IPART) is conducting a review of the local government rating system in NSW. Our aim is to recommend reforms to improve its efficiency and equity so as to ensure councils can implement sustainable fiscal policies over the longer term.

This review is part of an ongoing process of review and reform, aimed at improving local government's strength and effectiveness. Among other things, this process has included the Independent Local Government Review Panel's wide-ranging review and recommendations in 2013,[1] and the NSW Government's response to these recommendations, including its *Fit for the Future* reform package in 2014, and proposals to create new councils by merging existing councils.

The purpose of this Issues Paper is to outline how we propose to approach this review, explain how stakeholders can provide input, and to discuss the issues on which we seek comment.

1.1 What we have been asked to do

We have been asked to undertake the review under section 9 of the *Independent Pricing and Regulatory Tribunal Act 1992* in accordance with the terms of reference (ToR) provided by the Premier. These ToR ask us to:

- review the current rating system and recommend reforms that aim to enhance councils' ability to implement sustainable and equitable fiscal policy, and
- recommend a legislative or regulatory approach to achieve the Government's policy that there will "be no change to the existing rate paths for newly merged councils for four years".[2]

1 Independent Local Government Review Panel, *Revitalising Local Government*, October 2013, at http://www.localgovernmentreview.nsw.gov.au/, accessed 1 March 2016 (Panel Report).

2 NSW Government, *Media Release – Stronger Councils for Sydney and Regional NSW*, at http://www.nsw.gov.au/media-releases-premier/stronger-councils-sydney-and-regional-nsw, 18 December 2015, accessed 16 March 2016.

These ToR set out the issues we must consider in making our recommendations, including:

- the rating burden across and within communities, including consideration of multi-unit dwellings
- the appropriateness and impact of current rating categories and exemptions, and mandatory concessions
- the land valuation methodology used as the basis for determining rates in comparison to other jurisdictions
- the capacity of a merged council to establish a new equitable rating system and transition to it in a fair and timely manner, and
- the objectives and design of the rating system according to recognised principles of taxation.

They also specify that we must take account of the Independent Local Government Review Panel's Final Report, the Government response to this report, and the 2013 NSW Treasury Corporation (TCorp) report '*Financial Sustainability of the NSW Local Government Sector*'.[3]

In addition, they ask us to recognise the importance of the Integrated Planning and Reporting framework that allows NSW councils to draw various plans together and understand how they interact.[4]

A copy of the ToR is provided in Appendix A. A summary of reports noted above (and other relevant work) is in Appendix B.

1.2 How we propose to approach this review

We propose to approach this review as two separate tasks. The first is to review the current rating system and recommend changes to improve its efficiency, equity and sustainability. The second is to consider and recommend the appropriate approach for implementing the Government's policy of freezing existing rate paths for newly merged councils for four years. Our approach to the review is outlined in Box 1.1.

3 NSW Treasury Corporation, *Financial Sustainability of the NSW Local Government Sector, Findings Recommendations and Analysis*, April 2013.

4 Office of Local Government, *Integrated planning and reporting*, at https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting, accessed on 1 April 2016.

Box 1.1 IPART's approach to the review

Review the performance of the current rating system and potential improvements

1. **Define the current rating system in NSW.** We set out the system that governs how current rates are set as context for this review.
2. **Establish the recognised principles of taxation that we should employ in assessing and recommending changes to the current rating system.** We will investigate and consider the objectives and design of the rating system according to our established principles.
3. **Assess the current approach for calculating the level of rates applicable to a ratepayer against these principles.** In accordance with our ToR we will consider:
   - the ratings burden across and within communities, including consideration of apartments and other multi-unit dwellings; and
   - the land valuation methodology used as the basis for determining rates in comparison to other jurisdictions.

   We will also assess rating structures, including the policy related to base and minimum amounts, and options for increasing councils' flexibility in using those charges. In addition, we will consider the rating burden across communities, and whether there is scope for the rating system to better support the NSW Government's policy of encouraging urban renewal. We will assess land valuation methods and whether other methods could be more appropriate.
4. **Assess the current approach for determining who should pay rates against the principles of taxation.**

   We will analyse the available exemptions and mandatory concessions, in light of the NSW Government's commitment to provide rate concessions to pensioners. In doing so, we will consider the appropriateness and impact of the current rating categories, exemptions, mandatory concessions and rebates.
5. **Recommend reforms to improve the efficiency, equity and sustainability of the current rating system based on the findings of Steps 2 to 4.**
6. **Consider the issues that might arise for merged council areas after the expiry of the rate path freeze.** We will consider their ability to establish a new equitable system of rating, and transition to it in a fair and timely manner, taking account of the NSW Government's commitment to protect NSW residents against excessive rate rises.

Recommend appropriate approach to achieve the rate path freeze policy

7. **Outline our interpretation of the Government's policy and consider how the rate path freeze might work in practice.** We will consider the implications for new special variations and impact on taxpayers, including consideration of rating structures, and rating categories.
8. **Identify alternative legislative and regulatory approaches for implementing the rate path freeze policy.** We will assess complexity, flexibility and level of certainty of legislative amendments, in making a balanced recommendation on the appropriate approach.
9. **Make recommendations on the legislative and regulatory approach to achieve the Government's rate path freeze policy based on our findings in Steps 7 and 8.**

1.3 How stakeholders can provide input to this review

For this review, we will undertake our own analysis and conduct public consultation. This issues paper is the first step in our consultation process. We invite all stakeholders and interested parties to make written submissions in response to the paper by 13 May 2016. (Details on how to make a submission can be found on page iii.) We will also hold a public hearing on 26 April 2016 to give stakeholders another opportunity to respond.

Our ToR require us to provide an interim report to the Minister for Local Government in June 2016, outlining our recommendations on the appropriate approach for implementing the Government's policy of freezing existing rate paths for four years for newly merged councils.

We will publicly release a draft report in August 2016 covering all issues, and invite stakeholders to respond by making a submission and/or attending public hearings in September 2016. We will consider all stakeholder comments before making our final decisions and providing our final report to the Minister for Local Government in December 2016.

Table 1.1 provides an indicative timetable for the review. We will update this timetable on our website as the review progresses.

Table 1.1 Indicative timetable for this review

Milestone	Timeframe
Release Issues Paper	13 April 2016
Hold Public Hearing	26 April 2016
Receive submissions to the Issues Paper	13 May 2016
Provide Interim Report to Minister	17 June 2016
Release Draft Report	August 2016
Hold public hearing(s) in Sydney and possibly 1 regional town	September 2016
Receive submissions to the Draft Report	September 2016
Provide Final Report to Minister	December 2016

Note: These dates are indicative only.

1.4 What the rest of this paper covers

The rest of this paper discusses our proposed approach to the review in more detail, as well as our preliminary views (where we have them). It is structured as follows:

- Chapter 2 provides context for the review by outlining the current rating system in NSW.
- Chapter 3 outlines the recognised principles of taxation against which we propose to assess the rating system.

- Chapter 4 analyses the current method for setting rates in NSW using the tax principles. It also explores alternative methods that could provide councils with greater flexibility in setting rates with the method for valuing property, use of base and minimum amounts, and making rating categories.
- Chapter 5 analyses current exemptions and the mandatory pensioner concession using the tax principles. It also explores alternatives to providing full exemptions for some land uses and different ways for structuring the pensioner concession.
- Chapter 6 outlines our interpretation of the Government's policy of freezing the existing rate paths for newly merged councils, and the options for implementing this policy.
- Chapter 7 discusses options to allow merged councils to establish new and equitable rating systems in a fair and timely manner.

1.5 List of issues on which we seek comment

Throughout this paper, we have identified the issues on which we seek stakeholder comment at this stage of the review. Stakeholders may address all or some of these issues, and are also free to raise and discuss any other issues that they feel are relevant to the terms of reference. For convenience, a full list of the issues we seek comment on is provided below:

Taxation principles

1 Do you agree with our proposed tax principles? If not, why? 15

Assessing the current method for setting rates

2 What valuation method should be used as the basis for determining the ad valorem amounts in council rates? Should councils be given more choice in selecting a valuation method, as occurs in other states, or should a valuation method continue to be mandated? 20

3 Should councils be required to use the Valuer General's property valuation services, or should they also be able to use a private valuation firm (as occurs in Victoria and Tasmania)? 20

4 What changes (if any) should be made to the Local Government Act to improve the use of base and minimum amounts as part of the overall rating structure? 22

5 What changes could be made to rating categories? Should further rating categories or subcategories be introduced? What benefits would this provide? 23

6 Does the current rating system cause any equity and efficiency issues associated with the rating burden **across** communities? 24

7 What changes could be made to current rate pegging arrangements to improve the rating system, and, in particular, to better streamline the special variation process? 25

8 What changes could be made to the rating system to better encourage urban renewal? 26

9 What changes could be made to the rating system to improve councils' management of overdue rates? 26

Assessing exemptions, concessions and rebates

10 Are the land uses currently exempt from paying council rates appropriate? If a current exemption should be changed, how should it be changed? For example, should it be removed or more narrowly defined, should the level of government responsible for providing the exemption be changed, or should councils be given discretion over the level of exemption? 33

11 To what extent should the exemptions from certain state taxes (such as payroll tax) that councils receive be considered in a review of the exemptions for certain categories of ratepayers? 33

12 What should the objectives of the pensioner concession scheme be? How could the current pensioner concession scheme be improved? 35

Freezing existing rate paths for newly merged councils

13 We have interpreted the rate path freeze policy to mean that in the four years after a merger, the rating path in each pre-merger council's area will follow the same trajectory as if the merger had not occurred. Do you agree with this interpretation? 36

14 Within the rate path freeze period, should merged councils be permitted to apply for new special variations:

- For Crown Land added to the rating base?
- To recover amounts that are 'above the cap' on development contributions set under the *Environmental Planning and Assessment Act 1979*?
- To fund new infrastructure projects by levying a special rate? 39

15 Are there any other situations where merged councils should be able to apply for new special variations within the rate path freeze period? 39

16 During the rate path freeze period, should merged councils only be able to increase base amounts and minimum amounts each year by the rate peg (adjusted for any permitted special variations)? 41

17 During the rate path freeze period, should merged councils be able to allocate changes to the rating burden across rating categories by either:

– relative changes in the total land value of a rating category against other categories within the pre-merger council area, or

– the rate peg (adjusted for any permitted special variations)? 41

18 Do you agree that the rate path freeze policy should act as a 'ceiling', so councils have the discretion to set their rates below this ceiling for any rating category? 41

19 What other discretions should merged councils be given in setting rates during the rate freeze period? 41

20 We considered several options for implementing the rate path freeze policy. Our preferred option is providing the Minister for Local Government with a new instrument-making power. What are your views on this option and any other options to implement the rate path freeze policy? 44

Establishing new, equitable rates after the 4-year freeze

21 Should changes be made to the LG Act to better enable a merged council to establish a new equitable system of rating and transition to it in a fair and timely manner? If so, should the requirement to set the same residential rate **within a centre of population** be changed or removed? 48

22 Should approved special variations for pre-merger councils be included in the revenue base of the merged council following the 4-year rate path freeze? 49

23 What other rating issues might arise for merged councils after the 4-year rate path freeze period expires? 49

2 The current rating system in NSW

Local councils provide a range of infrastructure and services to ratepayers and residents in their local government area. To fund their costs, councils:

- levy rates on property owners in their area
- charge fees for the use of specific services (user charges)
- receive grants from the State and Federal governments
- generate other revenue, for example, from fines, developer charges and interest, and
- raise funds through borrowings.

This review only considers rates included in a council's general income.[5] The system that determines how these rates are currently calculated in NSW is set out in the *Local Government Act 1993* (LG Act).[6] The sections below outline the key features of this system, including:

- the rate structure
- the rating categories
- the treatment of high-density property
- the rate peg and special variation process
- the different types of rates included in a council's general income
- the land valuation process, and
- the infrastructure and services funded by rates.

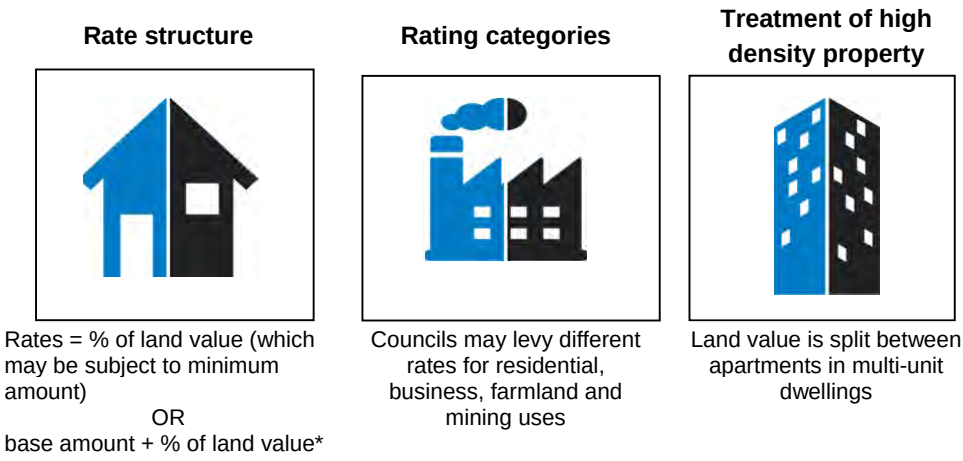
5 This is income derived from ordinary rates, special rates and specified annual charges (section 505 of the *Local Government Act 1993* (NSW)). Special rates and charges for water and sewerage are not included in a council's general income.

6 For more detailed information on the current rating system, see the LG Act (Chapter 15, Sections 491-607), and the NSW Department of Local Government, *Council Rating and Revenue Raising Manual*, 2007.

2.1 Overview of how council rates are set in NSW

Figure 2.1 provides an overview of how council rates are set in NSW.

Figure 2.1 How council rates are set in NSW



* The base amount may not exceed 50% of rates generated in any land use category.

Data source: *Local Government Act 1993*.

2.2 Rate structure

Under the LG Act, a rate may consist of:

- an ad valorem amount (which may be subject to a minimum amount), or
- a base amount to which an ad valorem amount is added.

In NSW, an **ad valorem amount** is a variable charge set as a proportion of the unimproved land value (UV) of the rateable property – that is, the value of the property without any buildings, houses or other capital investments.

A **minimum amount,** where applied, is a flat charge which applies instead of the ad valorem amount, when it is greater than the ad valorem amount.

A **base amount,** where applied, is a fixed charge that is levied equally against all rateable properties within a given rate category, or subcategory of land use.

There is no restriction on the proportion of revenue a council can generate from the ad valorem amounts included in rates. However:

- revenue generated from the base amount cannot exceed 50% of the total revenue from any particular rating category, and
- the minimum amount cannot exceed a statutory limit (set at $497 in 2015-16[7]).[8]

In 2013-14, the ad valorem rate on land value accounted for 75% of all NSW council rate revenue. It is the primary method for raising rating income. Base and minimum amounts accounted for an average of 15% and 10% of council rate revenue respectively across NSW (noting that not all councils apply these rates).

2.3 Treatment of high-density property

Where the rateable property consists of multiple units, such as a block of apartments, the ad valorem amount is split between the units. For example, if a block of four apartments and a house have the same unimproved land value, the rates payable by the owners of each apartment would be 25% of those payable by the house owner, assuming that no minimum or base amounts apply.

2.4 Rating categories

Councils may vary the way they calculate rates for different categories of property. For example, they can use a different percentage of the unimproved land value to calculate the ad valorem amounts, apply different minimum amounts, or add different base amounts. There are four main rating categories:

1. residential
2. business
3. farmland, and
4. mining.

Councils may also determine subcategories within each of these four categories, and vary the way they calculate rates for each subcategory. However, the degree of flexibility varies across categories. In particular, the LG Act requires that residential rates for all properties **within a centre of population** are calculated the same way. This requirement raises issues which will need to be addressed for newly merged councils in urban areas (see Chapter 7 for more detail).

7 This ceiling only applies to ordinary rates. A different ceiling applies to special rates: $2 (section 548(3)(b) of the LG Act).

8 Councils that wish to set a minimum amount above the statutory limit are required to submit a minimum rate application to IPART for review and assessment. IPART has been delegated authority to approve minimum amount variations from the Minister for Local Government.

Finally, there are also a range of land uses which are currently exempt from paying rates (or exempt from paying a portion of rates). These include national parks, charities and education institutions (see Chapter 5 for more detail).

2.5 Rate peg and special variation process

The LG Act sets out a process that regulates the amount by which councils increase their general income, the main component of which is rates revenue from ordinary and special rates (see section 2.6 below). Each year, IPART determines the maximum percentage by which a council may increase its general income in the coming year, known as the 'rate peg'. We calculate this percentage based on the estimated annual change in NSW councils' costs, adjusted for any improvements in productivity. The total amount of general income collected from rates revenue is typically called the 'rating burden'.

Councils then set their rates for each rating category so that their annual general income does not increase in percentage terms by more than the rate peg for that year. This gives them some flexibility to vary the increase in rates across categories (eg, to increase residential rates by a higher percentage than farmland rates), as long as the total increase in revenue does not exceed the rate peg.

Councils can apply to IPART for a 'special variation' to allow them to increase general income above the rate peg for a range of reasons, including to provide additional services, to replace ageing assets, or improve financial sustainability.

The Integrated Planning and Reporting (IP&R) framework is an important part of the special variation process. As part of the IP&R framework, when applying for a special variation, councils are required to engage the community in a discussion on how the funding required will deliver services and infrastructure that meet the community's expectations about service levels. The IP&R framework is discussed further in Appendix B.

2.6 Different types of rates

There are two different types of rates included in a council's general income:

- ordinary rates – councils are required to make and levy an ordinary rate for each year on all rateable land in their area.
- special rates – councils have the discretion to levy a special rate for:
  - works or services provided or proposed to be provided, or
  - any other special purpose.

Special rates can be levied on subgroups of ratepayers. For example, a special levy could be applied to all properties in a specific area or development, even if it is within a centre of population.

2.7 Land valuation process

Councils do not undertake the land valuations used to calculate the rates applicable to each property themselves. Instead, they are required to use the unimproved land valuations provided by the NSW Valuer General.

The Valuer General values all land in NSW, and provides services to a range of users including to the NSW Government for the purpose of levying land tax.

In comparison, councils in Victoria and Tasmania have the option of using other valuers to estimate property values for the purpose of levying rates.

2.8 Infrastructure and services funded by rates

Typically, income from rates is used to fund (or partly fund) infrastructure and services that have the characteristics of 'public goods' or 'mixed goods'. Services with the characteristics of 'private goods' are generally funded through user charges (see Box 2.1 for more information.)[9]

Box 2.1 What are public, private and mixed goods?

The infrastructure and services provided by councils fall into three categories:

- **Public goods**: where one person's consumption does not prevent others from consuming it and it is difficult or not practical to charge consumers to use it. Examples include local roads, footpaths and parks.
- **Private goods**: where consumption by one person prevents another from consuming the same unit of that good. Examples include, water, sewerage and garbage collection.
- **Mixed goods**: that have a mixture of private and public good characteristics, such as libraries and community centres.

9 The LG Act recognises this principle in allowing direct charges for services such as water and sewerage (Section 501), mandating direct charging for waste (Section 496), and not including these user charges in the council's general income for rate base purposes (Section 505).

3 Establishing principles of taxation

The first step in our proposed approach for reviewing the current rating system is to establish the "recognised principles of taxation" that we will employ in assessing and recommending changes to this system, as required by our terms of reference.

The key tax principles that we propose to use to assess the rating system are:

- efficiency
- equity
- simplicity
- sustainability, and
- competitive neutrality.

The sections below outline each of these principles.

3.1 Efficiency

Efficiency comprises two main sub-principles: the principle that taxes should minimise changes in behaviour, and the benefits principle.

3.1.1 Taxes should minimise changes in behaviour

Taxes that minimise changes to production and consumption decisions are more efficient. The more that taxes that are designed to raise general revenue change behaviour, the greater the welfare loss.[10]

The Henry Tax Review found that local rates were the most efficient of all current taxes used by any level of government, because changes in behaviour from rate taxes are small. It estimated that for every dollar raised through rates, there were welfare losses of just 2 cents. In comparison, the welfare losses associated with other State and Commonwealth taxes ranged from 8 to 70 cents per dollar raised.[11]

---

10 The welfare loss of taxation is known as the excess burden of taxation, and is the distortionary cost that taxes cause by reducing the amount of productive activity that would otherwise occur in a free market.

11 Henry K, *Australia's future tax system – Final Report*, May 2010 (Henry Tax Review), p 13.

3.1.2 Benefits principle

The income raised from rates is generally used to fund (or partly fund) infrastructure and services that have the characteristics of 'public goods'. The benefits principle is that each person's share of funding for public goods should be proportional to the benefits they receive from these goods.

However, the benefits principle is difficult to apply because people generally under-state their willingness to pay for the benefits that they receive from public goods.[12,13] In practice, proxies that are correlated with people's willingness to pay for public goods are used to estimate benefits received.

3.2 Equity

Equity also has two sub-principles: the benefits principle (discussed above) and the ability to pay principle.

3.2.1 Ability to pay

People should contribute to funding public goods according to their **ability to pay**. **Ability to pay** has two components:

- The **horizontal equity principle** requires people of equal capacity to pay the same amount of tax.
- The **vertical equity principle** requires people who are better off to pay more tax than those who are worse off, so the burden of tax is proportional to the taxpayer's means.

Property-based taxes such as rates are generally regarded as equitable, because property value correlates with wealth and ability to pay.

3.3 Simplicity

Taxes should be easily understood, difficult to avoid and have low costs of compliance and enforcement. If a tax is easy to understand and is fair, compliance is generally high.

Property-based taxes such as rates are generally hard to avoid, as the government holds comprehensive land ownership records.

---

12 A person's willingness to pay for goods should generally be equal to the benefits they receive from those goods.

13 This is due to the **free-rider** problem. People have an incentive to under-state their willingness to pay for public goods, if their stated willingness to pay is then used as the basis on which taxes are levied on them.

3.4 Sustainability

To be sustainable, the income generated by a tax should be reasonably reliable, able to withstand volatile economic conditions, and grow over time to support the future needs of government.[14]

3.5 Competitive neutrality

Competitive neutrality requires businesses competing with each other to be treated in a similar way. This principle is used to promote fair and efficient competition between public and private businesses.

IPART seeks comment

1 Do you agree with our proposed tax principles? If not, why?

[14] Our consideration of sustainability will encompass the requirement of the terms of reference to consider the current financial sustainability of local government in NSW, including the findings and deliberations of NSW Treasury Corporation report *Financial Sustainability of the NSW Local Government Sector*, 2013.

4 Assessing the current method for setting rates

The second step of our approach for reviewing the current rating system is to assess the current method for setting the rates applicable to a particular property owner. This involves assessing the elements of the current system that affect the rating burden **within** communities (ie, within the same local government area) using the recognised principles of taxation (discussed in Chapter 3). These elements include:

- the valuation method used to set ad valorem amounts
- the use of base amounts and minimum amounts, and
- the rating categories.

This step also involves considering other aspects of the current rating system specified in our terms of reference, including:

- the rating burden **across** communities in NSW (in different local government areas across NSW), and
- whether the current rating system provides appropriate scope for councils to promote the Government's policy for encouraging urban renewal.

This chapter also considers how councils manage their overdue rates.

Where relevant, we will take account of the rating systems used in other jurisdictions, the findings of the Independent Local Government Review Panel (the Panel) and other matters listed in our terms of reference.

The sections below provide further information and preliminary analysis on each of these considerations.

4.1 Valuation methods used to set ad valorem amounts

As Chapter 2 discussed, the current rate structure includes an ad valorem amount (which may be subject to a minimum amount) or an ad valorem amount plus a base amount. To calculate the ad valorem amount for a particular property, the ad valorem rate (a fixed percentage) is multiplied by the assessed value of the property.

Across Australian jurisdictions, three valuation methods are used to calculate the value of property for the purpose of rating. These are:

1. The **unimproved land value (UV)** method, which values the property excluding the value of buildings, structures and other capital improvements.
2. The **capital improved value (CIV)** method, which values the property based on the market value, or the value inclusive of all capital improvements.
3. The **annual rental value (ARV)** method, which values the property based on its rental value.

One of the key differences between these methods is how they treat high-density properties that include multiple units (such as an apartment block). As Chapter 2 discussed, a UV methodology divides the land value between each unit for the purpose of rating. In contrast, the other methods use the market value or rental value of each individual unit.

4.1.1 Valuation methods across jurisdictions

As Chapter 2 discussed, NSW councils are required to use the UV method for calculating ad valorem amounts. Queensland councils are also required to use this method. However:

- in Western Australia, councils must use the ARV method in Perth, and the UV method in the rest of the state
- in other states, councils can choose any of the three methods:
  - councils in Victoria and South Australia overwhelmingly favour CIV
  - councils in Tasmania tend to employ ARV, and
  - councils in Northern Territory rely on UV because the data required to use CIV or ARV is not available.

Internationally, a CIV-type method appears more common and is mandated in the United States and the United Kingdom. In New Zealand, councils can choose between UV and CIV. Further information on the valuation methods used in selected overseas jurisdictions is provided in Appendix D.

4.1.2 Who applies the valuation method

Councils generally do not assess the value of properties themselves. In NSW and some other Australian states, they are required to use the valuation services provided by the state Valuer General. However, in Victoria and Tasmania, councils can choose to use either their state-based Valuer General or a private firm for property valuation services.

4.1.3 Analysis of alternative valuation methods against tax principles

We have done some preliminary analysis on how the UV and CIV methods compare using the tax principles discussed in Chapter 3. We have not focused specifically on the ARV method, as for our purposes it is similar to the CIV method in that both methods take into account the total market value of the land and dwelling. The ARV is often determined as a percentage of the assessed CIV for administrative simplicity and/or due to data constraints. The arguments for ARV are generally similar to those for CIV.

Arguments for retaining the UV method

UV may better meet the efficiency principle, that taxes should minimise changes in behaviour, than CIV. Under a UV method, rates do not change if additional capital is invested into a property so they do not influence ratepayers' decisions to make capital improvements or develop their land. In contrast, CIV is a tax on both land and capital. Under a CIV method, rates increase as additional capital is invested in a property. This may discourage ratepayers from productive investments, and so the CIV method may be less efficient than the UV method.

UV is arguably simpler and more cost effective to implement than CIV. Because UV is the current method used in NSW, changing to an alternative method would incur costs. In addition, land valuations across NSW are currently estimated by sampling land values for a relatively small number of properties each year. Under a CIV method, an estimate of capital improvements by property would be required.[15] Valuations could also be required more frequently, when additional improvements are made.

Arguments for moving to a CIV method

CIV may better meet the benefits principle. The market value of a property may better correlate with the benefits received by the owners from the provision of public goods by the council. For example, an apartment block with a number of residents will typically derive more benefits from council services than a nearby single house occupying land of equal value.

CIV may be more equitable. For example, residential ratepayers who own more expensive houses or apartments would pay higher rates than those with lower-cost homes. These ratepayers tend to have a higher ability to pay.

---

15 In other jurisdictions, detailed and up-to-date data on capital improvements are collected. For example, in Victoria, this information is collected through supplementary valuations. For further details, see Department of Transport, Planning and Local Infrastructure (Victoria), *2016 Valuation Best Practice Specifications Guidelines*, July 2014.

CIV is potentially more sustainable over time. Because it includes both land and capital, a CIV method would result in a broader tax base than UV. The Grattan Institute estimates, across Australia, the total value of capital improvements in 2014 was roughly equal to the total value of land, suggesting that CIV is about twice as broad a tax base as UV.[16] The broader base means a lower overall ad valorem rate can be set, although it would apply to a higher property value. Over time, as the proportion of high density dwellings increases, the ratio of capital to land increases, and CIV therefore becomes more broadly based relative to UV. (See Appendix E for further details.)

CIV is likely to be more readily and easily understood by the public. As most people have a better understanding of the market value of their property than their unimproved land value, they are likely to find a CIV approach easier to understand.

4.1.4 The Panel's views on UV, CIV and the rating of apartments

The Independent Local Government Review Panel also analysed the alternative valuation methods. The Panel found that the use of UV has caused a significant issue with the rating of apartments in Sydney:

> Currently, the unimproved value of the land occupied by a block of apartments is split between the owners of individual dwellings (strata titles), such that each is rated on only a small fraction of the total value. As a result, owners of apartments worth millions of dollars pay less in rates than owners of nearby houses worth much less, and all or most owners of apartments may pay the same minimum council rate irrespective of the differing market values of their properties.[17]

The Panel concluded this outcome was inequitable, and suggested that moving to a CIV method would be preferable in selected local government areas. Alternatively, it suggested the 'residential' land use category could be split into two new rating categories, one for detached housing and another for multi-unit dwellings. Councils could then use CIV for multi-unit dwellings only.

4.1.5 Options for the valuation method in a future NSW rating system

Based on the preliminary analysis outlined above, we consider there are a number of feasible options for the valuation method used in calculating ad valorem amounts in NSW rates. These include:

- Continuing to mandate the use of the UV method.
- Mandating the use of a CIV-type method (eg, CIV or ARV or some similar method). This could be restricted to some local government areas, as the Panel suggested and as occurs in Western Australia.

16 Daley J and Coates B, *Property Taxes*, Grattan Institute Working Paper No. 2015-5, July 2015, p 5.
17 Panel Report, p 40.

- Allowing councils to choose between a UV method or a CIV-type method, as occurs in Victoria, South Australia and Tasmania.
- Allowing councils to set a new rating category for multi-unit apartments, and mandating the use of a CIV method for that category, as the Panel suggested.

In addition, there are also options related to the property valuation services councils use. These include continuing to require councils to use the NSW Valuer General's services, or allowing councils to choose whether to use private valuation firms.

IPART seeks comment

2 What valuation method should be used as the basis for determining the ad valorem amounts in council rates? Should councils be given more choice in selecting a valuation method, as occurs in other states, or should a valuation method continue to be mandated?

3 Should councils be required to use the Valuer General's property valuation services, or should they also be able to use a private valuation firm (as occurs in Victoria and Tasmania)?

4.2 Use of base amounts and minimum amounts

As Chapter 2 discussed, under the current rate structure, rates may comprise an ad valorem amount plus a base amount, or an ad valorem amount which may be subject to a minimum amount. Both base and minimum amounts are fixed charges. In addition:

- revenue generated from the base amount cannot exceed 50% of the total revenue from any particular rating category, and
- the minimum amount cannot exceed a legislated ceiling (set at $497 in 2015-16[18]).

Currently, a little over half of all NSW councils use base amounts for at least one rating category.[19] In 2013-14, these amounts accounted for at least 45% of ordinary rates in approximately a quarter of all NSW councils, and the maximum 50% in 12 councils. This suggests the current 50% revenue cap on base amounts could be a constraint for some councils.

In addition, about 60% of all NSW councils use a minimum amount in at least one rating category. For these councils, minimum amounts accounted for 15% of ordinary rates, on average.

18 This ceiling only applies to ordinary rates (section 548(3)(a) of the LG Act). A different ceiling applies to special rates: $2 (section 548(3)(b) of the LG Act).

19 Data on the use of base and minimum amounts were obtained from Rating Return data which councils are required to provide to the Office of Local Government under Section 429 of the LG Act.

Most other states also give councils the option to levy base and/or minimum amounts. However, Queensland and Western Australia do not allow base amounts, and Victoria does not allow minimum amounts. (See Appendix D Table D.1 for more detail.)

4.2.1 Analysis of base amounts and minimum amounts against tax principles

Our preliminary analysis suggests that base amounts may be an **efficient** way to recover some council costs. Councils incur a range of fixed costs in supplying infrastructure and services that benefit all ratepayers, regardless of their land or property value. Base amounts can be an **efficient** method for councils to recover these fixed costs. They are also **simple** to calculate and administer.

However, base amounts may **not be equitable,** because they may not reflect the ratepayer's ability to pay or the benefits received. For example, a dwelling with one occupant pays the same base amount as a dwelling with four occupants, although it is likely that the latter will derive a larger benefit from the public goods that councils provide. Furthermore, base amounts have little relation to the per capita drivers of councils' costs.

Further, base amounts also tend to place a greater burden on less well-off ratepayers. In other words, they are regressive because owners of low value dwellings effectively pay a higher rate of tax than owners of expensive dwellings.

Our preliminary analysis also suggests that minimum amounts have fairly similar advantages and disadvantages as base amounts. They can be an efficient way to recover councils' fixed costs, but are also regressive as lower-valued properties effectively pay a higher rate of tax.

4.2.2 Options for base and minimum amounts in a future NSW rating system

Based on the preliminary analysis outlined above, there are a number of options for levying base and minimum amounts. These include:

- Giving councils further flexibility to levy base amounts on a per capita basis, per bedroom, or using some other criteria. However, this would incur implementation costs and be more administratively complicated.
- Changing or removing the restriction that revenue generated from the base amount cannot exceed 50% of the total revenue from any particular rating category. This restriction was introduced to ensure that rates are determined predominantly according to the value of rateable property.[20]
- Changing or removing the legislated ceiling on the minimum amount, which is currently set at $497 for ordinary rates.

