



**FEDERATION  
COUNCIL**

# Agenda

Tuesday, 21 November 2017

Council Chambers, Corowa

Commencing 9:30 am



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**1. MEETING OPENING**

Live Streaming of Council Meetings

Federation Council wishes to advise members of the public that Council meetings will be recorded and will be available after each meeting on Council's website [www.federationcouncil.nsw.gov.au](http://www.federationcouncil.nsw.gov.au)

All care will be taken to maintain the privacy of those in attendance, however as a visitor in the public gallery, your presence may be recorded. By remaining in the public gallery, it is assumed your consent is given in the event your image is broadcast.

**2. NOTIFICATION OF PECUNIARY/CONFLICTS OF INTEREST IN MEETING BUSINESS ITEMS**

**3. CONFIRMATION OF MINUTES**

**4. MAYORAL MINUTES**

## 5. GENERAL MANAGER REPORT

### 5.1 DELEGATIONS FROM COUNCIL TO GENERAL MANAGER

#### Summary

Item deferred from Extraordinary Meeting 14 November 2017 - Item 3.4 Delegations from Council to General Manager.

Section 377 of the *Local Government Act 1993* authorises certain functions to be delegated from the Council to the General Manager by resolution.

All Council delegations contained in Part 1 (Delegations from Council to General Manager) are subject to the following limitations:

1. The delegated power, authority, duty or function being performed in accordance with Council Policy;
2. The delegated power, authority, duty or function being performed in accordance with the Law;

The delegations of Council will remain in force until they are revoked or amended by a resolution of Council.

The Council notes that the General Manager may delegate his or her powers, authorities, duties and functions at his or her discretion. The General Manager's delegations to Staff will form Part 2 of the Delegations Policy 'Delegations to Staff'.

Note that references to the "General Manager" includes "Acting" and "Interim" General Managers.

#### Background

Following amalgamation the delegations record (16/21996[v2]) was amended to remove references to the Mayor and Deputy Mayor and include the Administrator. The changes were resolved at the Council meeting held on 19 May 2016 as per the General Managers report. (02/16FC).

Further changes were resolved at the June 2017 Council meeting to incorporate amendments to the Act as advised in Circular No. 16-35 and 17-06 (OLG) relating to the delegation of accepting tenders for services not currently provided by staff as per the Director of Corporate and Community Services report (89/17FC).

Following the council election and appointment of a Mayor and Deputy Mayor, the delegations have been updated to remove references to the Administrator. Refer record 16/21996[v2] attached.

#### Attachment

5.1.1 – Delegations from Council to General Manager.

#### Financial Implications

N/A.

**RECOMMENDED** that Council adopt the revised Delegations from Council to the General Manager.

5.2 MEETING DAY

9.30 am Brad Bohun - Crowe Horwath and Jan-Michael Perez - NSW Audit Office.  
External Auditor - Presentation of Audit Findings to Council.

10.30 am Miki City Exchange - Presentation from students Nykia Butler and Danielle Harris.

P GALL  
A/GENERAL MANAGER

## 6. DIRECTOR CORPORATE AND COMMUNITY SERVICES REPORT

### 6.1 CHRISTMAS PERIOD OPENING HOURS

#### Summary

At the October Ordinary Council Meeting, a report was presented outlining the proposed operating hours of council facilities over the Christmas period.

It was resolved that consideration be given to the feedback provided by Council and a revised proposal be developed.

#### Background

##### **Corowa Visitor Information Centre**

The original recommendation proposed the following operating hours for the Corowa Visitor Information Centre;

Saturday 23 December – open 10 am – 3 pm

Sunday 24 December – closed (**normally closed Sundays**).

Monday 25 December – closed (**public holiday**).

Tuesday 26 December – closed (**public holiday**).

Wednesday 27 December – closed.

Thursday 28 December – open 10 am – 3 pm

Friday 29 December – open 10 am – 3 pm

Saturday 30 December – open 10 am – 3 pm

Sunday 31 December – closed (**normally closed Sundays**).

Monday 1 January – closed (**public holiday**).

Tuesday 2 January – open 9 am – 4 pm (resumes normal opening hours).

At the October Council meeting, Council requested the closure period to be revised. The following additional opening hours are now being proposed:

- Wednesday 27 December from 9 am – 4 pm
- Sunday 31 December from 10 am – 3 pm

In addition, staff are exploring the option of 'pop up' Visitor Information services which will be positioned within existing tourism businesses that attract high visitation over this period.

It is important to note that a roster is coordinated with local accommodation providers to facilitate an afterhours phone service when the Visitor Information Centre is closed. This has been in place for a number of years.

The afterhours system, and the extensive range of information and online booking options available on the destination website, ensures that visitors are able to conveniently access information to assist them any time during their stay.

### **Council offices**

The recommendation to close the council offices over the Christmas period was based on the following considerations;

- This is a traditionally quite period and presents an opportunity for staff to reduce their leave (which has been an ongoing focus for the organisation due to a significant leave liability) with minimal impact on customers.
- Significant IT work is needed to move servers, which will cause disruption to users and require a number of systems to be offline for a minimum of 3 days. This work is part of the amalgamation implementation plan, however will impact on the ability of staff to effectively complete transactions for customers.
- Traditionally, the council office has been closed during this period and this is consistent with other councils in the region.
- The Corowa office (not Mulwala, Howlong or Urana) was opened during this period last year, however only a small team of staff worked.
- A 24 hour afterhours service is provided to ensure that urgent requests can be responded to throughout this period.

Should the decision be made to open the council offices over this period, then the organisation will need to plan to ensure that staff are available to meet the needs of customers across all service areas. One of the challenges experienced during this period last year, was that by opening the office customers expected that a full suite of services would be available, however this was not the case.

### **Service NSW Agency**

Last year, the demand on this service was approximately half of what is usually experiences during a normal period.

The original recommendation to close the Service NSW agency, was based on the following considerations;

- All Service NSW centres will be closed on Wednesday 27 December, as this is a NSW State Government Public Holiday.
- On Thursday 28 December and Friday 29 December, Service NSW centres will be opened however, Council has been advised that most (if not all) agencies (Corowa is an agency) will be closed.
- The support centre for Service NSW agencies and staff will be closed on Wednesday, which may mean that some transactions cannot be completed. However, more than 90% of transactions can be completed without this support.

Should the decision be made to open the Service NSW agency, only one staff member would be required to work to support the anticipated transactions. However from a WHS perspective it would be important that the Council Office is open with other staff in the building.

### **Attachments**

Nil.



## Financial Implications

N/A.

**RECOMMENDED** that Federation Council Christmas Opening Hours are as follows:

Visitor Information Centre

Saturday 23 December – open 10 am – 3 pm (**normal opening hours**)

Sunday 24 December – closed (**normally closed Sundays**)

Monday 25 December – closed (**public holiday**)

Tuesday 26 December – closed (**public holiday**)

Wednesday 27 December – open 9 am – 4 pm (**normal opening hours**)

Thursday 28 December – open 9 am – 4 pm (**normal opening hours**)

Friday 29 December – open 9 am – 4 pm (**normal opening hours**)

Saturday 30 December – open 10 am – 3 pm (**normal opening hours**)

Sunday 31 December – open 10 am – 3 pm (**normally closed Sundays**)

Monday 1 January – closed (**public holiday**)

Tuesday 2 January – open 9 am – 4 pm (resumes normal opening hours)

Council Office Corowa and Urana

Closing at 5 pm Friday 22 December and reopening 8:30 am Tuesday 2 January (9 am Urana office).

After Hours service for urgent matters will operate during the closure period as normal.

Council Libraries

Corowa, Mulwala and Howlong Libraries closing Saturday 23 December and reopening Tuesday 2 January.

Service NSW Corowa

Closing at 4:30 pm Friday 22 December and reopening 9:30 am Tuesday 2 January.

## 6.2 MODEL CODE OF CONDUCT REVIEW

### Summary

The Office of Local Government (OLG) is consulting with councils and other stakeholders on changes to the Model Code of Conduct for Local Councils in NSW and the Procedures for the Administration of the Model Code of Conduct for Local Councils.

OLG is inviting submissions from councils and other stakeholders on the consultation drafts of the new Model Code of Conduct and Procedures.

The consultation drafts were made available on the Councillor Portal with a request for any feedback to be tabled at this Council meeting - should Council wish to make a submission on the draft Model Code of Conduct. Council has until 4 December to submit any feedback.

### Background

The proposed amendments are summarised below:

1. Pecuniary Interest provisions of the Act and the LGGR 2005 included in the Model Code of Conduct.
2. Changes to definitions to include:
  - exclusion of *wholly advisory* committees from definition of council committee and council committee member

- council official now includes a council adviser for the purposes of clause 4.16 relating to disclosures
  - acts and omissions included under definition of conduct (unless they occurred “in good faith” as per clause 3.5)
  - designated person includes those as per clause 4.8 relating to disclosures
3. Greater emphasis on intimidation, verbal abuse, harassment and bullying behaviours with bullying a section on its own.
  4. New section for Work Health and Safety and statutory responsibilities.
  5. New section for Land Use, Planning development assessment and other regulatory functions.
  6. New section in relation to meeting obligations and behavioural expectations.
  7. More detailed information on pecuniary interests and disclosure obligations with specific examples of disclosures required by councillors.

The Phase 1 amendments made to the Local Government Act 1993 last year will see the pecuniary interest provisions of the Act and the Local Government (General) Regulation 2005 incorporated into the Model Code of Conduct.

Once commenced, these reforms will consolidate the prescription of all ethical standards for council officials into a single statutory instrument. A significant impact of these changes will see Pecuniary interest obligations by councillors treated as misconduct under the Act and subject to the “three strikes” misconduct rules.

The proposed amendments are designed to update, clarify and enhance prescribed ethical standards, address issues identified in current versions and to improve their operation.