[20] NSW Department of Local Government, *Council Rating and Revenue Raising Manual*, 2007, p 36.

IPART seeks comment

4 What changes (if any) should be made to the Local Government Act to improve the use of base and minimum amounts as part of the overall rating structure?

4.3 Rating categories

As Chapter 2 outlined, the current rating system includes four rating categories which reflect the primary use of the land. These are residential, business, farmland and mining.[21] Councils may elect to apply different rate structures to each category.

In addition, councils may determine subcategories within each category and apply a different rate structure for each subcategory. A subcategory may be determined for:

- **residential** property according to whether the land is rural residential land or is within a **centre of population**
- **business** according to a **centre of activity**
- **farmland** according to the **intensity of land use**, the irrigability of the land or economic factors affecting the land, and
- **mining** according to the **kind of mining** involved.[22]

Other states typically class rateable land into a larger number of separate categories for the purposes of ratings. For example, South Australia has nine separate land use categories, including a category for vacant land. Tasmania has seven land use categories and allows councils to vary rates if land is vacant.

Victoria does not explicitly define a list of land use categories for rating, but instead allows councils to declare separate rate categories provided that "the objectives of the differential rate and the criteria on the basis of which that rate was declared" is specified.[23] This approach allows multiple rating categories to be used.

21 LG Act, section 514.

22 LG Act, section 529.

23 *Local Government Act 1989* (Vic) section 161. That said, when councils are setting differential rates, they must have regard to Ministerial Guidelines. These guidelines **do** list types of land that are considered appropriate and inappropriate for differential rates. For more details, see Department of Transport, Planning and Local Infrastructure (Victoria), *Ministerial Guidelines for Differential Rating*, April 2013.

4.3.1 Analysis of rating categories using tax principles

The Productivity Commission review of local government revenue raising capacity provided an analysis of rating categories using standard tax principles. The review found that differentiating rates according to land use is appealing on a number of grounds. According to the report:

> Differential rating provisions generally increase the capacity of councils to raise revenue from property rates. They do so by enabling councils to structure better rates payable to the different capacities to pay of, and the services received by, different categories of ratepayers.[24]

This suggests that allowing different rating categories based on land use are consistent with the principles of efficiency and equity.

4.3.2 Options for rating categories in a future NSW rating system

Based on the preliminary analysis outlined above, there may be scope to increase the number of land use categories from four, or increase the ability of councils to define further subcategories of land use for setting rates. For example:

- Splitting the residential category into detached housing and apartment properties categories may provide for more efficient and equitable ratings of multi-unit dwellings (as suggested by the Panel).
- The business land use category is currently quite broad, encompassing all industries other than mining and agriculture.[25] Allowing further differentiation may increase efficiency.

Such changes could allow councils to tailor rates across a wider variety of land uses to better meet the needs and wants of their local communities.

At the same time, a system that allows for too much granularity can incur costs and increase complexity. It could also reduce the transparency of the rating system, and may result in rate structures that depart from recognised tax principles. For example, levying higher rate charges on more successful business centres of activity could undermine efficiency and competitive neutrality.

IPART seeks comment

5 What changes could be made to rating categories? Should further rating categories or subcategories be introduced? What benefits would this provide?

[24] Productivity Commission Report, p 104.

[25] The ABS separately identifies over 100 industries outside of agriculture and mining that would be currently classed as 'business' in the NSW rating system.

4.4 Rating burden across communities

Under our terms of reference for this review, we are required to consider the rating burden **across** communities, which we understand to mean across different local government areas. The Panel also suggested the rating burden may not be spread equitably across communities in NSW.[26]

In our view, the rates levied by a local council should be used to fund the provision of infrastructure and services in that local government area, and should reflect the costs of this provision. They should not be used to fund the services provided by councils in other local government areas.[27] Such cross-subsidisation would tend to reduce the efficiency, equity, simplicity and sustainability of the rating system.

IPART seeks comment

6 Does the current rating system cause any equity and efficiency issues associated with the rating burden **across** communities?

4.5 Rate pegging and special variations

Under the current rate pegging arrangements, IPART determines the maximum percentage by which a council may increase its general income (primarily from rates) each year, known as the 'rate peg'. If they wish to increase their general income by more than this rate, councils can apply to IPART for a 'special variation'. (See Chapter 2 for more information.)

A key issue highlighted by the Panel Report was that, in their present form, rate pegging arrangements impact "adversely on sound financial management".[28] It suggested three options to make the current arrangements more effective:

- streamlining the application and approval process for special variations
- introducing earned autonomy, where certain councils demonstrating consistent high performance could earn complete exemption from rate pegging, and
- replacing rate pegging with rate benchmarking.[29]

In its response, the NSW Government said it is "committed to a rating system that protects local ratepayers from unfair rate rises. It recognises, however, the improvements in council strategic planning under IP&R [Integrated Planning and Reporting] and therefore supports removing unwarranted complexity, costs and constraints from the rate peg system".[30]

---

26 Panel Report, p 41.

27 The Henry Tax Review reaches a similar conclusion, arguing that taxes used for redistribution should be levied by the Federal government. See Henry Tax Review, p 673.

28 Panel Report, p 42.

29 Panel Report, pp 43-44.

30 Office of Local Government, *Independent Local Government Review Panel recommendations – NSW Government Response*, September 2014, p 5.

In line with our terms of reference, we will consider the Panel's findings on the current rate pegging arrangements, as well as the Government's response, particularly its commitment to protect NSW residents against excessive rate increases.

IPART seeks comment

7 What changes could be made to current rate pegging arrangements to improve the rating system, and, in particular, to better streamline the special variation process?

4.6 Policy of encouraging urban renewal

In reviewing the current rating system, our terms of reference require us to take account of the NSW Government's policy of encouraging urban renewal. The NSW Government's *A Plan for Growing Sydney* defines the Government's policy of urban renewal across Sydney as "the process of planning and delivering changes to infrastructure, streets, and the public domain to deliver the greatest community benefit".[31] This policy includes:

- using the Greater Sydney Commission to support council-led urban infill projects
- increasing housing density in areas that are connected to an integrated transport system, and
- providing direct local infrastructure to population centres where there is growth.[32]

Our preliminary view is that the current rating system provides scope for councils to partner with other levels of government to promote urban renewal.

Section 495 of the LG Act allows councils to levy special rates on any subset of rateable land within its area to meet the costs of delivering additional services, facilities or activities to ratepayers.[33]

Councils can also use special variations, and the levying of special rates in distinct areas, to collect additional rates revenue to fund urban renewal projects that provide benefits to discrete areas. Special rates could also be used to partner with other levels of government in developing and funding infrastructure projects which benefit the local community.

---

31 Department of Planning & Environment (NSW Government), *A Plan for Growing Sydney*, December 2014, p 21.

32 Department of Planning & Environment (NSW Government), *A Plan for Growing Sydney*, December 2014, pp 8-11.

33 The special rate may only be levied on those parcels of land which benefit from, have access to, or contribute to the need for the works, services, facilities or activities.

IPART seeks comment

8 What changes could be made to the rating system to better encourage urban renewal?

4.7 How councils manage overdue rates

When rates become overdue, councils may charge penalty interest on the overdue amount. Councils may also seek a court order to require payment, and enforce the debt using debt recovery powers under the *Civil Procedure Act 2005* (NSW).[34]

It appears that some councils might be pursuing relatively low value claims for overdue rates through the courts. The Department of Justice found that:

- just over one-third of all civil claims in the Local Court involve councils pursuing overdue rates, and
- over 80% of claims are for amounts of $2,000 or less.[35]

Model litigant obligations require NSW government agencies to endeavour to avoid litigation wherever possible.[36] However, using the Local Court as the primary means of recovering overdue rates may be an attractive option for councils, irrespective of the amount overdue, as the penalty interest rates councils are permitted to charge could mean that there is no incentive to resolve debt issues early. We understand that less than 1% of all claims for unpaid rates are defended.[37]

Where financial hardship is the underlying cause of rates being overdue, a more sustainable and equitable approach may include councils offering more flexible payment options. We note that similar arrangements are used by water and energy utilities when their customers are experiencing financial difficulty.[38]

IPART seeks comment

9 What changes could be made to the rating system to improve councils' management of overdue rates?

34 For example, the council could apply for an order to seize and sell the ratepayer's personal property to settle the overdue rates.
35 Personal communication, Letter from NSW Department of Justice to IPART, 5 April 2016.
36 NSW Department of Justice to IPART, *Model Litigant Policy for Civil Litigation*, July 2008 (http://www.justice.nsw.gov.au/legal-services-coordination/Pages/info-for-govt-agencies/model-litigant-policy.aspx, accessed 7 April 2016).
37 Personal communication, Letter from NSW Department of Justice to IPART, 5 April 2016.
38 See for example Part 2, Division 6 of the *National Energy Retail Law* (NSW).

5 Assessing exemptions, concessions and rebates

The third step in our approach for reviewing the rating system is to assess the current method for determining who pays rates, including:

- the exemptions from rates, which are based on land type or use, and
- the concessions on rates available to pensioners.

Our assessment will involve analysing the exemptions and concessions using the tax principles discussed in Chapter 3, and identifying the potential options for reform. Where relevant, we will take account of rating systems in other jurisdictions, the findings of the Independent Local Government Review Panel (the Panel) and other matters listed in our terms of reference.

5.1 Exemptions from rates

Section 555 of the *Local Government Act 1993* (LG Act) exempts certain land uses from **all** rates (see Table 5.1). In addition, Section 556 exempts certain land uses from all rates other than water and sewerage charges (see Table 5.2).[39]

[39] As discussed in Chapter 2, this review only covers the income derived from ordinary rates, special rates and some annual charges. It does not review special rates or charges for water and sewerage charges.

Table 5.1 Main land uses exempted from all rates

Land type	Details
Crown land	No rates are payable unless the land is under private lease.
National parks and conservation areas	All land within a national park, historic site, nature reserve, state game reserve, karst conservation reserve, land subject to a conservation agreement and land associated with the Nature Conservation Trust of NSW.
Water corporation land	Land within a special or controlled area for Sydney Water or Hunter Water, land vested in or owned by Water NSW for installed water supply works, land within a special area for a water supply authority.
Land used for religious purposes	Land that belongs to a religious body which is used in connection with a church or other building used for public worship, a residence of a minister of religion, a building used for religious teaching or training.
Land used for schools	Land which is used in connection with a school inclusive of playgrounds, and buildings occupied as a residence by school teachers, caretakers or employees.
Land vested in an Aboriginal Council	Land vested in an Aboriginal Land Council that is not being used for a residential or commercial purpose, and land that is of spiritual or cultural significance that has been declared so by resolution with the approval of the Minister for Aboriginal Affairs.
Rail infrastructure land owned by a Public transport authority	Land vested in or owned by a public transport agency, for installed rail infrastructure facilities.
Land used for oyster cultivation	Land below high water mark and used for any aquaculture relating to oyster cultivation.

Source: *Local Government Act 1993*, section 555.

Table 5.2 Main land uses exempted from all rates other than water and sewerage charges

Land type	Details
Public places	Includes public reserves, cemeteries and free public libraries.
Mineral claims	Land that is the subject of a granted mineral claim, held under private lease from the Crown.
Public charities	Where the land is used for the purposes of the charity or public benevolent institution.
Public hospitals and other health purposes	Includes land vested in the Minister for Health, the NSW Health Foundation and the local health district.
Universities	Land vested in university or university colleges used solely for its purposes.
Special listed groups	Sydney Cricket Ground, Zoological Parks Board (exempt under regulation 123), Royal Agricultural Society, Museum of Sydney and Museum of Contemporary Art.
Cattle dipping	Land leased to the crown for cattle dipping.

Source: *Local Government Act 1993*, section 556.

5.1.1 How exemptions compare with tax principles

Exemptions are a subsidy to the exempt land use that is funded by local ratepayers. In considering exemptions, the key questions that arise are whether a subsidy is appropriate, and if so, what is the correct level of subsidy and who should pay for it.

In general, who should pay for an exemption should relate to who receives the public benefits from the goods and services provided by the exempt land use:

- If the benefits of an exempt activity are largely confined within the local government area boundary, then it may be appropriate for local ratepayers to fund the cost of the exemption.
- However, if the benefits are distributed beyond the local council area, it may be more equitable for the state government to share the funding costs of the exemption.[40]

We have done some preliminary analysis on exemptions using the tax principles discussed in Chapter 3. This analysis is based on the overall impacts of exemptions on the community, businesses and other levels of government, and is discussed below.

Efficiency

Rate exemptions can have a positive or a negative impact on economic efficiency. For example, exemptions that result in larger spending on goods and services that produce large net social benefits may increase economic efficiency. This could include the exemptions provided to some education institutions and hospitals.

Exemptions may also prevent extra costs being imposed on state and federal governments when they provide public goods such as national parks, protected forests, and public places. The tax base of state and federal governments may be less efficient than council rates in funding public goods.

However, the provision of rate exemptions narrows the tax base, increasing the level of taxation for remaining ratepayers. This could have a negative impact on economic efficiency as, all else being equal, a higher rate of tax will cause larger changes in behaviour.

Exemptions may also change land use away from what would have occurred without any exemptions. Exemptions that do not provide substantial benefits to the community are inefficient if they stop land being put to its best use.

[40] An example might be the Royal Flying Doctor Service which provides health services across all outback areas.

The exemptions provided to organisations may also encourage them to overuse council services, if they are not required to pay for direct costs, such as water and sewerage services.

Equity

Rate exemptions are subsidised by local ratepayers. This may be equitable when the exempt activity provides a large benefit to local ratepayers, or where the exempt organisation has limited ability to pay.

For example, some religious or charitable institutions may have limited ability to pay rates. Exemptions may allow them to spend more on social goods such as helping the disadvantaged in the local area, which results in more equitable outcomes for society.

Public schools and hospitals also can provide large social benefits and may have limited ability to pay rates without reducing service levels, or shifting additional costs onto state and federal budgets.

In addition, rate exemptions for commercial activities, such as the logging of state forests, mining or oyster cultivation, may not be equitable. The enterprises that undertake these activities generally have the ability to pay rates. Therefore, it may be more equitable to require them to make some contribution to local rates, especially where the activities are pursued for private profit.

Simplicity

Having a large number of exemptions will increase the complexity of the rating system. Increased complexity could result in higher costs of administering and monitoring exemptions. Exemptions should be kept to a minimum to promote simplicity, and only granted, or retained, where there are clear net benefits from doing so. NSW legislation has progressively provided for a larger number of exemptions. There may be scope for these to be rationalised.

Conditions that apply to exemptions should be objective, transparent and targeted to minimise the extra burden on local rate payers and the scope for disputes on eligibility. Furthermore, the costs of administering exemptions, monitoring compliance and determining eligibility should be low.

Sustainability

Broader tax bases tend to be more sustainable, as they can collect more revenue, tend to be more able to withstand volatile economic conditions and less susceptible to tax avoidance. Exemptions reduce the size and diversity of the rate base, and therefore may compromise sustainability.

Rate exemptions may especially compromise sustainability if:

- the existing rate base is small (eg, in rural and remote local government areas) and
- the exempt institutions impose substantial additional costs in the local government area (eg, forest logging causing road degradation).

Competitive neutrality

Competitive neutrality requires businesses competing with each other to be treated in a similar way. If rate exemptions are provided to government enterprises or charitable institutions that compete with the private sector, such as retirement villages or child care centres, this may result in the private sector incurring higher costs than the institutions receiving exemptions. Efficiency losses can occur if this cost disadvantage causes more efficient private providers to reduce, or to withdraw, the supply of services. In such cases, removing or narrowing the exemption may result in better outcomes.

5.1.2 Options for exemptions in a future NSW rating system

Our preliminary analysis suggests there could be several alternatives to exemptions for some of the land uses that are currently exempt from rates. These include removing the exemption for some land use categories, narrowing the exemption, giving councils discretion over the level of exemption, and replacing some exemptions with rebates.

Removing exemptions

There are several reasons that it could be appropriate to remove an exemption for a land use category. These include where:

- the exemption does not provide sufficient public benefits for the local community
- commercial activity is being carried out on the land providing the land owner with the capacity to pay rates
- the use of the land is contributing to substantial extra costs for the council, or
- the land owner is receiving substantial private benefits from council services.

Narrowing the exemption

Exempt land is sometimes used for more than one activity. In situations where a commercial activity is located on exempt land, it may be appropriate to levy rates on the portion of land used in profit generating activities. For example, this could allow commercial activities located within education or charitable institutions to be separately identified and have rates levied on the land associated with the activity, while the remainder of the institution retains the exemption.

Tighter targeting of exemptions may have merit on equity and competitive neutrality grounds, and may lead to more efficient land use decisions being made. However, it might sometimes be difficult in practice to identify the proportion of the land used in profit-generating activities.[41]

Giving councils more discretion over the level of exemptions

Local councils do not have discretion on the granting or level of exemption for land use types listed under sections 555 and 556 of the LG Act. For some of these land use types, such as public charities, it may be more equitable if councils were given some scope to reduce the level of exemption below 100%. Councils could determine the level of exemption depending on factors such as whether public benefits flowed mainly to the local community or more broadly.

Flexibility could be achieved either by allowing councils to determine the level of exemption for certain activities, or allowing them to make additional rating categories and subcategories for these activities. However, this additional flexibility could result in an increased number of disputes if ratepayers disagree with the level of exemption offered by council.

Replacing exemptions with rebates

It may be appropriate to replace some exemptions with rebates. A rebate could be a partial reduction in rates payable for those land users that meet eligibility criteria, or who make an application to the council.

Some of the advantages of using rebates are that they:

- make the associated costs more transparent, and tend to receive greater scrutiny, ensuring the original intent of the policy is maintained
- can better and more narrowly target particular activities and land uses that generate high public benefits
- provide a mechanism to give varying levels of rate relief rather than the 'all or nothing' approach under the current exemptions, and
- can provide a mechanism for state and local governments to share costs in granting rate relief, which may be appropriate where the public benefits from the activity flow widely.

Examples where rebates may be a better policy than a full exemption include government land supplying services that are sold, such as rail infrastructure land, water corporation land, the Sydney Cricket Ground, and the Museum of Sydney.

41 An example where this may be difficult is where a university partners with a private firm in undertaking research.

5.1.3 Councils also receive exemptions from tax

Local government also receives exemptions from paying state and federal government taxes, such as payroll tax, stamp duty and income tax. Therefore, in conducting further analysis we will take a holistic approach. That is, we will also look at the consistency and efficiency of tax arrangements between levels of government overall – including the exemptions councils receive as well as those they are required to provide.

If some exemptions councils are required to provide are changed, it may also be appropriate to review some exemptions they receive. Any changes should improve overall efficiency, equity and competitive neutrality.

IPART seeks comment

10 Are the land uses currently exempt from paying council rates appropriate? If a current exemption should be changed, how should it be changed? For example, should it be removed or more narrowly defined, should the level of government responsible for providing the exemption be changed, or should councils be given discretion over the level of exemption?

11 To what extent should the exemptions from certain state taxes (such as payroll tax) that councils receive be considered in a review of the exemptions for certain categories of ratepayers?

5.2 Concessions for pensioners

Our terms of reference require us to consider the appropriateness and impact of mandatory concessions, and also take account of the NSW Government's commitment to providing rate concessions to pensioners.[42]

The Government introduced mandatory pensioner concessions for council rates and charges in 1989. Under the current scheme, eligible pensioners[43] are required to apply to their local council to receive a 50% discount on their combined ordinary council rates and waste service charges, up to a maximum of $250 per annum.[44] The cost of providing this discount is shared between the NSW Government (55% or $76 million) and the local council (45% or $62 million).[45]

---

42 Office of Local Government, *Independent Local Government Review Panel recommendations – NSW Government Response*, September 2014, p 4.

43 Eligible pensioners are residential property owners who hold a pensioner concession card (PCC), hold a Gold card embossed TPI (Totally and Permanently Incapacitated), hold a Gold card embossed EDA (Extreme Disability Adjustment), or are a war widow or widower or wholly dependent partner entitled to the DVA income support supplement.

44 See Office of Local Government, *Factsheet: Pensioner Concessions on Council Rates and Charges*, 2011. Available at: https://www.olg.nsw.gov.au/sites/default/files/Pensioner-concession-factsheet-2011.pdf, accessed 17 March 2016.

45 Panel Report, p 40.

NSW councils can also voluntarily offer additional concessions to pensioners.

5.2.1 What pensioner concessions are available in other jurisdictions

Table 5.3 compares the NSW concession scheme with pensioner concessions available in other states. While the quantum of concession offered is comparable, there are a few key differences in pensioner concessions across states:

- In all states other than NSW, the funds for the concession are wholly provided by the relevant state or territory government. In NSW, these costs are partially recovered from other ratepayers.
- In South Australia and Western Australia, there are arrangements for pensioners to defer the payment of a portion of their rates.

Table 5.3 Pensioners' concessions on rates across Australia

	Type of Relief	Value of relief	Funding source
NSW	Concession only	50% discount, up to $250 pa	55% state 45% council
VIC	Concession only	50% discount, up to $213 pa	100% state
QLD	Concession only	20% discount, up to $200 pa	100% state
WA	Concession or rate deferral	50% discount	100% state
SA	Rate deferral only	All rates in excess of $500 pa	100% state
NT	Concession only	62.5% discount, up to $200 pa	100% state
TAS	Concession only	30% discount, up to $425 pa	100% state

Note: Figures as at 16 March 2016.

Sources: NSW *Local Government Act 1993*, NSW *Local Government Regulation 2005*, *Local Government Act 1989* (VIC), *Local Government Act 2009* (QLD), *Local Government Regulation 2012* (QLD), *Local Government Act 1999* (SA), *Local Government (General) Regulation 2013* (SA), *Local Government Act 1995* (WA), *Local Government (Financial Management) Regulation 1996* (WA), *Local Government Act 1993* (Tas), *Local Government Act 2008* (NT), NTPCCS Policy Manual, January 2016.

In South Australia, the Postponement of Rates Scheme allows retirees to postpone paying council rates and finance them through a loan against the equity in the home.[46,47] Ratepayers incur interest on the outstanding amount set at the council's average borrowing cost and compounded monthly. This accrued debt is payable when the property is sold or transferred to someone else.

46 For details, see *Local Government Act 1999 (SA)*, section 182A and *Local Government (General) Regulations 2013 (SA)*, regulation 18.

47 Prior to 2015, the South Australian government also offered a pension concession of up to $190. In 2015, this pensioner concession was replaced with a broader 'cost of living' concession of up to $200 for pensioners and low income earners. For more details, please see: Government of South Australia, *Cost of Living Concession*, available at: http://www.sa.gov.au/concessions/costofliving, accessed 23 March 2016.

5.2.2 Analysis of pensioner concessions using tax principles

Pensioner concessions have a number of impacts on both local councils and other ratepayers.

- To the extent they are not financed by the state government, they reduce the contribution pensioners make towards council revenue. This narrows the rate base, and thus reduces economic efficiency.
- Pensioner concessions also result in a subsidy to pensioners who own property, and those who will inherit their estate. The cost is borne by taxpayers and other ratepayers. Such a redistribution can be inequitable.
- The impact of the pensioner concession is not evenly distributed as it results in a greater burden on councils and ratepayers in areas with a high proportion of pensioners. These may be low income areas, particularly in rural areas which have seen a net emigration of younger households.

The design of the current concession scheme in NSW (ie, a 50% or $250 discount, whichever is lower) promotes equity because the discount it provides is likely to be worth relatively more to pensioners with lower value properties and less ability to pay. It also ensures the overall growth in the cost of the scheme is contained over time. However, it also decreases the real value of the concession by inflation or about 2.5% per year.

5.2.3 Options for pensioner concessions in a future NSW rating system

There are several options that could be considered for pensioner concessions, each of which will achieve different objectives. These include:

- **Retaining the current concession scheme.** This option meets current welfare objectives and is consistent with the NSW Government's commitment to providing rate concessions to pensioners. However, the Panel suggested "it is doubtful whether funding such a concession ought to be a local government (or even state government) function within Australia's federal system".[48]
- Replacing the current concession scheme with a **rate deferral scheme** as occurs in South Australia. This option could better ensure asset-rich, income-poor ratepayers are not adversely affected by council rates. This option would also lower the cost to councils and government.
- **Introducing an asset test** that limits eligibility for the concession where the property is over a certain value (for example, $1 million). This option prevents ratepayers subsidising pensioners who are asset-rich.

IPART seeks comment

12 What should the objectives of the pensioner concession scheme be? How could the current pensioner concession scheme be improved?

[48] Panel Report, p 40.

6 Freezing existing rate paths for newly merged councils

For councils that merge as part of the *Fit for the Future* process, the NSW Government has announced a policy of freezing their existing rate paths for four years. The aim of this policy is to provide ratepayers with certainty about their rates.[49] Our second task in this review is to recommend a legislative and regulatory approach to implement this policy.

The sections below outline:

- our interpretation of the policy and how it affects each element of the rating system for newly merged councils, and
- the legislative and regulatory options for implementing this policy.

6.1 IPART's interpretation of existing rate path freeze policy

We interpret the Government's policy to mean that for the four years after a *Fit for the Future* merger, rates would continue to be set in each pre-merger council area so that the rate path in that area follows the same trajectory as if the merger had not occurred. That is, this rate path should comprise the pre-merger council's general income[50] in the year the merger takes place,[51] adjusted by the following two external factors:

1. the rate peg OR any special variation approved for the council prior to its merger, and
2. the expiry of any temporary special variations that applied to the council prior to its merger.

IPART seeks comment

13 We have interpreted the rate path freeze policy to mean that in the four years after a merger, the rating path in each pre-merger council's area will follow the same trajectory as if the merger had not occurred. Do you agree with this interpretation?

---

49 NSW Government, *Media Release – Stronger Councils for Sydney and Regional NSW*, at https://www.nsw.gov.au/media-releases-premier/stronger-councils-sydney-and-regional-nsw, 18 December 2015, accessed 16 March 2016.

50 This is income derived from ordinary rates, special rates and specified annual charges (section 505 of the *Local Government Act 1993* (NSW)). Special rates and charges for water and sewerage are not included in a council's general income.

51 That is, the financial year beginning 1 July.

6.1.1 What about new special variations?

Under our interpretation of the rate path freeze policy, a merged council would generally not be eligible for new special variations during the rate path freeze period. However, we propose they should retain the discretion to apply for new special variations in three limited circumstances. Specifically, new special variations:

1. where former Crown Land has been added to their rating base during the freeze period[52]
2. for development contributions that are 'above the cap' under the *Environmental Planning and Assessment Act 1979* (NSW),[53] and
3. to fund new infrastructure projects in their area by levying of a special rate.[54]

Adding former Crown Land to a merged council's rating base may lead to higher demand for its services and an increase in its costs. Therefore, merged councils should have the discretion to apply for a special variation to their general income (above the rate peg limit) to take account of this cost increase.

Development contributions are payments by developers to councils that are used to fund community facilities and infrastructure for new developments. If a council's development contributions for an area exceed the relevant cap,[55] the council may seek to fund the gap by applying for a special variation.[56,57] Merged councils should be able to apply for this type of special variation during the freeze period, otherwise it could limit the funds available for a new development's facilities and infrastructure.

Similarly, merged councils should be able to apply for special variations to fund new infrastructure projects. While such special variations may reduce certainty for some ratepayers about the amount of their rates during the freeze period, the alternative may cause councils to reduce their infrastructure development below that required by the community during this period.

---

52 Provided that the special variation only applies to the general income of the council whose pre-merger area now includes the former Crown Land.

53 Provided that the contributions are only recovered through special rates on parcels of land that will benefit from the development.

54 The special rate would be levied under Section 495 of the LG ACT.

55 Local development contributions are capped at $30,000 per residential lot or dwelling for greenfield areas, and $20,000 per residential lot or dwelling for all other areas (Minister for Planning direction under section 94E of the *Environmental Planning and Assessment Act 1979* (NSW)).

56 Office of Local Government, *Guidelines for the preparation of an application for a special variation to general income for 2016/17*, January 2016, p 23.

57 Alternatively, a council may seek to fund this gap by applying for government funds under the Local Infrastructure Growth Scheme (http://www.planning.nsw.gov.au/About-Us/Our-Programs/Local-Infrastructure-Growth-Scheme, accessed 30 March 2016).

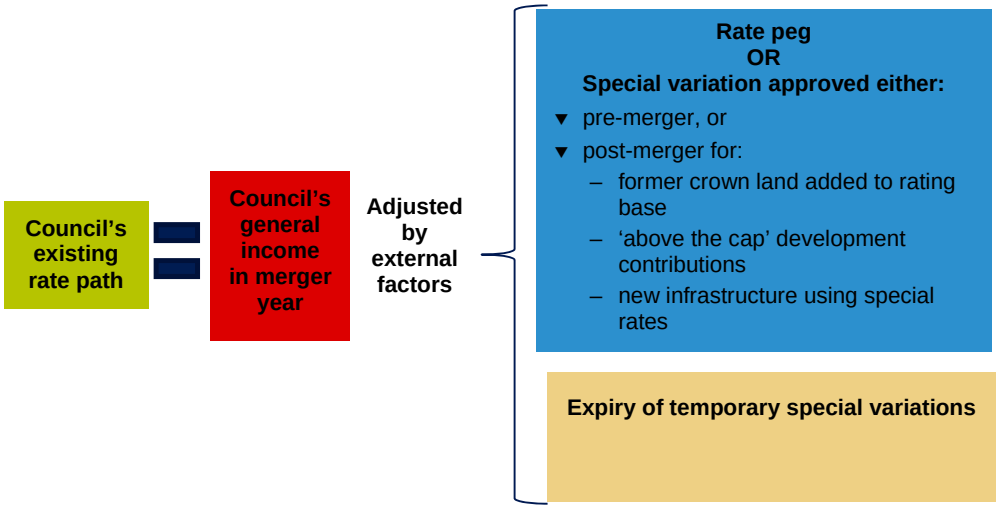
This third discretion, if allowed, would be granted only in very limited circumstances. That is:

- to fund **new infrastructure**
- using a **special rate**, and
- the special rate would only be levied on parcels of **land that benefit** from the infrastructure.

Councils would need to apply under the special variation process for approval of this special rate.

Figure 6.1 illustrates our interpretation of a pre-merger council's existing rate path, including new special variations that it would be able to apply for in limited circumstances.[58]

Figure 6.1 A pre-merger council's existing rate path over the rate path freeze period (including new special variations)



[58] The merged council would be the actual entity that applies for the new special variation. This special variation, if approved, would then only impact on revenue that the merged council can recover from the pre-merger council area that contains the former Crown Land, new development or new infrastructure project (as applicable).

IPART seeks comment

14 Within the rate path freeze period, should merged councils be permitted to apply for new special variations:

- For Crown Land added to the rating base?
- To recover amounts that are 'above the cap' on development contributions set under the *Environmental Planning and Assessment Act 1979*?
- To fund new infrastructure projects by levying a special rate?

15 Are there any other situations where merged councils should be able to apply for new special variations within the rate path freeze period?

6.1.2 What discretions will merged councils have in setting rates during the rate path freeze period?

Under our interpretation of the rate path freeze policy, the rates[59] payable on each parcel of land should only change as a result of external factors (eg, rate peg), and **not** as a result of the council merger. In other words, the pre-merger council's existing rate paths for all categories and sub categories of land will **also** follow the same trajectory as if the merger had not occurred.

Therefore, merged councils will have limited discretion as to how they set rates. For example, during the freeze period, merged councils would not be able to redistribute their rating burden between:

- the pre-merger council areas that make up the new merged council area
- base or minimum amounts and ad valorem amounts, or
- rating categories[60] within the pre-merger council areas.

Otherwise, the rates collected from each ratepayer may not be consistent with the Government's objective of providing rate certainty.

Changes to the amounts within a rate structure

As Chapter 2 outlined, local councils may calculate rates using an:

- **ad valorem amount** (ie, a variable charge calculated as a percentage of the unimproved land value of the rateable property), which may be subject to a **minimum amount,** or
- **ad valorem** amount plus a **base amount** (ie, a fixed fee levied equally on all properties within a given category).

59 That is, those rates that generate the rate revenue that is included in a council's general income.
60 In this section, each reference to 'category' should be read as 'category (or subcategory)'.

We consider that merged councils should only be able to increase base amounts and minimum amounts each year by the rate peg percentage, subject to:

- base amounts and minimum amounts being adjusted for any relevant existing or expiring special variations, and
- where the minimum amount is set at the maximum limit under the LG Act, it continue being set at this limit.

Changes to rates by rating categories

Ordinary rates are levied on rateable land. This land is divided into four categories: residential, business, farmland and mining. Councils may further divide these categories into subcategories.[61]

Changes to a council's rating burden arise from increasing its general income by the rate peg each year.[62] This changed rating burden then needs to be distributed among ratepayers. We propose that merged councils should not have the discretion to determine which rating category should bear the changed rating burden. Instead, rates for each category should either vary according to:

- the relative change in the total land value of that rating category against other categories within the pre-merger council area (**relative change method**), or
- the rate peg, to fix the percentage share of rates revenue in each rating category (**fixed share method**).