The new Model Code of Conduct and Procedures will also contain new provisions that are designed to improve ethical standards, more effectively deter non-compliance and lead to improved transparency and accountability.

Once finalised, councils will be given a 6-month transitional period in which to adopt the new Model Code of Conduct and Procedures and to update their systems to align with the new requirements.

#### Attachments

Nil.

#### Financial Implications

N/A.

#### **RECOMMENDED:**

1. THAT Council consider and comment on any comments tabled for inclusion in submission to the Office of Local Government; and
2. THAT Council authorises the Mayor and Interim General Manager to formulate a response and submit the response on behalf of Council.

### **6.3 PROPOSED ALCOHOL FREE ZONES AND ALCOHOL PROHIBITED AREAS**

#### **Summary**

Following feedback received from the Police that Rowers Park in Corowa should be considered as an Alcohol Prohibited Area on Australia Day each year, Council resolved (motion 118/17FC) on 15 August, to review its Alcohol Free Zones and consult with stakeholders with further consideration to implement an Alcohol Prohibited Area from 6.00am - midnight on Australia Day in Rowers Park Corowa.

Council has sought feedback from a range of community organisations and clubs in relation to the attached 'Proposal for Alcohol Free Zones and Alcohol Prohibited Areas'. Further to this, the wider community was also invited to provide feedback on the proposal on public display for a period of 30 days.

Feedback received from key stakeholders has supported the continuation of the existing Alcohol Free Zones and the implementation a new Alcohol Free Zone to support the request by NSW police for an Alcohol Prohibited Area in Rowers Park on Australia Day each year.

#### **Background**

Alcohol Free Zones had been implemented previously by the former Corowa Shire for a period of four years from 15 April 2014 to 14 April 2018 in the townships of Corowa, Howlong and Mulwala as outlined in the attached maps (6.3.1).

The former Urana Shire had no Alcohol Free Zones and no new zones are proposed as part of this process in the northern part of Federation Council.

Initial feedback received from the NSW Police Local Area Commander, Murrumbidgee Local Health Services, local committees and clubs has indicated that the Alcohol Free Zones have been a successful measure towards the prevention of anti social behaviour caused by public drinkers - and the re-establishment of these zones has been supported.

A summary of feedback received is outlined in the attached report (6.3.1). No objections to the proposal have been received.

There was also strong support for the proposed Alcohol Prohibited Area in Rowers Park and the establishment of an additional Alcohol Free Zone along Bridge Road (Sanger Street roundabout to John Foord Bridge including car park) by NSW Police citing a number of recorded incidents at Rowers Park on Australia Day 2017 requiring urgent police assistance.

The implementation of the adjoining Alcohol Prohibition Area has also been supported with Police recommending this be imposed from 9 am until midnight on 26 January (Australia Day).

Further support for the banning of alcohol in Rowers Park on Australia Day was received from the local Football and Netball club due to rubbish being left in and around John Foord Oval.

Alcohol related littering (cans and bottles in Inglis Street) was cited as an incentive to maintain existing Alcohol Free Zones in Mulwala.

Murrumbidgee Local Health District advised that in this region 727 people per 100,000 are admitted for alcohol attributable hospitalisations which is above the state norm. Further to this, around 30% of people over the age of 16 consume alcohol at levels posing immediate and long term risk to health.

Statistical data obtained by the NSW Bureau of Crime Statistics and Research has highlighted the following local trends:

- Significant escalation of liquor offences occurred in December in Corowa, Howlong, and Mulwala. No statistics were available for Urana.
- Alcohol related offences in Mulwala were more than 5 times the NSW average for the period between April 2016 and March 2017.
- Alcohol related offences in Corowa have more than doubled in the 12 months from March 2016 to March 2017. (103.5 per 100,000 to 241.5 per 100,000).
- Alcohol related offences at Howlong were 2.5 times the NSW average.

#### Attachments

6.3.1 - Proposal for Alcohol Free Zones and Alcohol Prohibited Areas

#### Financial Implications

Existing signage will need renewal and some additional signage erected. It is expected this will require a total budget of less than \$5,000. Most of which has been budgeted for as part of the amalgamation budget.

#### RECOMMENDED:

1. THAT Council reinstate its existing Alcohol Free Zones effective from December 2017 for a period of four years;
2. THAT Council implement a new Alcohol Free Zone along Bridge Road (Sanger Street roundabout to John Foord Bridge including car park) for a period of four years; and
3. THAT Council implement an Alcohol Prohibited Area at Rowers Park Corowa from 6.00am - midnight on Australia Day for a period of four years.

#### 6.4 QUARTER ONE REPORT 2017/2018 DELIVERY PROGRAM

##### Summary

The first three months has provided much activity with staff focussing their efforts on maintaining existing service levels whilst implementing new systems and processes help improve efficiencies across several departments.

Included in the Business Papers is the General Managers Quarter One report to Council for the 2017/2018 financial year outlining our progress against our Delivery Program.

##### Background

All NSW councils must have a Delivery program detailing the principal activities it will undertake to achieve the objectives established in the Community Strategic Plan, within the resources available under the Resourcing Strategy. All amalgamated Councils will need to prepare a new Community Strategic Plan, Operational Plan, Delivery Program and Resourcing strategy by 30 June 2018.

Progress reports must be provided to the council with respect to the principal activities in the Delivery program at least every 6 months (S. 404 LGA).

The progress report is a valuable tool for councillors to facilitate conversations and build on connections within the community by sharing with them the achievements of council and gaining feedback on activities undertaken.

#### Attachments

6.4.1 – Quarter One Report – 2017/2018 Delivery Program.

#### Financial Implications

Nil.

**RECOMMENDED** that Council adopt the Quarter One report for period 1 July 2017 – 30 September 2017 and place this on Council's website for public display.

### 6.5 2016/2017 FEDERATION COUNCIL ANNUAL REPORT

#### Summary

We are pleased to present the 2016/2017 Annual Report to Council and to the Community

The Annual Report is divided into five sections consisting of:

1. Introduction – Messages from the Administrator and General Manager, Our journey, Introducing our new Councillors, Our organisation, Community profile
2. Our Achievements – What we are proud to have been a part of
3. Our Scorecard – Progress against the Delivery program
4. Statutory Reports
5. Finance Summary

#### Background

Council has an obligation to report its progress against the key priorities identified within the combined Delivery Program and relevant actions for that year (S.428 LGA) within 5 months after the end of each year. The report must include a copy of the council's audited financial reports and other information as required by the Integrated Planning and Reporting guidelines (S.406 LGA).

New Councils were not required to include a report as to the state of the environment and an outline of its achievements in implementing its Community Strategic Plan (CSP) under sections 428 and 428A of the Local Government Act 1993 for 2016/2017.

A copy of the council's annual report must be posted on the council's website and provided to the Minister and such other persons and bodies as the regulations may require.

#### Attachments

6.5.1 – 2016/2017 Federation Council Annual Report.

#### Financial Implications

Nil.

**RECOMMENDED** that Council's Annual Report be adopted and placed on Council's website as per the requirements of the Local Government Act.

## 6.6 YOUTH COUNCIL

### Summary

Youth Councils provide a voice for young people, with a focus on addressing youth related issues and delivering youth led and driven initiatives. It is proposed that Federation Council establish a Youth Council in 2018, which will act as a consultative body to Council.

### Background

The Federation Youth Council will be a formal board of young people that provides representation and enables young people to have direct input into issues affecting them in the community.

The process of developing and supporting a Youth Council will demonstrate Council's commitment to actively engaging young people in all aspects of community life, including strategic planning and governance. It provides an opportunity to recognise and value the contribution young people make to the community.

The initiative will assist Council in strengthening its response to the needs of young people through a coordinated approach that ensures decisions made consider the views and priorities of young people across the council area.

The establishment of the Youth Council will promote the role of council and encourage the growth and development of young people who in the future, may be interested in representing their community as a Federation Councillor.

The following opportunities will be provided to young people who become a Youth Councillor:

- The development of skills and knowledge in advocacy, leadership, governance and teamwork through structured learning opportunities.
- Being mentored by council staff and provided with hands on experience in running meetings, public speaking, event management and marketing.
- Participating in youth focused reference groups and advisory committees.
- Meeting with and discussing matters of importance to young people with the Federation Council Mayor and Councillors.
- Potential meetings with local members of Government and learning more about State and Local Government.
- Participation in the annual Youth Council Conference.
- Recognition of their volunteer work and a reference for future employment opportunities.
- A Youth Council pack containing business cards, a business folder and notepad, branded t-shirt and drink bottle.
- The opportunity to make a difference in the community.

The Youth Council will consist of nine members, aged between 15 and 25 who will volunteer their services as Youth Councillors. An expression of interest process will be facilitated in December 2017 for interested candidates.

Should the number of candidates exceed nine, all candidates will be invited to address Council at the Ordinary Council Meeting in January, with Council to determine it's membership.

The first formal Youth Council meeting will be held in February 2018.

A charter has been prepared to act as a guiding document for the Youth Council and is attached to the agenda for Councils consideration.

#### Attachments

6.6.1 – Federation Youth Council Charter.

#### Financial Implications

A grant application has been submitted through the Youth Opportunities Grant Program for \$25,480 to support the facilitation of the Youth Council program and associated youth initiatives. The outcome of this application is expected in December, however \$10,000 has also been allocated in the 2017/2018 budget for Youth Programs.

#### RECOMMENDED:

1. THAT Council support the establishment of a Youth Council; and
2. THAT Council adopt the Youth Council Charter.

### 6.7 NAMING OF URANA YOUTH SPACE

#### Summary

A youth friendly space has been developed in Anna Street, Urana and Council staff have been working with Urana Central School and St. Francis Xavier's School to name the new space.

#### Background

The Urana Youth Space project has been a key priority for the community for some time and a recent allocation of funding from the Stronger Communities Program has enabled the project to be completed.

Part of the Play Space Upgrade program, the project has been designed to create a vibrant and welcoming space for young people and includes a basketball slab and ring, modular skate system, shelter area and landscaping.

Working with young people to name the space is an important step in developing a sense of ownership and pride. It has also created excitement about the completion of the project and provided an opportunity for council staff to connect with and further understand priorities of young people in the area.

To be considered as an option, the names proposed for the new space were required to have an association with;

- The Urana area; or
- The location of the park within Urana; or
- History to the Urana area; or
- Young people; or
- The play equipment at the space.

Proposed names provided by local students have been shortlisted and are provided below for the consideration and determination of Council.

1. The Plains Park
2. Freddie Fox Park (Former resident of Urana who was the Queen's milliner)
3. Airana Park ( Aboriginal name for Urana meaning temporary shelter)
4. Billabong Park

Council would like to thank Urana Central School and St. Francis Xavier's School for supporting the initiative and providing the opportunity for their students to be involved in naming the space.

#### Attachments

Nil.

#### Financial Implications

N/A.

**RECOMMENDED** that Council considers the suggestions given by the students and determines the name of the space.

## 6.8 2017/2018 COMMUNITY GRANTS PROGRAM - ROUND ONE

### Summary

Federation Council was pleased to launch the new Community Grants Program in September and open the first round of funding from 2 October until 3 November.

Fourteen grant applications were received, requesting a total of \$39,370 in grant funding. A summary of the applications received is attached to the agenda.

### Background

The new program combined the former Small Community Grants and Tourism Event Grant programs, to offer the community a more streamlined approach to seeking financial support from Council.

The aim of the community grant program is to support initiatives that;

- Promote a sense of community identity and pride.
- Stimulate economic growth within the community.
- Encourage wide participation in events and community projects.
- Promote Federation Council as a vibrant and diverse place to live and visit.
- Encourage and stimulate the growth of effective community development and cultural programs within Federation Council.
- Foster community partnerships.

An assessment panel was established to review the applications against the criteria and allocate funding accordingly. A panel of Councillors and staff met on 14 November.



This program is an excellent opportunity for Council to support community projects that deliver positive benefits to the local community and we are pleased to make the following recommendations for funding which have been supported by the assessment panel .

CLUB / ORGANISATION	REQUESTED FUNDING	RECOMMENDED FUNDING	NOTES
Wangaratta Rod & Custom Club	3,000	2,500	
Corowa Festival of Dance	2,370	2,370	
Corowa Swimming Club	3,000	2,000	
Savernake School of Arts Reserve Trust	3,000	2,500	
Rotary Club of Corowa	3,000	3,000	
Murray Rowing Association	3,000	0	Ineligible.
Morundah Bush Entertainment Committee Incorporated	4,000	2,000	Subject to occupancy certificate.
Corowa Business Chamber - Corowa Events	1,000	1,000	
Corowa Anglers Club	3,000	1,000	
<b>Total of Events</b>		<b>16,370</b>	
Country Women's Association of NSW Oaklands	3,000	0	
Country Women's Association of NSW Oaklands	3,000	3,000	Contribution for whole project (toilet and ramp) and subject to further funding being secured to allow the completion of the project.
Corowa RSL Sub Branch	3,000	3,000	
Corowa Boomerang Bags	3,000	3,000	
Corowa Baptist Church:	2,000	2,000	
<b>Total of Community Projects</b>		<b>11,000</b>	
<b>TOTAL AVAILABLE 27,500</b>		<b>27,370</b>	

#### Attachments

Item 10.1 – Minutes – Community Grants Committee – 14 November 2017.

#### Financial Implications

A total of \$25,340 in cash is recommended for funding and \$2,030 of in kind contributions, totalling an allocation of \$27,370

The total annual budget available for two funding rounds is \$55,000.

<b>RECOMMENDED</b> that Council approve the following funding allocations from round one of the Community Grants Program totalling \$27,370.			
CLUB / ORGANISATION	REQUESTED FUNDING	RECOMMENDED FUNDING	NOTES
Wangaratta Rod & Custom Club	3,000	2,500	
Corowa Festival of Dance	2,370	2,370	
Corowa Swimming Club	3,000	2,000	
Savernake School of Arts Reserve Trust	3,000	2,500	
Rotary Club of Corowa	3,000	3,000	
Murray Rowing Association	3,000	0	Ineligible.
Morundah Bush Entertainment Committee Incorporated	4,000	2,000	Subject to occupancy certificate.
Corowa Business Chamber - Corowa Events	1,000	1,000	
Corowa Anglers Club	3,000	1,000	
<b>Total of Events</b>		<b>16,370</b>	
Country Women's Association of NSW Oaklands	3,000	0	
Country Women's Association of NSW Oaklands	3,000	3,000	Contribution for whole project (toilet and ramp) and subject to further funding being secured to allow the completion of the project.
Corowa RSL Sub Branch	3,000	3,000	
Corowa Boomerang Bags	3,000	3,000	
Corowa Baptist Church:	2,000	2,000	
<b>Total of Community Projects</b>		<b>11,000</b>	
<b>TOTAL AVAILABLE 27,500</b>		<b>27,370</b>	

## 6.9 2017 MIKI CITY EXCHANGE PROGRAM

### Summary

Seven local high school students participated in the 2017 Miki City Cultural Exchange program, which visited Miki City in Japan from 4 - 14 October. The students were accompanied by three chaperones, who volunteered their time to support the important initiative.

### Background

The recent exchange marked the 20th Anniversary of the Sister City Agreement between Miki City and Corowa Shire Council. A new agreement between Federation Council and Miki City was signed during the visit and a number of celebrations were held.

The exchange has been a valuable and significant experience for the young people involved and Council congratulates them for representing Federation Council and Australia in a positive and respectful manner. An invitation has been extended to the group to deliver a presentation about the exchange and we are pleased to welcome the students today.

Council also wishes to acknowledge and thank the chaperones who accompanied the students and provided much needed support, encouragement and guidance.

Chaperones and Council delegates included;

- Councillor Gail Law
- Councillor Paul Miegel
- Talana Lane

Council extends its gratitude to Miki International and Miki City Council for their sincere hospitality and the significant effort involved in organising the exchange and extensive itinerary.

#### Attachments

Nil.

#### Financial Implications

The total cost to Council of the Miki City exchange program was \$4,294. In addition to this, a significant level of internal resource was required to coordinate the Miki City visit.

**RECOMMENDED** that the Mayor write to Miki International and Miki City Council to formally thank them for hosting the Federation Council delegation.

### **6.10 2017 ACCESS ALL AREAS FILM FESTIVAL**

#### Summary

The Disability Access Committee in partnership with Federation Council are bringing the 2017 Access All Areas Film Festival to Corowa and Oaklands on Monday, 4 December 2017.

#### Background

The initiative is an opportunity to celebrate International Day of People with Disability and is being driven by the newly formed committee, which was established to work with Council to build inclusive and liveable communities for all.

The committee is encouraging residents to join in the event as a way of recognising the many contributions those with a disability make. It is also an opportunity to challenge myths, improve awareness and take positive action to change inclusion and accessibility for people with a disability.

The Access All Areas Film Festival will screen for an anticipated 35,000 people in community venues, schools and businesses across the country. The free program of award winning short films, has accessible features including sensory and flashing light free screenings, with a commitment to continuing to add new accessible features each year.

The main program is being held at Karinya Residential Aged Care at 3:30 pm and all members of the public are welcome to attend. The one hour screening is a curation of quality Australian and international short films which reflect the lived experiences of people with a disability.

The festival also includes a children's program which features a one hour screening of ten films made by children 12 years of age and younger from Australia and around the world. Screenings will be held at Oaklands Central School and Corowa High School, providing students with the opportunity to view the exceptional films – two of which focus on the experiences of children with a disability.

Many of the films in this years festival includes the perspectives of people with a disability and highlight the importance of being inclusive.

The recently adopted 2017 – 2021 Disability Inclusion Action Plan will be officially launched following the screening at Karinya Residential Aged Care. It is proposed that Council nominate a delegate to the Federation Council Access Committee and that the delegate attend the official launch of the Disability Inclusion Action Plan.

#### Attachments

Nil.

#### Financial Implications

There is no cost to screen the films as part of the Access All Areas Film Festival and as such, the only cost associated with the initiative is \$250.00 for catering.

#### RECOMMENDED:

1. THAT Council nominate a delegate to the Federation Council Access Committee; and
2. THAT the delegate attend the official launch of the Disability Inclusion Action Plan

KJ KAY  
DIRECTOR CORPORATE AND COMMUNITY SERVICES

## 7. DIRECTOR FINANCE AND ORGANISATION DEVELOPMENT REPORT

### 7.1 PRESENTATION OF 2016/2017 EXTERNAL AUDITED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

#### Summary

This report allows for tabling of the reports on the audit of Council's Annual Financial Statements for the year ended 30 June 2017.

#### Background

It is a requirement to have Council's Annual Financial Statements presented to a Council Meeting as soon as practicable following the completion of the external audit.

Representatives of Crowe Horwath, (Council's Contract External Auditor to the NSW Audit Office), and the NSW Audit Office will be at the Council Meeting to present the auditor's report.

Attached to this report is a copy of the Audited Annual Financial Statements for the year ended 30 June 2017 for Federation Council, (as submitted to the Office of Local Government), including the following detailed Auditor's Reports:

- Independent Audit Report on the Financial Statements;
- Report on the Conduct of the Audit; and
- Independent Audit Report on the Special Purpose Financial Statements.