Under the relative change method, the increase in rates for each category would be determined by relative changes in land value. Business and residential land categories would bear the change in rates in proportion to their relative change in land values. For example, if business land values increased by more than residential land values, business rates would increase by more than residential rates. The combined increase in these rates would then match the increase in council rates permitted under the rate peg. Under this method, changes in rates would be driven solely by the rate peg and changes in relative land values.

Under the fixed share method, rates for each category of land would be increased by the rate peg (irrespective of changes in land values).

We propose councils would have discretion to allocate the changed rating burden each year either by the **relative change method** or the **fixed share method**.

---

61 Only on the basis of criteria specified in the *Local Government Act 1993* (NSW).

62 In this section, each reference to 'the rate peg' should be read as 'the rate peg (or any applicable special variation)'.

Discretion to set rates below the maximum

The rate path freeze policy acts as a 'ceiling' on rate increases, in that it determines the maximum rates that merged councils can charge in each pre-merger council area during the freeze period.

However, councils would have the discretion to set their rates below this ceiling for any rating category,[63] particularly in view of the substantial financial savings that could be generated by the mergers.[64] This option provides councils with the flexibility to begin implementing a fair and equitable rating system in the lead up to the end of the freeze period. This issue is discussed in detail in Chapter 7.

IPART seeks comment

16 During the rate path freeze period, should merged councils only be able to increase base amounts and minimum amounts each year by the rate peg (adjusted for any permitted special variations)?

17 During the rate path freeze period, should merged councils be able to allocate changes to the rating burden across rating categories by either:

- relative changes in the total land value of a rating category against other categories within the pre-merger council area, or
- the rate peg (adjusted for any permitted special variations)?

18 Do you agree that the rate path freeze policy should act as a 'ceiling', so councils have the discretion to set their rates below this ceiling for any rating category?

19 What other discretions should merged councils be given in setting rates during the rate freeze period?

To further explain our interpretation of the Government's policy, Table 6.1 outlines how each element of the current rating system would operate during the freeze period.

63 Under our proposed approach, if a council chooses to charge a rating category below the maximum, it would not be able to charge another rating category above its maximum to recover the foregone revenue.

64 According to a report prepared by KPMG on behalf of the NSW Government, the proposed mergers have the potential to generate a net financial benefit to councils of around $2.0 billion across over the next 20 years (NSW Government, *Local Government Reform: Merger impacts and analysis*, December 2015, p 2).

Table 6.1 Rating system during the rate path freeze period

Element of rating system	How element would operate during rate path freeze period
Rate peg	▾ The rate peg would continue to be set in the current way.
General income	▾ The maximum general income of a merged council would be the sum of the 'maximum general incomes' calculated for each pre-merger council area, which are calculated separately using general income in merger year adjusted by the rate peg and other external factors listed in Figure 6.1. ▾ Where a pre-merger council area is split between multiple newly merged councils, calculation of the 'maximum general income' would require the newly merged councils to consider all land within the entire pre-merger council area.
Ordinary rates, rate structure	▾ Different rate structures would apply within merged council areas. Rates revenue would be set based on the rates in each pre-merger council area, and would only vary according to the rate peg, changes in land values, and other external factors listed in Figure 6.1. ▾ The ad valorem amount in any ordinary rate would only be adjusted for changes in the rate peg and other external factors. ▾ The base amount or minimum amount in any ordinary rate would only be adjusted by the rate peg. ▾ Councils would not be eligible to apply to set their minimum amount above the level set out in the LG Act and LG Regulation. ▾ Where any active variations of minimum amounts have been already approved, these could also increase by the rate peg.
Ordinary rates, rating categories	▾ Merged councils would not be able to determine new categories or subcategories of land, or to combine existing subcategories of land, for existing ratepayers.
Special rates, within general income	▾ Where a special rate is not the subject of an existing temporary special variation, it would be treated in the same way as an ordinary rate. ▾ Where a special rate is the subject of a temporary special variation, it would remain at the level approved under the special variation until the special variation ends. After that, the council would no longer be able to levy the special rate.
Annual charges and special rates, outside of general income	▾ Annual charges and special rates outside of general income would continue to be set as they are currently set. ▾ The planned Emergency Services Property Levy, announced by the NSW Government on 10 December 2015, would not be affected by the rate path freeze policy.
Special variations	▾ Any existing temporary special variations would continue to apply until they expire. ▾ Merged councils would generally not be able to apply for special variations during the freeze period. However, we propose that special variations could be allowed: – where former Crown Land has been added to the rating base – for development contributions that are 'above the cap' under the *Environmental Planning and Assessment Act 1979* (provided that the contributions are only recovered through special rates on parcels of land that will benefit from the development), or – for other special rates for new infrastructure (provided the special rate is levied on parcels of land that will benefit from the new infrastructure).

6.2 Options for implementing the rate path freeze policy

Legislative change would be required to implement the rate path freeze policy. It could not be achieved under the *Local Government Act 1993* (LG Act) in its present form.

We have identified three possible approaches to implementing the rate path freeze policy. These approaches are outlined below, in IPART's order of preference.

6.2.1 Option 1: Amend the LG Act to introduce a new instrument-making power

The LG Act could be amended to provide for a new instrument or regulation-making power. This instrument would need to be able:

- to vary or displace current provisions in the LG Act as they apply to a newly merged council during the four years following the merger, and
- to impose obligations during the four years following the merger for the purpose of implementing the rate path freeze policy.

For example, the instrument-making function could be given to the Minister for Local Government. Amendments to the LG Act could require the instrument to set out a methodology that merged councils must apply when setting their rates.

This broader instrument-making power would need to strike a balance between providing the flexibility to implement a complex rate-setting mechanism that may require adjustments, and providing some certainty around the rate path freeze policy.

6.2.2 Option 2: Amend the LG Act to expand the Governor of NSW's proclamation power

This option would broaden the Governor's existing merger proclamation power under section 218A of the LG Act. To implement the rate path freeze policy, the expanded proclamation power would allow the Governor to displace certain provisions of the LG Act as applied to merged councils, and impose obligations during the four years following the amalgamation — the same as the instrument-making power under Option 1.[65]

65 Such a proclamation-making power would be closer in scope to the power to make 'restructuring orders' under Part 10C of the *Local Government Act 1989* (Vic).

For this option to be effective, the legislative amendments would need to commence before the Governor makes any merger proclamation. While Option 2 would require slightly less substantial amendments to the LG Act than Option 1, it provides less flexibility in relation to timing. It would also require the mechanism for the rate path freeze to be duplicated in each merger proclamation.

6.2.3 Option 3: Providing for the rate path freeze entirely through amendments to Chapter 15 of the LG Act and LG Regulation

This approach would involve substantial amendments to the LG Act and LG Regulation. While this would provide greater certainty than the previous options, it would increase the complexity of these instruments, as the entire rate-setting mechanism to apply during the freeze period would need to be set out in these instruments.[66]

IPART seeks comment

20 We considered several options for implementing the rate path freeze policy. Our preferred option is providing the Minister for Local Government with a new instrument-making power. What are your views on this option and any other options to implement the rate path freeze policy?

[66] The amendments would need to create temporary, sometimes partial, exceptions that apply only to newly merged councils where existing provisions conflict with the rate path freeze (such as sections 493(2), 495, 497, 498(3), 499(1) and (4), 529(1) and (3) and 548(1)).

7 Establishing new, equitable rates after the 4-year freeze

After the 4-year rate path freeze expires, merged councils will be required to set new rates across the whole post-merger area. As part of our review, we will consider any issues that might arise in setting equitable rates or transitioning to them in a fair and timely manner, and analyse how these issues could be addressed. In doing so, we will take account of the NSW Government's commitment to protect NSW residents against excessive rate increases.

At this stage, we have identified two issues related to:

- the current requirement to set a single residential rate within a centre of population (rate equalisation), and
- the treatment of special variations approved for a pre-merger council.

The sections below discuss each of these issues and the options for addressing them.

7.1 Residential rate equalisation within a centre of population

There are no specific provisions in the LG Act addressing the levying of rates following a merger of several councils. However, Section 529(2)(b) of the LG Act specifies that councils are only allowed to set different residential rates within a local government area on the basis of two subcategories, specifically "whether the land is rural residential land or is **within a centre of population**".[67]

[67] The Office of Local Government revenue raising manual provides guidelines for interpreting the "within a centre of population" definition. It states that:

- "Separate towns or villages may be regarded as discrete centres of population.
- A centre of population should not be a device intended to enable rating variations within an homogeneous suburb or suburbs, or by street, or by any special feature such as proximity to water.

It is clear that subcategorisation on the basis of centres of population may have limited application within the suburbs of the main urban centres."

For more details, see Department of Local Government, *Council Rating and Revenue Raising Manual*, 2007, p 23.

In practice, this means councils must set the same residential rate **within a centre of population.** As a merged council within Sydney would comprise one centre of population, it could not set different residential rates within the post-merger area after the 4-year freeze expires. Instead, it would have to instantaneously set the **same** residential rate structure for the whole area when the ordinary rate is made on 1 July 2020 after the rate path freeze expires.[68]

Rate equalisation may cause excessive rate change

The requirement to equalise residential rates within a centre of population could expose some Sydney residential ratepayers to large rate increases following the expiry of the rate path freeze. The issue may also arise with some regional mergers. That said, council mergers are expected to deliver cost savings for the merged council areas, so these cost savings could be used to offset rate increases. Nevertheless, large residential rate increases could still occur in some instances.

For example, when a council that levies low residential rates per dollar of land value merges with another that levies high residential rates per dollar of land value, it could lead to substantial rate increases for some homeowners and commensurate decreases for others.

To illustrate this, consider two merging councils, Council A and Council B, that:

- each collected the same amount of local rate revenue prior to their merger, but
- Council A levied residential rates at 0.1% per dollar of land value, and Council B levied residential rates at 0.2% per dollar of land value.

Under the current LG Act, residential rates need to be equalised in first the year after the rate path freeze ends, which could cause a once-off increase in rates of 33% in Council A's area and a once-off fall of 33% in Council B's area.[69]

During our *Fit for the Future* assessments in 2015, some councils provided evidence to IPART that under rate equalisation their residents may be exposed to rate rises of between 20% and 50%.[70]

---

68 In contrast, councils will be able to levy different rates for businesses in different centres of activity. In other words, councils will be able to charge different rates for businesses in different suburbs.

69 These rate changes may be reduced if the council adopted base amounts in the new rating structure.

70 Please refer Council Improvement Proposals, available at the IPART Fit for the Future website: http://www.ipart.nsw.gov.au/Home/Industries/Local_Govt/Fit_for_the_Future

Other examples include:

- When councils that have different rating structures merge, rate equalisation could result in sizeable rate changes for individual residential ratepayers. This could occur when a pre-merger council which extensively used minimum or base amounts merges with another council that only used ad valorem amounts.
- When councils that set different residential rates based on higher/lower service levels merge, the equalised post-merger rates could increase substantially in the lower service/lower rate pre-merger council area. Thus, ratepayers in that area would cross-subsidise those in the higher service council area over the short to medium term.

These issues are less likely to arise for rural councils that merge, as residential rural land typically comprises separate towns or villages, and the LG Act states that these can be regarded as discrete centres of population. Thus, there is no requirement for merged rural councils to set a single residential rate for the whole merged area.

7.1.2 Options for addressing issues related to rate equalisation

We have identified several options for addressing the issues arising from rate equalisation across merged council areas after the rate freeze expires. These include:

- removing the rate equalisation requirement from the LG Act
- allowing merged councils to gradually equalise rates after the rate freeze expires, and
- using other potential changes to the rating system to offset the impact of rate equalisation.

Remove the rate equalisation requirement

If the requirement to set the same residential rate within a centre of population was removed, a merged urban council would be able to prevent excessive rate rises by setting different residential rates within the enlarged post-merger area.

If implemented, the existing merger proposals would result in much larger council areas in Sydney. This raises the question whether rate equalisation within a population centre remains an appropriate principle. Larger councils may need to have some capacity to charge different residential rates based on local considerations.[71]

[71] Different local rates could be based on local factors such as the demand for, or cost of supply of, local government services.

However, if this requirement were removed, it may be important to place additional obligations on councils to protect local ratepayers from inequitable rates.[72] For instance, councils might only be allowed to set rates within a defined range.

Allow merged councils to gradually equalise rates

Instead of requiring merged councils to instantaneously equalise residential rating structures after the rate path freeze expires, councils could be allowed a longer time period to adjust rates for the merged council. This could:

- allow the council to smooth rate changes for residents, especially if the council is also implementing other rating or merger reforms
- give the council more time to adjust service levels across the enlarged post-merger area, and
- provide greater time for the merger savings to be realised which could reduce the size of any rate increases that may be needed.

A local council could be given the option when transitioning to the new system of restricting real rate changes to no more than 5% per year (or some other percentage).

Use other changes to the rating system to offset rate increases

In this Issues Paper, we have identified a number of options for reform to the current rating system. If implemented, these changes would have impacts on the distribution of the rating burden across merged council areas. These changes could also offset the impact of the rate equalisation requirement.

For example, Chapter 4 identified a number of options to provide councils with more flexibility to choose a valuation base for levying rates, and with varying base and minimum amounts. This flexibility could be used by merged councils to smooth the impact of the merger on the ratings burden within the local community.[73]

IPART seeks comment

21 Should changes be made to the LG Act to better enable a merged council to establish a new equitable system of rating and transition to it in a fair and timely manner? If so, should the requirement to set the same residential rate **within a centre of population** be changed or removed?

---

72 Section 8(1) of the LG Act does require councils "to raise funds for local purposes by the fair imposition of rates".

73 For example, a shift to CIV would be expected to reduce the gap between the value of apartments and houses for the purposes of rating. To the extent that properties with higher assessed land values – typically houses – could face large rate increases following the expiry of the rate path freeze, a shift in the ratings method could reduce the magnitude of rate increases for these properties.

7.2 Approved special variations for merged councils and other issues

A council that has been merged may have had a special variation approved prior to the merger. As discussed in Chapter 6, under our interpretation of the rate path freeze, the general income of a merged council during the rate path freeze would include any extra revenue from special variations that have been approved for pre-merger councils. As the pre-merger council ceases to exist after a merger, the special variation approved prior to the merger, and the extra permissible revenue associated with it, also legally ceases to exist.

To address this issue, IPART interprets the rate path freeze to mean that the general income of the larger merged council should include any extra revenue from special variations that have been approved pre-merger. The extra revenue from approved special variations would be included in the merged council's rate base both during the 4-year rate freeze and afterwards.[74]

This policy would apply to both approved special variations operating only during the 4-year rate freeze and those of longer duration.

To do this, the Governor's merger proclamation power could be used to include any approved special variations in the rate base of the merged council.[75]

IPART seeks comment

22 Should approved special variations for pre-merger councils be included in the revenue base of the merged council following the 4-year rate path freeze?

23 What other rating issues might arise for merged councils after the 4-year rate path freeze period expires?

74 Temporary special variations would drop out of the rate base when they expire as would have occurred if a merger had not taken place.

75 The Governor's proclamation could include facilitating provisions that allow the merged council to recover the additional revenue the pre-merger council would have recovered under an already approved special variation.

Appendices

A Terms of Reference

Reference: A1444504

18 DEC 2015

Dr Peter Boxall AO
Chairman
Independent Pricing and Regulatory Tribunal
PO Box K35
HAYMARKET POST SHOP NSW 1240

Dear Dr Boxall

Pursuant to section 9 of the *Independent Pricing and Regulatory Tribunal Act 1992*, I am writing to request the Tribunal undertake a review of the Local Government rating system in accordance with the attached Terms of Reference.

The implementation of an efficient and equitable rating system is a key component of the Government's *Fit for the Future* reforms, and will ensure all councils are able to implement sustainable fiscal policies and reforms over the longer-term.

Critically, the Tribunal's review should seek to recommend a legislative or regulatory approach to support the Government's policy of freezing existing rate paths for a period of four years for councils that merge as part of the *Fit for the Future* process.

An interim report outlining options and recommendations to achieve this commitment should be provided to the Minister for Local Government within six months. A final report addressing all aspects of the terms of reference should be provided to the Minister within 12 months.

Should you have any questions or wish to discuss this matter further, please contact Mr John Clark, Executive Director, Local Government Reform on 9228 3570 or john.clark@dpc.nsw.gov.au

Yours sincerely

MIKE BAIRD MP
Premier

Encl: Terms of Reference, Local Government Rating System in NSW

GPO Box 5341, Sydney NSW 2001 ■ P: (02) 8574 5000 ■ F: (02) 9339 5500 ■ www.premier.nsw.gov.au

Terms of Reference

The Local Government Rating System in NSW

I, Mike Baird, Premier of New South Wales, approve the provision of services by the Independent Pricing and Regulatory Tribunal (**IPART**) under section 9 of the *Independent Pricing and Regulatory Tribunal Act 1992* (**IPART Act**) to the Minister for Local Government for the review of the local government rating system in accordance with these 'terms of reference'.

General

IPART is to undertake a review to identify and make recommendations for potential reforms to the rating system for local government in NSW. These recommendations will aim to:

- Enhance the ability of councils to implement sustainable and equitable fiscal policy and
- Provide the legislative and regulatory approach to achieve the Government's policy of freezing existing rate paths for four years for newly merged councils.

In investigating and making recommendations for this review, IPART is to consider:

a) the performance of the current rating system and potential improvements, including consideration of:
   - the rating burden across and within communities, including consideration of apartments and other multi-unit dwellings;
   - the appropriateness and impact of current rating categories and exemptions, mandatory concessions and rebates;
   - the land valuation methodology used as the basis for determining rates in comparison to other jurisdictions;
   - the impact of the current rating system on residents and businesses of a merged council and the capacity of the council to establish a new equitable system of rating and transition to it in a fair and timely manner.
   - the objectives and design of the rating system according to recognised principles of taxation.

b) current examples of municipal best practice rating policies and schemes;

c) the impact of the current and alternative frameworks for the rating system on communities and businesses and their capacity to pay; and

d) any other matter IPART considers relevant.

In undertaking its review under these Terms of Reference, IPART is to take account of:

- the importance of Integrated Planning and Reporting in determining the revenue required to deliver services and infrastructure;
- the current financial sustainability of local government in NSW, including the findings and deliberations of the NSW Treasury Corporation report Financial Sustainability of the NSW Local Government Sector, 2013;
- the findings and deliberations of the Independent Local Government Review Panel and subsequent Government response;
- the NSW Government's policy of encouraging urban renewal; and
- the NSW Government's commitment to protect NSW residents against excessive rate increases and to providing rate concessions to pensioners.

Public consultation

IPART should consult with relevant stakeholders and NSW Government agencies by releasing an Issues Paper and Draft Report for their review on the IPART website. IPART should also consult with the Fit for the Future Ministerial Advisory Group.

IPART may also hold public hearings for the purposes of this review.

Timeframe

An interim report with recommendations on the legislative and regulatory approach to achieve the Government's policy of freezing existing rate paths for four years for newly merged councils should be submitted to the Minister for Local Government within 6 months of signing of the Terms of Reference.

A final review report should be formally submitted to the Minister for Local Government within 12 months of signing of the Terms of Reference.

Governance

IPART should provide progress briefings at regular intervals or as requested to the Chief Executive, Office of Local Government.

The Minister for Local Government will decide on the timing of release of the final report.

Supporting information and recommendations

IPART is to collect relevant material and data to establish the impacts to councils, communities and NSW of the current rating system, and to provide reasons for any recommendations for reform.

Background

The Independent Local Government Review Panel (Panel) made a number of recommendations regarding general reform of the local government system in NSW, including options to strengthen the revenue base of local government.

As part of its response to the Panel, the NSW Government has agreed to commission IPART to undertake a further review of the rating system reflecting on issues raised by the Panel regarding the equity of the current system.

The Government also committed to introduce a new Local Government Act from 2016. This review will inform the rating provisions in the new Act.

B Reports to be considered by IPART

B.1 TCorp Report on Financial Sustainability

Following an assessment of 152 NSW councils, the 2013 TCorp report into financial sustainability of NSW councils[76] made a number of key findings, including:

- Operating deficits are unsustainable – only one third of councils in 2012 reported an operating surplus. Over the period 2009 to 2012, the cumulative operating deficit of NSW councils totalled $1.0 billion.
- The total infrastructure backlog of NSW councils had reached $7.2 billion by 2012.
- Financial sustainability is deteriorating with 50% of councils' financial outlook likely to be rated 'weak' or lower by 2016-17.
- A large asset management gap exists within the sector with a $389 million deficit in 2012 alone.
- Councils need to start consulting their communities about ways to either increase revenue, lower existing service levels and or standards, and pursue efficiency savings.

Fit for the Future council submissions showed improved financial sustainability

IPART assessed 144 Fit for the Future (FFTF) proposals from NSW councils against a number of criteria, including financial criteria, and published its final report, *Assessment of Council Fit for the Future Proposals* in October 2015.

In its FFTF assessments in 2015, IPART only found 27 of 144 councils, or 19%, as not meeting the financial criteria because of continuing operating deficits over the next five to 10 years.

In addition, the infrastructure backlog had substantially reduced since the TCorp report. The TCORP backlog of $7.2 billion in 2012 corresponded to an average backlog ratio of about 13%. By contrast, in FFTF councils reported an average backlog ratio of 6.5% in 2014, with councils' forecasting this ratio to fall to about 2.5% by 2020.

---

76 NSW Treasury Corporation, *Financial Sustainability of the NSW Local Government Sector, Findings Recommendations and Analysis*, April 2013.

A major driver for this reduction was a re-estimation of depreciation schedules. Councils in FFTF typically used depreciation lives of between 55 to 100 years.

B.2 Independent Local Government Review Panel Final Report (Panel Report)

The NSW Government in April 2012 appointed the Independent Local Government Review Panel to review the NSW Local Government sector, including a review of the local government rating system. The Panel Report contained a number of key recommendations, which are summarised in Box B.1 below.

Box B.1 Independent Local Government Review Panel – key reform recommendations relating to the rating system

- Set local rates for apartments and other multi-unit dwellings more equitably and efficiently, in order to raise more revenue. Councils could be given the option of using Capital Improved Value (CIV) or the market value of the property to levy residential rates (p 40).
- Reduce or remove excessive rating exemptions and concessions that are contrary to sound fiscal policy and jeopardise councils' long-term sustainability (p 39).
- Some concessions for disadvantaged ratepayers are justified, but social welfare should not be a local government responsibility. Arrangements for pensioner concessions should be reviewed (p 40).
- Streamline the special variation process, or provide earned autonomy from rate-pegging for some councils, or replace rate-pegging with a new system of 'rate benchmarking' (p 42).
- Reduce the number of councils, particularly in Sydney, to create higher capacity councils that can better partner with the State Government in developing Sydney (p 72).
- The government consider giving larger councils in inner Sydney expanded responsibilities. These councils could use increased rates revenue to contribute more to sub-regional infrastructure and transport projects, freeing up state resources to be spent elsewhere (p 102).
- Commission IPART to undertake a review of the rating system (p 55).

Source: Independent Local Government Review Panel, *Revitalising Local Government*, October 2013.

B.3 NSW Government response to the Panel

The Government response to the Panel Report's recommendations on the rating system is set out below.

Table B.1 Government response to selected ILGRP Recommendations

Recommendation on a review by IPART	Commission IPART to undertake a further review of the rating system focused on: ▾ Options to reduce or remove excessive exemptions and concessions that are contrary to sound fiscal policy and jeopardise councils' long term sustainability. ▾ More equitable rating of apartments and other multi-unit dwellings, including giving councils the option of rating residential properties on Capital Improved Values, with a view to raising additional revenues where affordable.
Position	Supported
Government Response	The Government notes the issues raised by the Panel in relation to the equity of the current rating system. It remains committed however to protecting ratepayers from unfair rate rises and to providing rate concessions for pensioners. The Government will commission IPART to conduct a rating review to reflect these issues.
Recommendations on current rating system	Either replace rate-pegging with a new system of 'rate benchmarking' or streamline current arrangements to remove unwarranted complexity, costs, and constraints to sound financial management.
Position	Supported
Government Response	The Government is committed to a rating system that protects local ratepayers from unfair rate rises. It recognises however the improvements in council strategic planning under IP&R and therefore supports removing unwarranted complexity, costs and constraints from the rate-peg system, where there is evidence that the council has taken steps to reduce unnecessary costs before seeking to impose an increased burden on ratepayers. The OLG will work with IPART to amend the guidelines to develop a streamlined process for *Fit for the Future* councils wanting to increase rates above the rate peg, and to offset revenue loss through Financial Assistance Grants (FAGs) redistribution.

Source: Office of Local Government, *NSW Government Response: Independent Local Government Review Panel recommendations and Local Government Acts Taskforce recommendations*, September 2014, pp 4-5.

The Government also responded to the Panel's analysis on council mergers by commissioning IPART to conduct an analysis of councils' FFTF proposals. The IPART *Assessment of Council Fit for the Future Proposals* released in October 2015 found 57 councils were fit and 87 councils were not fit.

B.4 Integrated Planning and Reporting

The Integrated Planning and Reporting (IP&R) framework requires NSW councils to prepare:

- a 10-year Community Strategic Plan, which identifies long term priorities
- a Resourcing Strategy (comprising a Long Term Financial Plan of at least 10 years, an Asset Management Plan and a Workforce Plan)

- a 4-year Delivery Program, which identifies service and works at a program level that are to be funded, and
- a 1-year Operational Plan (containing an annual budget).

IP&R enables councils to better achieve community priorities from effective planning, to meet the community's expectations about service levels and funding priorities. IP&R should underpin decisions on the revenue required by each council.

The special variation guidelines and IPART's assessment process are based on an expectation councils will have engaged the community in a discussion on the funding required through the IP&R process.

C Recent reviews relating to council rates

Productivity Commission Review (2008)

The Productivity Commission report, *Assessing Local Government Revenue Raising Capacity*,[77] released a number of findings regarding the local government rating system.

- Rates are a relatively efficient tax base, creating no or few distortions in choice (p 139).
- Metropolitan councils have good capacity to increase revenue through raising residential rates (p 64).
- Council rate revenue is not constrained by the valuation methodology adopted (p 102).
- Differential rating provisions increase the capacity of councils to raise revenue from property rates, by allowing councils to structure rates based on capacity to pay and benefits received (p 104).
- In principle, using UV is more economically efficient than CIV, as CIV may distort land use decisions away from capital improvements. In practice, the low level of rates across Australia means the efficiency effect of one methodology over another is likely to be relatively small (p 102).
- Rate pegging in NSW and the partial reimbursement of concessions has limited NSW councils' ability to increase their level of own source revenue (p XXXIII).

IPART Review of State Taxation (2008)

IPART was asked to recommend reforms to the NSW tax system. The Final Report, *Review of State Taxation, Report to the Treasurer,* was published in October 2008.[78] Among other matters, the report recommended the NSW Government should:

- increase reliance on broader based, simpler and more transparent taxes that facilitate modern business practices (p 7)

---

77 Productivity Commission, *Assessing Local Government Revenue Raising Capacity,* Research Report (Productivity Commission Report), April 2008.

78 IPART, *Review of State Taxation - Final Report*, October 2008.

- reduce reliance on inefficient, distorting taxes in favour of more neutral taxes. Payroll and land taxes are reasonably efficient, whereas stamp duty and insurance taxes are inefficient (p 7)
- over the long term develop a strategy for increasing property holding taxes (eg, broadening the land tax base, increasing the land tax rate and/or increasing municipal rates on land values) to fund substantial reductions in purchaser transfer duty and insurance taxes on a revenue-neutral basis (p 10)
- remove the payroll exemption for councils and lower the rate over time (p 8)
- remove the levy on insurance companies to fund the fire service and instead fund fire services with an increase in council rates[79] (p 9)
- broaden the base of land tax to include owner occupiers to fund a reduction in purchaser transfer duties (p 119), and
- introduce new environmental levies, congestion taxes, parking charges and road pricing (p 11).

IPART Revenue Framework for Local Government (2009)

The NSW Government requested IPART to review the framework for regulating council rates and charges.[80]

- The report found whilst rate pegging had limited NSW councils' rates revenue to a level below that of the other states, when user fees and charges were taken into account, rises in total council own source revenue was broadly the same for NSW and the other States (p 4).
- IPART recommended a more flexible approach to rate increases rather than just rate pegging. The Government subsequently adopted IPART's recommendations in establishing the system that is currently in place where (p 8):
  - each year IPART calculates the percentage change in the local government cost index – adjusted for productivity, and advises the Minister
  - the Minister advises the rate peg for the following year, and
  - the Special Variation process allows councils to apply for one or multi-year price paths above the rate peg.

[79] This recommendation has subsequently been adopted by the NSW Government. For more details, please see NSW Government, Media Release – Stronger Councils for Sydney and Regional NSW, at https://www.emergency.nsw.gov.au/media-releases/2015/nsw-moves-to-a-fairer-system-for-funding-fire-and-emergency-services.html, 10 December 2015, accessed 16 March 2016.

[80] IPART, *Revenue Framework for Local Government - Final Report*, December 2009.

Henry Tax Review (2010)

The Report on Australia's Future Tax System (Henry Tax Review)[81] had a number of findings and recommendations in relation to the local government rating system.

- Council rates are an effective and efficient broad based tax.
- Councils should be given more autonomy in setting rates (ie, as councils are answerable to residents there is no need to impose rate pegs) (Recommendation 120).
- There are arguments for and against using either Capital Improved Value (CIV) or Unimproved Value (UV) as a rate base (p 692).
  - Under the 'benefits tax' view, CIV is the better approach because it recovers spending on local public goods that benefit the property owner.
  - Under the 'capital tax' view, UV is better as it does not distort the decision to invest.
- Distortions and efficiency costs from CIV are small.
- Over time, many inefficient state taxes such as stamp duty should be abolished, and the revenue collected as an integrated rates bill (Recommendation 121).
- Government grants to councils should be on a needs basis with no minimum guaranteed grant (p 694).
- As the owners of 80% of Australia's roads, councils should be entitled to receive money from congestions charges, and a proportion of the money collected from heavy vehicle mass distances charges (p 696).

New Zealand Local Government Funding Review (2015)

A discussion paper by the National Council of Local Government New Zealand in February 2015, *Local Government Funding Review,* highlighted the following.[82]

- The report recommended New Zealand councils make greater use of existing revenue tools particularly user charges for services such as water, waste management and sewage disposal (p 43).
- Debt funding, particularly for inter-generational asset investment is underutilised meaning that current generations of ratepayers are disproportionally covering the cost of infrastructure (p 77).
- General rates are roughly progressive: higher value properties pay more. However, land based businesses such as farming may be disproportionately affected (p 54).

---

81 *Australia's future tax system*, Final Report, May 2010.

82 National Council of Local Government New Zealand, *Local Government Funding Review*, Discussion Paper, February 2015.

- The report is critical of rate exemptions imposed by the central government, arguing that they are in effect a forced contribution by the local government to the funding of these services. Where these exemptions exist the report argues that they should be the result of a localised exemption decided at the local council level (p 58).
- New Zealand councils have the authority to set their own rates remission policies, including rate postponement for ratepayers over 65. This gives older 'asset rich/cash poor' ratepayers the option of postponing some or all of their rates for a fixed or indefinite period subject to interest charges and administrative costs (p 62).

D Rating Practices in Other Jurisdictions

Table D.1 Council rating methodology across Australian

	NSW	VIC	QLD	SA	WA	TAS	NT
Valuation method	UV	Councils may choose from: • UV • CIV • ARV 73 of 79 Councils use CIV, the rest use ARV	UV	Councils may choose from: • UV • CIV • ARV 60 out of 68 councils use CIV	• Rural land – UV • Non-rural land – ARV • UV mandatory for mining and petroleum interests	Councils may choose from: • UV • CIV • ARV 24 out of 29 Councils use ARV, the remaining 5 use CIV	Councils may choose from: • UV • CIV • ARV All councils use UV
Base amount (Fixed charge)	Option for base amounts by land use category, up to 50% of general revenue for that category	Option for 'municipal charge' up to 20% of sum total of general revenue and revenue from municipal charges	No option for base amount	Option for base amount, up to 50% of general rates	No option for base amount	Option for base amount of up to 50% of general rates	Multiple base amounts for different purposes according to land use/location categories
Minimum amount or rate	Option for minimum amount up to a legislated ceiling for ordinary and special rates	No option for minimum amount	Option for differential minimum amount by land use categories	Option for minimum amount application for up to 35% of properties. It cannot be used in addition to a base amount	Option for differential minimum amounts for up to 50% of premises, unless capped at $200	Option for minimum amount, but it cannot be used on top of a base amount	Option for different minimum amounts according to land use/location categories
Rate categories	Option for differential rates across four land use categories and multiple subcategories	Option for differential rates across multiple land use categories	Option for differential rates across multiple land use categories	Option for differential rates across nine land use categories, with option for specified land location categories	Option for differential rates across multiple land use categories	Option for differential rates across eight land use categories; no restriction on land location categories	Option for differential minimum amounts in addition to fixed charge

Sources: IPART staff research, NSW *Local Government Act 1993*, NSW *Local Government Regulation 2005*, *Local Government Act 1989* (VIC), *Local Government Act 2009* (QLD), *Local Government Regulation 2012* (QLD), *Land Valuation Act 2010* (Qld), *Local Government Act 1999* (SA), *Local Government (General) Regulation 2013* (SA), *Local Government Act 1995* (WA), *Local Government (Financial Management) Regulation 1996* (WA), *Local Government Act 1993* (Tas), *Local Government Act 2008* (NT).

Notes: UV denotes Unimproved Value, CIV denotes Capital Improved Value, ARV denotes Annual Rental Value.

Table D.2 International Jurisdictions

Country	Method	Comments
New Zealand	CIV, UV or ARV	Revalued every 3 years with values approved by NZ Valuer General.
Canada	CIV	Market value is assessed by relevant bodies. Average rates vary widely across Canada.
UK	CIV using bands	The UK uses banded market value, with the number of bands varying throughout the UK.
Ireland	CIV using bands	20 bands of property value are defined and rates are charged progressively. The first 19 bands cover properties valued up to €1.0m, with rates for each band 0.18% of the mid-point of the band. The 20th band covers properties valued above €1.0m, with a tax rate of 0.18% applied to first €1.0m, and 0.25% on remaining value above €1.0m. Councils can reduce the LPT charge, and in 2016, 11 local authorities reduced their LPT rate by 1.5% to 15%.
USA	CIV	The median rate in each state varies between 0.18% to 1.89% of market value of the property.
Denmark	UV	The municipal real estate tax rate is levied on the land value. The tax rate is between 1.6% and 3.4%, varying depending on the location.
Singapore	ARV	Property tax rates on owner-occupied (7 bands) and non-owner occupied (5 bands) residential properties are applied on a progressive scale. All other properties continue to be taxed at 10% of the ARV.
Hong Kong	ARV	Rateable values are reviewed annually. Exemption is available to premises below a prescribed rateable value. No distinction made between owner occupied property or otherwise.

Sources: IPART staff research;

http://www.localcouncils.govt.nz/lgip.nsf/wpgurl/About-Local-Government-Local-Government-In-New-Zealand-Council-funding

http://www.cscd.gov.bc.ca/Lgd/library/revenue_source_review/An%20Analysis%20of%20Property%20Taxation.pdf

https://www.gov.uk/government/statistics/council-tax-levels-set-by-local-authorities-in-england-2011-to-2012

http://www.revenue.ie/en/tax/lpt/liability.html

http://www.tax-rates.org/taxtables/property-tax-by-state

http://www.globalpropertyguide.com/Europe/Denmark/Taxes-and-Costs

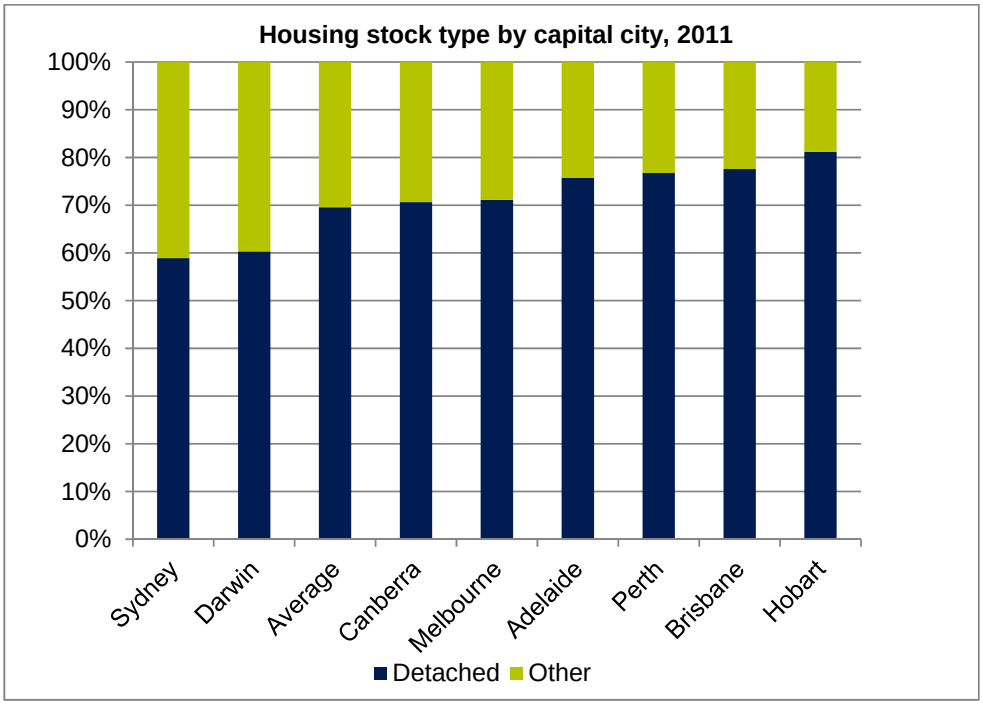
https://www.iras.gov.sg/IRASHome/Property/Property-owners/Working-out-your-taxes/Property-Tax-Rates-and-Sample-Calculations/

http://www.rvd.gov.hk/en/faqs/rates.html

E Housing Composition in Sydney

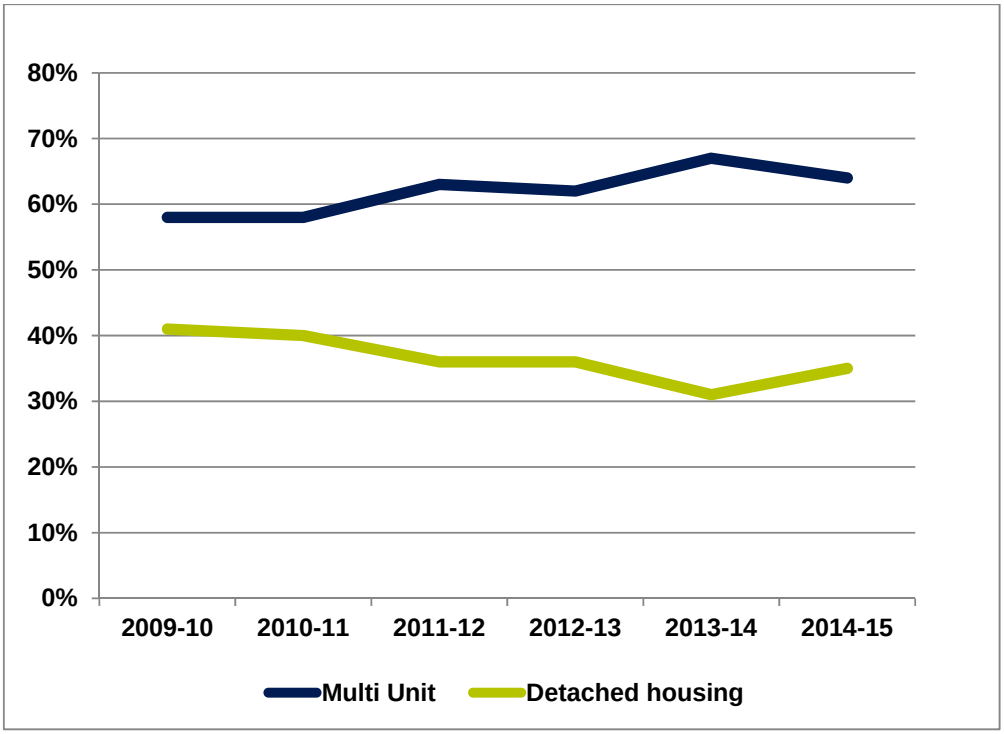
Figure E.1 shows Sydney has the highest proportion of multi-unit dwellings of Australia's capital cities at 40%, compared with 20% to 30% in other capital cities, and 30% Australia wide.

Figure E.1 Dwelling type percentages by capital city



Data source: ABS, 2011 Census of Population and Housing.

Figure E.2 Dwelling approvals by type in Sydney



Data source: Department of Planning & Environment, Annual Report 2014-15; ABS, Building Approvals, Australia, Cat. No. 8731.0.

The proportion of apartments in Sydney is rising over time. Figure E.2 shows:

- In 2009-10, detached housing was 41%of total Sydney approvals and multi-unit dwellings comprised 58%.
- By 2014-15, detached housing was just 35% of approvals with multi-unit dwellings comprising 64%.[83]

Consequently, the appropriate treatment of multi-unit dwellings in council rate bases will be an increasingly important issue for NSW, and Sydney in particular, because the proportion of apartments is rising over time.

[83] *Department of Planning & Environment Annual Report 2014-15*, p 30. Multi-unit dwellings include apartments, villas, townhouses, terraces and semi-detached homes.

TABLED DOCUMENT 18
E2 MAY 2016
PAGESS 157-180

Table of contents

		Page
1.	Report by responsible accounting officer	2
2.	Income and expense budget review	
2.1	Consolidated	3
2.2	Executive Services	4
2.3	Engineering services - Facilities	5
2.4	Engineering services - Services	6
2.5	Water and Waste	7
2.6	Engineering services - Works	8
2.7	Corporate Services & Development	9
2.8	Finance and Customer Services	10
2.9	Detail budget variations	11
3.	Balance Sheet Review	14
4.	Capital budget review	
4.1	Consolidated	15
4.2	Detail budget variations	16
5.	Cash and investments budget review	
5.1	Consolidated cash flow statement	18
5.2	Restricted and unrestricted cash (reserves)	19
5.3	Detail Cash and Investments	20
5.4	Detail budget variations	21
6.	Contracts and other expenses budget review	23

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the quarterly budget review statement for Cootamundra Shire Council for the quarter ended 31 March 2016 indicates that Council's projected financial position as at 30 June 2016 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: Deborah Coombe
Manager - Finance and Customer Service

9/05/2016

Income & Expenses Budget Review

	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council resolution	Notes	Projected Budget	Actual YTD
	2016 $'000	Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000	2016 $'000	$'000		2016 $'000	2016 $'000
Income from continuing operations										
Rates and annual charges	7,384	-	-	-	-	7,384	-		7,384	6,991
User charges and fees	3,238	-	(25)	-	-	3,213	-		3,213	2,451
Interest and investment revenue	466	-	2	-	-	468	-		468	364
Other revenues	201	-	113	-	-	315	50	1	365	319
Grants and contributions provided for operating purposes	4,019	1	654	-	-	4,674	(7)	2	4,667	3,621
Grants and contributions provided for capital purposes	993	42	-	-	-	1,035	(86)	3	949	414
Net gain from the disposal of assets	-	-	-	-	-	-	-		-	-
Total Income	16,301	43	745	-	-	17,088	(42)		17,046	14,159
Expenses from continuing operations										
Employee benefits and on-costs	5,533	-	(56)	-	-	5,477	(29)	4	5,448	4,109
Borrowing costs	71	-	-	-	-	71	(9)	5	62	35
Materials and contracts	5,080	86	(120)	-	-	5,046	27	6	5,074	3,373
Depreciation and amortisation	4,667	-	(251)	-	-	4,416	-		4,416	3,238
Other expenses	1,717	-	117	-	-	1,833	(59)	7	1,774	1,414
Net loss from the disposal of assets	-	-	-	-	-	-	-		-	-
Total Expenses	17,067	86	(311)	-	-	16,843	(69)		16,774	12,169
Net Operating Result	(766)	(44)	1,055	-	-	245	27		272	1,990
Net operating result before grants and contributions provided for capital purposes	(1,760)	(85)	1,055	-	-	(790)	112		(677)	1,576

Budget Income Statement

		Original Budget 2016 $'000	Approved Changes Sept QBR $'000	Approved Changes Dec QBR $'000	Approved Changes Mar QBR $'000	Approved Changes Other $'000	Revised Budget 2016 $'000	Recommended changes for Council resolution $'000	Projected year end result $'000	Actual YTD 2016 $'000
Income from continuing operations										
DPP4.1	Community Strategic Plan	-	-	-	-	-	-	-	-	-
DPP4.2	Council	2	-	1	-	-	2	-	2	2
DPP4.3	Shared Associations	-	-	-	-	-	-	-	-	-
Total Income		2	-	1	-	-	2	-	2	2
Expenses from continuing operations										
DPP4.1	Community Strategic Plan	5	-	1	-	-	6	(5)	1	1
DPP4.2	Council	723	-	1	-	-	724	(3)	721	585
DPP4.3	Shared Associations	97	38	-	-	-	135	(7)	128	118
Total Expenses		825	38	2	-	-	865	(15)	850	704
Net Operating Result		(823)	(38)	(1)	-	-	(862)	15	(848)	(702)

Budget Income Statement

		Original Budget 2016 $'000	Approved Changes				Revised Budget 2016 $'000	Recommended changes for Council resolution $'000	Projected year end result $'000	Actual YTD 2016 $'000
			Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000				
Income from continuing operations										
DPP3.4	Airport	10	-	-	-	-	10	-	10	6
DPP3.5	Depots	-	-	-	-	-	-	1	1	-
DPP3.6	Plant	224	-	-	-	-	224	-	224	183
DPP3.7	Saleyards	185	-	-	-	-	185	-	185	144
DPP1.8	Cemeteries	161	-	-	-	-	161	-	161	121
DPP1.9	Parks and sporting grounds	14	-	-	-	-	14	-	14	11
DPP1.10	Swimming pool	139	-	-	-	-	139	-	139	116
DPP2.11	Public toilets	-	-	-	-	-	-	-	-	-
DPP1.12	Stadium	45	-	(25)	-	-	20	-	20	8
Total Income		778	-	(25)	-	-	753	1	753	589
Expenses from continuing operations										
DPP3.4	Airport	144	-	13	-	-	157	-	157	108
DPP3.5	Depots	626	5	(439)	-	-	192	(9)	183	125
DPP3.6	Plant	279	-	216	-	-	495	-	495	519
DPP3.7	Saleyards	197	-	35	-	-	232	-	232	156
DPP1.8	Cemeteries	176	-	1	-	-	177	-	177	131
DPP1.9	Parks and sporting grounds	855	-	(63)	-	-	792	23	815	637
DPP1.10	Swimming pool	499	-	8	-	-	507	-	507	380
DPP2.11	Public toilets	124	-	4	-	-	128	-	128	86
DPP1.12	Stadium	206	-	(61)	-	-	144	-	144	91
Total Expenses		3,107	5	(286)	-	-	2,825	14	2,839	2,233
Net Operating Result		(2,329)	(5)	261	-	-	(2,073)	(13)	(2,086)	(1,644)

Budget Income Statement

	Original Budget 2016 $'000	Approved Changes				Revised Budget 2016 $'000	Recommended changes for Council resolution $'000	Projected year end result $'000	Actual YTD 2016 $'000
		Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000				
Income from continuing operations									
DPP2.13 Companion animal control	10	-	-	-	-	10	4	14	12
DPP3.14 Property management	87	-	121	-	-	208	40	248	233
DPP2.15 Noxious weeds	27	-	()	-	-	26	-	26	26
DPP3.16 Risk management	46	-	(7)	-	-	38	5	43	43
Total Income	170	-	113	-	-	283	49	332	315
Expenses from continuing operations									
DPP2.13 Companion animal control	97	-	9	-	-	107	-	107	90
DPP3.14 Property management	595	-	(96)	-	-	499	-	499	369
DPP2.15 Noxious weeds	113	-	(13)	-	-	100	-	100	57
DPP3.16 Risk management	288	40	29	-	-	357	(16)	341	265
Total Expenses	1,093	40	(71)	-	-	1,063	(16)	1,047	781
Net Operating Result	(924)	(40)	184	-	-	(780)	65	(715)	(466)

Budget Income Statement

	Original Budget 2016 $'000	Approved Changes Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000	Revised Budget 2016 $'000	Recommended changes for Council resolution $'000	Projected year end result $'000	Actual YTD 2016 $'000
Income from continuing operations									
DPP3.17 Water Management	2,248	-	-	-	-	2,248	12	2,260	1,819
DPP3.18 Sewerage Management	1,446	-	-	-	-	1,446	-	1,446	1,082
DPP2.19 Stormwater Management	77	-	-	-	-	77	-	77	80
DPP2.20 Waste Management	1,507	-	-	-	-	1,507	(85)	1,422	1,430
Total Income	5,278	-	-	-	-	5,278	(73)	5,205	4,411
Expenses from continuing operations									
DPP3.17 Water Management	2,230	-	5	-	-	2,235	-	2,235	1,352
DPP3.18 Sewerage Management	1,117	-	136	-	-	1,253	-	1,253	739
DPP2.19 Stormwater Management	116	-	-	-	-	116	-	116	72
DPP2.20 Waste Management	1,433	-	(10)	-	-	1,423	-	1,423	783
Total Expenses	4,896	-	130	-	-	5,026	-	5,026	2,946
Net Operating Result	382	-	(130)	-	-	252	(73)	178	1,465

Budget Income Statement

	Original Budget 2016 $'000	Approved Changes				Revised Budget 2016 $'000	Recommended changes for Council resolution $'000	Projected year end result $'000	Actual YTD 2016 $'000
		Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000				
Income from continuing operations									
DPP3.21 State Roads	1,197	-	-	-	-	1,197	-	1,197	675
DPP3.22 Regional Roads	455	14	-	-	-	468	-	468	309
DPP3.23 Bitumen Shire Roads	1,605	1	421	-	-	2,027	-	2,027	1,331
DPP3.24 Gravel Shire Roads	55	-	-	-	-	55	-	55	57
DPP3.25 Town & Village Streets / Lanes / Footpaths / Cycleways	82	-	235	-	-	317	-	317	(24)
Total Income	3,394	14	656	-	-	4,064	-	4,064	2,347
Expenses from continuing operations									
DPP3.21 State Roads	1,197	-	-	-	-	1,197	-	1,197	683
DPP3.22 Regional Roads	2,191	-	(1,660)	-	-	531	-	531	275
DPP3.23 Bitumen Shire Roads	414	-	650	-	-	1,064	-	1,064	706
DPP3.24 Gravel Shire Roads	287	-	185	-	-	472	-	472	335
DPP3.25 Town & Village Streets / Lanes / Footpaths / Cycleways	863	-	760	-	-	1,623	-	1,623	1,135
Total Expenses	4,952	-	(65)	-	-	4,887	-	4,887	3,134
Net Operating Result	(1,558)	14	720	-	-	(823)	-	(823)	(786)

Budget Income Statement

	Original Budget 2016 $'000	Approved Changes				Revised Budget 2016 $'000	Recommended changes for Council resolution $'000	Projected year end result $'000	Actual YTD 2016 $'000
		Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000				
Income from continuing operations									
DPP3.26 Human resources	10	-	-	-	-	10	(5)	5	3
DPP3.27 Information technology & records	1	-	-	-	-	1	(1)	-	-
DPP1.28 Library	53	-	(2)	-	-	51	-	51	46
DPP1.29 Emergency services	233	35	-	-	-	268	-	268	167
DPP1.30 Development control	202	-	-	-	-	202	(13)	190	156
DPP3.31 Land and economic development	-	-	-	-	-	-	-	-	-
DPP2.32 Food and health	27	-	-	-	-	27	-	27	()
DPP3.33 Tourism	24	-	-	-	-	24	-	24	13
Total Income	550	35	(2)	-	-	584	(19)	564	384
Expenses from continuing operations									
DPP3.26 Human resources	218	4		-	-	222	-	222	168
DPP3.27 Information technology & records	524	(18)	57	-	-	562	(1)	561	283
DPP1.28 Library	509	-	(49)	-	-	460	-	460	380
DPP1.29 Emergency services	412	-	(12)	-	-	400	-	400	319
DPP1.30 Development control	393	-	-	-	-	393	(56)	338	239
DPP3.31 Land and economic development	24	-	-	-	-	24	1	26	19
DPP2.32 Food and health	56	-	-	-	-	56	-	56	11
DPP3.33 Tourism	113	-	(10)	-	-	103	-	103	85
Total Expenses	2,249	(15)	(13)	-	-	2,221	(55)	2,166	1,503
Net Operating Result	(1,699)	50	12	-	-	(1,638)	36	(1,601)	(1,120)

Budget Income Statement

	Original Budget 2016 $'000	Approved Changes				Revised Budget 2016 $'000	Recommended changes for Council resolution $'000	Projected year end result $'000	Actual YTD 2016 $'000
		Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000				
Income from continuing operations									
DPP4.34 Financial planning and revenue	6,085	(7)	2	-	-	6,080	-	6,080	6,079
DPP3.35 Caravan Park	43	-	-	-	-	43	-	43	31
DPP3.36 Customer service		-	-	-	-		-		
DPP1.37 Community relations	2	-	-	-	-	2	-	2	2
Total Income	6,130	(7)	2	-	-	6,125	-	6,125	6,112
Expenses from continuing operations									
DPP4.34 Financial planning and revenue	474	18	-	-	-	492	-	492	449
DPP3.35 Caravan Park	48	-	(10)	-	-	38	-	38	15
DPP3.36 Customer service	233	-	2	-	-	235	-	235	175
DPP1.37 Community relations	127	-	-	-	-	127	3	130	95
Internal allocation of overhead costs	(936)	-	-	-	-	(936)	-	(936)	134
Total Expenses	(55)	18	(8)	-	-	(44)	3	(41)	867
Net Operating Result	6,185	(25)	9	-	-	6,169	(3)	6,166	5,245

Income & Expenses Budget Review

Budget variations being recommended include the following material items:

Notes	*Details*	
1	760	It is recommended that the budget be increased for the confirmed LPG rebate of $759.89. The payment was received in April 2016.
	4,000	It is requested that the budget for Companion Animal Control Fines be increased to reflect anticipated revenue in the financial year.
	40,000	It is recommended that the budget for the anticipated income from Waste Science (formerly EESI) be increased from $160,000 to $200,000.
	5,335	Workers Compensation Reimbursements totalling $5,335 have been received to 31 March 2016.
	50,095	
2	(5,250)	It is recommended that a decrease is made to Training Subsidies to reflect the amount expected to be received this financial year.
	(1,300)	The budgeted subsidy relating to the IT Trainee will not be received as he left Council prior to completion of the training course. The reduction will be offset against the cost of the Computer Support Contractor as agreed.
	(6,550)	
3	12,200	Developer contributions have been received for water mains extensions to Mary Angove Crescent. The final cost for the new Council asset was $12,458.
	(100,000)	The application for a grant for the village transfer stations and Tip closures was not successful.
	14,700	As approved at the March 2016 Council meeting, a telehandler forklift will be purchased for the Waste Depot. The REROC contribution is anticipated to be $14,700.
	(12,500)	The Development Control Department did not receive a Heritage Grant this year. An application will be made again in the 2016/17 financial year. The related expense has been removed. (see Note 7 below)
	(85,600)	
4	(762)	The reduction to wages costs in depot plant and equipment maintenance will be a partial offset against the request to allocate $10,810 for remediation of the ex AGL site. (see Note 6)
	(34,521)	A review of the salaries and wages in the Development Control Department due to staff movements and cost allocation has resulted in a decrease of $34,521. It is requested that the decrease be approved.
	6,597	As a result of the review of salaries and wages in the Development Control Department, this amount has been transferred to cover costs relating Land and Economic Development.
	(28,686)	

Income & Expenses Budget Review

Budget variations being recommended include the following material items:

Notes		*Details*
5	**(9,020)**	As the Depot upgrade has been deferred to 2016/17 the budgeted interest on a loan has been removed from this financial year.
6	(3,048)	The reduction to costs in depot plant and equipment maintenance will be a partial offset against the request to allocate $10,810 for remediation of the ex AGL site. (see below)
	10,810	Approval is requested for costs incurred to monitor the AGL remediation site of $10,810. The cost has been offset by a reduction of $7,000 for furniture and office equipment and the decrease in costs for depot plant and equipment maintenance
	(4,000)	The costs to be incurred for the Safer Streets Programme have been reduced to equate to the grant received.
	23,000	It is requested that Council approve an increase to the water usage expense for Parks and Gardens. This increase has resulted from the extended hot and dry summer.
	20,000	A review of the Swimming Pool has resulted in a reallocation of expenses. Water consumption has been increased by $20,000 with offsetting decreases to Gas $15,000 and Electricity $5,000. (see Note 7 below)
	(15,730)	To cover the capital cost of the cage and lifting equipment on the Rangers vehicle, funds have been transferred from the Risk management improvement program expenditure to capital.
	(2,235)	Rates and charges for Land and Economic properties has been reduced to the actual amount charged for the year
	(1,300)	The budgeted subsidy relating to the IT Trainee will not be received as he left Council prior to completion of the training course. The reduction will be offset against the cost of the Computer Support Contractor as agreed.
	27,497	

Income & Expenses Budget Review

Budget variations being recommended include the following material items:

Notes		Details
7	(5,000)	It is recommended that the allowance for Community Consultation be removed for this year. $10,000 has been allocated in the 2016/17 year.
	-	It is requested that an excess budget for Council conference expenses be reallocated to Councillors travel $3,000 and Councillors sundry expenses $500.
	-	The contribution for the beach volleyball of $3,000 has been reallocated from Council to Community Relations.
	200	It is requested that Council approved the cost of membership to the local Murrumbidgee Medicare Group.
	(3,000)	It is recommended that the cost of the REROC state of the environment reporting be removed from this financial year. This expense has been budgeted in future years.
	(7,000)	The reduction to expenditure for furniture and office equipment will be a partial offset against the request to allocate $10,810 for remediation of the ex AGL site.
	(20,000)	A review of the Swimming Pool has resulted in a reallocation of expenses. Water consumption has been increased by $20,000 with offsetting decreases to Gas $15,000 and Electricity $5,000. (see Note 6 above)
	(25,000)	The Development Control Department did not receive a Heritage Grant this year. An application will be made again in the 2016/17 financial year. The expense budgeted for the Heritage Listing Report is being removed from 2015/16 and rebudgeted in 2016/17. (see Note 4 above)
	4,000	It is requested that approval be given for the cost of engaging a consultant while the Building Surveyor was on sick leave. This cost has been offset by a reduction in salary expenses in that department. (see Note 4 above)
	2,604	It is requested that approval be granted for the increased expenditure for C Change promotions. This increase has been reflected in the budgets for future years.
	(5,500)	The cost allowed for a contribution to Regional Development Australia - Riverina is no longer required.
	(58,696)	

Budget Balance Sheet

	Original Budget 30-Jun-16 $'000	Adjust to Actual at 30-Jun-15	Approved Changes Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000	Revised Budget 30-Jun-16 $'000	Recommended changes for Council resolution $'000	Projected Budget 2016 $'000	Actual March $'000
Assets										
Current Assets										
Cash and cash equivalents	11,873	2,329	(985)	113	-	-	13,330	2,000	15,330	17,527
Receivables	1,725	(792)	-	-	-	-	933	-	933	1,471
Inventories	567	(21)	-	-	-	-	546	-	546	391
Other	-	17	-	-	-	-	17	-	17	-
Total Current Assets	14,165	1,533	(985)	113	-	-	14,826	2,000	16,826	19,388
Non-Current Assets										
Receivables	-	-	-	-	-	-	-	-	-	12
Inventories	716	97	-	-	-	-	813	-	813	904
Infrastructure, property, plant and equipment	156,312	47,028	942	942	-	-	205,224	(2,495)	202,728	200,996
Riverina Regional Library Asset	227	(15)	-	-	-	-	212	-	212	212
Total Non-Current Assets	157,256	47,110	942	942	-	-	206,249	(2,495)	203,754	202,123
Total Assets	171,421	48,643	(44)	1,055	-	-	221,075	(496)	220,580	221,511
Liabilities										
Current Liabilities										
Payables	1,761	(410)	-	-	-	-	1,351	-	1,351	436
Borrowings	191	(31)	-	-	-	-	160	-	160	125
Provisions	1,853	69	-	-	-	-	1,922	-	1,922	1,929
Total Current Liabilities	3,806	(372)	-	-	-	-	3,434	-	3,434	2,490
Non-Current Liabilities										
Borrowings	1,385	73	-	-	-	-	1,458	(523)	935	1,099
Provisions	28	31	-	-	-	-	59	-	59	60
Total Non-Current Liabilities	1,413	104	-	-	-	-	1,517	(523)	994	1,158
Total Liabilities	5,218	(268)	-	-	-	-	4,950	(523)	4,428	3,648
Net Assets	166,202	48,911	(44)	1,055	-	-	216,125	27	216,152	217,863
Equity										
Retained Earnings	82,284	812	(44)	1,055	-	-	84,107	27	84,134	85,633
Revaluation Reserves	83,918	48,099	-	-	-	-	132,017	-	132,017	132,230
Total Equity	166,202	48,911	(44)	1,055	-	-	216,125	27	216,152	217,863

Capital Budget Review Statement

	Original Budget	Approved Changes				Revised Budget	Recommended changes for Council resolution	Notes	Projected Budget	Actual YTD
	2016	Sept QBR	Dec QBR	Mar QBR	Other	2016			2016	2016
Capital expenditure - by class										
Plant and equipment	835,691	2,509	12,000	-	-	850,200	64,525	1	914,725	683,384
Office equipment	-	48,749	15,753	-	-	64,502	-		64,502	55,152
Buildings	1,121,000	165,538	7,377	-	-	1,293,915	(1,006,268)	2	287,647	71,544
Land improvements	-	236,419	-	-	-	236,419	-		236,419	147,292
Other structures	200,000	102,892	-	-	-	302,892	10,000	3	312,892	32,836
Roads, bridges and footpaths	2,125,000	94,363	655,636	-	-	2,874,999	-		2,874,999	1,150,634
Stormwater drainage	77,300	12,491	-	-	-	89,791	-		89,791	25,557
Water supply network	908,029	22,231	-	-	-	930,260	(730,571)	4	199,689	37,447
Sewerage network	1,000,000	256,370	-	-	-	1,256,370	(350,000)	5	906,370	534,724
Other assets	440,000	-	-	-	-	440,000	(385,000)	6	55,000	25,940
Total	6,707,020	941,562	690,766	-	-	8,339,348	(2,397,314)		5,942,034	2,764,510
Capital expenditure - by type										
New	340,000	364,131	15,033	-	-	719,164	(82,542)		636,622	207,024
Upgrade	2,308,991	140,125	505,336	-	-	2,954,452	(1,005,590)		1,948,862	989,818
Renewal	4,058,029	437,306	170,397	-	-	4,665,732	(1,309,182)		3,356,550	1,567,669
Total	6,707,020	941,562	690,766	-	-	8,339,348	(2,397,314)		5,942,034	2,764,510
Capital funding										
Rates and other untied funding	1,636,691	22,066	-	-	-	1,658,757	19,008		1,677,765	948,269
Capital grants and contributions	580,000	95,000	690,716	-	-	1,365,716	3,610		1,369,326	272,134
Loans	550,000	-	-	-	-	550,000	(550,000)		-	-
Externally restricted reserves	1,985,329	291,092	-	-	-	2,276,421	(1,080,571)		1,195,850	597,729
Internally restricted reserves	1,955,000	533,404	50	-	-	2,488,454	(789,361)		1,699,093	946,379
Total	6,707,020	941,562	690,766	-	-	8,339,348	(2,397,314)		5,942,034	2,764,510

Capital Budget Review

Budget variations being recommended include the following material items:

Notes		*Details*
1	3,610	It is recommended that the Council approve the increase in cost for the purchase of new microphones for the Council Chambers
	3,746	It is requested that approval be given for the purchase of a new pump for the irrigation system at the Stockinbingal Recreation Ground due to fatal mechanical failure of the old pump.
	(9,200)	This amount was budgeted for a fire alarm system for the Cootamundra Arts Centre. The work will not be carried out in this financial year and a budget for the fully compliant system has been made in 2016/17.
	15,730	As approved by Council, the cost of the cage and lifting equipment on the Rangers vehicle, funds have been transferred from Risk management improvement program expenditure budget.
	5,639	It is requested that approval be given to adjust the budget for plant and vehicle purchases. This brings the accounting treatment in line with the future reporting as requested in the April Council Policy Workshop.
	45,000	As approved at the March 2016 Council meeting, a telehandler forklift will be purchased for the Waste Depot. The REROC contribution is anticipated to be $14,700.
	64,525	
2	(1,000,000)	The Depot upgrade has been deferred to 2016/17 and has been included in the budget for that year.
	(6,268)	The refurbishment of the Jubilee Park toilets has been completed and was finalised under budget.
	(1,006,268)	
3	**10,000**	It is recommended that approval be granted for an increase to the cost of lighting the windsock at the airport. The original budget was based on using solar power. CASA have informed Council that the lighting must be powered from an underground mains line.
4	(743,029)	As discussed at the April Council Policy Workshop, the unallocated capital expenditure in 2015/16 for water mains renewals (phased renewal program) has been moved to the 2016/17 budget.
	12,458	Developer contributions of $12,200 have been received for water mains extensions to Mary Angove Crescent. The final cost for the new Council asset was $12,458. It is requested that Council approve the additional $258 expenditure.
	(730,571)	

5	**(350,000)**	As discussed at the April Council Policy Workshop, the unallocated capital expenditure in 2015/16 for sewer mains phased renewals program has been moved to the 2016/17 budget.
6	(250,000)	As discussed at the April Council Policy Workshop, the resurfacing of the Airport runway has been moved to the 2016/17 budget.
	(150,000)	The closure of the Stockinbingal tip and transfer station project has been moved to 2016/17 and budgeted in that year
	15,000	It is recommended that Council approve expenditure of $15,000 to set up a Tourist Information booth in a vacant room at the front of the Heritage Centre.
	(385,000)	