A summary of the Consolidated 2016/2017 Annual Financial Statements is provided below:

	<b>\$'000</b>
<b>Income Statement</b>	
Total income from continuing operations	54,091
Total expenses from continuing operations	38,181
<b>Operating result from continuing operations</b>	<b>15,910</b>
<b>Net operating result for the period</b>	<b>15,910</b>
<b>Net result for the period</b> (after net assets transferred from former councils)	<b>491,160</b>
Net operating result before grants and contributions provided for capital purposes	<b>2,616</b>
<b>Statement of Financial Position</b>	
Total current assets	49,823
Total current liabilities	(6,410)
Total non-current assets	453,694
Total non-current liabilities	(4,687)
<b>Total Equity</b>	<b>492,420</b>

#### Attachments

7.1.1 – Audited Annual Financial Statements.

#### Financial Implications

N/A.

**RECOMMENDED** that Council note the report on the audit of Council's Annual Financial Statements for the year ended 30 June 2017 for Federation Council.

**7.2 STATEMENT OF BANK BALANCES AND RECONCILIATION AS AT 31 OCTOBER 2017**

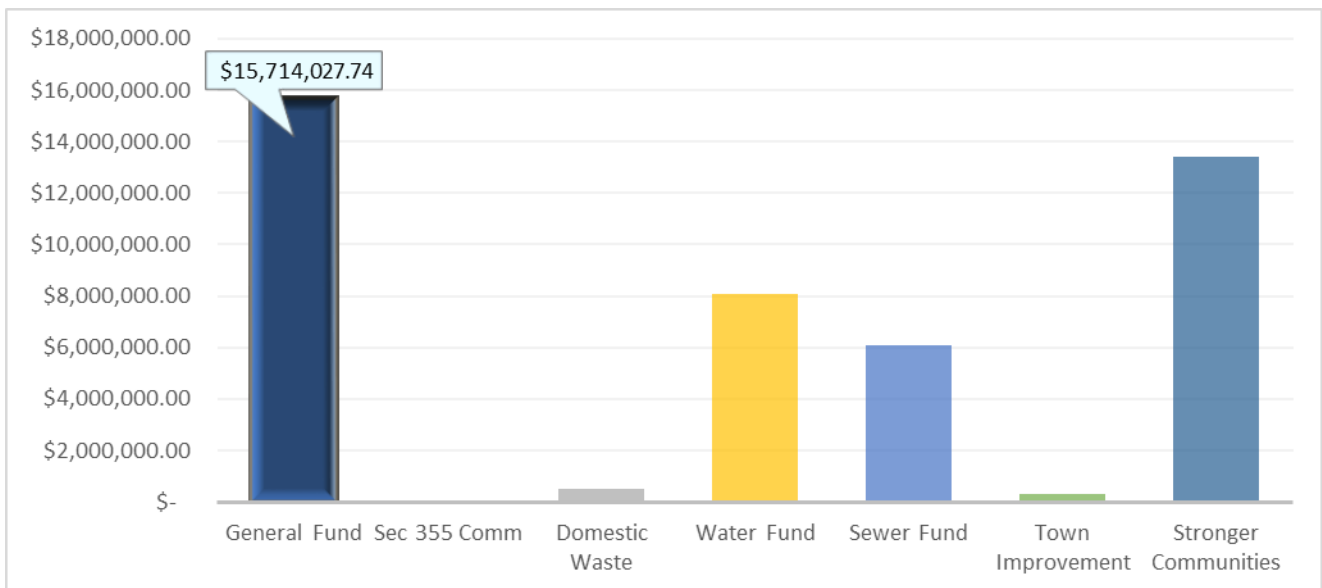
Balance as per Bank Statement:

General Account	0000 0022	108,073.97
Business Online Saver Account	1014 2522	1,054,325.69
Investments		43,003,198.74
	<b>Sub Total</b>	<b>44,165,598.40</b>

Plus Deposits not yet lodged:

Tourism	24 October 17	2.00	
Mulwala	26 October 17	2.00	
Corowa	31 October 17	990.50	
Urana	31 October 17	270.75	
Mulwala	31 October 17	383.00	
	<b>Sub Total</b>		<b>44,167,246.65</b>

Less Unpresented Cheques:		9,346.28
Balance as per Ledger		44,157,900.37
Less External Restricted Funds		28,443,872.63
<b>Balance of General Fund Ledger</b>		<b>15,714,027.74</b>



**CERTIFICATE OF RECONCILIATION**

I CERTIFY THAT THE COUNCIL'S GENERAL LEDGER BANK ACCOUNTS HAVE BEEN RECONCILED WITH THE APPROPRIATE BANK STATEMENTS AS AT 31 OCTOBER 2017.

**S NORMAN**  
**MANAGER FINANCE**

**RECOMMENDED** that the report on Statement of Bank Balances and Reconciliation as at 31 October 2017 be noted.

**7.3 SCHEDULE OF INVESTMENTS AS AT 31 OCTOBER 2017**

The following list of investment securities is held as at 31 October 2017. Investment of funds on behalf of Council has been undertaken in accordance with the Local Government Act and Regulations.

**INVESTMENTS**

<b>Investment Type</b>	<b>Institution</b>	<b>Amount Lodged</b>	<b>Date Lodged</b>	<b>Rate</b>	<b>Days</b>	<b>Maturity Date</b>
Term Deposit	CBA	\$1,042,542.54	06/06/2017	2.49	153	06/11/2017
Term Deposit	CBA	\$504,400.68	04/04/2017	2.54	217	07/11/2017
Term Deposit	Westpac	\$513,167.70	08/08/2017	2.60	92	08/11/2017
Term Deposit	ANZ	\$1,053,793.24	08/08/2017	2.30	92	08/11/2017
Term Deposit	CBA	\$504,893.56	18/04/2017	2.51	210	14/11/2017
Term Deposit	NAB	\$1,226,971.74	02/05/2017	2.50	203	21/11/2017
Term Deposit	NAB	\$1,329,355.02	30/05/2017	2.47	182	28/11/2017
Term Deposit	NAB	\$2,548,947.97	30/05/2017	2.47	182	28/11/2017
Term Deposit	ANZ	\$1,055,277.91	29/08/2017	2.30	92	29/11/2017
Term Deposit	Westpac	\$612,592.87	23/05/2017	2.35	196	05/12/2017
Term Deposit	CBA	\$504,647.12	11/04/2017	2.54	245	12/12/2017
Term Deposit	CBA	\$405,225.64	13/06/2017	2.48	371	19/12/2017
Term Deposit	Bendigo	\$230,000.00	08/08/2017	2.25	153	08/01/2018
Term Deposit	NAB	\$710,000.00	14/06/2017	2.47	209	09/01/2018
Term Deposit	NAB	\$790,000.00	14/06/2017	2.47	216	16/01/2018
Term Deposit	NAB	\$3,087,900.60	27/06/2017	2.47	210	23/01/2018
Term Deposit	NAB	\$2,118,519.73	04/07/2017	2.47	210	30/01/2018
Term Deposit	NAB	\$2,595,012.66	11/07/2017	2.47	210	06/02/2018
Term Deposit	Westpac	\$511,713.23	25/07/2017	2.61	203	13/02/2018
Term Deposit	Westpac	\$513,334.30	15/08/2017	2.61	1.84	15/02/2018
Term Deposit	NAB	\$500,000.00	22/09/2017	2.54	151	20/02/2018
Term Deposit	Westpac	\$514,980.00	01/08/2017	2.61	203	20/02/2018
Term Deposit	Bankwest	\$150,000.00	22/08/2017	2.45	182	20/02/2018
Term Deposit	NAB	\$1,381,097.12	21/08/2017	2.45	184	21/02/2018
Term Deposit	NAB	\$1,000,000.00	22/09/2017	2.54	158	27/02/2018
Term Deposit	ANZ	\$1,014,520.55	05/09/2017	2.35	181	05/03/2018
Term Deposit	NAB	\$202,529.04	05/09/2017	2.52	181	05/03/2018
Term Deposit	NAB	\$303,793.56	05/09/2017	2.52	181	05/03/2018
Term Deposit	NAB	\$1,000,000.00	22/09/2017	2.54	165	06/03/2018
Term Deposit	ANZ	\$1,015,028.77	12/09/2017	2.36	181	12/03/2018

Term Deposit	ANZ	\$1,000,000.00	19/09/2017	2.37	182	20/03/2018
Term Deposit	CBA	\$729,432.39	22/08/2017	2.45	210	20/03/2018
Term Deposit	CBA	\$1,075,952.00	24/10/2017	2.35	154	27/03/2018
Term Deposit	CBA	\$1,000,000.00	22/09/2017	2.53	193	03/04/2018
Term Deposit	CBA	\$280,000.00	11/07/2017	2.56	273	10/04/2018
Term Deposit	NAB	\$720,000.00	11/07/2017	2.56	273	10/04/2018
Term Deposit	CBA	\$1,000,000.00	22/09/2017	2.54	207	17/04/2018
Term Deposit	CBA	\$1,014,372.88	26/09/2017	2.54	210	24/04/2018
Term Deposit	CBA	\$15,050.29	03/10/2017	2.46	203	24/04/2018
Term Deposit	Bendigo	\$2,042,548.39	17/10/2017	2.20	196	01/05/2018
Term Deposit	ANZ	\$2,173,518.34	24/10/2017	2.30	196	08/05/2018
Term Deposit	CBA	\$512,078.88	31/10/2017	2.43	196	15/05/2018
Term Deposit	Bendigo	\$2,000,000.00	20/06/2017	2.40	365	20/06/2018

**\$43,003,198.74**

#### **CERTIFICATE OF RECONCILIATION**

*I CERTIFY THAT THE INVESTMENTS HAVE BEEN MADE IN ACCORDANCE WITH SECTION 625 OF THE LOCAL GOVERNMENT ACT 1993, THE REGULATIONS AND COUNCIL'S POLICIES.*

**S NORMAN**  
**MANAGER FINANCE**

**RECOMMENDED** that Council note the report on the schedule of investments as at 30 October 2017.

#### **7.4 QUARTERLY BUDGET REVIEW STATEMENT (QBR) AND 2017/18 FINANCIAL POSITION AS AT 30 SEPTEMBER 2017 (FIRST QUARTER)**

##### **Summary**

This report allows for tabling of the report on the 1<sup>st</sup> Quarterly Budget Review Statement as at 30 September 2017. This means no change to the projected results for Council's 2017/2018 Budgets as at this time.

##### **Background**

A Quarterly Budget Review Statement (QBR) is required by the Local Government (General) Regulation 2005 at the end of each quarter. For information purposes the following provides details of the adopted budgets for 2017/2018 as at the June 2017 Council Meeting.

Please find included with the agenda a summary of Council's financial position as at 30 September 2017. This is prepared in accordance with the format required by the Office of Local Government.



## 2017/2018 Summary Budget by Fund

Fund	Operating Income	Operating Expend.	Deprec. Non-Cash	Capital Income	Capital Expenditure	Loan	Transfer To Reserves	Transfer From Reserves	Expected Equity Change
General	22,692,805	-21,630,250	6,859,280	1,375,120	-15,002,184	1,600,000	-184,650	1,315,587	-\$2,974,292
Domestic Waste	1,783,210	-1,782,040	490				-1,660		\$0
Water	4,746,560	-4,221,740	1,089,230	50,000			-1,664,050		\$0
Sewerage	4,416,236	-4,130,900	967,020	50,000			-1,302,356		\$0
Stronger Communities Fund		-2,274,750						2,274,750	\$0
Consolidated	\$33,638,811	-\$34,039,680	\$8,916,020	\$1,475,120	-\$15,002,184	\$1,600,000	-\$3,152,716	\$3,590,337	-\$2,974,292

## Attachments

7.4.1 – Quarterly Budget Review for the period 1 July 2017 to 30 September 2017.

## Financial Implications

Within the attachments is a 1<sup>st</sup> Quarterly Budget Review Statement (attachment 7.4.1).

**RECOMMENDED:**

1. THAT Council note the report on the 1<sup>st</sup> Quarterly Budget Review Statement (QBRS) as at 30 September 2017; and
2. THAT Council adopt the Quarterly Budget Review Statement to 30 September 2017 as tabled.

**7.5 LOCAL ECONOMIC DEVELOPMENT - AN INTRODUCTORY REPORT**

## Summary

This report provides an introductory update on Local Economic Development leading up to the development of the next Community Strategic Plan over the coming months.

## Background

Both constituent Councils of Federation Council have a history of engaging with their respective communities and industry bodies. Leading up to the development of the next Community Strategic Plan and it is appropriate to review these activities in the context of Federation Council.

Interestingly, when part of the former Hume Shire merged with the then Corowa Shire, similar reports were prepared in relation to the initiatives needed to address the challenges facing the community and to improve the chances of successful outcomes. Not surprisingly, low levels of population growth, skills shortages, infrastructure backlog and pricing and many other similar matters remain front of mind issues today as they did in 2005.

Recently the then Corowa Shire had a significant emphasis on tourism planning while the then Urana Shire was eager to seek out 'nuggets' of 'community gold' with an emphasis on micro business and community regeneration.

Council now has the opportunity to build on the benefits of the merger.

This report respects both approaches and provides direction for the next wave of initiatives.

Whatever approach is adopted and there are many models, the three (3) foci for any initiative should be investment, employment and image building.

### **The Current Structure & Resourcing**

#### *Resourcing*

Currently, the northern part of the Council area is serviced by a part time community regeneration and microbusiness contactor, (with some budget allocation to continue this service until 30 June 2018), and the southern end by an Economic Development Coordinator supported by a contractor on a part time basis.

While these positions have been described geographically, all staff members have a role across the whole Council area.

A further position of Business Development Officer has yet to be filled. It is envisaged this will occur when the newly appointed Economic Development Coordinator has reviewed the role and needs. Upon appointment of the Business Development Officer, it is envisaged that the part time contractor role will cease barring special one off projects.

Council also employs a Tourist Team Leader who covers the whole Council Area. In addition, there is a Team Leader Community Development who also has responsibility for the whole Council Area and an assistant, (Community Events and Project Officer), that also contributes to the events management .

#### *Structure*

There are a number of different structures amongst councils to deal with local economic development.

In Federation Council, the economic development role is conducted within the Finance and Organisation Development and the tourism and marketing activities are within the Corporate and Community Services Directorate.

This model, therefore, requires considerable cross directorate relationships to be established and maintained.

### **Report**

#### **PURPOSE**

##### **Community and Councillor Updates**

The first purpose of this report is to provide a broad background on local economic development and to inform the Councillors that regular updates on economic development activities will be provided. It is proposed that this reporting be done on a quarterly basis. This has the dual purpose of also informing in the community.

There will be occasions, however, when the material is of a sensitive commercial nature and those matters will necessarily be reported in a more controlled and private manner.

This report will also provide a general 'flavour' of the local economy, the factors affecting growth, target industry sectors and current research consultancies.

##### **The 'Flavour' of the Local Economy**

This section is not meant to provide an in depth analysis of the economy.

The upcoming research reports will be reported and will provide this information, not only from a Federation Council area perspective but also from a wider regional view. Charles Sturt University (CSU) and NERA Economic Consultants (NERA) are preparing these reports on behalf of Federation and other partner Councils.

Council area wide demographic and economic profiles are available at [www.profile.id.com.au/federation](http://www.profile.id.com.au/federation). The macro data on population and the economy are at attachment 7.5.1.

For the purpose of this introductory report, it is important to note that the main contributors to employment in descending order are:

- Manufacturing
- Agriculture and
- Tourism.

It is interesting to note that in the intercensal period 2006 to 2011, (ie data utilised between censuses), manufacturing jobs grew considerably (59%) mainly in the meat production sector while agriculture declined markedly (41%) and tourism based employment declined (7%).

The outputs of the CSU and NERA reports will assist Council in identifying growth sectors to pursue.

### Factors affecting Growth

#### *Population*

One of the most disturbing regional issues is the static or, in some cases, declining population bases.

The recent release of population data by the Australian Bureau of Statistics highlights this issue from a Federation perspective.

Locality	2011	2016	Difference
Corowa	5600	5472	- 128
Howlong	2553	2777	+ 224
Mulwala	2016	2101	+ 84
Corowa Rural	825	827	+ 2
Urana & surrounds	1155	1107	- 48

As population has direct impact on retail, provision of Government services and other factors such as the attractiveness to investors, this will need to be a priority area to address.

It should be noted that this situation is not confined to Federation Council area but is an issue for the region too.

#### *Investment*

This declining population, coupled with an ageing profile, suggests that some proactive measures are required to ensure a sustainable future with reduced demands on services and increased contribution to the economy.

The public and private investment in regional towns such as Albury, Wodonga, Wangaratta and Wagga Wagga is a major reason for the population growth in those areas.

Investment attraction and facilitation are, therefore, target initiatives while concurrently seeking new residents, particularly younger families.

*Health and Education.*

Education and health services are often key determinants in the residential location decision. It is vital that these offerings are supported by the community, maintained and grown wherever possible. Post secondary opportunities are important in keeping young adults engaged with the community.

In addition, the health and education sectors are high density employers.

*Agriculture and Small Towns*

The increased mechanisation of farms has resulted in a reduction of employees and has had a flow on effect to small towns that once thrived both economically and socially.

The 'community gold' initiative is one of the initiatives aimed at reinventing these towns, giving the residents hope and discovering creativity and leadership in the process.

The recently drafted community plans for the outlying townships will allow the restorative process to begin in earnest.

*Attitude*

Attitude can be an inhibitor to growth but in a tourist location can be a decided point of difference. Great customer service, visitor friendly opening hours, and a strong ambassadorial spirit will quickly become known both within and outside the community.

*Relationship with the Business Sector*

The economy is a mix of private and public inputs. It is important that the new Federation Council:

- build strong relations with the business sector,
- provide excellent customer service recognising that time is money,
- assist in accessing Government grants,
- tailor information packages to the needs of the potential investor,
- generate upstream and downstream linkages between existing and prospective enterprises, and
- offer an 'after sales service' that is often overlooked by the public sector.

**Target Industry Sectors**

Target sectors will ultimately be informed by the CSU and NERA reports.

In the meantime, it is apparent that:-

- The **tourism** industry needs to continually increase its product range and refresh the current offering.
- The **metals** sector is innovative and resembles an informal cluster. The addition of a forge would assist the sector.
- The **agribusiness** sector has a number of new agribusiness opportunities in the area of textiles and possibly nutraceuticals, (ie pharmaceutical-grade and standardised nutrient), that could be explored.
- The **energy** sector also affords possibility with significant solar resource and interest in new battery technologies.
- The **transport** sector has potential particularly in the allied requirement for warehousing, and repairs to both vehicles and containers.
- The allied health sector will need to be expanded due to the ageing population profile.
- The **arts and creative** pursuits have long been an indicator of the 'health' of a community. Federation is well endowed with artists (both 2 and 3 dimensional), dance companies and theatre offerings in unique settings (eg Palladium Theatre at Morundah). These need to be supported and expanded where possible.
- The **environment** is also a significant opportunity with increased interest in eco-tourism.

Each of these and other identified sectors will be continued to be explored for their potential to improve and future proof the economy.

### Conclusions

This is the first of regular quarterly reports to Council.

The recent consultant commissions of Charles Sturt University and NERA will provide directions and the bases for future work in the economic development field. Both reports are anticipated in the first quarter of 2018.

Council has spasmodically engaged with business but sometimes in a paternalistic way that is foreign to the private sector. This engagement is vital and needs to be undertaken in a way that meets the needs of business, is relevant and encourages involvement.

Council should also build on the existing linkages to post secondary institutions as a vital aspect in developing future based skills within the community. This is a key determinant of economic and social 'health'.

Finally, in addition to the regular reporting to Council, a guiding document with an emphasis on outcomes not philosophy will be generated in the coming months. It will necessarily be a fluid document to allow for strategy and unanticipated opportunity to be accommodated.