Budget Cash-Flow Statement

	Original Budget	Adjust to Actual at	Approved Changes				Revised Budget	Recommended changes for Council resolution	Projected Budget	Actual YTD
	2016 $'000	30-Jun-15	Sept QBR $'000	Dec QBR $'000	Mar QBR $'000	Other $'000	2016 $'000	$'000	2016 $'000	2016 $'001
Cash flows from operating activities										
Receipts:										
Rates and annual charges	7,384		-	-	-	-	7,384	-	7,384	6,093
User charges and fees	3,238		-	(25)	-	-	3,213	-	3,213	2,161
Investment and interest revenue received	466		-	2	-	-	468	-	468	525
Grants and contributions	4,959		43	654	-	-	5,656	(92)	5,564	4,066
Other	201		-	113	-	-	315	50	365	731
Payments:										
Employee benefits and on-costs	(5,533)		-	56	-	-	(5,477)	29	(5,448)	(4,109)
Materials and contracts	(5,080)		(86)	120	-	-	(5,046)	(27)	(5,074)	(4,219)
Borrowing costs	(71)		-	-	-	-	(71)	9	(62)	(35)
Other	(1,717)		-	(117)	-	-	(1,833)	59	(1,774)	(1,414)
Net cash provided (or used in) operating activities	3,848		(44)	804	-	-	4,608	27	4,635	3,799
Cash flows from investing activities										
Receipts:										
Sale of infrastructure, property, plant and equipment	300		-	-	-	-	300	98	398	233
Deferred debtors receipts	-		-	-	-	-	-	-	-	-
Payments:										
Purchase of property, plant and equipment	(6,652)		(942)	(691)	-	-	(8,284)	2,397	(5,887)	(2,692)
Net cash provided (or used in) investing activities	(6,352)		(942)	(691)	-	-	(7,984)	2,495	(5,489)	(2,459)
Cash flows from financing activities										
Receipts:										
New loans	550		-	-	-	-	550	(550)	-	-
Payments:										
Repayment of borrowings and advances	(156)		-	-	-	-	(156)	28	(129)	(125)
Net cash provided (or used in) investing activities	394		-	-	-	-	394	(523)	(129)	(125)
Net increase / (decrease) in cash	(2,110)		(985)	113	-	-	(2,982)	2,000	(982)	1,215
Cash at the beginning of the year	13,983	2,329					16,312		16,312	16,312
Cash at the end of the year	11,873	2,329					13,330		15,330	17,527

Cash & Investments	Actual 30-Jun-15	Original Budget 30-Jun-16	Adjust to Actual at 30-Jun-15	Approved Changes Sept QBR	Approved Changes Dec QBR	Approved Changes Mar QBR	Approved Changes Other	Revised Budget 30-Jun-16	Recommended changes for Council resolution	Notes	Projected year end result	Actual YTD 2016
Externally restricted cash & investments												
Section 94 Developer Contributions	3,126	16,252	(3,126)	-	-	-	-	13,126	-		13,126	3,126
Section 94A Contributions	35,390	21,632	14,758	-	-	-	-	36,390	-		36,390	(41,052)
Developer Contributions - Water	-	-	-	-	-	-	-	-	-		-	-
Developer Contributions - Sewer	-	-	-	-	-	-	-	-	-		-	-
Specific Purpose Unexpended Grants & Contributions	105,857	-	105,857	(87,825)	(6,408)	-	-	11,624	-		11,624	47,739
Water Supplies	1,640,538	1,148,944	(161,246)	(22,231)	(93)	-	-	965,374	742,771	1	1,708,145	2,235,020
Sewerage Scheme	3,229,923	2,722,436	186,302	(256,370)	(579)	-	-	2,651,789	350,000	2	3,001,789	3,381,619
Domestic Waste Management	-	-	-	-	-	-	-	-	-		-	-
Stormwater infrastructure renewal	117,510	103,304	14,206	(12,491)	-	-	-	105,019	-		105,019	171,634
Swimming Pool Loan	-	-	-	-	-	-	-	-	-		-	-
Total externally restricted	5,132,344	4,012,568	156,751	(378,917)	(7,080)	-	-	3,783,322	1,092,771		4,876,093	5,798,086
Internally restricted cash & investments												
Aerodrome Bitumen Resurfacing	298,154	29,713	18,441	-	-	-	-	48,154	250,000	3	298,154	298,154
Bradman's Birthplace	13,288	13,288	-	-	-	-	-	13,288	-		13,288	13,288
Caravan Park	40,768	32,935	(2,917)	-	-	-	-	30,018	-		30,018	55,123
Cemetery Improvements	14,717	31,519	(7,585)	-	47	-	-	23,981	-		23,981	11,505
Council Election Reserve	-	-	-	-	-	-	-	-	-		-	-
Depot Consolidation	345,605	33,643	(5,588)	-	110,000	-	-	138,055	407,550	4	545,605	533,493
Development	552,471	379,760	360,981	(236,419)	-	-	-	504,322	(100,000)	5	404,322	395,684
Employee Leave Entitlements	1,063,759	822,000	251,759	-	-	-	-	1,073,759	-		1,073,759	1,063,759
Heritage Centre	5,821	3,768	2,053	-	(4,653)	-	-	1,168	-		1,168	1,168
Incomplete Works	185,769	18,838	166,931	(117,488)	-	-	-	68,281	-		68,281	168,440
Infrastructure replacement	91,092	81,408	9,684	-	-	-	-	91,092	-		91,092	91,092
Local Works	454,372	240,708	79,664	13,703	-	-	-	334,075	-		334,075	630,857
Office Equipment	205,255	99,855	105,400	(48,749)	-	-	-	156,506	-		156,506	164,106
Plant Replacement	942,180	295,965	188,046	-	(71,485)	-	-	412,526	292,382	6	704,908	583,260
Quarries & Pit Restoration	63,110	63,110	-	-	-	-	-	63,110	-		63,110	63,110
Saleyards	245,371	249,974	(11,456)	-	307	-	-	238,825	-		238,825	281,844
Special Projects	405,674	397,464	(24,448)	-	-	-	-	373,016	-		373,016	382,010
Swimming Pool Pump & Equipment	23,000	3,000	20,000	(20,000)	-	-	-	3,000	-		3,000	3,288
Tree Management	132,188	124,188	8,000	(8,000)	-	-	-	124,188	-		124,188	132,188
Waste	1,427,850	812,550	418,919	(150,859)	70,370	-	-	1,150,980	19,700	7	1,170,680	2,162,021
Security Bonds Deposits & Retentions	136,621	2,118	134,503	-	-	-	-	136,621	-		136,621	136,621
Total internally restricted	6,647,065	3,735,804	1,712,387	(567,812)	104,586	-	-	4,984,965	869,632		5,854,597	7,171,009
Unrestricted cash & investments	4,532,068	4,124,919	458,821	(38,516)	15,821	-	-	4,561,045	37,282	8	4,598,326	4,557,552
Total cash & investments	16,311,477	11,873,291	2,327,959	(985,245)	113,327	-	-	13,329,332	1,999,685		15,329,016	17,526,648

Cash and Investments Budget Review

Comment on cash and investments position

The Cash and Investments position has been adjusted to reflect the budget adjustments detailed in this report.

Investments

Investments have been invested in accordance with Council's investment policy.

Cash

The cash at bank amount is reconciled daily (work days) to Council's physical bank statements.
The balance in the Council's General Bank Account was $144,409 at 31 March, 2016.

Reconciliation

The YTD Cash & Investment figure, reconciled to the actual balances held, is made up of:

Cash at Bank	199,270
Investments on Hand	17,324,878
Cash on Hand	2,500
Reconciled cash at bank and investments	17,526,648

Cash and Investments Budget Review

Budget variations being recommended include the following material items:

Notes	*Details*	
1	743,029	As discussed at the April Council Policy Workshop, the unallocated capital expenditure in 2015/16 for water mains renewals (phased renewal program) has been moved to the 2016/17 budget.
	(258)	Developer contributions of $12,200 have been received for water mains extensions to Mary Angove Crescent. The final cost for the new Council asset was $12,458. It is requested that Council approve the additional $258 expenditure.
	742,771	
2	**350,000**	As discussed at the April Council Policy Workshop, the unallocated capital expenditure in 2015/16 for sewer mains phased renewals program has been moved to the 2016/17 budget.
3	**250,000**	As discussed at the April Council Policy Workshop, the resurfacing of the Airport runway has been moved to the 2016/17 budget.
4	40,000	It is recommended that the budget for the anticipated income from Waste Science (formerly EESI) be increased from $160,000 to $200,000.
	367,550	The Depot upgrade has been deferred to 2016/17 and has been included in the budget for that year. The net impact of this reversal to the Reserve is $367,550.
	407,550	
5	**(100,000)**	The budget for cash received from the sale of land on Claron Estate was $200,000. Due to delays in completing the infrastructure $100,000 has been moved to the 2016/17 budget.
6	(5,639)	After discussion at the April Council Policy Workshop, the budget has been adjusted to reflect the gross cost of vehicle purchases.
	298,021	Cash received from the sale of Plant and Vehicles to 31 March 2016 is $233,021. It is recommended that the budget be increased by a further $65,000 for anticipated sales in the final three months of the financial year.
	292,382	
7	(100,000)	The application for a grant for the village transfer stations and Tip closures was not successful.
	14,700	As approved at the March 2016 Council meeting, a telehandler forklift will be purchased for the Waste Depot. The REROC contribution is anticipated to be $14,700.
	150,000	The closure of the Stockinbingal tip and transfer station project has been moved to 2016/17 and budgeted in that year
	(45,000)	As approved at the March 2016 Council meeting, a telehandler forklift will be purchased for the Waste Depot.
	19,700	

8	5,000	It is recommended that the allowance for Community Consultation be removed for this year. $10,000 has been allocated in the 2016/17 year.
	(200)	It is requested that Council approved the cost of membership to the local Murrumbidgee Medicare Group.
	3,000	It is recommended that the cost of the REROC state of the environment reporting be removed from this financial year. This expense has been budgeted in future years.
	4,000	The costs to be incurred for the Safer Streets Programme have been reduced to equate to the grant received.
	(10,000)	It is recommended that approval be granted for an increase to the cost of lighting the windsock at the airport. The original budget was based on using solar power. CASA have informed Council that the lighting must be powered from an underground mains line.
	760	It is recommended that the budget be increased for the confirmed LPG rebate of $759.89. The payment was received in April 2016.
	18,970	It is requested that this variance in cash allocation be approved as an incorrect amount was taken from General Reserve in the original 2015/16 budget
	(23,000)	It is requested that Council approve an increase to the water usage expense for Parks and Gardens. This increase has resulted from the extended hot and dry summer.
	(3,746)	It is requested that approval be given for the purchase of a new pump for the irrigation system at the Stockinbingal Recreation Ground due to fatal mechanical failure of the old pump.
	6,268	The refurbishment of the Jubilee Park toilets has been completed and was finalised under budget.
	4,000	It is requested that the budget for Companion Animal Control Fines be increased to reflect anticipated revenue in the financial year.
	9,200	This amount was budgeted for a fire alarm system for the Cootamundra Arts Centre. The work will not be carried out in this financial year and a budget for the fully compliant system has been made in 2016/17.
	(3,610)	It is recommended that the Council approve the increase in cost for the purchase of new microphones for the Council Chambers
	5,335	Workers Compensation Reimbursements totalling $5,335 have been received to 31 March 2016.
	(5,250)	It is recommended that a decrease is made to Training Subsidies to reflect the amount expected to be received this financial year.
	(12,500)	The Development Control Department did not receive a Heritage Grant this year. An application will be made again in the 2016/17 financial year. The related expense has been removed. (see below)
	25,000	The Development Control Department did not receive a Heritage Grant this year. An application will be made again in the 2016/17 financial year. The expense budgeted for the Heritage Listing Report is being removed from 2015/16 and rebudgeted in 2016/17. (see above)
	27,924	A review of the salaries and wages in the Development Control Department due to staff movements and cost allocation has resulted in a decrease of expenditure. It is requested that the decrease be approved.
	(4,000)	It is requested that approval be given for the cost of engaging a consultant while the Building Surveyor was on sick leave. This cost has been offset by a reduction in salary expenses in that department. (see above)
	2,235	Rates and charges for Land and Economic properties has been reduced to the actual amount charged for the year
	(2,604)	It is requested that approval be granted for the increased expenditure for C Change promotions. This increase has been reflected in the budgets for future years.
	5,500	The cost allowed for a contribution to Regional Development Australia - Riverina is no longer required.
	(15,000)	It is recommended that Council approve expenditure to a maximum of $15,000 to set up a Tourist Information booth in a vacant room at the front of the Heritage Centre.
	37,282	

Part A - Contracts Listing (contracts entered in to during the quarter)

Contractor	Contract detail and purpose	Contract value	Start date	Duration of contract	Budgeted (Y/N)
Nil					

Notes

Council is required to report on Contracts entered in to within the quarter under review for contracts over $50,000. Contracts to be listed are those entered in to during the quarter that have yet to be fully performed, excluding contractors that are on Council's Preferred supplier list. Contracts for employment are not required to be included.

Part B - Consultancy and Legal Expenses

Expense	Expenditure YTD	Budgeted (Y/N)	*Notes*
Consultants			
W H & S and Risk Management	2,475	Y	Plant Assessor
Waste Management	5,000	N	Compost Doctor
Development Control	3,780	Y	Building Surveyor
Human Resources	8,870	Y	Alcohol & Drug Testing
Legal fees			
Development Control	126	Y	
Property Management (lease Stockinbingal Antiques)	955	N	
Debt collection (recoverable legal fees)	8,180	Y	

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

INVESTMENT REPORT 31 MARCH, 2016

The Responsible Accounting Officer , Deborah Coombe reports :-
Details of Investments held by Council as at 31-Mar-16 are set out below

Date Invested	Interest Rate	Term Days	Investment Amount	Anticipated Interest	Date Matures	Held With	Investment Number
18 Sep 2015	3.00	214	$1,077,027.40	$18,943.88	19 Apr 2016	NAB	10
21 Oct 2015	2.92	181	$1,000,000.00	$14,480.00	19 Apr 2016	BQL	18
27 Nov 2015	3.00	151	$1,000,000.00	$12,410.96	26 Apr 2016	Bankwest	3
17 Nov 2015	2.92	182	$521,294.02	$7,590.04	17 May 2016	NAB	14
18 Nov 2015	2.97	181	$500,000.00	$7,363.97	17 May 2016	BQL	2
25 Jan 2016	3.06	120	$889,571.90	$8,949.34	24 May 2016	NAB	7
5 Jan 2016	3.06	154	$516,530.50	$6,668.76	7 Jun 2016	NAB	6
22 Dec 2015	3.08	182	$522,491.22	$8,024.32	21 Jun 2016	NAB	13
15 Mar 2016	3.10	112	$3,000,000.00	$28,536.99	5 Jul 2016	Bankwest	15
5 Jan 2016	3.05	182	$1,015,041.10	$15,436.97	5 Jul 2016	NAB	22
11 Feb 2016	3.05	152	$1,500,000.00	$19,052.06	12 Jul 2016	NAB	17
23 Feb 2016	3.04	154	$500,000.00	$6,413.16	26 Jul 2016	NAB	12
2 Dec 2015	3.05	244	$500,000.00	$10,194.52	2 Aug 2016	ME Bank	25
9 Feb 2016	3.07	182	$1,500,000.00	$22,961.92	9 Aug 2016	NAB	9
17 Feb 2016	3.00	181	$1,014,301.37	$15,089.47	16 Aug 2016	AMP	8
29 Mar 2016	3.14	182	$1,043,568.94	$16,339.14	27 Sep 2016	NAB	11
18 Feb 2016	3.00	271	$1,000,000.00	$22,273.97	15 Nov 2016	ING	4
18 Feb 2016	3.08	369	$500,000.00	$15,568.77	21 Feb 2017	ME Bank	5
2 Jun 2009	1.65	BOS	$107,603.55		At Call	CBA	1
25 Nov 2010	1.65	BOS	$24,951.07		At Call	CBA	19 - Stock School
7 Mar 2011	1.65	BOS	$24,486.12		At Call	CBA	20 - HCMS
			$17,756,867.19	**$256,298.24**			
Internal Loans				**Annual Interest**			
31 Dec 2009	3.69	365	$82,234.81	$1,517.23	30 Jun 2024	C.S.C	Aerodrome Refueller
1 Jul 2010	5.64	365	$61,832.80	$3,487.37	29 Jun 2022	C.S.C	Swimming Pool Design
			$144,067.61	**$5,004.60**			
Deferred debtors							
1 Sep 2011	Average Int	10 yrs	$9,888.49		31 Aug 2021	C.S.C	Loan to C.C.A.C.C.
			$17,910,823.29	**$261,302.84**			

Interest on Investments YTD	$516,835.11
Interest on above investments to be received at maturity	$256,298.24

Financial Institution Summary	Amount Held	of Total
CBA	$157,040.74	0.88%
Bankwest	$4,000,000.00	22.33%
NAB	$9,085,525.08	50.73%
ING	$1,000,000.00	5.58%
AMP Bank	$1,014,301.37	5.66%
Bank of Qld	$1,500,000.00	8.37%
ME Bank	$1,000,000.00	5.58%
Cootamundra Shire Council	$144,067.61	0.80%
Deferred Debtors	$9,888.49	0.06%
	$17,910,823.29	100%

BENCHMARK
(for term investments)

BBSW ave. 90-day rate for MAR + 1% : **3.31%**

This report is produced in accordance with section 625 of the local Government Act 1993 and all Investments have been made in accordance with the Act & the Regulations.

Signed

Responsible Accounting Officer

D. C. Coombe.

Deborah Coombe

INVESTMENT REPORT 30 APRIL, 2016

The Responsible Accounting Officer , Deborah Coombe reports :-
Details of Investments held by Council as at 30-Apr-16 are set out below

Date Invested	Interest Rate	Term Days	Investment Amount	Anticipated Interest	Date Matures	Held With	Investment Number
17 Nov 2015	2.92	182	$521,294.02	$7,590.04	17 May 2016	NAB	14
18 Nov 2015	2.97	181	$500,000.00	$7,363.97	17 May 2016	BQL	2
25 Jan 2016	3.06	120	$889,571.90	$8,949.34	24 May 2016	NAB	7
5 Jan 2016	3.06	154	$516,530.50	$6,668.76	7 Jun 2016	NAB	6
22 Dec 2015	3.08	182	$522,491.22	$8,024.32	21 Jun 2016	NAB	13
15 Mar 2016	3.10	112	$3,000,000.00	$28,536.99	5 Jul 2016	Bankwest	15
5 Jan 2016	3.05	182	$1,015,041.10	$15,436.97	5 Jul 2016	NAB	22
11 Feb 2016	3.05	152	$1,500,000.00	$19,052.06	12 Jul 2016	NAB	17
23 Feb 2016	3.04	154	$500,000.00	$6,413.16	26 Jul 2016	NAB	12
2 Dec 2015	3.05	244	$500,000.00	$10,194.52	2 Aug 2016	ME Bank	25
9 Feb 2016	3.07	182	$1,500,000.00	$22,961.92	9 Aug 2016	NAB	9
17 Feb 2016	3.00	181	$1,014,301.37	$15,089.47	16 Aug 2016	AMP	8
29 Mar 2016	3.14	182	$1,043,568.94	$16,339.15	27 Sep 2016	NAB	11
19 Apr 2016	3.15	182	$1,014,480.00	$15,934.28	18 Oct 2016	BQL	18
27 Apr 2016	3.14	181	$1,000,000.00	$15,570.96	25 Oct 2016	BQL	3
18 Feb 2016	3.00	271	$1,000,000.00	$22,273.97	15 Nov 2016	ING	4
18 Feb 2016	3.08	369	$500,000.00	$15,568.77	21 Feb 2017	ME Bank	5
2 Jun 2009	1.30	BOS	$783,452.31		At Call	CBA	1
25 Nov 2010	1.30	BOS	$24,486.04		At Call	CBA	19 - Stock School
7 Mar 2011	1.30	BOS	$24,520.44		At Call	CBA	20 - HCMS
			$17,369,737.84	**$241,968.65**			
Internal Loans				**Annual Interest**			
31 Dec 2009	3.69	365	$82,234.81	$1,517.23	30 Jun 2024	C.S.C	Aerodrome Refueller
1 Jul 2010	5.64	365	$61,832.80	$3,487.37	29 Jun 2022	C.S.C	Swimming Pool Design
			$144,067.61	**$5,004.60**			
Deferred debtors							
1 Sep 2011	Average Int	10 yrs	$9,466.36		31 Aug 2021	C.S.C	Loan to C.C.A.C.C.
			$17,523,271.81	**$246,973.25**			

Interest on Investments YTD $563,693.05
Interest on above investments to be received at maturity $241,968.65

Financial Institution Summary	Amount Held	of Total
CBA	$832,458.79	4.75%
Bankwest	$3,000,000.00	17.12%
NAB	$8,008,497.68	45.70%
ING	$1,000,000.00	5.71%
AMP Bank	$1,014,301.37	5.79%
Bank of Qld	$2,514,480.00	14.35%
ME Bank	$1,000,000.00	5.71%
Cootamundra Shire Council	$144,067.61	0.82%
Deferred Debtors	$9,466.36	0.05%
	$17,523,271.81	100%

BENCHMARK
(for term investments)

BBSW ave. 90-day rate for April + 1% : **3.26%**

This report is produced in accordance with section 625 of the local Government Act 1993 and all Investments have been made in accordance with the Act & the Regulations.

Signed

Responsible Accounting Officer

D. C. Coombe.

Deborah Coombe

TABLED DOCUMENT 21
E2 MAY 2016
PAGES 183-233

Quarterly Management Report

Q3, 2015/2016

2015/16 Operational Plan Reporting: Community

A healthy rural community with access to a range of services and facilities that meet the community's needs

Facilitate the provision of services that meet social and personal needs for all groups across the community

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Continue to facilitate and promote community services offered by various agencies in the Gundagai Shire Council area	Look to improve disability inclusion to the main entrance of Council facilities.	M Crane	Economic Development Manager	25%	
Continue to facilitate and promote community services offered by various agencies in the Gundagai Shire Council area	Consult with the community to identify future opportunities.	M Crane	Economic Development Manager	30%	Applied for funding for the Gundagai Men's Shed, Morley's Creek Jetty.
Continue to facilitate and promote community services offered by various agencies in the Gundagai Shire Council area	Provide and maintain Mirrabooka Community Centre building to facilitate all health and welfare needs of the community via the Mirrabooka Community Centre	T Shrestha	Manager Urban Rural Services	40%	Progressing.
Continue to facilitate and promote community services offered by various agencies in the Gundagai Shire Council area	Provide information on community services on website	M Crane	Economic Development Manager	25%	
Implement the Social Plan	Review the Social Plan	P Luff	Director - Corporate & Community	20%	No further progress on this front

DP Action	Action	Responsibility	Responsibility	Progress	Comment
			Services		
Continue to review and implement the long term strategy to upgrade the quality and range of existing health services	Through ongoing consultation with health services providers identify future opportunities for Shire	M Crane	Economic Development Manager	25%	

Provide quality library programs and community facilities for leisure, cultural and education opportunities

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Provide a library service across the Shire	Remain an active member of Riverina Regional Library so that book stocks and information systems satisfy community needs	C Smith			No Comments
Provide a library service across the Shire	Provide a range of library related activities to encourage patronage at library	C Smith			No Comments
Upgrade Muttama Community Hall as funds become available	Identify Muttama Hall upgrade requirements	T Shrestha	Manager Urban Rural Services	10%	

A strong harmonious and safe community based on a network of families, villages, community groups and local businesses

Maintain community values and community spirit through building and fostering community relationships, partnerships and networks

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Encourage volunteerism within all age groups for social support, recreational pursuits and community services and activities	Promote volunteering opportunities within Council services	P Luff	Director - Corporate & Community Services	75%	A constant for Council
Encourage volunteerism within all age groups for social support, recreational pursuits and community services and activities	Provide support and where possible funding to support a range of community groups.	P Luff	Director - Corporate & Community Services	75%	Council provides financial and in kind support to many community groups. A classic case of this response can be found in the many annual audits it undertakes on behalf of these organasitions.
Encourage activities that promote community spirit such as local communities organising regular community gatherings	Encourage the development of initiatives to welcome new residents and make them aware of the Shire's opportunities	P Luff	Director - Corporate & Community Services	75%	This is an ongoing exercise
Encourage activities that promote community spirit such as local communities organising regular community gatherings	Support Youth Council members in organising their events and activities	C Smith			No Comments
Continue to foster and support the Gundagai Youth Council	Work with Youth Council in implementing the current Youth Plan	C Smith			No Comments

Through strong partnerships provide and support community safety initiatives in relation to disaster management and emergency situations

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Provide and maintain support for the Rural Fire Service (RFS) network of volunteers to allow timely and effective bush fire control and suppression	Advocate for a more equitable funding process for fire protection	P Luff	Director - Corporate & Community Services	100%	NSW Government has announced a new process for funding the RFS
Provide and maintain support for the Rural Fire Service (RFS) network of volunteers to allow timely and effective bush fire control and suppression	Negotiate a Zone Service Level Agreement with the RFS that meets statutory requirements	P Luff	Director - Corporate & Community Services	75%	A revised SLA is currently up for consideration by Council, in conjunction with the Shires of Tumbarumba & Tumut.
Recognise the role of the town Fire and Rescue Brigade in urban fire protection and emergency response and support as required	Provide support as required to the town Fire & Rescue Brigade	P Luff	Director - Corporate & Community Services	75%	Ongoing
Support the local State Emergency Services and volunteer groups so that they are capable of responding in an adequate manner	Provide and maintain local SES headquarters.	P Luff	Director - Corporate & Community Services	75%	Council is quite proactive in its relationship with emergency services
Support the local State Emergency Services and volunteer groups so that they are capable of responding in an adequate manner	Council provides funding and services in kind to support the running of the local SES group	P Luff	Director - Corporate & Community Services	75%	Council is a strong supporter of the SES, and shares a solid relationship with the local group.

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Co-ordinate the various emergency services to provide the most effective disaster management for community	Facilitate and convene meetings of various committees and groups related to disaster management	P McMurray	General Manager		No Comments

Local heritage and culture are valued, preserved and celebrated

Recognise and value our community's local heritage and culture including local indigenous culture and history

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Continue to provide the museum both as a repository and for public viewing of valuable local historical memorabilia	Work with the Gundagai Historical Museum Society to support the management of the museum	T Shrestha	Manager Urban Rural Services	50%	Progressing
Conserve and enhance the historical buildings and structures as funding is achieved	Continue to work with the Old Gaol Committee	T Shrestha	Manager Urban Rural Services	65%	Working closely with the Old Gaol Committee.
Conserve and enhance the historical buildings and structures as funding is achieved	Complete Risk Assessment of Old Gaol site and implement measures to reduce risk where necessary.	S Woodland	Work Health Safety Officer		No Comments
Conserve and enhance the historical buildings and structures as funding is achieved	Assist community groups to seek grant funding to fund maintenance and conservation of heritage	M Crane	Economic Development Manager	30%	

DP Action	Action	Responsibility	Responsibility	Progress	Comment
	buildings and structures within the Shire.				
Facilitate the coordination of the different historical groups and heritage assets	Encourage different groups to maximise outcomes for whole community	M Crane	Economic Development Manager	30%	

2014/15 Operational Plan Reporting: Economy

Local businesses and the economy grow

Encourage the development or relocation of sustainable employment generating industries and the expansion of local businesses

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement a Tourism, Economic and Community Development Program	Implement tourism strategy	M Crane	Economic Development Manager	45%	Progress against actions being reported monthly to TAC
Implement a Tourism, Economic and Community Development Program	Develop economic development strategy	M Crane	Economic Development Manager	15%	At this stage due to the Fit for the Future we have not been able to hold the neccessary community meetings.
Maintain a close liaison with Regional Development Australia- Riverina	Contribute to the implementation of actions in the Regional Development Australia-Riverina Regional Plan that will deliver benefits to Gundagai and the broader region	M Crane	Economic Development Manager	30%	Attend RDA Forum at Lockhart.
Provide users of saleyards with best livestock exchange market for their benefit	Assist Gundagai Associated Agents to effectively manage Council's saleyards and to operate them in an adequate and safe manner	T Shrestha	Manager Urban Rural Services	75%	Ongoing

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Provide fully serviced residential land to attract new residents	Investigate participation in Country Change Program to encourage new residents	M Crane	Economic Development Manager	25%	Have requested involvement but the program is currently under review and so we are unable to join.
Provide fully serviced residential land to attract new residents	Promote sales of the allotments	P McMurray	General Manager		No Comments

Develop and facilitate programs that support business networks, enhance farming productivity and increase business competence and capacity

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Identify opportunities, programs and funding to maintain and or enhance farming productivity and support the retention of farming population	Advocate for initiatives that support farming viability at a State and Federal level	M Crane	Economic Development Manager	25%	
Identify opportunities, programs and funding to maintain and or enhance farming productivity and support the retention of farming population	Provide support where possible, that offer assistance to farmers such as the Rural Counselling Service	P Luff	Director - Corporate & Community Services	100%	Council allocated $1,000 towards the NERC Service in its 2015/16 budget. Unfortunately the Service was cancelled by the government.
Identify opportunities, programs and funding to maintain and or enhance farming productivity and support the retention of farming population	Monitor and maintain roads to enable movement of freight as required by primary producers	R Graham	Director - Engineering Services		No Comments
Identify opportunities, programs and funding to maintain and or	Continue to seek more funding for road side weed	T Shrestha	Manager Urban Rural Services	45%	Progressing.

DP Action	Action	Responsibility	Responsibility	Progress	Comment
enhance farming productivity and support the retention of farming population	control				
Support business development through partnerships with local and regional organisations and businesses	Work with BEC (Business Enterprise Centre) to promote government initiatives/incentives for rural relocation.	M Crane	Economic Development Manager	30%	BEC information forwarded to contacts.
Support business development through partnerships with local and regional organisations and businesses	Continue to provide ongoing support of local business community through groups such as GREG, Gundagai Business Forum, Tourism Action Committee.	M Crane	Economic Development Manager	40%	Attended all Tourism Action Committee, GREG and Business Forum meetings held during the period. Created new Gundagai Shop Local Facebook page to facilitate better business communication with the public.
Promote the development of efficient telecommunications technology for business, farms, education and health connectedness	Investigate possibility of Council becoming an ISP for the Gundagai community.	P Luff	Director - Corporate & Community Services	20%	Action stalled due to the local government reform program. Cootamundra Council already provides a service in conjunction with a commercial operator
Promote the development of efficient telecommunications technology for business, farms, education and health connectedness	Advocate for the installation of National Broadband Network and promote opportunities through Council's website	M Crane	Economic Development Manager	40%	Liasing with Optus regarding potential Bongalong Black Spot project.

Gundagai is a well recognised tourism destination throughout Australia

Facilitate, encourage and assist in the development of strategies, services and attractions that will encourage more tourists and increased tourism expenditure in the Gundagai Shire

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Work with Gundagai community and other partners to develop events and facilities that attract and encourage visitors and tourists	Promote existing tourism attractions in the Shire and look to improve interpretation of these.	M Crane	Economic Development Manager	45%	Working with the Main Street Art & Stories subcommittee to develop interpretation opportunities in the main street.
Work with Gundagai community and other partners to develop events and facilities that attract and encourage visitors and tourists	Continue to support the Tourism Action Committee (TAC)	M Crane	Economic Development Manager	40%	Working with TAC Main Street Art & Stories Subcommittee.
Work with Gundagai community and other partners to develop events and facilities that attract and encourage visitors and tourists	Support events that promote food providers, tourism and hospitality industries and the region	M Crane	Economic Development Manager	40%	Assisted with promotion of the Bald Archy.
Adopt an innovative regional approach to tourism development	Work with RRT & ERDMO to develop new products and marketing initiatives for the region	M Crane	Economic Development Manager	40%	Attended RRT & ERDMO Meeting in Wagga. Draft DMP structure forwarded to ERDMO members.
Adopt an innovative regional approach to tourism development	Reassess services provided at our Visitor Information Centre	M Crane	Economic Development Manager	35%	
Maintain and improve the	Work with the lessees of	T Shrestha	Manager Urban	60%	Progressing

DP Action	Action	Responsibility	Responsibility	Progress	Comment
tourism infrastructure in the Gundagai Shire area to help attract tourists and visitors	Council owned tourism infrastructure to improve facilities		Rural Services		
Provide infrastructure and facilities to service the development of Gundagai as a place that encourages Recreational Vehicles (RVs) to visit	Investigate the viability of additional RV facilities to enhance existing infrastructure.	M Crane	Economic Development Manager	40%	New signage installed at existing RV Sites.
Provide infrastructure and facilities to service the development of Gundagai as a place that encourages Recreational Vehicles (RVs) to visit	Promote RV facilities	T Shrestha	Manager Urban Rural Services	75%	RV facilities promoted with addition of adequate facilities.