### Attachments

7.5.1 – Community Profile – Federation Council Area.

### Financial Implications

N/A.

#### **RECOMMENDED:**

1. THAT Council note the introductory report on local economic development;
2. THAT Council be provided with quarterly updates on economic development initiatives; and
3. THAT an updated Economic Development Plan to be prepared for consideration on or before the March 2018 meeting of Council.

**KC PARKER**  
**DIRECTOR FINANCE AND ORGANISATION DEVELOPMENT**

8. DIRECTOR INFRASTRUCTURE AND ENVIRONMENT REPORT

8.1 BUILDING APPROVALS – COMPLYING AND CONSTRUCTION CERTIFICATES APPROVED

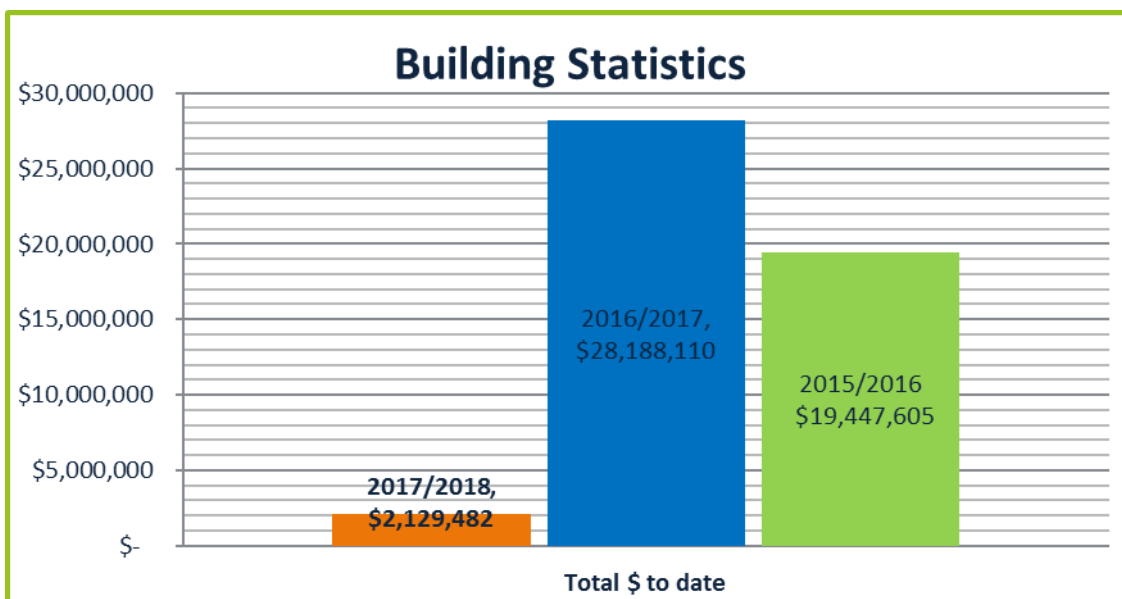
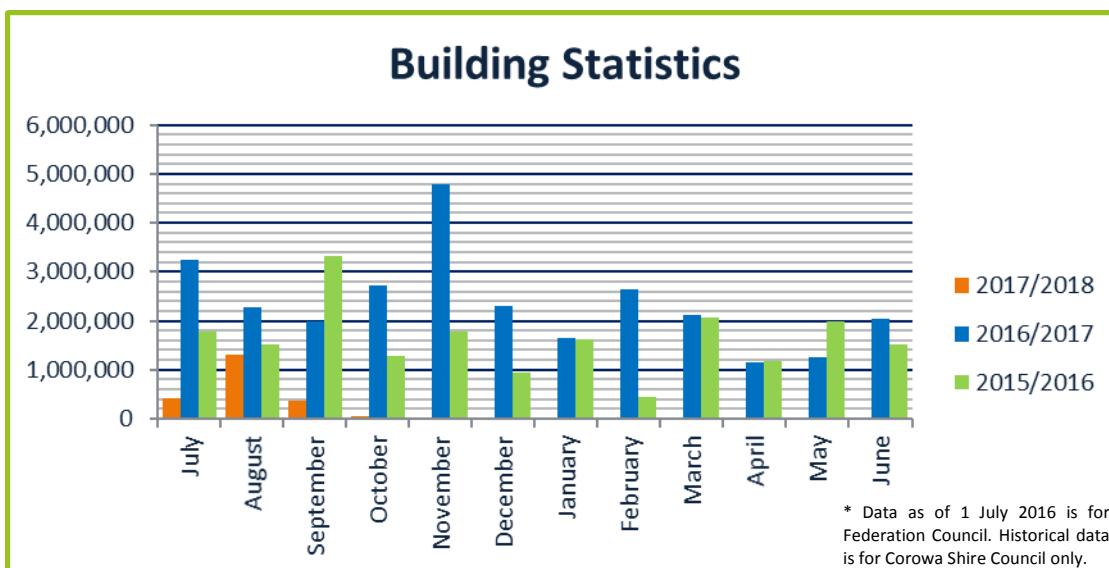
This report provides for Council’s information, the construction and complying development certificates issued since the report prepared for the October Council meeting. The report also includes graphs on the value of works approved, over the last three financial years (NB. Data as of 1 July is for Federation Council. Historical Data is for Corowa Shire Council only). These graphs show that building activity is continuing to grow each year, which is a positive indicator for the local economy and developer confidence.

2017/151  
CDC2017/46

19 Gray Street Corowa  
54 John Street Corowa

Swimming Pool  
Swimming Pool

**TOTAL \$49,060**



**RECOMMENDED** that Council note the report on construction/complying development certificates issued since the October Council meeting.

**8.2 DEVELOPMENT APPLICATIONS APPROVED UNDER DELEGATED (STAFF) AUTHORITY SINCE LAST ORDINARY COUNCIL MEETING**

This report provides for Council's information, the Development approvals that have been determined under delegated authority by the granting of consent subject to conditions, since the last ordinary Council meeting.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/137**

Application for a Boundary Adjustment on Primary Production Land being Lot 1; DP1097674; Urana Road, Rand.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/149**

Application for a Dwelling on General Residential and Public Recreation Land being Lot 17; DP 286637; 17/4 Melbourne Street, Mulwala.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/158**

Application for Alterations and Additions to Dwelling on General Residential Land being Lot 3; DP758528; 172-176 Bank Street, Howlong.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/162**

Application for a Dwelling on General Residential and Environmental Management Land being Lot 14; DP 1180750; 30 Ash Avenue, Corowa.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/166**

Application for a Shed on Low Density Residential Land being Lot 32; DP1202116; 6 Rose Drive, Mulwala.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/176**

Application for a Shed on Low Density Residential Land being Lot 1; DP 758528; 161-169 Pearce Street, Howlong.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/183**

Application for a Radio Mast and Equipment Room on Primary Production Land being Lot 131; DP756399; Cullivel Road, Urana.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/185**

Application for Alterations and Additions to Dwelling on General Residential Land being Lot 1; DP 629737; 116 Lucan Street, Mulwala.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/186**

Application for a Dwelling on General Residential Land being Lot 12; DP 1210304; 41 Gilson Place, Howlong.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/193**

Application for a Dwelling on Low Density Residential Land being Lot 4; DP1099944; 88-106 Dawe Street, Corowa.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/195**

Application for a Shed on General Residential Land being Lot 13; DP251634; 14 Hawkins Street, Howlong.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/197**

Application for Dwelling Alterations and Swimming Pool on General Residential Land being Lot 19; DP758296; 92-94 Hume Street, Corowa.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/202**

Application for a Dwelling on Low Density Residential Land being Lot 11; DP1079820; 24-25 Fairway Close, Howlong.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/204**

Application for a Dwelling and Shed on General Residential Land being Lot 32; DP 1158000; 35 Payne Street, Mulwala.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/209**

Application for a Carport on Low Density Residential Land being Lot 59; DP 834068; 2 Justin Court, Corowa.

**DEVELOPMENT APPLICATION REGISTERED NO. 2017/36**

Application for a Shed on General Residential Land being Lot 4; SP 12749; Unit 4 6 Lakeview Court, Mulwala.

**RECOMMENDED** that Council note the report on the Development approvals that have been determined under delegated authority by the granting of consent subject to conditions, since the last ordinary Council meeting.

**8.3 COUNCIL AND HOWLONG COMMUNITY COMMITTEE MEETING 10 OCTOBER 2017**

**Summary**

This report provides the summary minutes of the meeting between Councillors and the Howlong Community Committee.

**Background**

The meeting was requested by the Howlong Community Committee to provide the committee an opportunity for open discussions with Council regarding the proposed Howlong Compost Facility.

**Attachments**

8.3.1 – Minutes – Council and Howlong Community Committee Meeting – 10 October 2017.

**Financial Implications**

Nil.

**FOR Council's information.**

**8.4 FLOOD STUDY REPORTS - URANA, BOREE CREEK, MORUNDAH, OAKLANDS AND RAND**

**Summary**

The purpose of this report is to present the final Flood Study Reports to Council for consideration and endorsement.

**Background**

The Flood Study for the five towns of Urana, Boree Creek, Morundah, Oaklands and Rand was commenced in 2014. The contractor has now completed the study and the reports are presented to Council for consideration and endorsement.

The draft Flood Study Reports were publicly exhibited during October. Council also conducted a public meeting in Urana in October to enable further input from the effected communities.



At the final Flood Committee meeting (minutes attached 8.4.1) on the 24 October 2017, the committee considered submissions and subsequent adjustments to the draft reports and moved –

*The Committee endorses the Draft Flood Study Reports and acknowledge comments and associated changes and recommends that the final Flood Study Report be presented to Council for consideration.*

#### Attachments

8.4.1 – Minutes – Flood Committee – 24 October 2017.

#### Financial Implications

N/A.