2014/15 Operational Plan Reporting: Leadership

Good governance with demonstrated transparency and accountability

Provide good governance and administrative support for Council and the organisation that is accountable, transparent and meets all legislative requirements

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement an effective integrated risk management strategy	Participate in the regional internal audit program	P Luff	Director - Corporate & Community Services	75%	Council continues its involvement with the regional program.
Implement an effective integrated risk management strategy	Review business processes and systems to provide clear audit trails	P Luff	Director - Corporate & Community Services	75%	Council's relationship with both its internal and external auditors addresses this issue adequately.
Implement an effective integrated risk management strategy	Prepare risk management plans for all identified risks	S Woodland	Work Health Safety Officer		No Comments
Develop and maintain effective and well tested emergency management plans	Disaster Recovery Plan is reviewed and updated as required	S Woodland	Work Health Safety Officer		No Comments
Develop and maintain effective and well tested emergency management plans	Regularly review the Shire Local Emergency Plan	P McMurray	General Manager		No Comments
Develop and maintain effective and well tested emergency management plans	Review Shire Flood Plans as required	P McMurray	General Manager		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Support Council's elected representatives for their role in the community	Ensure the effective and efficient conduct of Council and committee meetings	P McMurray	General Manager		No Comments
Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the council	Maintain transparency and accountability in the management of tenders and contracts and the purchase of goods and services	P McMurray	General Manager		No Comments
Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the council	Review & update Council's purchasing policy in line with best practice.	P McMurray	General Manager		No Comments
Provide information services and infrastructure that adequately support the organisation	Maintain hardware and software at level required to meet Council's needs	P Luff	Director - Corporate & Community Services	75%	Council maintains a modern computer system and backs it up with sound support.

Council has a clear strategic direction that guides its decision making and planning

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement Gundagai's 2014-18 Delivery Program	Actions in Operational Plan 2015-2016 support the implementation of the four year delivery program	P McMurray	General Manager		No Comments
Review and update on regular basis the integrated planning	Update the Integrated Planning & Reporting	P McMurray	General Manager		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
and resourcing documents	resourcing documents annually				

Community is engaged, informed, participates in decision making and contributes to future of the Shire

Facilitate strong two way relationships and partnerships with the community and involve them in local planning and decision making

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Improve Council's communication to the community	Maintain the website with current, timely and relevant information and encourage the community to access it	P Luff	Director - Corporate & Community Services	75%	The community is well informed of planning issues, particularly those of some significance.
Continue to provide opportunities for community engagement and consultation	Provide a range of ways, including online, that the community can engage with Council	P Luff	Director - Corporate & Community Services	75%	Council aims to keep the community both informed and involved

Sustainable management of financial resources and people and the delivery of quality services to the community

Maintain a strong robust financial position that supports the delivery of services and strategies and ensures long term financial sustainability

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Ensure peak performance of financial operations, systems and information including the long term financial planning that	Ten year financial plan is maintained to provide sustainability and updated annually	P Luff	Director - Corporate & Community Services	75%	Currently being updated in "draft" format

DP Action	Action	Responsibility	Responsibility	Progress	Comment
supports Council's asset management strategies and overall performance					
Ensure peak performance of financial operations, systems and information including the long term financial planning that supports Council's asset management strategies and overall performance	Provide timely financial information, advice and reports to the community, Council and management as required by legislation, accounting standards and Council policies	P Luff	Director - Corporate & Community Services	75%	Council's handling of its commitments in financial reporting are ongoing. However Council does provide its quarterly reporting in a slightly removed position to that designated. This variation is being addressed with the assistance of a consultant who is very familiar with Councils records.
Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects	Manage the property leasing activities to generate a recurrent source of income to fund the management and maintenance of the properties/land	T Shrestha	Manager Urban Rural Services	75%	Ongoing.
Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects	Continue to apply for grant funding for relevant projects and services	M Crane	Economic Development Manager	40%	

Develop a skilled workforce that delivers high quality services and products in a safe and healthy work environment

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement the Workforce	Implement and maintain a	K Magnone	Human Resources &	60%	A Training Register has been created. The

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Management Plan to support all staff to deliver the community outcomes	training/skills register for the whole organisation		Payroll Coordinator		main issue with keeping the training register up-to-date is HR is not being informed of staff members who attend training. HR will continue to improve on notification and develop a procedure for training requirements PRIOR to attending training courses.
Implement the Workforce Management Plan to support all staff to deliver the community outcomes	Continue to review the salary & remuneration system	P McMurray	General Manager		No Comments
Implement the Workforce Management Plan to support all staff to deliver the community outcomes	Provide learning and development opportunities to develop individual's potential and meet the needs of the community and organisation	K Magnone	Human Resources & Payroll Coordinator	60%	Staff training continues to be a priority of management. Staff have been attending conferences. Outdoor staff are in the process of completing Traffic Control accreditation courses - Yellow & Red card.
Provide a safe and healthy environment for staff, contractors and community	Implement WH&S strategies to protect the public and employees and minimise down time	S Woodland	Work Health Safety Officer		No Comments

Provide quality well managed services and facilities that meet service standards and community expectations

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Provide quality customer services to all residents	Use technology to improve customer services, provide timely and comprehensive information and expand opportunities for online	P Luff	Director - Corporate & Community Services	75%	Council provides a full range of contact options open to the public, including on line

DP Action	Action	Responsibility	Responsibility	Progress	Comment
	business				
Provide and maintain a clean and attractive streetscape and provide clean public conveniences	Provide regular and efficient main street cleaning services	T Shrestha	Manager Urban Rural Services	75%	Ongoing
Provide and maintain a clean and attractive streetscape and provide clean public conveniences	Clean public conveniences in accordance with service standards	T Shrestha	Manager Urban Rural Services	75%	Public conveniences cleaned and maintained in accordance with service standards.
Provide well managed, safe and environmentally friendly waste removal and disposal services	Introduce and provide a household organics collection service	T Shrestha	Manager Urban Rural Services	100%	implemented and completed.
Provide well managed, safe and environmentally friendly waste removal and disposal services	Provide an efficient weekly collection of household garbage	T Shrestha	Manager Urban Rural Services	75%	Council after trial for six months, planned to go back to weekly garbage collection. The reason for this is due to contamination in the recycles and organic wastes.
Provide well managed, safe and environmentally friendly waste removal and disposal services	Monitor, on a regular basis, Council's tip operations	T Shrestha	Manager Urban Rural Services	75%	Ongoing.
Provide well managed, safe and environmentally friendly waste removal and disposal services	Prepare a management plan for the Shire's Waste Disposal and Processing Facilities	T Shrestha	Manager Urban Rural Services	45%	
Provide efficient, appropriate and dignified cemetery operations and services	Construct memorial wall at South Gundagai Cemetery	T Shrestha	Manager Urban Rural Services	40%	Progressing

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Provide efficient, appropriate and dignified cemetery operations and services	Conduct cemetery services including the opening and closing of graves in a manner that respects the bereaved families and is in accordance with safety standards	T Shrestha	Manager Urban Rural Services	75%	Cemetery services conducted in accordance with safety standards.
Provide efficient, appropriate and dignified cemetery operations and services	Maintain cemetery grounds in a tidy and attractive condition	T Shrestha	Manager Urban Rural Services	75%	Ongoing.

The Shire's natural and built heritage is enhanced through land use planning and environmentally sustainable development practices that protects the rural lifestyle

Enhance the Shire's natural and built heritage through strategic land use and urban planning that utilises environmentally sustainable development practices

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement the comprehensive LEP for the Shire	Undertake amendments to the LEP as determined by Council	T Shrestha	Manager Urban Rural Services	75%	Progressing
Implement the comprehensive LEP for the Shire	Conduct training for staff on application of LEP	T Shrestha	Manager Urban Rural Services	75%	Training for staff on application of LEP conducted as necessary.

Manage new and existing development with a robust framework of policies, plans and processes that are in accordance with community needs and expectations

DP Action	Action	Responsibility	Responsibility	Progress	Comment

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Determine development applications in an efficient and effective manner based on merit	Encourage and promote online development application tracking	T Shrestha	Manager Urban Rural Services	60%	Progressing
Determine development applications in an efficient and effective manner based on merit	Make pre development application meetings available to applicants	T Shrestha	Manager Urban Rural Services	75%	Pre development application meetings available to applicants.
Ensure construction/industrial sites have appropriate environmental control measures in place	Ensure conditions of consent are attached with approvals as necessary	T Shrestha	Manager Urban Rural Services	50%	Ongoing
Ensure construction/industrial sites have appropriate environmental control measures in place	Review procedures for adequacy and conformity with BASIX	T Shrestha	Manager Urban Rural Services	75%	Ongoing.

Implement effective regulatory strategies, local laws, and compliance programs to manage the impact of development and maximise public and environmental health and safety

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Manage the public and environmental health through implementation of education, encouragement and enforcement policies and actions	Develop programs through effective partnerships to educate animal owners on responsible pet care and their responsibilities under the Companion Animals Act	T Shrestha	Manager Urban Rural Services	35%	Progressing
Manage the public and environmental health through	Implement strategies to control the public nuisance	T Shrestha	Manager Urban Rural Services	75%	

DP Action	Action	Responsibility	Responsibility	Progress	Comment
implementation of education, encouragement and enforcement policies and actions	effect of straying stock and animals and manage compliance with Companion Animals Act				
Manage the public and environmental health through implementation of education, encouragement and enforcement policies and actions	Respond to complaints concerning straying stock on major roads in reasonable timeframe in conjunction with RMS Traffic Control	T Shrestha	Manager Urban Rural Services	75%	Complaints responded in reasonable timeframe.
Implement the Shire's regulatory building, food safety, development control and fire safety functions	Inspect all building works during construction as required	T Shrestha	Manager Urban Rural Services	75%	Inspection of building and construction works carried out as required.
Implement the Shire's regulatory building, food safety, development control and fire safety functions	Undertake inspections as required of food outlets and hairdressing salons	T Shrestha	Manager Urban Rural Services	75%	Ongoing.
Provide protection to the local environment in order to maximise the productivity of agricultural land	Undertake regular inspections of both public and private lands for infestations of noxious weeds	T Shrestha	Manager Urban Rural Services	75%	Inspection and spray program for both public and private land undertaken for infestation of noxious weeds.
Provide protection to the local environment in order to maximise the productivity of agricultural land	Control noxious weeds on public lands to a level consistent with funding provided by State and Federal governments	T Shrestha	Manager Urban Rural Services	75%	Progressing.

Strong and effective networks and partnerships are established with other levels of government and regional and local organisations

Facilitate strong two way relationships and partnerships with State and Federal governments, regional group of councils and other organisations and actively advocate on community's behalf

DP Action	Action	Responsibility	Responsibility	Progress	Comment
As a member of REROC contribute to the development and implementation of a three year regional action plan	Participate in and support the Riverina Joint Organisation trial as part of the Fit for the Future Local Government reform process.	P McMurray	General Manager		No Comments
As a member of REROC contribute to the development and implementation of a three year regional action plan	Continue to work with REROC and contribute to regional strategies, initiatives and activities	P McMurray	General Manager		No Comments
As a member of REROC contribute to the development and implementation of a three year regional action plan	Support Gundagai Youth Council in linking with other youth councils in REROC Youth Network and with service providers to take advantage of resource sharing opportunities and to participate in regional youth events and activities	C Smith			No Comments
Maintain effective working partnerships with key groups such as the Rural Fire Services, Riverina Regional Library and	Continue meeting with key stakeholders for the provision of services and opportunities for the	P McMurray	General Manager		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
LGNSW	benefit of the Gundagai community.				
Strongly advocate local interests including requests for grant funding with the State and Federal governments on issues such as infrastructure maintenance and renewal, conservation of heritage buildings, maintaining productive agricultural land and the provision of community services and facilities	Advocate for grant funding to support a jetty/boat ramp on the Murrumbidgee River.	M Crane	Economic Development Manager	30%	NSW Boating Now funding to be looked at for both extension of the Morley's Creek Boat Ramp and the Murrumbidgee River
Strongly advocate local interests including requests for grant funding with the State and Federal governments on issues such as infrastructure maintenance and renewal, conservation of heritage buildings, maintaining productive agricultural land and the provision of community services and facilities	Advocate for grant funding to support the Old Gundagai Master Plan.	M Crane	Economic Development Manager	25%	
Strongly advocate local interests including requests for grant funding with the State and Federal governments on issues such as infrastructure maintenance and renewal, conservation of heritage	Strongly advocate for grant funding to support the main street upgrade.	M Crane	Economic Development Manager	100%	NSRF Funding application successful.

DP Action	Action	Responsibility	Responsibility	Progress	Comment
buildings, maintaining productive agricultural land and the provision of community services and facilities					

2014/15 Operational Plan Reporting: Infrastructure

Public spaces are attractive, safe and offer a variety of recreational and leisure activities and facilities

Manage and maintain a diverse range of safe and accessible open spaces and provide recreation, sporting and leisure activities and facilities

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Continue the upgrade of the swimming pool to provide a safe and secure facility	Complete Grant funded Gundagai Heated Pool & Gym upgrade works	T Shrestha	Manager Urban Rural Services	40%	Site clearance and setting up work is soon to commence. Pool blankets have been ordered and delivered on site.
Continue the upgrade of the swimming pool to provide a safe and secure facility	Continue to implement safety plans in line with Royal Life Saving Society.	T Shrestha	Manager Urban Rural Services	75%	
Continue the upgrade of the swimming pool to provide a safe and secure facility	Develop a renewal plan for the future of Gundagai Pool	T Shrestha	Manager Urban Rural Services	25%	
Continue the upgrade of the swimming pool to provide a safe and secure facility	Implement programmed maintenance plan for pool and monitor water quality to ensure pool meets all health standards	T Shrestha	Manager Urban Rural Services	75%	Ongoing
Plan for, achieve funding and construct a skate park	Maintain skate park	T Shrestha	Manager Urban Rural Services	75%	Skate park is maintained. And well monitored with recent installation of CCTV camera.
Provide playing fields to meet the requirements of the active	Advocate for funding for kiosk facility at Stan	M Crane	Economic Development	100%	$75,000 funding received plus community contributions of $25,000 plus to compliment

DP Action	Action	Responsibility	Responsibility	Progress	Comment
sporting associations in the Shire	Crowe Oval		Manager		Council contribution of $25,000.
Provide playing fields to meet the requirements of the active sporting associations in the Shire	Introduce user pays system for sporting grounds	T Shrestha	Manager Urban Rural Services	35%	Progressing
Provide playing fields to meet the requirements of the active sporting associations in the Shire	Work with sporting clubs to implement inspection procedures for all sports facilities	T Shrestha	Manager Urban Rural Services	60%	Progressing.
Provide playing fields to meet the requirements of the active sporting associations in the Shire	Upgrade facilities at netball courts site, as funds permit	T Shrestha	Manager Urban Rural Services	40%	
Provide parks and gardens that are aesthetically pleasing and are available for passive recreational pursuits	Develop a Carberry Park redevelopment plan	T Shrestha	Manager Urban Rural Services	30%	Council received fee proposal from the Consultant and preparation of draft plan with the consultation with the stakeholders will commence shortly.
Provide parks and gardens that are aesthetically pleasing and are available for passive recreational pursuits	Regularly maintain the visual amenity of parks and gardens	T Shrestha	Manager Urban Rural Services	75%	Visual amenity of parks and gardens maintained regularly.
Develop a plan for the management of playground equipment	Develop plan for management of parks and playground equipment within the Shire	T Shrestha	Manager Urban Rural Services	40%	Progressing
Develop a plan for the	Undertake annual	T Shrestha	Manager Urban	75%	Playground equipments inspected as

DP Action	Action	Responsibility	Responsibility	Progress	Comment
management of playground equipment	inspections of all playground equipment as required		Rural Services		required.
Develop and implement a street tree program plan	Implement street tree program plan as budget allows	T Shrestha	Manager Urban Rural Services	60%	progressing
Develop and implement a street tree program plan	Replace trees identified as being damaging to council's civil infrastructure	T Shrestha	Manager Urban Rural Services	75%	Trees replaced as necessary.
Develop and implement a street tree program plan	Work with Essential Energy to manage tree pruning	T Shrestha	Manager Urban Rural Services	75%	progressing

Well maintained and sustainable infrastructure and assets enhance the public domain, improve the amenity and achieve better outcomes for the community

Provide and maintain sustainable infrastructure and assets that enhance the public domain, improve the amenity and achieve better outcomes for the community

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement 10 year construction program	Implement annual works program by completing projects on time and within budget	R Graham	Director - Engineering Services		No Comments
Through effective asset management planning ensure provision of quality roads, waterways, buildings, pathways,	Implement the Transport Asset Management Plan	R Graham	Director - Engineering Services		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
footpaths, bridges, major culverts and public reserves					
Through effective asset management planning ensure provision of quality roads, waterways, buildings, pathways, footpaths, bridges, major culverts and public reserves	Implement the Asset Management Plan for buildings	R Graham	Director - Engineering Services		No Comments

Facilitate and maintain well managed and integrated local roads and transport infrastructure and support the safety of movement for all users

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Maintain Gundagai's civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in Asset Management Plans	Complete the annual roads and transport infrastructure program on time and within budget	R Graham	Director - Engineering Services		No Comments
Maintain Gundagai's civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in Asset Management Plans	Respond to risk management areas within concerning footpath complaints.	R Graham	Director - Engineering Services		No Comments
Develop and implement strategies to improve safety of all users on roads	Utilise the partially RMS funded Road Safety Officer	R Graham	Director - Engineering Services		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Develop and implement strategies to improve safety of all users on roads	Implement a road safety awareness program	R Graham	Director - Engineering Services		No Comments
Develop and implement strategies to improve safety of all users on roads	Review bus routes to identify hazards and manage them	R Graham	Director - Engineering Services		No Comments
Continue to implement Cycleways Plan	Complete section near Jones Creek (Punch St to Sheridan Lane)	R Graham	Director - Engineering Services		No Comments

Enhance the amenity and appearance of Sheridan Street (main street) to increase its attractiveness and provide an appealing and accessible CBD

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Plan for and construct approved streetscape upgrades as funding permits.	Continue redevelopment works for Sheridan Street upgrade, as funding permits	R Graham	Director - Engineering Services		No Comments

Operate an efficient quarrying service in an environmentally responsible, safe manner that meets all statutory requirements and standards

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement restoration plans that reflect the surrounding environment and comply with legislative and accounting reporting requirements	Maintain a register of gravel pits and quarries	R Graham	Director - Engineering Services		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Implement restoration plans that reflect the surrounding environment and comply with legislative and accounting reporting requirements	Undertake ongoing restoration of quarries as required by plans	R Graham	Director - Engineering Services		No Comments

Provide, maintain and operate a sewage disposal system and treatment works that meets the needs of the community

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Provide, maintain and operate a sewage disposal system	Investigate and develop project plans for Sewer Treatment Plant replacement.	R Graham	Director - Engineering Services		No Comments
Provide, maintain and operate a sewage disposal system	Review Sewer Treatment Plant operations.	R Graham	Director - Engineering Services		No Comments
Implement the business plan for sewerage and trade waste	Implement activities identified in the asset management and maintenance plan.	R Graham	Director - Engineering Services		No Comments
Implement the business plan for sewerage and trade waste	Implement the business plan for sewerage and trade waste	R Graham	Director - Engineering Services		No Comments
Implement the business plan for sewerage and trade waste	Monitor and review the fee system	P Luff	Director - Corporate & Community Services	70%	A full evaluation of fees will be undertaken in the near future as part of the budgetary programe
Implement the business plan for	Review and implement	R Graham	Director -		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
sewerage and trade waste	best practice management guidelines		Engineering Services		

2014/15 Operational Plan Reporting: Environment

Gundagai Shire's distinct and diverse natural environment is valued, protected and enhanced

Demonstrate leadership in sustainable environmental performance and manage environmental risks and impacts strategically

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Identify opportunities for increased environmental sustainability by seeking funding for projects aimed at achieving a low carbon future	Undertake research, identify range of possible projects and take every opportunity to apply for funding where appropriate.	M Crane	Economic Development Manager	20%	
Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment	Contribute as a member of REROC to consider options for preparing a State of the Environment report for the region	T Shrestha	Manager Urban Rural Services	75%	Working closely with REROC.
Protect natural landscapes and systems in particular our native vegetation and Murrumbidgee River catchment through sharing regional responsibilities	Monitor, manage and enhance the natural qualities of the waterways, in particular the Murrumbidgee River, in a sustainable way	R Graham	Director - Engineering Services		No Comments
Protect natural landscapes and systems in particular our native vegetation and Murrumbidgee River catchment through sharing regional responsibilities	Undertake the flood plain risk management study, in line with funding agreement.	R Graham	Director - Engineering Services		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
As a member of Murray Darling Basin Association and the Tumut River Advisory Committee work to ensure that the water requirements of Gundagai Shire Council and its residents are maximised	On behalf of the Gundagai community advocate strongly in relation to the Murray Darling Basin Association to ensure that irrigation and environmental flows achieve water security and the required river health standards and are not detrimental to the Gundagai's infrastructure	R Graham	Director - Engineering Services		No Comments

Facilitate the protection and enhancement of the Shire's biodiversity and natural heritage

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Work in partnership with the Local Land Services (LLS) to implement a range of management actions to restore, maintain or conserve biodiversity value and where possible utilise a range of existing government agency programs identified in the NSW Biodiversity Strategy	Encourage and contribute to the development of a strengthened and more effective relationship with Local Land Services	T Shrestha	Manager Urban Rural Services	75%	Working in partnership with the Local Land Services (LLS).
Work in partnership with the Local Land Services (LLS) to implement a range of management actions to restore, maintain or conserve	Work to improve Council's knowledge of the region's biodiversity	T Shrestha	Manager Urban Rural Services	70%	Ongoing

DP Action	Action	Responsibility	Responsibility	Progress	Comment
biodiversity value and where possible utilise a range of existing government agency programs identified in the NSW Biodiversity Strategy					
Work in partnership with the Local Land Services (LLS) to implement a range of management actions to restore, maintain or conserve biodiversity value and where possible utilise a range of existing government agency programs identified in the NSW Biodiversity Strategy	Continue to support Landcare, Bushcare and other voluntary groups undertaking environmental work	T Shrestha	Manager Urban Rural Services	50%	Progressing.
Work in partnership with the Local Land Services (LLS) to implement a range of management actions to restore, maintain or conserve biodiversity value and where possible utilise a range of existing government agency programs identified in the NSW Biodiversity Strategy	Undertake domestic waste management tree planting program	T Shrestha	Manager Urban Rural Services	45%	progressing
Continue to ensure that biodiversity impacts are adequately taken into account in planning, in implementing land use zoning, in development assessment, road construction,	Review process and procedures to ensure that appropriate considerations is given to the impact on biodiversity	T Shrestha	Manager Urban Rural Services	75%	Ongoing.

DP Action	Action	Responsibility	Responsibility	Progress	Comment
weed control and storm water management					

Our natural resources are used wisely

Provide services, infrastructure, information and education that build the capacity of the community to reduce energy and water usage and encourage commercial and residential waste minimisation

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Provide programs, information and services to increase voluntary recycling and reduce waste to landfill	Implement green waste kerbside collection under a user pays system.	T Shrestha	Manager Urban Rural Services	75%	Progressing
Provide programs, information and services to increase voluntary recycling and reduce waste to landfill	Continue to provide a domestic kerb side recycling service	T Shrestha	Manager Urban Rural Services	75%	Ongoing.
Reuse waste water to provide better recreational facilities and reduce the demand on the water supply	Continue to irrigate the golf course.	T Shrestha	Manager Urban Rural Services	75%	Ongoing

Provide, maintain and operate a water supply system that meets the needs of the community and allows for the management of demand and drought in an environmentally responsible manner

DP Action	Action	Responsibility	Responsibility	Progress	Comment
Encourage the best use of treated water through water	Conduct public education program targeting wasteful	R Graham	Director - Engineering		No Comments

DP Action	Action	Responsibility	Responsibility	Progress	Comment
saving measures	use of water		Services		
Encourage the best use of treated water through water saving measures	Minimise losses of water from the Water Filtration Plant	R Graham	Director - Engineering Services		No Comments
Encourage the best use of treated water through water saving measures	Contribute effectively to REROC water utility initiative	R Graham	Director - Engineering Services		No Comments
Implement the Business Plan for the water supply	Review and implement best practice management guidelines for water	R Graham	Director - Engineering Services		No Comments
Implement the Business Plan for the water supply	Implement asset management and maintenance program for water supply system	R Graham	Director - Engineering Services		No Comments

BUDGET REVIEW – 31 March 2016

Author: Finance Manager
Responsible Officer: Director of Corporate and Community Services

In accordance with Regulation 203 of the Local Government (General) Regulation 2005 the Budget Review for the quarter ended 31 March 2016 has been undertaken and a Report on such follows.

The Report is in the format used in past budget reviews however Council is aware that the Department has now stipulated the format should change to one prescribed by it - the aim being to provide for consistency in approach by Councils across the State.

Suggested revisions to original budget for 2015/16 are detailed below.

1. General Fund

Summary:

	Budget	Sept '15	Dec '15	March '16	Variance for Q3
Working Funds					
0pening Bal.	492,228	892,833	892,833	892,833	0
Result	352,164	306,059	91,696	166,920	75,224
Closing Bal.	844,392	1,198,892	984,529	1,059,753	75,224
Reserve Funds					
0pening Bal.	2,688,610	3,130,768	3,130,768	3,130,768	0
Result	(334)	7,666	(174,144)	(143,659)	30,485
Closing Bal.	2,688,276	3,138,434	2,956,624	2,987,109	30,485

REVENUE

- Engineering/Works – Plant expenditure increase $15,000 offset by workshop expenditure
- Fire Protection increase $10,900 reflecting actual income
- Animal Control decrease $3,500 no fines being issued
- Emergency services decrease $7,500 no income received
- Youth Services – on top of regular $1,230 grant for youth week:
    - $35,000 grant for youth radio (2x instalments of $17,500) offset by matching expenditure
    - $682 youth week shuttle bus grant
- Other Community Grant $1,000
    - Mental health/drug/alcohol grant – Dual Diagnosis Group
- Town Planning increase $8,500 – fees
- Garbage increase $8,000 – landfill fees
- Museum – truck museum grant $50,000 remains in budget, no update received
- Swimming Pool – contribution for steps decreased due to actual cost (50/50 contribution between Council and Ex Tigers, partial refund given to Ex-Tigers)
- Parks & Gardens – Usage fees decreased by $2,000, no establishment of sports council to then introduce fee system
- Building Control increase $5,500 construction approvals

- RMS Works decrease $3,500 bus bays not in schedule for 2016/17, expenditure offset of $7,000 applies
- RMS Works increase $25,390 Block Grant carryover from 2014/15, expenditure offset
- Tourism - commission decrease of $4,500
- Saleyards increase $2,500 truckwash usage
- Private works decrease $100,000, reduced works
- Gocup Alliance private works decrease $950,000 revised down. Income starting to be raised in April.

CAPTIAL INCOME

- Deferred debt full repayment increase of $7,765, no further deferred debtors.

EXPENDITURE

- Governance – Other includes FFTF increase of $15,000 (costs this year are $26k excluding salaries)
- Workers compensation increase of $35,000 (based on claims history), 4th instalment yet to pay
- Engineering salaries decrease of $10,000 offset by increase in sundry office, contractor engaged to update assets register due to lack of staffing.
- Workshop expenses increase of $15,000 (offset by reduction in plant expenditure), as mentioned in previous reports, workshop expenditure not directly related to a specific plant item is being recognised as workshop expense. Funded from Plant Reserve.
- Ranger wages decrease $10,000 due to costing time to other jobs
- Community Services:
    - Youth Radio increase $35,000 offset by matching income
    - Mud muster increase of $3,000 per Council Resolution 69
- Town Planning increase $5,000 wages for inspections by trainee
- Other – Asbestos Assessment decrease $4,000, work done by previous WHS officer prior to leaving
- Swimming Pools decrease $40,000, saving due to new lease arrangement instead of previous lease which included casual employees
- Parks & Gardens:
    - Decrease $25,000 grant money held (in Trust) for some time for riverside walkway @ River Park, no longer going ahead, therefore nil expenditure
    - Decrease $31,500 Council grant application unsuccessful. Football club gained a grant, however Council has not received any correspondence requesting for a contribution as part of this.
- Building Control increase $7,500 – administration contribution is $30,000 for the year
- RMS Works increase $25,390 Block Grant carryover from 2014/15, revenue offset applies
- Shire Construction decrease $7,000 no bus bays scheduled for this year
- Tourism:
    - Decrease salaries $7,000 over budgeted for
    - Increase advertising $1,000 for Bald Archy (50% cost)
- Private works decrease $100,000
- Private works Gocup Alliance decrease $870,000 revised by Director of Engineering Services
- RV camping areas increase $3,200 for signage

CAPITAL EXPENDITURE

- Plant decrease $75,000 deferred Garbage Truck purchase to 2016/17 (50% share, funded from Plant Reserve)
- Plant – Lime storage tanker Increase $35,000 (funded from Plant Reserve)
- Software Upgrade decrease $10,000 deferred to 2016/17
- Lawn cemetery increase $3,000, new concrete beam
- DWM truck contribution decrease $75,000 deferred to 2016/17 (50% share, funded from DWM Reserve)

RESERVE FUNDS

Movements for the quarter have left a revised closing balance of $2,987,109 and affected the following reserves:

- ELE
- Property
- Plant
- DWM
- Saleyards
- Roads + Bridges
- Bourke Estate

CONCLUSION

The Fund is sustainable in the short term, however, I stress yet again the need to monitor and control costs.

2. Water Fund

Summary:

	Original Budget	Sept '15	Dec '15	March '16	Variance for Q3
Working Funds					
0pening Bal.	854,557	1,327,453	1,327,453	1,327,453	
Result	95,250	95,250	97,880	134,080	36,200
Closing Bal.	949,807	1,422,703	1,425,333	1,461,533	36,200
Reserve Funds					
0pening Bal.	941,400	1,032,500	1,032,500	1,032,500	
Result	4,450	4,450	4,450	4,450	___
Closing Bal.	945,850	1,036,950	1,036,950	1,036,950	NIL

WORKING FUNDS:

Overall estimated saving of $25,000 in treatment operations anticipated for the year, with no one particular item identifiable for this. Chemicals expense has been increased by $4,000.

CAPITAL:

Reservoir roof renewal of $15,000 has been deferred to 2016/17.

CONCLUSION

The short term position of the Fund remains satisfactory, however as pressure exists in the mid to long term Council needs to continue with the current revenue policy to address these.

3. Sewerage Services Fund

Summary:

	Original Budget	Sept '15	Dec '15	March '16	Variance for Q3
Working Funds					
0pening Bal.	344,752	560,443	560,443	560,443	
Result	(374,550)	(405,550)	(377,450)	(119,050)	258,400
Closing Bal.	(29,798)	154,893	182,993	441,393	258,400
Reserve Funds					
0pening Bal.	600,000	550,000	550,000	550,000	
Result	300,000	300,000	280,000	280,000	_____
Closing Bal.	900,000	850,000	830,000	830,000	(20,000)

WORKING FUNDS:
No major changes to budget allocations for Revenue & Expenditure.

CAPITAL:
The WHS safety upgrade of $8,000 and Reticulation renewal of $261,400 have both been deferred to 2016/17. A flow meter upgrade of $11,000 has been completed this quarter.

CONCLUSION
The Fund's overall position is satisfactory in the short term however as pressures exist in the mid/long term Council needs to continue with the current revenue policy to address these.

4. Town Improvement District Fund

Summary:

	Budget	Sept '15	Dec '15	March '16	Variance for Q3
Working Funds					
0pening Bal.	665,875	880,640	880,640	880,640	
Result	(170,550)	(169,550)	(245,147)	(245,147)	___
Closing Bal	495,325	711,090	635,493	635,493	NIL
Reserve Funds					
0pening Bal.	-	-	-	-	-
Result	-	-	-	-	-
Closing Bal.	-	-	-	-	-

WORKING FUNDS
No changes to budget allocations for Revenue and Expenditure.

CONCLUSION
The short term position of the Fund is satisfactory.

RECOMMENDATION
IT IS RECOMMENDED that the report be received and noted and that Council endorse the suggested revisions to the Budget.

P Luff
Director of Corporate & Community Services.

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
Working Funds						
Opening Balance	**492,228**	**892,833**			**892,833**	**0**
Revenue : Operating	**13,323,123**	**12,871,410**			**11,909,465**	**(961,945)**
Capital	**2,417,084**	**2,590,894**			**2,568,174**	**(22,720)**
	15,740,207	**15,462,304**			**14,477,639**	**(984,665)**
Expend : Operating	**12,413,155**	**12,275,465**			**11,331,040**	**(944,425)**
Capital	**2,974,888**	**3,095,143**			**2,979,679**	**(115,464)**
	15,388,043	**15,370,608**			**14,310,719**	**(1,059,889)**
Result	**352,164**	**91,696**			**166,920**	**75,224**
Closing Balance	**844,392**	**984,529**			**1,059,753**	**75,224**
Reserve Funds						
Opening Balance	**2,688,610**	**3,130,768**			**3,130,768**	**0**
"TO"	**1,203,736**	**1,139,926**			**843,651**	**(296,275)**
"FROM"	**(1,204,070)**	**(1,314,070)**			**(987,310)**	**326,760**
Result	**(334)**	**(174,144)**			**(143,659)**	**30,485**
Closing Balance	**2,688,276**	**2,956,624**			**2,987,109**	**30,485**

ESTIMATES - GENERAL FUND

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
REVENUE						
General Purpose						
Rates	2,802,500	2,790,000	2,783,261	6,739	2,790,000	0
FAG - General	1,218,000	1,235,230	920,875	314,355	1,235,230	0
- Roads	773,000	770,390	578,010	192,380	770,390	0
Roads to Recovery (A)	731,600	1,045,030	251,502	793,528	1,045,030	0
Pensioner Subsidy	27,000	25,900	25,902	(2)	25,900	0
LIRS interest subsidy	88,663	88,660	45,616	43,044	88,660	0
Interest/Extra Charges	195,000	195,000	159,995	35,005	195,000	0
	5,835,763	**6,150,210**	**4,765,161**	**1,385,049**	**6,150,210**	**0**
Administration						
Corporate Support						
S.603/S.735A	7,500	9,750	9,195	555	9,750	0
C/Card Surcharge	2,000	2,250	1,923	327	2,250	0
Rebates/Incentives	30,000	32,500	27,562	4,938	32,500	0
Debt Recovery	25,750	25,750	21,998	3,752	25,750	0
General Fees + Charges	2,500	2,000	32	1,968	2,000	0
Sundry	5,250	53,250	48,855	4,395	53,250	0
	73,000	**125,500**	**109,565**	**15,935**	**125,500**	**0**
Engineering & Works						
Sale Old Material	2,050	2,050	330	1,720	2,050	0
Plant Expend	(1,225,000)	(1,150,000)	(393,652)	(741,348)	(1,135,000)	15,000
Plant Income	1,685,000	1,550,000	1,058,289	491,711	1,550,000	0
Floodplain mgt grant		108,860		108,860	108,860	0
Sundry	5,250	5,250	3,662	1,588	5,250	0
Diesel rebate	40,000	40,000	27,986	12,014	40,000	0
	507,300	**556,160**	**696,615**	**(125,455)**	**571,160**	**15,000**
	580,300	**681,660**	**806,180**	**(109,520)**	**696,660**	**15,000**
Public Order & Safety						
Fire Protection						
Grants - zone reimb	15,000	15,000	21,000	0	21,000	6,000
M & R Contribution RFS	81,600	81,600	86,500	0	86,500	4,900
Contribution RFS addit	3,500	7,000		7,000	7,000	0
Appliances/ Sheds	30,000	30,000		30,000	30,000	0
HRS	30,000	30,000		30,000	30,000	0
Sundry - IMX / Tanksetc	500	500		500	500	0
	160,600	**164,100**	**107,500**	**67,500**	**175,000**	**10,900**
Animal Control						
Fees & Fines	3,500	3,500	1,640	860	2,500	(1,000)
Other	3,500	3,500	632	368	1,000	(2,500)
	7,000	**7,000**	**2,272**	**1,228**	**3,500**	**(3,500)**
Emergency Services						
Contribution - operational	7,500	7,500		0	0	(7,500)
	7,500	**7,500**	**0**	**0**	**0**	**(7,500)**
	175,100	**178,600**	**109,772**	**68,728**	**178,500**	**(100)**
Health						
Fees; Health & Registration	11,500	14,000	13,940	60	14,000	0
	11,500	**14,000**	**13,940**	**60**	**14,000**	**0**
Noxious Weeds & Pest Control						
Grants	35,650	54,450	55,026	0	55,026	576
Grant - ERNWAG	2,550	2,550		2,550	2,550	0
Pest Control	750	750	502	248	750	0
Contributions- RIA	1,000	1,000		1,000	1,000	0
Sundry	550	550	350	200	550	0
	40,500	**59,300**	**55,878**	**3,998**	**59,876**	**576**
Healthy Shires						
	52,000	**73,300**	**69,818**	**4,058**	**73,876**	**576**
Community Services & Education						
Youth Services	1,230	1,230	1,912	0	1,912	682
Youth Radio Grant			17,500	17,500	35,000	35,000
Other Community grants			1,000	0	1,000	1,000
	1,230	**1,230**	**20,412**	**17,500**	**37,912**	**36,682**
Housing & Community Amenities						
Housing						
Rents	8,800	8,800	6,000	2,800	8,800	0
	8,800	**8,800**	**6,000**	**2,800**	**8,800**	**0**
Town Planning						
Sub - Div & DA Fees	28,500	45,000	40,930	4,070	45,000	0
S94A Contrib Plan	18,000	45,000	47,771	2,229	50,000	5,000
Sundry	1,050	1,050	108	942	1,050	0
S149 Fees/ S121ZP Cert	11,500	11,500	12,480	2,520	15,000	3,500
	59,050	**102,550**	**101,289**	**9,761**	**111,050**	**8,500**
Garbage						
DWM Charge	451,500	462,000	460,674	1,326	462,000	0
Grant - Pensioner Sub	19,000	21,300	21,318	(18)	21,300	0
Sale MGB	2,000	2,000	1,830	170	2,000	0
Landfill Charges	19,250	20,000	24,492	3,508	28,000	8,000
Contribution/ Sundry	550	600		600	600	0
Organic Waste Collect - grant	58,000	58,000		58,000	58,000	0
Organic Waste Collect - oper	45,000	34,000	33,901	99	34,000	0
Country Tips: contrib	70,000	73,600	73,495	105	73,600	0
G'gai Landfill Grant	101,600	101,600		101,600	101,600	0
Sundry- ScrapMetal Sales	25,000	25,000	936	24,064	25,000	0
	791,900	**798,100**	**616,646**	**189,454**	**806,100**	**8,000**
Cemetries						
Fees	52,000	53,000	38,489	14,511	53,000	0
	911,750	**962,450**	**762,424**	**216,526**	**978,950**	**16,500**
Recreation & Culture						
Public Libraries						
Grant - per capita	5,100	5,100	4,900	0	4,900	(200)
Other Grant - incl c/over	18,870	18,870	18,377	3	18,380	(490)
Outside area grant	84,000	84,000		84,000	84,000	0
Sundry	1,000	2,500	2,399	101	2,500	0
	108,970	**110,470**	**25,676**	**84,104**	**109,780**	**(690)**

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
Museum						
Truck Museum Grant	0	50,000		50,000	50,000	0
Fees	1,250	1,250	845	405	1,250	0
	1,250	**51,250**	**845**	**50,405**	**51,250**	**0**
Community Centre						
Rents				0		0
Contribution etc	14,850	14,850	9,143	5,707	14,850	0
	14,850	**14,850**	**9,143**	**5,707**	**14,850**	**0**
Public Halls						
Rental Fee	**110**	**110**		110	**110**	0
Other Cultural						
Other (Audio tours)	500	500	416	84	500	0
Old G'gai Gaol - contrib	5,000	5,000		5,000	5,000	0
	5,500	**5,500**	**416**	**5,084**	**5,500**	**0**
Swimming Pool						
Grant	316,250	316,250		316,250	316,250	0
Contribution - ramp/steps		2,500	1,447	0	1,447	(1,053)
Inspections			373	27	400	400
	316,250	**318,750**	**1,820**	**316,277**	**318,097**	**(653)**
Parks & Gardens						
Kiosk contrib		0		0	0	0
Boat Ramp Grant				0		0
Riverside W'way Grant				0		0
Contrib: TID -C'berry Park		11,950	11,947	3	11,950	0
Usage fees	5,000	3,000		1,000	1,000	(2,000)
Netball Courts; cont/grants				0		0
Netball Courts; TID cont		34,000	34,000	0	34,000	0
Sundry	100	1,100	1,435	15	1,450	350
	5,100	**50,050**	**47,382**	**1,018**	**48,400**	**(1,650)**
	452,030	**550,980**	**85,282**	**462,705**	**547,987**	**(2,993)**
Mining , Manufacturing & Construction						
Building Control						
Permits/Construction Cert	12,500	22,000	30,302	1,698	32,000	10,000
Ad-hoc Inspections	5,500	5,500	270	730	1,000	(4,500)
	18,000	**27,500**	**30,572**	**2,428**	**33,000**	**5,500**
Transport & Communications						
Urban						
Contribution/ Fees	0	0		0	0	0
Rural - Sealed						
Timber Haulage				0		0
Coolac Bypass				0		0
Royalty	5,000	5,000		5,000	5,000	0
	5,000	**5,000**	**0**	**5,000**	**5,000**	**0**
Rural - Unsealed						
Maint						0
Flood/ Storm Grant				0		0
	0	**0**	**0**	**0**	**0**	**0**
Bridges						
Heavy Vehicle Grant				0		0
Flood Grant				0		0
	0	**0**	**0**	**0**	**0**	**0**
RMS Works						
Block Grant	413,950	413,950	103,692	310,258	413,950	0
: C'over				25,390	25,390	25,390
Black Spot - MR279 Appch	161,000	169,780	21,002	148,778	169,780	0
Const : MR 279				0		0
: Repair	72,550	72,550		72,550	72,550	0
Bus Bays	3,500	3,500		0	0	(3,500)
Cycleway Grant	37,800	37,800		37,800	37,800	0
	688,800	**697,580**	**124,694**	**594,776**	**719,470**	**21,890**
Other						
Gobarralong Bridge	1,688,000	1,688,000	1,165,826	522,174	1,688,000	0
Extra Grant works	50,000	50,000		50,000	50,000	0
TID Contrib - general	30,550	60,200	29,650	30,550	60,200	0
TID Contrib - Footpaths (O&C)	33,000	33,000		33,000	33,000	0
F'path License	550	650	650	0	650	0
Gravel Pit Restoration	30,000	30,000		30,000	30,000	0
	1,832,100	**1,861,850**	**1,196,126**	**665,724**	**1,861,850**	**0**
TOTAL	**2,525,900**	**2,564,430**	**1,320,820**	**1,265,500**	**2,586,320**	**21,890**
Economic Services						
Caravan Parks						
River Park	11,000	11,000	9,000	2,000	11,000	0
	11,000	**11,000**	**9,000**	**2,000**	**11,000**	**0**
Tourism						
Masterpiece	12,000	12,500	10,492	2,008	12,500	0
Souvenirs / Kiosk	40,000	45,000	37,408	7,592	45,000	0
Commission	12,000	12,000	6,890	1,110	8,000	(4,000)
Other	550	550	2	48	50	(500)
	64,550	**70,050**	**54,792**	**10,758**	**65,550**	**(4,500)**
Saleyards						
Contribution- Agents				0		0
Upgrade Grant				0		0
Truckwash	6,500	6,500	8,677	323	9,000	2,500
Fees	58,000	62,500	26,112	36,388	62,500	0
	64,500	**69,000**	**34,789**	**36,711**	**71,500**	**2,500**
Other						
Bourke Est - contrib	90,000	90,000		90,000	90,000	0
Rents T'box	27,500	27,500	18,224	9,276	27,500	0
Sundy In Gundy	500	500	0	500	500	0
Private Works	300,000	300,000	56,038	143,962	200,000	(100,000)
Private Works - Gocup Alliance	2,200,000	1,100,000		150,000	150,000	(950,000)
Sundry Rentals	13,000	13,000	6,730	3,270	10,000	(3,000)
	2,631,000	**1,531,000**	**80,992**	**397,008**	**478,000**	**(1,053,000)**
	2,771,050	**1,681,050**	**179,573**	**446,477**	**626,050**	**(1,055,000)**
	13,323,123	**12,871,410**	**8,150,014**	**3,759,451**	**11,909,465**	**(961,945)**
CAPITAL INCOME						
T'fer (T0)/ FROM Reserve	334	174,144		143,659	143,659	(30,485)
Bourke Est - cost on sale	95,100	95,100		95,100	95,100	0
Deferred Debt- Repay	6,650	6,650		14,415	14,415	7,765
Loan (Main St)	1,500,000	1,500,000		1,500,000	1,500,000	0
Inc other provisions				0		0
Depreciation	815,000	815,000		815,000	815,000	0
	2,417,084	**2,590,894**	**0**	**2,568,174**	**2,568,174**	**(22,720)**
TOTAL INCOME	**15,740,207**	**15,462,304**	**8,150,014**	**6,327,625**	**14,477,639**	**(984,665)**

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
EXPENDITURE						
Administration						
Governance						
Audit Fees	15,800	15,800	16,585	0	16,585	785
Election Expenses	0	0		0		0
Elected Members Fees + exp	67,000	67,000	47,303	19,697	67,000	0
Mayoral Fees	8,950	8,950	5,174	3,776	8,950	0
Salaries/ ELE	300,000	300,000	217,731	82,269	300,000	0
Training	3,600	3,600	1,343	2,257	3,600	0
Subscription LG&SA	16,000	23,100	23,110	(10)	23,100	0
Other	4,000	20,000	33,334	1,666	35,000	15,000
	415,350	**438,450**	**344,580**	**109,655**	**454,235**	**15,785**
Corporate Support						
Salaries	400,000	400,000	280,935	119,065	400,000	0
ELE	82,500	82,500	45,696	36,804	82,500	0
Travelling	12,500	12,500	4,756	7,744	12,500	0
Workers Comp	140,000	140,000	141,741	33,259	175,000	35,000
Superann - Accumulation	303,850	303,850	249,857	53,993	303,850	0
Superann - Defined Benefit	50,150	50,150	40,675	9,475	50,150	0
LGMA - econnect/W123	600	600	535	65	600	0
LGSA HR Advance Licence	2,600	2,600	1,682	918	2,600	0
FBT	43,000	43,000	20,478	22,522	43,000	0
Training	8,250	8,250	364	7,886	8,250	0
Asset Valuation	2,500	2,500		2,500	2,500	0
Bad Debts/ Recovery	25,750	25,750	20,990	4,760	25,750	0
Legal Expenses	2,500	2,500		2,500	2,500	0
Insurances	37,500	37,500	32,985	4,515	37,500	0
Public Risk Insur	44,800	45,800	45,477	323	45,800	0
Freight	500	500		500	500	0
Advertising	5,000	5,000	680	4,320	5,000	0
Bank Charges	8,250	8,250	6,564	1,686	8,250	0
Cleaning	10,000	10,000	10,202	2,798	13,000	3,000
Power	22,000	22,000	8,595	10,405	19,000	(3,000)
Postage	7,000	7,000	4,606	2,394	7,000	0
Printing & Stationery	18,000	18,000	8,836	9,164	18,000	0
Rates & Charges	6,750	6,750	3,441	3,309	6,750	0
Building M&R	4,150	4,150	2,099	2,051	4,150	0
Building Deprec	39,000	39,000		39,000	39,000	0
Furn & Equip : M&R	9,250	9,250	601	8,649	9,250	0
Furn & Equip : IT Facilities	97,500	97,500	72,575	24,925	97,500	0
: Deprec	17,500	17,500		17,500	17,500	0
Subscriptions/ M'ship	34,000	34,000	26,316	7,684	34,000	0
Telephones	10,000	10,000	8,284	1,716	10,000	0
Valuation - VG's	22,650	22,650	22,330	320	22,650	0
Contrib/ Donations	3,750	3,750	2,426	1,324	3,750	0
Internal Audit	12,750	12,750	5,170	7,580	12,750	0
Sundry	16,000	16,000	5,457	10,543	16,000	0
LESS Cont Other Funds	(409,900)	(409,900)	(307,425)	(102,475)	(409,900)	0
	1,090,650	**1,091,650**	**766,928**	**359,722**	**1,126,650**	**35,000**
Engineering & Works						
Salaries	385,000	385,000	209,106	165,894	375,000	(10,000)
AL	132,500	132,500	98,498	34,002	132,500	0
SL	55,000	55,000	21,410	33,590	55,000	0
LSL	80,000	80,000	3,853	76,147	80,000	0
Public Holidays	51,000	51,000	41,499	9,501	51,000	0
Accident Pay	3,500	3,500	7,813	(4,313)	3,500	0
Public Risk Insur	44,800	45,800	45,477	323	45,800	0
Other Insurances/ Excess	4,000	4,000		4,000	4,000	0
Training	23,000	23,000	7,352	15,648	23,000	0
Procurement Package	1,050	1,050		1,050	1,050	0
Asset Condition Assessment	23,000	23,200	9,075	14,125	23,200	0
Travelling	25,000	25,000	22,150	2,850	25,000	0
Legal Expenses	1,000	1,000		1,000	1,000	0
OH&S & Indirect	62,500	62,500	32,495	30,005	62,500	0
- special programs	4,000	5,200	5,163	37	5,200	0
- drug & alcohol policy	2,200	2,200	1,531	669	2,200	0
Safety Clothing	19,600	19,600	12,355	7,245	19,600	0
Sundry Office	20,000	20,000	20,003	9,997	30,000	10,000
Flood risk mgt project		127,000		127,000	127,000	0
M'ship - Softwoods Working	3,100	3,100	2,750	350	3,100	0
LESS : Oncost	(375,000)	(350,000)	(151,030)	(198,970)	(350,000)	0
Depot Expenses	135,000	135,000	96,687	38,313	135,000	0
Workshop Expenses		30,000	38,314	6,686	45,000	15,000
Depreciation	5,000	5,000		5,000	5,000	0
Engin. Instruments	600	1,500	1,268	232	1,500	0
: Depreciation	6,000	6,000		6,000	6,000	0
Radios - M&R	750	900	886	14	900	0
- Deprec	2,700	2,700		2,700	2,700	0
Stocktake Adjustment	2,300	2,300	(277)	2,577	2,300	0
Rural Addressing	300	300		300	300	0
	717,900	**903,350**	**526,378**	**391,972**	**918,350**	**15,000**
TOTAL	**2,223,900**	**2,433,450**	**1,637,886**	**861,349**	**2,499,235**	**65,785**
Public Order & Safety						
Fire Protection						
Contrib to Dept	158,600	158,600		158,600	158,600	0
Reimb Program Charges	(47,200)	(47,200)	(35,754)	(11,446)	(47,200)	0
Sundry	3,200	3,200		3,200	3,200	0
Zone expenses	14,250	14,250		14,250	14,250	0
Miscellaneous	81,600	81,600	27,618	53,982	81,600	0
Fire Fighting	10,000	7,500	26	7,474	7,500	0
Depreciation	7,500	7,500		7,500	7,500	0
	227,950	**225,450**	**(8,110)**	**233,560**	**225,450**	**0**
Animal Control						
Dog Rego & Impound						
Ranger Wages/ELE	92,500	92,500	50,592	31,908	82,500	(10,000)
Plant etc	33,000	33,000	20,539	12,461	33,000	0
Animal Impounding	13,000	13,000	10,053	2,947	13,000	0
Training	3,000	3,000	1,481	1,519	3,000	0
Disposal Dead Animals	1,000	1,000		1,000	1,000	0
	142,500	**142,500**	**82,665**	**49,835**	**132,500**	**(10,000)**
Emergency Services						
Depreciation	3,000	3,000		3,000	3,000	0
Contribution	9,800	9,800	6,574	3,226	9,800	0
Miscellaneous	4,000	4,000	1,512	2,488	4,000	0
	16,800	**16,800**	**8,086**	**8,714**	**16,800**	**0**
Other						
Other	500	500		500	500	0
	500	**500**	**0**	**500**	**500**	**0**
TOTAL	**387,750**	**385,250**	**82,641**	**292,609**	**375,250**	**(10,000)**
Health						
Admin & Inspection						
Salary	0			0		0
New Health/Build Surveyor	55,000	80,000	72,247	7,753	80,000	0
ELE	5,000	105,000	106,803	3,197	110,000	5,000
Travelling	15,000	15,000	3,769	6,231	10,000	(5,000)
Training	7,000	7,000	531	6,469	7,000	0
Sundry	3,100	6,100	6,093	7	6,100	0
LESS Salary Reimb	(49,200)	(49,200)	(36,900)	(12,300)	(49,200)	0
	35,900	**163,900**	**152,543**	**11,357**	**163,900**	**0**

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
Insect Control						
Sundry	**1,500**	**1,500**	**140**	1,360	**1,500**	0
Noxious Weeds						
ERNWAG Co-ordinator	2,600	2600	2500	100	2600	0
Wages/ELE	74,000	74000	51863	22,137	74000	0
Plant	25,000	25000	16604	8,396	25000	0
Contrib - H Surveyor	3,500	3500	2625	875	3500	0
Mt Parnassus project		18800	7840	10,960	18800	0
Contractors	8,500	8500	6600	1,900	8500	0
Sundry: chemical etc	5,700	5700	4896	804	5700	0
	119,300	**138,100**	**92,928**	**45,172**	**138,100**	**0**
Health Centres						
Healthy Shires	100	100		100	100	0
	100	**100**	**0**	**100**	**100**	**0**
TOTAL	**156,800**	**303,600**	**245,611**	**57,989**	**303,600**	**0**
Comm Services & Education						
Community Services						
Youth Services/Youth Space	10,000	10,000	10,455	1,545	12,000	2,000
Youth Radio initiative				35,000	35,000	35,000
Australia Day	0	750	771	(1)	770	20
Mens Shed	350	350	0	350	350	0
Plaza Night	650	650	0	0	0	(650)
Mud Muster			0	3,000	3,000	3,000
SouthCare	5,000	5,000	5,000	0	5,000	0
Seniors week	600	600	0	600	600	0
Riverfest	1,600	1,600	0	1,600	1,600	0
Other - Tree Day	200	800	770	30	800	0
Rates donations	2,500	2,500	1,809	691	2,500	0
Sundy in Gundy	2,500	2,500	0	2,500	2,500	0
X'mas Lights	200	1,200	1,094	106	1,200	0
CSO - Snake Gully	750	750	499	1	500	(250)
NERCS	1,000	0	0	0	0	0
	25,350	**26,700**	**20,398**	**45,422**	**65,820**	**39,120**
Education						
Pre School - Misc	4,500	4,500	1,532	2,968	4,500	0
- Deprec	5,600	5,600		5,600	5,600	0
	10,100	**10,100**	**1,532**	**8,568**	**10,100**	**0**
TOTAL	**35,450**	**36,800**	**21,930**	**53,990**	**75,920**	**39,120**
Housing & Community Amenities						
Housing						
Dwelling- M&R	3,200	3,200	981	2,219	3,200	0
- rental assistance	2,500	4,500	5,138	862	6,000	1,500
- Deprec	2,500	2,500		2,500	2,500	0
	8,200	**10,200**	**6,119**	**5,581**	**11,700**	**1,500**
Town Planning						
Town Planner	87,000	135,000	84,320	50,680	135,000	0
Contrib H & B S	5,650	5,650	4,238	1,412	5,650	0
DA - general expenses	23,000	40,000	36,716	8,284	45,000	5,000
DA - legal expenses	4,000	4,000		4,000	4,000	0
	119,650	**184,650**	**125,274**	**64,376**	**189,650**	**5,000**
Domestic Waste Management						
Prop Admin	44,000	44,000	33,000	11,000	44,000	0
Prop Health Surv Sal	10,050	10,050	7,537	2,513	10,050	0
Carters Wages- collect	37,300	37,300	17,696	19,604	37,300	0
Vehicle Running Exp - collect	32,950	32,950	28,133	4,817	32,950	0
- recycling	16,450	16,450		16,450	16,450	0
- haulage	21,650	21,650		21,650	21,650	0
Recycling - collection	29,200	29,200	27,525	1,675	29,200	0
Sundry Collection Exp	0	0		0		0
Disposal:- Town Tip	149,400	149,400	108,022	41,378	149,400	0
- Bald Hill	18,000	18,000	9,449	8,551	18,000	0
- Coota Recycling	28,300	28,300	19,959	8,341	28,300	0
- Country Tip		150	540	10	550	400
- Sundry	1,550	1,400		1,400	1,400	0
MGB's	2,850	2,850		2,850	2,850	0
Organic Waste Collect - opert	45,000	45,000	13,059	31,941	45,000	0
Depreciation	3,500	3,500		3,500	3,500	0
Carbon Pricing Scheme	5,000	5,000		5,000	5,000	0
Country collections	72,000	72,000	53,379	18,621	72,000	0
	517,200	**517,200**	**318,299**	**199,301**	**517,600**	**400**
Street Cleaning						
Sundry	**52,000**	**52,000**	**41,471**	10,529	**52,000**	**0**
Stormwater Drains						
Stormwater Plan/ Valuat	5,000	5,000		5,000	5,000	0
Sundry & Depreciation	105,000	105,000	9,318	95,682	105,000	0
	110,000	**110,000**	**9,318**	**100,682**	**110,000**	**0**
Environment Protection						
State of Enviro. Report				0		0
Cemetries						
Sundry	**48,900**	**48,900**	**41,289**	7,611	**48,900**	**0**
Public Conveniences						
Sundry	**48,500**	**48,500**	**32,044**	16,456	**48,500**	**0**
Other						
Asbestos Assessment' Other	5,000	5,000	0	1,000	1,000	(4,000)
Street Furniture	1,000	1,000	0	1,000	1,000	0
TOTAL	**910,450**	**977,450**	**573,814**	**406,536**	**980,350**	**2,900**
Recreation & Culture						
Libraries						
Contribution RRL	59,500	59,500	59,380	0	59,380	(120)
Salaries & ELE	58,000	58,000	44,480	13,520	58,000	0
Training	2,000	2,000	1,126	874	2,000	0
Cleaning	9,000	9,000	10,131	869	11,000	2,000
Electricity	12,600	12,600	5,002	7,598	12,600	0
Rates & Charges	1,850	1,850	457	1,393	1,850	0
Building M&R	1,600	3,200	3,173	27	3,200	0
Furn & Equip M&R	1,600	1,600	760	840	1,600	0
Subscriptions	700	700	567	133	700	0
Telephone	1,500	1,500	1,410	90	1,500	0
Admin Contribution	3,350	3,350	2,512	838	3,350	0
Depreciation	28,500	28,500		28,500	28,500	0
RFID maintenance	1,750	2,750	2,750	0	2,750	0
RTC - N'Hood Centre	11,350	11,350	9,462	1,888	11,350	0
Sundry - incl Library	10,500	10,500	3,909	4,591	8,500	(2,000)
	203,800	**206,400**	**145,119**	**61,161**	**206,280**	**(120)**
Museum						
Sundry	14,000	14,000	9,379	4,621	14,000	0
Truck Museum	0	50,000		50,000	50,000	0
Depreciation	8,750	8,750		8,750	8,750	0
	22,750	**72,750**	**9,379**	**63,371**	**72,750**	**0**
Community Centre/ Youth Council						
	0	**0**	**0**	0	**0**	0
Public Halls etc						
Property Maintenance	3,000	5,500	5,511	(11)	5,500	0
Depreciation	2,300	2,300		2,300	2,300	0
	5,300	**7,800**	**5,511**	**2,289**	**7,800**	**0**

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
Other Cultural						
Main Street - upgrade				0		0
Sundry	1,900	1,900	1,132	768	1,900	0
Gaol M & R	15,500	15,500	8,558	6,942	15,500	0
	17,400	**17,400**	**9,690**	**7,710**	**17,400**	**0**
Swimming Pools						
Operating Exp	145,000	135,000	86,513	8,487	95,000	(40,000)
Upgrade	60,000	60,000	18,959	41,041	60,000	0
Depreciation	50,000	50,000		50,000	50,000	0
	255,000	**245,000**	**105,472**	**99,528**	**205,000**	**(40,000)**
P& G/ Sport Fields						
Running Expenses	210,000	210,000	165,036	44,964	210,000	0
Riverside W'way		25,000		0	0	(25,000)
Kiosk Contribution Owen Vinc.		31,500	0	0	0	(31,500)
Depreciation	26,000	26,000		26,000	26,000	0
	236,000	**292,500**	**165,036**	**70,964**	**236,000**	**(56,500)**
Other						
Sundry				0		0
TOTAL	**740,250**	**841,850**	**440,207**	**305,023**	**745,230**	**(96,620)**
Mining , Manufacturing & Construction						
Building Control						
Sundry Expenses	**37,500**	**37,500**	**37,498**	**7,502**	**45,000**	**7,500**
Transport & Communications						
MAINTENANCE & RTA CONSTRUCTION						
Urban Roads						
Sealed & Unsealed	85,490	85,490	46,879	38,611	85,490	0
FAG Reseals	60,300	60,300	214	60,086	60,300	0
	145,790	**145,790**	**47,093**	**98,697**	**145,790**	**0**
Sealed Rural						
Sealed Routine	257,500	257,500	189,898	67,602	257,500	0
Coolac Bypass	25,000	25,000		25,000	25,000	0
FAG Reseals - extra	60,000	60,000		60,000	60,000	0
FAG Reseals	342,000	342,000	277,186	64,814	342,000	0
	684,500	**684,500**	**467,084**	**217,416**	**684,500**	**0**
Unsealed Rural						
Unsealed Routine	257,500	257,500	198,589	58,911	257,500	0
FAG Maint- resheet	40,000	40,000		40,000	40,000	0
	297,500	**297,500**	**198,589**	**98,911**	**297,500**	**0**
Bridges						
Bridges	54,590	54,590		54,590	54,590	0
	54,590	**54,590**	**0**	**54,590**	**54,590**	**0**
Bus Shelters						
Sundry	**420**	**420**		420	**420**	**0**
RMS Works						
M&I				0		0
M&I Block Grant	341,400	341,400	149,095	192,305	341,400	0
M&I Block Grant - c'over			0	25,390	25,390	25,390
M&I Block Grant				0		0
Contrib Repair	72,550	72,550		72,550	72,550	0
RTA Repair contrib	72,550	72,550		72,550	72,550	0
Repair carryover 14/15		3,300	3,295	5	3,300	0
Black Spot - MR279	161,000	169,780	157,438	12,342	169,780	0
	647,500	**659,580**	**309,828**	**375,142**	**684,970**	**25,390**
Other						
Ancillary	29,000	29,000		29,000	29,000	0
Main St Loan - interest pmt	119,991	119,991	44,047	75,944	119,991	0
Gobarralong Bridge	2,091,964	2,091,964	2,017,161	74,803	2,091,964	0
Footpaths - maint	5,000	6,400	6,920	80	7,000	600
Footpaths - TID works	33,000	33,000		33,000	33,000	0
Gravel Pit Restoration	30,000	30,000	13,311	16,689	30,000	0
Road Safety Campaign	14,300	14,300		14,300	14,300	0
Street Tree Plan	0	0		0		0
Streetlights contrib to TID	7,000	7,000		7,000	7,000	0
	2,330,255	**2,331,655**	**2,081,439**	**250,816**	**2,332,255**	**600**
SHIRE CONSTRUCTION						
FAG - Local Roads (Capital)	240,000	240,000	48,530	191,470	240,000	0
: cycleway	37,800	37,800	22,693	15,107	37,800	0
: bus bays	3,500	3,500		0	0	(3,500)
: footpaths	66,000	66,000		66,000	66,000	0
RTA : cycleway	37,800	37,800	22,693	15,107	37,800	0
RTA : Bus Bays	3,500	3,500		0	0	(3,500)
Renewal Works	50,000	50,000		50,000	50,000	0
Roads to Recovery (R2R)	731,600	1,045,030	448,149	596,881	1,045,030	0
R2R Gob Bridge offset	(150,000)	(150,000)	(137,358)	(12,642)	(150,000)	0
	1,020,200	**1,333,630**	**404,707**	**921,923**	**1,326,630**	**(7,000)**
TOTAL	**5,180,755**	**5,507,665**	**3,508,740**	**2,017,915**	**5,526,655**	**18,990**
Economic Affairs						
Caravan Parks						
Sundry Expenses	16,000	16,000	7,019	8,981	16,000	0
Depreciation	15,500	15,500		15,500	15,500	0
	31,500	**31,500**	**7,019**	**24,481**	**31,500**	**0**
Economic Development						
Salary + ELE	83,000	83,000	58,135	24,865	83,000	0
Other expenses	5,000	5,000	5,309	191	5,500	500
	88,000	**88,000**	**63,444**	**25,056**	**88,500**	**500**
Tourism						
Salaries	127,000	127,000	82,351	37,649	120,000	(7,000)
ELE	7,000	7,000	4,596	2,404	7,000	0
Outsource Operations				0		0
Training	2,500	2,500	180	2,320	2,500	0
Advertising	7,500	17,000	11,861	6,139	18,000	1,000
Bank Charges	1,700	1,700	528	1,172	1,700	0
Cleaning	6,750	6,750	6,531	219	6,750	0
Electricity	10,000	10,000	5,474	4,526	10,000	0
Building & F/E M&R	10,000	10,000	6,840	3,160	10,000	0
Sundry Admin	10,000	10,000	3,505	6,495	10,000	0
Souvenirs/Kiosk	25,000	25,000	23,974	1,026	25,000	0
Telephone	1,500	1,500	970	530	1,500	0
Contrib RRT	3,000	3,100	3,099	1	3,100	0
Contrib to G Fund Adm	28,950	28,950	21,712	7,238	28,950	0
M'ship Snowy V Way	0			0		0
Website google ranking	3,000	3,000		3,000	3,000	0
Depreciation	5,750	5,750		5,750	5,750	0
Accreditation: AVIC	850	850	800	50	850	0
	250,500	**260,100**	**172,421**	**81,679**	**254,100**	**(6,000)**
Saleyards						
M&R	25,000	25,000	18,687	6,313	25,000	0
Admin Fee	4,400	4,400	3,300	1,100	4,400	0
Depreciation	21,000	21,000		21,000	21,000	0
	50,400	**50,400**	**21,987**	**28,413**	**50,400**	**0**
Other						
Private Works	250,000	250,000	80,523	69,477	150,000	(100,000)
Private Works - Gocup Alliance	2,000,000	1,000,000	64,145	65,855	130,000	(870,000)
Bourke Est : Expense	20,000	20,000	19,353	647	20,000	0
: Depn	5,000	5,000		5,000	5,000	0
Tuckerbox -Deprec	6,000	6,000		6,000	6,000	0
Tuckerbox	33,000	33,000	10,873	22,127	33,000	0
RV camping areas			3,114	86	3,200	3,200
Other land (inc RHB)	2,900	4,900	3,893	1,207	5,100	200
Scholarship	3,000	3,000	3,000	0	3,000	0
	2,319,900	**1,321,900**	**184,901**	**170,399**	**355,300**	**(966,600)**
TOTAL	**2,740,300**	**1,751,900**	**449,772**	**330,028**	**779,800**	**(972,100)**
REVENUE EXPEND	**12,413,155**	**12,275,465**	**6,998,099**	**4,332,941**	**11,331,040**	**(944,425)**