**RECOMMENDED** that Council adopt the final Flood Study reports for the towns of Urana, Boree Creek, Morundah, Oaklands and Rand.

### 8.5 BITUMEN SEALING PROGRAM 2017/2018 - TENDER 18/04

#### Background

The work under this Contract involves the successful tenderer taking responsibility for the design, supply of all materials and the application of the following types of sprayed bituminous surfacing.

Prime

Primerseal or

Seal

Types of Roads to which the applications are to be applied include:

- State Roads
- Regional Roads
- Rural Roads and
- Urban Streets

Tenders were advertised on TenderLink, via the Council website from 25 September 2017.

Tenders closed at 12.30 pm on Tuesday, 17 October 2017. There were no addenda issued for the Contract.

The tender is for a one (1) year period with an extension of one (1) year if both parties are agreeable.

#### Assessment:

Three (3) tenders were received. All tenderers are known participants within the industry, with relevant experience and resources capable of undertaking the work required for this type of work. A detailed tender assessment process was undertaken based on the following criteria.

Criteria	Weighting
Relevant experience	20%
Past performance	30%
Quality, OH&S and Environmental systems	10%
Technical Skills	5%
Management skills	5%
Price	30%

Each of these attributes is given a point score in the range of 0 to 5. The scores are determined by company resumes, references, Council's previous experience and details of the system of work to be used, ie, plant, people and process.

The point score is multiplied by the weighting factor which gives an attribute value, and these values are added together for each Tender to give a ranking score.

Point scores are based on the following:

5	Excellent	Top five percentile
4	Very good	Top quartile
3	Good	Better than average - second quartile
2	Acceptable	Third quartile
1	Marginally adequate	Lower quartile
0	Unsatisfactory	

For assessment of price, the point score is calculated as follows:

$P = 2.5 + 5(\$M - \$T)/\$M$  Where  $\$T$  is the submitted tender price and  $\$M$  is the median price of tenders received.

On the 18 October 2017, each of the tenderers were asked to clarify that their tendered amounts were correct especially in relation to the amount tendered for a 14/7D/D treatment (application of a bitumen coating with the incorporation of a 14mm aggregate followed by a further application of a bitumen coating with the incorporation of a 7mm aggregate). All tenderers advised that their rates were correct.

On the 25 October 2017, Anthony Lindsay P/L advised that their tendered rate for 14/7D/D was incorrect. Through a process of confirming the applicable rate it was clear that whilst Anthony Lindsay P/L was the apparent lower tender price there is a high risk of variation. As the tenderer is unable to adhere to the original tendered rate the tender is considered invalid and cannot receive further consideration.

#### Tender Evaluation

Tenderer	Tender Assessment Ranking
Anthony T Lindsay P/L Benalla	2
Menzplant P/L Narrandera	1
State Asphalt Services P/L Prestons	3

Based on the evaluation of the remaining tenders received, it is recommended that the tender be awarded to Menzplant P/L of Narrandera. The contract can be funded from available budgets and various grant allocations.

#### RECOMMENDED:

1. THAT the tender from Menzplant P/L based on the tendered schedule of rates in an amount of \$927,846.50 (incl GST) for Contract 18/04 bitumen sealing works for 2017/2018, be accepted as preferred tenderer with the option to extend the contract by one (1) year if both parties agree; and
2. THAT the tenderers be advised accordingly.

**8.6 FLOOD DAMAGE RESTORATION - 2016 FLOOD EVENT - TENDER 18/07**

**Background**

Council has obtained funding following on from the August 2016 flood event to carry out repairs to a large number of formed and gravel pavements, which were inundated and damaged as a result of the flood.

Treatments to be used in the restoration work are as detailed below:

- Formation restoration by Pavement Grading and addition of no gravel
- Formation restoration by Pavement Grading and addition of 40mm of gravel
- Formation restoration by Pavement Grading and addition of 50mm of gravel
- Formation restoration by Pavement Grading and addition of 75mm of gravel
- Formation restoration by Pavement Grading and addition of 100mm of gravel

Tenders were advertised on TenderLink, via the Council website from 06 October 2017.

Tenders closed at 12.30 pm on Monday, 30 October 2017. There were no addenda issued for the Contract.

The tender is for a 20 week period.

**Assessment:**

Six (6) tenders were received.

A detailed tender assessment process was undertaken based on the following criteria.

Criteria	Weight
1 <b>Capability</b> Tenderers and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	20%
2 <b>Price</b> Financial costs to Council - including rates for variations etc. and any additional overhead costs and/or liabilities Council could bear (such as WorkCover).	40%
3 <b>Experience</b> Tenderers and any nominated sub-contractor's experience on similar projects and standing, experience and skill within the industry.	20%
4 <b>Management Systems</b> Tenderers and any nominated sub-contractor's OH&S record and procedures and ability to minimise Council's insurance risks.	10%
5 <b>Local Benefit</b> Tenderers and any nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	10%

*The scoring for each of the non-financial criteria is to be based on the following table:*

Assessment of Tender	Score
Very good – clearly exceeds criterion or criterion sub-category	10
Good/better than average – exceeds criterion or criterion sub-category	7
Average/acceptable – meets criterion or criterion sub-category	5
Below average/marginal – fails to meet criterion or a sub-category – success uncertain	3
Well below average – clearly fails to meet criterion or a sub-category - success not possible	1

Each of these attributes is given a point score in the range of 0 to 10. The scores are determined by company resumes, references, Council's previous experience and details of the system of work to be used, ie, plant, people and process.

The point score is multiplied by the weighting factor which gives an attribute value, and these values are added together for each Tender to give a ranking score.

For assessment of price, the point score is calculated as follows:

$P = 5 + 10(\$M - \$T)/\$M$  Where  $\$T$  is the submitted tender price and  $\$M$  is the median price of tenders received.

Funding to cover this tender is provided by the State Government as a result of the 2016 flooding in this region. Council will be reimbursed its actual costs however is unable to carry out the work using its own workforce due to restrictions in the funding deed.

*Tender Evaluation:*

Tenderer	Tender Assessment Ranking
Andrew Goldman P/L	6
Judd & Sons P/L	1
PJK Wallis P/L	2
Precision Grading P/L	4
Scout Newbury P/L	5
Walsh Wodonga P/L	3

Based on the evaluation of the tenders received, it is recommended that the tender be awarded to Judd & Sons (Yarrowonga). The contract will be funded from monies received from the State Government and administered through RMS.

**RECOMMENDED:**

1. THAT the tender from Judd & Sons P/L based on the tendered schedule of rates in an amount of \$1,879,151.65 (incl GST) for Contract 18/07 flood damage restoration works, be accepted as preferred tenderer; and
2. THAT the tenderers be advised accordingly.

**8.7 MULWALA SEWERAGE TREATMENT WORKS SLUDGE LAGOON TENDER**

**Background**

Tenders have been received for the construction of a new sludge lagoon at the Mulwala Sewerage Treatment Plant. This sludge lagoon is an addition to the existing 2 sludge lagoons and is for the purpose of managing the annual desludging process which causes the EPA operating licence conditions for phosphorous and nitrogen limits to be breached. This lagoon will allow the centrate from the centrifuge operation to be stored and returned to the process stream slowly allowing plant effluent to stay under the licence limit.

Tenders closed on 29 September 2017 and the tender assessment was undertaken with the assistance of GHD Pty Ltd who designed the work.

*Assessment*

The assessment was undertaken considering the following general evaluation criteria:

- Whole of life costs
- Innovation
- Delivery time
- WHS management performance
- Quality offered
- Previous performance and relevant experience
- Organisational, technical and resource capability
- Financial capacity
- Insurances
- Workplace and industrial relations performance
- Environmental management
- Stakeholder and community relations
- Value adding including economic, social and environmental initiatives
- Conformity to tender requirements

Price criteria was assessed with a 70% loading based on assessment of whole of life cost including capital and operating cost.

Non-price criteria was assessed with a 30% loading based on a consensus score of the evaluation committee comprising the Manager Water and Sewerage and two senior engineers from GHD.

The non-price criteria scoring comprised:

- Relevant experience and track record – 10%
- Technical Skills – 5%
- Methodology – 5%
- Management skills – 10%

*Tender Evaluation*

Three tenders were received. All tenders were complying and were of an acceptable standard and comparisons were made based on the price and non-price criteria above.

Tenderer	Tender Assessment Rank
Apex Earthworks Pty Ltd (T/A Pearse Earthmoving)	3
Excell Gray Bruni	2
Landmark Contracting Pty Ltd	1

The highest ranked tender with the best total assessment score has a contract price of \$597,408.90 and is within the budget of \$600,000. Refer Commercial-in-Confidence Assessment report for details.

**RECOMMENDED** that the contract to construct the Mulwala Sewerage Treatment Works Sludge Lagoon be awarded to Landmark Contracting Pty Ltd for the sum of \$597,408.90 inclusive of GST.

## 8.8 VICTORIA STREET PONTOON PUMP STATION TENDER

### Background

Tenders have been received for the construction of a new town water supply pump station at Victoria Street Corowa. This pump station is the primary pump station in Corowa. The old 50 year old pump station had become unworkable due to an unsatisfactory river intake system whereby inflow was via screens under a gravel bed in the floor of the river. The gravel bed could not be satisfactorily cleaned and pumps could not satisfactorily operate under the conditions.

Tenders were called in April to demolish the old pump station, reconstruct the river bank with suitable rock erosion protection, and construct a new pump station. No suitable tenders were received at that time and the project was consequently revised separating the work into 2 contracts, the first for demolition and riverbank revetment work, and the second for construction of the new pump station.

The demolition and revetment work was completed in July while river levels were low for the sum of \$132,071.

Revised tenders for the construction of the pump station only closed on 29 September 2017. The tender assessment was undertaken with the assistance of Hunter H2O Pty Ltd who prepared the design and construct tender documentation.