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
CAPITAL EXPEND						
Plant	250,150	250,150	189,192	(14,042)	175,150	(75,000)
Other Plant	15,000	15,000		15,000	15,000	0
Plant - Lime tanker				35,000	35,000	35,000
SPool - tiling	2,000	2,000		2,000	2,000	0
SPool - diving board	2,500	2,500		2,500	2,500	0
SPool - upgrade pump house	2,500	3,800	3,754	46	3,800	0
SPool - upgrade return lines	2,500	2,500		2,500	2,500	0
SPool - gym& pool heating etc	316,250	316,250	47,444	268,806	316,250	0
SPool - disabled stairs	2,500	2,500	2,631	0	2,631	131
SPool - other	1,000	1,000		1,000	1,000	0
CC - building upgrade	5,000	5,000	1,936	3,064	5,000	0
CC - sundry	5,000	5,000		5,000	5,000	0
Old Gaol	1,000	1,000		1,000	1,000	0
SES Shed		1,055	1,055	0	1,055	0
N Weeds - Quickspray unit	12,250	12,250		12,250	12,250	0
Netball Courts		60,000	65,405	0	65,405	5,405
Muttama Hall - upgrade				0		0
Office Equipment/ Internet	7,500	7,500	1,235	6,265	7,500	0
Software Upgrade- Civica	10,000	10,000		0	0	(10,000)
Doc Manag System		500	500	0	500	0
Boys Club - renewal	2,000	2,000		2,000	2,000	0
Mirrabooka - minor capital	2,000	2,000		2,000	2,000	0
Library Equip - disability	5,150	5,150		5,150	5,150	0
Library O'door area	94,000	94,000	2,550	91,450	94,000	0
Sth Cemetery - Memorial Wall	5,000	5,000		5,000	5,000	0
L Cemetery - trees, irrig'n	5,000	5,000	7,890	110	8,000	3,000
Main Street	1,500,000	1,500,000	1,111,109	388,891	1,500,000	0
Yarri Pk - fence replacement	10,000	10,000		10,000	10,000	0
P'ground Equip - F'ship Pk	20,000	20,000		20,000	20,000	0
Engineers I'ments/Furnit	2,500	2,500		2,500	2,500	0
Bush Fire Equip				0		0
- shed Gobarralong	30,000	30,000	934	29,066	30,000	0
- shed Burra			947	53	1,000	1,000
- shed refurb Nth		7,500	7,436	64	7,500	0
- Crisis Works S'ware	8,000	8,200	8,190	10	8,200	0
Depot Equip/ Tools	3,000	3,000	1,980	1,020	3,000	0
Workshop Equip	7,000	7,000		7,000	7,000	0
DWM - recycle outlet facility	10,000	10,000		10,000	10,000	0
DWM -recycle truck contrib	75,000	75,000	0	0	0	(75,000)
DWM - G'gai Landfill - Grant	101,600	101,600	34,766	66,834	101,600	0
DWM - G'gai Landfill	52,230	52,230		52,230	52,230	0
DWM - Organics -Grant	58,000	58,000	7,967	50,033	58,000	0
DWM - Organics	79,240	79,240	79,240	0	79,240	0
DWM - Country tip rehab grant		59,700	53,381	6,319	59,700	0
Caravan Park - u'gnd elect				0		0
- new sites etc				0		0
- lighting upgde				0		0
Old Gaol Loan Instalment	1,900	1,900		1,900	1,900	0
LED Lighting Sign	10,000	10,000		10,000	10,000	0
ISP - installation	10,000	0		0		0
Loan Repay - Main St: Principal	248,118	248,118		248,118	248,118	0
Decrease in ELE				0		0
	2,974,888	**3,095,143**	**1,629,542**	**1,350,137**	**2,979,679**	**(115,464)**
	15,388,043	**15,370,608**	**8,627,641**	**5,683,078**	**14,310,719**	**(1,059,889)**

WATER FUND SUMMARY

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
Working Funds						
Opening Balance	**854,557**	**1,327,453**			**1,327,453**	**0**
Revenue : Operating	**968,600**	**977,980**			**978,180**	**200**
Capital	**255,000**	**255,000**			**255,000**	**0**
	1,223,600	**1,232,980**			**1,233,180**	**200**
Expend : Operating	**926,250**	**933,000**			**912,000**	**(21,000)**
Capital	**202,100**	**202,100**			**187,100**	**(15,000)**
	1,128,350	**1,135,100**			**1,099,100**	**(36,000)**
Result	**95,250**	**97,880**			**134,080**	**36,200**
Closing Balance	**949,807**	**1,425,333**			**1,461,533**	**36,200**
Reserve Funds						
Opening Balance	**941,400**	**1,032,500**			**1,032,500**	**0**
"TO"	**4,450**	**4,450**			**4,450**	**0**
"FROM"						**0**
Result	**4,450**	**4,450**			**4,450**	**0**
Closing Balance	**945,850**	**1,036,950**			**1,036,950**	**0**
WATER FUND						
REVENUE						
Access Charges	245,000	245,000	127,075	117,925	245,000	0
Usage Charges	638,000	640,000	233,719	406,281	640,000	0
	883,000	**885,000**	**360,794**	**524,206**	**885,000**	**0**
User Charges						
Connection Fees	2,750	5,000	5,207	(7)	5,200	200
Extra Charges	4,500	5,000	3,687	1,313	5,000	0
Other	300	300	201	99	300	0
Standpipe	16,250	16,500	7,258	9,242	16,500	0
Interest	45,000	47,500		47,500	47,500	0
Other Revenue				0		0
Grants				0		0
Pensioner Subsidy	12,250	12,180	12,181	(1)	12,180	0
Contributions				0		0
Other - Bourke Est	4,550	6,500	6,500	0	6,500	0
	968,600	**977,980**	**395,828**	**582,352**	**978,180**	**200**
Capital						
ELE Increase				0		0
T'fer from Reserve				0		0
Depreciation	255,000	255,000		255,000	255,000	0
	255,000	**255,000**	**0**	**255,000**	**255,000**	**0**
	1,223,600	**1,232,980**	**395,828**	**837,352**	**1,233,180**	**200**
EXPENSES						
Management						
Administration						
Prop. Pay. to, G Fund	175,000	175,000	131,250	43,750	175,000	0
Training	2,500	3,000		3,000	3,000	0
Superannuation	42,000	42,000	20,884	21,116	42,000	0
Rates & Charges	11,000	14,000	4,424	9,576	14,000	0
Insurance	20,000	21,000	17,397	3,603	21,000	0
Sundry	10,250	13,000	9,142	3,858	13,000	0
	260,750	**268,000**	**183,097**	**84,903**	**268,000**	**0**
Operations						
Working & Maintenance Expenses						
Reservoir	20,000	20,000	1,065	13,935	15,000	(5,000)
Mains	28,500	28,500	18,909	9,591	28,500	0
Meters	28,500	28,500	18,909	9,591	28,500	0
Treatment - Other	182,500	182,500	110,243	52,257	162,500	(20,000)
	259,500	**259,500**	**149,126**	**85,374**	**234,500**	**(25,000)**
Energy Costs						
Treatment Works	105,000	102,500	47,602	54,898	102,500	0
	105,000	**102,500**	**47,602**	**54,898**	**102,500**	**0**
Chemical Costs						
Chemicals	**28,000**	**28,000**	**24,754**	7,246	**32,000**	**4,000**
Depreciation	**255,000**	**255,000**		255,000	**255,000**	**0**
Miscellaneous						
Vehicle	18,000	20,000	15,163	4,837	20,000	0
	18,000	**20,000**	**15,163**	**4,837**	**20,000**	**0**
TOTAL REV EXP	**926,250**	**933,000**	**419,742**	**492,258**	**912,000**	**(21,000)**
CAPITAL						
Loan Principal				0		0
Plant Control System/Computer				0		0
Treatment Works - general				0		0
Mains Replacement				0		0
Water Meters	2,650	2,650		2,650	2,650	0
Reservoirs - roof renewal	15,000	15,000		0	0	(15,000)
Chlorine Plant Upgrade				0		0
Main Street Upgrade	150,000	150,000	25,090	124,910	150,000	0
Reserves - t'fer to	4,450	4,450		4,450	4,450	0
Decrease in ELE				0		0
General	30,000	30,000	1,290	28,710	30,000	0
	202,100	**202,100**	**26,380**	**160,720**	**187,100**	**(15,000)**
TOTAL EXPENSES	**1,128,350**	**1,135,100**	**446,122**	**652,978**	**1,099,100**	**(36,000)**

SEWERAGE FUND SUMMARY

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
Working Funds						
Opening Balance	**344,752**	**560,443**			**560,443**	**0**
						0
Revenue : Operating	**851,800**	**855,300**			**855,300**	**0**
Capital	**120,000**	**120,000**			**120,000**	**0**
	971,800	**975,300**			**975,300**	**0**
Expend : Operating	**601,950**	**597,350**			**597,350**	**0**
Capital	**744,400**	**755,400**			**497,000**	**(258,400)**
	1,346,350	**1,352,750**			**1,094,350**	**(258,400)**
Result	**(374,550)**	**(377,450)**			**(119,050)**	**258,400**
Closing Balance	**(29,798)**	**182,993**			**441,393**	**258,400**
Reserve Funds						
Opening Balance	**600,000**	**550,000**			**550,000**	**0**
"TO"	**300,000**	**280,000**			**280,000**	**0**
"FROM"						**0**
Result	**300,000**	**280,000**			**280,000**	**0**
Closing Balance	**900,000**	**830,000**			**830,000**	**0**
SEWERAGE FUND						
REVENUE						
Rates						
User Charges						
User Pays Charges	795,000	795,000	369,707	425,293	795,000	0
Interest	16,500	20,000		20,000	20,000	0
Other Revenue						0
Ex Gratia Payments	3,000	3,000		3,000	3,000	0
Extra Charges	5,500	5,500	4,751	749	5,500	0
Other	9,000	9,000	7,863	1,137	9,000	0
Grants						0
Pensioner Subsidy	10,850	10,850	10,770	80	10,850	0
Effluent Reuse Upgrade				0		0
	839,850	**843,350**	**393,091**	**450,259**	**843,350**	**0**
Contributions						
Mains extension				0		0
Other: Bourke Est	11,950	11,950	11,925	25	11,950	0
	851,800	**855,300**	**405,016**	**450,284**	**855,300**	**0**
CAPITAL						
T'fer from Reserves				0		0
Inc ELE				0		0
Depreciation	120,000	120,000		120,000	120,000	0
	120,000	**120,000**	**0**	**120,000**	**120,000**	**0**
	971,800	**975,300**	**405,016**	**570,284**	**975,300**	**0**
EXPENSES						
Management						
Administration						
Prop. Pay. to, G Fund	115,000	115,000	86,250	28,750	115,000	0
Training	4,000	4,000		4,000	4,000	0
Rates / Charges	10,000	13,000	9,847	3,153	13,000	0
Superannuation	10,000	10,500	8,177	2,323	10,500	0
Valuation Fees		0		0	0	0
GIS system	10,000	10,000		10,000	10,000	0
Insurance	4,350	4,350	3,678	672	4,350	0
Other	5,300	5,000	4,800	200	5,000	0
	158,650	**161,850**	**112,752**	**49,098**	**161,850**	**0**
Operations						
Working & Maintenance Expenses						
Treatment Wks- Other	192,500	192,500	111,329	81,171	192,500	0
Mains	37,500	36,500	7,596	25,904	33,500	(3,000)
Pumping Station- Other	40,000	37,500	32,960	4,540	37,500	0
Effluent Reuse	2,000	2,200	4,718	482	5,200	3,000
Chemicals	15,000	15,000	13,576	1,424	15,000	0
	287,000	**283,700**	**170,179**	**113,521**	**283,700**	**0**
Energy Costs						
Treatment Works	21,000	17,500	2,703	14,797	17,500	0
Irrigation	5,000	4,000		4,000	4,000	0
	26,000	**21,500**	**2,703**	**18,797**	**21,500**	**0**
Depreciation	**120,000**	**120,000**		**120,000**	**120,000**	**0**
Miscellaneous						
Best Practice consult	10,000	10,000		10,000	10,000	0
Other - Sundry	300	300	233	67	300	0
	10,300	**10,300**	**233**	**10,067**	**10,300**	**0**
	601,950	**597,350**	**285,867**	**311,483**	**597,350**	**0**
CAPITAL EXPENSES						
Loan Repayments						
Mains Extension						
OH&S Safety upgrade	8,000	8,000		0	0	(8,000)
Reticulation renewal	261,400	261,400		0	0	(261,400)
Other Capital		6,000	5,854	146	6,000	0
Flow Meter Upgrade			10,940	60	11,000	11,000
High Pressure Cleaner				0		0
Sheridan Street Upgrade	175,000	175,000	28	174,972	175,000	0
Other Capital		25,000	21,378	3,622	25,000	0
T'fer to Reserves	300,000	280,000		280,000	280,000	0
	744,400	**755,400**	**38,200**	**458,800**	**497,000**	**(258,400)**
TOTAL EXPENSES	**1,346,350**	**1,352,750**	**324,067**	**770,283**	**1,094,350**	**(258,400)**

TID FUND SUMMARY

	Estimate 2015-16	Revised 31.12.15	Actual 31.03.16	Balance	Revised 31.03.16	Variation
Working Funds						
Opening Balance	**665,875**	**880,640**			**880,640**	0
Revenue : Operating	**354,400**	**355,400**			**355,400**	0
Capital	**1,500**	**1,500**			**1,500**	0
	355,900	**356,900**			**356,900**	**0**
Expend : Operating	**526,450**	**602,047**			**602,047**	**0**
Capital	**0**	**0**			**0**	0
	526,450	**602,047**			**602,047**	**0**
Adjustment						
Result	**(170,550)**	**(245,147)**			**(245,147)**	**0**
Closing Balance	**495,325**	**635,493**			**635,493**	**0**
Reserve Funds						
Opening Balance	**0**	**0**			**0**	0
"TO"	**0**	**0**			**0**	0
"FROM"						0
Result	**0**	**0**			**0**	
Closing Balance	**0**	**0**			**0**	
TOWN IMPROVEMENT DISTRICT FUND						
REVENUE						
General Purpose Revenue						
Rates	261,000	262000	261398	602	262000	0
Storm Water Levy	23,100	23100	22550	550	23100	0
Interest on Invest	29,000	29000		29,000	29000	0
X'ra charges	300	300	186	114	300	0
	313,400	**314,400**	**284,134**	**30,266**	**314,400**	**0**
Transport & Communication						
Urban Roads						
Contribution (K&G)	14,000	14000		14,000	14000	0
Other				0		0
Streetlights				0		0
Grant S/light	20,000	20000		20,000	20000	0
Contribution from G Fund	7,000	7000		7,000	7000	0
	41,000	**41,000**	**0**	**41,000**	**41,000**	**0**
	354,400	**355,400**	**284,134**	**71,266**	**355,400**	**0**
CAPITAL						
T'fer from Reserve				0		0
Main Street Loan				0		0
Depreciation	1,500	1500		1,500	1500	0
	355,900	**356,900**	**284,134**	**72,766**	**356,900**	**0**
EXPENSES						
Administration						
Corporate Support						
Contrib to G Fund	39,200	39200	29400	9,800	39200	0
	39,200	**39,200**	**29,400**	**9,800**	**39,200**	**0**
Public Order & Safety						
Fire Protection						
Contribution	**26,000**	**26,000**	**25,365**	**635**	**26,000**	**0**
Housing & Community Amenities						
Other						
TV Translator	**4,200**	**4,200**	**1,627**	**2,573**	**4,200**	**0**
Recreation & Culture						
Parks & Gardens						
Contrib Carberry Pk Upgrade		11947	11947	0	11947	0
Netball Courts - contrib		34000	34000	0	34000	0
	0	**45,947**	**45,947**	**0**	**45,947**	**0**
Transport & Communication						
Urban Roads						
Roads- Const- Bridge						
K&G - Const	80,000	80000		80,000	80000	0
Drainage - Const	60,000	60000		60,000	60000	0
	140,000	**140,000**	**0**	**140,000**	**140,000**	**0**
Footpaths						
Maintenance	15,000	15000		15,000	15000	0
Reconstruction	18,000	18000		18,000	18000	0
	33,000	**33,000**	**0**	**33,000**	**33,000**	**0**
Other						
Main St	175,000	175000		175,000	175000	0
Contrib G Fund works	30,550	60200	29650	30,550	60200	0
Streetlights	78,500	78500	35493	43,007	78500	0
	284,050	**313,700**	**65,143**	**248,557**	**313,700**	**0**
	457,050	**486,700**	**65,143**	**421,557**	**486,700**	**0**
TOTAL	**526,450**	**602,047**	**167,482**	**434,565**	**602,047**	**0**
CAPITAL						
T'fer TO Reserves						0
TOTAL EXPENSE	**526,450**	**602,047**	**167,482**	**434,565**	**602,047**	**0**

O:\01.admin\finance\budgets\QBR\[2015-16.xlsx]Mar16

RESERVES

Reserve Name	Actual 1.7.15	TO		FROM		RevisedBalance 1.7.16
1. ELE	**599,235**	22,410	S'yards loan	57,430	Payout contrib	**612,215**
		48,000	R.Graham contrib			
		70,410		57,430		
2. Property	**1,023**	14,415	Housing advances	10,000	Pool	**(21,562)**
		(10,000)	CC etc	10,000	Library Wall	
		(5,000)	Memorial wall	2,000	Mirrabooka	
		(585)		22,000		
3. Plant	**1,311,910**	1,550,000	Plant hire	250,000	Vehicle c'over	**1,314,546**
		40,000	Diesel Rebate	50,000	Additional c'over	
		(1,135,000)	Plant expense	15,000	Other Plant	
		305,000	Dep'n write back	20,000	Depot, tools etc	
		(253,964)	Gob. Bridge	0	Garbage truck	
		0	Bourke Estate	60,000	Gen maint.	
		(45,000)	Workshop exp	65,400	Netball crt sealing	
				35,000	Lime tanker	
				8,000	Crisis works	
		506,036		503,400		
4. DWM	**497,485**	806,100	Revenue	10,000	recycle outlet facility	**488,415**
		(517,600)	Expend	0	Garbage truck	
		3,500	Dep'n write back	153,830	g'gai landfill	
				137,240	Organics	
		292,000		301,070		
5. Saleyards	**2,285**	71,500	Fees	29,400	Costs	**21,975**
				22,410	Loan repay	
		71,500		51,810		
6. Bridges & Roads Improv	**519,040**	770,390	FAG	19,600	Safety clothing	**416,730**
		(502,300)	FAG - operating exp	7,000	F'path maint	
		(343,800)	FAG - capital exp			
		(75,710)		26,600		
7. Bourke Estate	**5,180**	0	Sale proceeds	0	T'fer to Plant	**(14,820)**
		(20,000)	Expenses			
		(20,000)		0		
8. Tourism - general						**0**
		0		0		
9. Computer Replacement						**0**
		0		0		
10. Main Street						**0**
11. Workers Comp	**40,000**					**40,000**
12. Old Gaol						**0**
13. Coolac Bypass	**128,810**			25,000	R & M	**103,810**
14. Coolac Rec Ground						**0**
15. Gravel Pit	**25,800**					**25,800**
	3,130,768	843,651		987,310		**2,987,109**
			(143,659)			

TABLED DOCUMENT 22

E2 MAY 2016

PAGES 234-238

From: Kate Monaghan
To: Teresa Breslin
Subject: FW: Council Funding for NAIDOC
Date: Friday, 6 May 2016 11:52:14 AM
Attachments: NAIDOC - Cootamundra 2016 Budget (L).xlsx
NAIDOC 2016 Support letter .docx
NAIDOC Day Community Groups.docx

From: Leigh Bowden [mailto:lbbowden@bigpond.com]
Sent: Friday, 29 April 2016 10:16 AM
To: Ken Trethewey
Cc: Paul Braybrooks; Kate Monaghan
Subject: Council Funding for NAIDOC

Dear Ken,

I am writing to ask if you could please take a funding request, from The Arts Centre, to Council, for the Cootamundra NAIDOC Day Community Celebration, which will be held on Saturday, 9 July 2016, at The Arts Centre.

I have discussed the request with Kate Monaghan, the Mayor, and Councilor Braybrooks. Initially I was advised that there were no further funds available for community donations, but in conversation with Jim Slattery, we realised that the NAIDOC Day Community Celebration falls in the new financial year and that money may be available.

I have attached a description of the planned event, the budget and a letter of support from Peter Beath, which has accompanied our funding applications.

I am currently approaching all the churches in Cootamundra for financial support, to help make up the shortfall from unsuccessful grant applications or the funding bodies not giving the full amount requested. Could you please circulate the request and the supporting documentation before the next Council meeting.

With thanks

Leigh Bowden
Non Indigenous Project Co-coordinator.
(Colina Meadows is the Aboriginal Project Co-coordinator)

the arts centre
cootamundra

COOTAMUNDRA NAIDOC Day COMMUNITY CELEBRATION
A COOTAMUNDRA CREATIVE ARTS INC PROJECT

INCOME:

IN KIND:

Total In-Kind Income Contribution:	**$ 2,800.00**	
FIXED:		
Multicultural NSW	$2,000.00	*Confirmed*
NSW DAA NAIDOC Week	$1,000.00	*Waiting*
Cootamundra Shire Council	$200.00	*Waiting*
Stall hire (6 stalls @ $50 ps)	$300.00	*Confirmed*
Department of PM & C IAS NAIDOC	$850.00	*Waiting*
Total Fixed Income:	**$4,350.00**	
Total Income:	**$ 7,150.00**	

EXPENDITURE:

IN KIND:

Project Co-cordinators: (1@ $50 ph x 10 hours)	$500.00
Aboriginal Project Co-cordinator (1 @ $50 ph x10hrs)	$500.00
Volunteers (15 volunteers @ $20 ph x 6 hrs)	$1,800.00
Total In-Kind Expenditure:	**$ 2,800.00**
FIXED:	
Aboriginal presenters/workshop facilitators	$1,050.00
Office administration, marketing, publicity	$500.00
Catering (200 attendees @ $10 pp)	$2,000.00
Film hire (3 films x $200 pf)	$600.00
Venue hire	$200.00
Total Fixed Expenditure:	**$4,350.00**
Total Expenditure:	**$ 7,150.00**

27.04.2016

To whom it may concern

I am writing in support of the grant application for Cootamundra's NAIDOC Day Community Celebration to be hosted by the Cootamundra Creative Arts Inc.

The event will provide the Aboriginal community in Cootamundra the much-needed opportunity to celebrate and share our culture with the wider Cootamundra community.

In the past, the local schools have run Cootamundra's NAIDOC celebrations with the Aboriginal Community involved. However this has prevented the wider community from engaging in the celebrations. This year we aim to have a celebration that will cater to all community members instead of focusing just on children.

Without a functioning Aboriginal Community organisation in Cootamundra we rely on partnerships with other local bodies to be able to organise events. Therefore, members of Cootamundra's Aboriginal community have been involved in the planning of this event with the volunteers at the Cootamundra Creative Arts & Cultural Centre and will be heavily involved on the day.

I thank you for your consideration of this grant application.

Regards

Peter Beath
Community Member
Aboriginal Community of Cootamundra
0421300383 – prbeath@yahoo.com.au

Cootamundra NAIDOC Day Community Celebration

A Cootamundra Creative Arts Inc Project

About NAIDOC

- NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples across the country. NAIDOC is celebrated not only in Indigenous communities but by Australians from all walks of life. The week is a great opportunity to participate in a range of activities and to support your local Aboriginal and Torres Strait Islander community.

- NAIDOC originally stood for 'National Aborigines and Islanders Day Observance Committee'. This committee was once responsible for organising national activities during NAIDOC Week and its acronym has since become the name of the week itself.

- This year NAIDOC Week is 3 – 10 July. The theme for 2016 is "Songlines – The living narrative of our nation"

Rationale for a NAIDOC Day Community Celebration in Cootamundra

- Cootamundra NAIDOC Day Community Celebration will provide the opportunity for the Aboriginal residents of the town and surrounding areas to share their culture with each other and with the non Aboriginal community and to celebrate their achievements, in an informal, friendly and relaxed way. Stalls will also provide information about services for Aboriginal people in town and the surrounding areas.

- NAIDOC week is celebrated by all the schools in Cootamundra. In this way our students learn about Aboriginal history, culture and achievements. However, there is no NAIDOC celebration in the wider community. A community NAIDOC celebration will provide the opportunity for everyone to learn about Aboriginal people's unique and vibrant culture and enable parents and grandparents to engage meaningfully about it with their children.

- In addition to the Anglo-Celtic Australians living in Cootamundra, there is an increasing number of residents who come from other countries eg South Africa, China and India. Like the majority of migrants arriving in Australia they know little about Aboriginal culture and achievement and the colonisation history of our country and our town. One of the aims of the Cootamundra NAIDOC Day Community Celebration is to involve community members from these diverse communities and provide them with the knowledge and experience of local Aboriginal history, culture and achievement.

Description of the Day

The day will consist of displays, performances, workshops, presentations, films, stalls and food, for example:-

- **Display and presentation - erection of a traditional "gunyah**", with a description of how they were built and dismantled and the materials used to make them. (Roy "Jacko" Levitt)

- **Display and presentation of local bush tucker** and description of traditional uses and contemporary use, including medicinal. (Peter Ingram)

- **Display of Aboriginal weaving and weaving workshop** (Kath Withers)

- **Wiradjuri Language workshop** – including the importance of expressions and gestures. Participants will learn some useful words and phrases (Harry Lambshead).

- **Aboriginal painting workshop** – including the meaning of symbols found in Aboriginal painting and how to 'read' them. Participants will have the opportunity to tell something about themselves in Aboriginal symbols (Peter Beath).

- **Didgeridoo workshop** – demonstration, explanation and having a go (Coby Russell).

- **Story telling – traditional stories and the meanings in them** (Jenny Beath)

- **Local Aboriginal history** – display and stories. Map, photographs, stories (Bob Glanville)

- **Other presenters, celebrating Aboriginal achievement**, include:- Sue Bolger, CEO of Brungle-Tumut local Aboriginal Land Council and Tumut Mayor; Jason Glanville inaugural CEO, Centre of Indigenous Excellence; Cheryl Penrith, Consultant, Mentor, Life Coach, Cultural Protocols and Cultural Safety expert at Cheryl M Penrith Consultancy; David Cotty, etc.

- **Films** (educational) on rotation all day: 'Lousy Little Sixpence', 'All One – The Girls', 'Cootamundra Aboriginal Girls Training Home Centenary Commemoration'. One screening of 'The Sapphires' at the end of the day – achievement and celebration.

- **Stalls** by local organisations providing services for Aboriginal people.

- **A feed** – damper, johnny cakes, stew, etc will be provided

Cootamundra Junior Rugby League Club Inc
PO Box 642
COOTAMUNDRA NSW 2590
Phone: 0419 424 041 (Stephen Howse – President)

8 April 2016

Cootamundra Shire Council
Wallendoon Street
COOTAMUNDRA NSW 2590

Dear Councillors

We have recently been approved for a grant to modify the existing canteen/change room facility at Nicholson Park, Cootamundra. This grant money is to enable the existing storage area to be converted into an additional change room for our female contingency of the sport, due to our increasing numbers and the current demands on our two existing change rooms already.

Due to the costs associated with this alteration to the existing building, we would like kindly request if Council would consider waiving the DA application fee which totals $532.60 as we are a non-for-profit sporting club.

We hope that this is seen upon graciously.

Regards

STEPHEN HOWSE
President

Cootamundra Shire Council
Received
File No DA2016/33
- 8 APR 2016
Initial CS

TABLED DOCUMENT 24
E2 MAY 2016
PAGES 240-241

NSW RURAL DOCTORS NETWORK

Re: The 2016 Bush Bursary/Country Women's Association Scholarship Program

I am writing to invite your council to participate in the Bush Bursary/CWA Scholarship program in 2016.

The Bush Bursaries and CWA Scholarships are offered annually to selected medical students in NSW and the ACT, and are financially supported by the rural councils of NSW, the Country Women's Association and the NSW Rural Doctors Network (RDN). The number of students studying medicine is increasing, which means an increasing amount of students wishing to apply for the Bush Bursary/CWA scholarship. The more Councils that sponsor this scholarship the more opportunity there is to expose this new generation of future doctors to rural medical practice and lifestyle.

Below is an outline of the role that RDN and your Council would provide for the program:

NSW Rural Doctors Network's Role –

- Advertising and promotion of the Bush Bursary Scheme to eligible students studying at medical schools in NSW/ACT
- Recruitment and selection of Bush Bursary recipients
- Administration of funds from sponsoring shire councils to Bush Bursary recipients
- Matching recipients to sponsoring shire council
- Ongoing support and information for recipients and shire councils throughout the year
- Distribution of research and evaluation about the Bush Bursary to stakeholders and interested parties.

Sponsoring Shire Council's Role –

- Payment of $3000 (+GST) for sponsored student
- Nomination of Placement Coordinator from within council or associated organisation
- Organisation of placement for sponsored Bush Bursary student, including liaising with local medical practitioners and community groups, accommodation and social aspects of the two-week placement.
- Liaise with NSW RDN and sponsored Bush Bursary student regarding placement arrangements

Outcomes from the Scholarships:

Since the BB/CWA Scholarships were first awarded in 1996, over 300 medical students have benefitted. In 2012 The NSW Rural Doctors Network completed a longitudinal study of students who received a scholarship from 1996 – 2006 to track their career choice and practice locations. The study found 41% of scholarship holders spent their first and second post-graduate years (PGY) in a non-metropolitan hospital and 35% for PGY3. This is significant as it indicates a high proportion of scholarship holders began their career in a non-metropolitan area, spending two or three years as junior rural doctors. These figures equate to 140 combined years spent in the rural and regional medical workforce. One quarter of previous scholarship receipts were currently working in a rural or regional area when surveyed.

☐ **Head Office** Level 3, 133 King Street, Newcastle NSW 2300 **Tel** (02) 4924 8000 **Fax** (02) 4924 8010
☐ **Sydney Office** PO Box 1111, Mascot NSW 1460 **Tel** (02) 8337 8100 **Fax** (02) 8337 8110
Web www.nswrdn.com.au **Email** [redacted] **ABN** 52 081 388 810

NSW Rural Doctors Network activities are financially supported by the Australian and NSW governments

Benefits for rural communities and students:

All students have enjoyed their placements. They loved being engaged in the community, both professionally and socially. Students from the country enjoyed having the financial freedom to spend time back there as a professional rather than a resident, and those not from the country gained invaluable knowledge and familiarity with rural issues, which is likely to expand their thinking in terms of future career options. This group were much more likely to mention that the scholarship was considered as a 'trial' prior to deciding whether or not to apply to study at a rural clinical school and other rural medical opportunities. It is vital that these students have positive rural experiences while they are studying so that they are able to positively contribute to the medical workforce and the rural communities they serve.

How to participate:

Your financial contribution and support is significant in providing a positive experience of rural health, which is a known contributor to choosing a rural career. The evidence is mounting that this is the case.

Enclosed with this letter is a sponsorship form, if your council would like to participate in the program by sponsoring a student placement in 2016 please return the form by Friday 8th May 2016 by email, fax or post**.**

If you would like any further information about the Bush Bursary/CWA Scholarship scheme or the longitudinal evaluation please feel free to contact me – adugdale@nswrdn.com.au or (02) 8337 8100. I look forward to hearing from you soon.

Yours sincerely,

Ms. Anna Dugdale
Project Officer – Education and Training