### Assessment

The assessment of tenders was undertaken with a plan of mandatory and comparative price and non-price criteria. Mandatory criteria included:

- Acceptable legal entity
- Financial capability
- Holds insurance
- Demonstrated capability to implement acceptable work, health and safety management system
- Satisfactory compliance with the conditions of tendering

Price criteria was assessed with a 60% loading based on assessment of whole of life cost including capital and operating cost.

Non-price criteria was assessed with a 40% loading based on a consensus score of the evaluation committee comprising the Manager Water and Sewerage and two senior engineers from Hunter H2O.

The non-price criteria comprised:

- Demonstrated competence of contractor and construction methodology – 20%
- Ease and reliability of operation – 5%
- Ease and reliability of maintenance – 5%
- Limited disruption of river users and the community – 5%
- Achievement within the required timeframe – 5%

### Evaluation

Four tenders were received. All tenders were complying and were of an acceptable standard and comparisons were made based on the criteria above.

Tenderer	Rank
Focus Engineering & Construction (Trading) Pty Ltd	2
Total Eden Pty Ltd	1
Aqua Energy Group	Not in contention due to price
Pump Pontoons Pty Ltd	Not in contention due to price

The highest rank tender with the best total assessment score has a contract price of \$530,668.75 and is within the revised budget of \$1,000,000. Refer Commercial-in-Confidence Assessment report for details.

**RECOMMENDED** that the contract to construct the Victoria Street Pontoon Pump Station be awarded to Total Eden Pty Ltd for the sum of \$530,668.75 inclusive of GST.

## 8.9 DEVELOPMENT APPLICATION 2017/223

### Summary

**Property:** 20 Wanani Road Mulwala  
**Owner:** S Adkins  
**Zoning:** R2 – Low Density Residential  
**Proposal:** To Erect a Shed (16m X 8m) with Attached Carport (6x8) With a 1.5m Side Boundary Setback.  
**Current Use:** Dwelling with Outbuildings and Inground Pool

### 1.0 Background

The purpose of this report is to determine whether or not a proposal to site a shed and attached carport, with a total floor area of 176m<sup>2</sup>, at a distance of 1.5m from a side property boundary would be supported. The wall height of the proposed shed is 4m and the overall height is 4.67m.

The Corowa Shire Development Control Plan 2013 (DCP) requires a minimum 5m from the side and rear property boundaries.

The proposed shed will have a setback of 5m from the rear property boundary.

### 2.0 Statutory Controls

Whilst these are numerous statutory controls to be considered, it is felt that in this particular determination, the two relevant documents are:

- 2.1 The Corowa Shire Development Control Plan 2013 (DCP):  
The DCP requires a setback of 5m from the side and rear property boundaries.
- 2.2 The Councils Policy for Sheds in Residential Precincts and Urban Areas  
For sheds larger than 90m<sup>2</sup>, this Policy provides a maximum wall height of 3m and a maximum overall roof height of 3.9m above natural ground.

### 3.0 Public Consultation

The development application was advertised in accordance with Council's policies. No submissions were received.

### 4.0 Environmental Impact

Sheds similar to the one proposed are not uncommon in this locality. However, the issue is the siting of the proposed shed at 1.5m from the side boundary and any adverse impact that may occur.

On the northern adjacent property, a shed has been erected with an historic 1.1m setback.

The proposed shed will have colour bond cladding and the proposed height is likely to have minimal adverse environmental impact. Its purpose is to accommodate cars, motorbikes, boats and a caravan.

## 5.0 Conclusion

These are three options to be considered in the determination of the siting of the proposed shed with a 1.5m side boundary setback.

### Option 1:

Refuse the development application due to non-compliance with the Corowa Shire Development Control Plan 2013 (DCP) which requires a 5m side boundary setback.

### Option 2:

Approve the development application, with conditions and a requirement to submit an amended site plan indicating a 5m side boundary as required by the DCP.

### Option 3:

Approve the development application with the proposed shed being site with a 1.5m side boundary setback, having regard to the particular circumstances of this matter, and the attachment of the following conditions:

1. **INSPECTIONS:** When the building has reached the following stages, 48 hours notice is to be given to Council to enable an inspection to be carried out: For inspections phone: 02 6033 8960.
  - (a) **COMMENCEMENT:** At the commencement of building work. (Note: This inspection can be carried out at the same time as the next required inspection); and
  - (b) **PRE SLAB:** After excavation for and prior to the placement of any footings; and
  - (c) **SLAB, FOOTINGS ETC:** Prior to pouring any in-site reinforced concrete building element, pad footings, etc; and
  - (d) **FRAME:** Prior to covering of the framework for any floor, wall, roof or other building element; and
  - (e) **WATERPROOFING:** Prior to covering waterproofing in any wet areas; and
  - (f) **STORMWATER:** Prior to covering any stormwater drainage connections; and
  - (g) **PLUMBING/SEWER:** Prior to covering any hot and cold water service pipes, sanitary drainage and sanitary plumbing systems while under pressure test.
  - (h) **FINAL:** After building work has been completed and prior to occupation or use of the building.

**NOTE:** If any of the mandatory critical stage inspections are not done, Council will not be able to issue an Occupation Certificate.

**Reason:** To ensure compliance with the Environmental Planning and Assessment Regulation 2000, (Clause 162A, 163) associated legislation and Council requirements.

Notice of Commencement: Notice of commencement of building work and appointment of the Principal Certifying Authority shall be lodged with Council, in writing, at least two days prior to commencement of construction. (See enclosed form).

2. **USE OF GARAGE/SHED:** That the garage/store shed shall only be used for activities or storage of goods and materials, associated with the normal residential use of the premises and at no time shall it be used for commercial, industrial or trade purposes. The garage/store shed is not approved to be used for human habitation.



3. **HOME BUILDING ACT 1989:** Prior to the commencement of any works, the owner shall provide a copy of:
- 1) An Owner Builder Permit relevant to the proposed works; OR
  - 2) A copy of Home Owners Warranty Insurance coverage.

**FOR Council's Determination.**

**S CARMICHAEL**  
**ACTING DIRECTOR INFRASTRUCTURE AND ENVIRONMENT**

## 9. NOTICE OF MOTION / QUESTION WITH NOTICE

## 10. REPORTS FROM COMMITTEES

### 10.1 COMMUNITY GRANTS COMMITTEE

#### MINUTES AND REPORT OF A MEETING OF THE COMMUNITY GRANTS COMMITTEE HELD IN THE FEDERATION COUNCIL OFFICES, COROWA ON TUESDAY, 14 NOVEMBER 2017, COMMENCING AT 3.30 PM PRESENT

Councillors DS Longley and AC Kennedy, and Ms KJ Kay (Director Corporate and Community Services), Ms A Harvey (Team Leader Community Development) and Ms J Bevis (Community Events and Project Officer).

#### **APOLOGIES**

RECOMMENDED that the apology received from Councillor NW Wales APM be accepted.

#### **SUMMARY AND ASSESSMENT**

A total of 14 Applications were received for round 1 of the Community Grants Applications and a summary of these including the completed assessment matrix was presented to the committee.

**Financial implications:** A total of \$25,340 in cash was recommended for funding and \$2,030 of in kind contributions, totalling an allocation of \$27,370 for the Round 1 community Grants Applications

CLUB / ORGANISATION	REQUESTED FUNDING	RECOMMENDED FUNDING	NOTES
Wangaratta Rod & Custom Club	3,000	2,500	
Corowa festival of Dance	2,370	2,370	
Corowa Swimming club	3,000	2,000	
Savernake School of Arts Reserve Trust	3,000	2,500	
Rotary Club of Corowa	3,000	3,000	
Murray Rowing Association	3,000	0	Ineligible.
Morundah Bush Entertainment Committee Incorporated	4,000	2,000	Subject to receiving Occupancy Certificate.
Corowa Business Chamber - Corowa Events	1,000	1,000	
Corowa Anglers Club	3,000	1,000	
<b>Total of EVENTS</b>		<b>16,370</b>	
Country Women's Association of NSW Oaklands	3,000	0	
Country Women's Association of NSW Oaklands	3,000	3,000	Subject to condition their whole project rather than parts of their major infrastructure project.
Corowa RSL Sub Branch	3,000	3,000	

## Federation Council Ordinary Council Meeting

21 November 2017

Corowa Boomerang Bags	3,000	3,000	
Corowa Baptist Church:	2,000	2,000	
<b>Total of Community Projects</b>		<b>11,000</b>	
<b>TOTAL AVAILABLE 27,500</b>		<b>27,370</b>	

RECOMMENDED that the committee support the allocation of Round 1 Grants as per table.

COUNCILLORS LONGLEY AND KENNEDY

Meeting Closed: 4.30 pm.

**11. REPORTS FROM DELEGATES**

**12. PRÉCIS OF CORRESPONDENCE REQUIRING COUNCIL ACTION/FOR INFORMATION**

NO ITEMS

**13. CONFIDENTIAL ITEMS**

**13.1 CONFIDENTIAL - HOWLONG INDUSTRIAL ESTATE PROJECT**

*Summary*

Federation Council, in conjunction with Cool-Off Pty Ltd (Cool-Off), VK Logic Pty Ltd (VK Logic) and Killen Trucking Pty Ltd (Killen Trucking) have successfully obtained funding from Building Better Regions program to invest in developing the \$15.9 million Howlong Industrial & Export Precinct (HIEP).

The objective of the HIEP Project is to stimulate economic growth and deliver broad ranging social benefits to Howlong, Federation Council and the immediate region, encompassing southern NSW and northern Victoria. The Project would do this by increasing industrial activity and facilitating the export of a range of agricultural products and manufactured products.

**14. CLOSURE OF MEETING**

Division of Local Government  
Department of Premier and Cabinet

# GUIDELINES FOR THE APPOINTMENT & OVERSIGHT OF GENERAL MANAGERS

July 2011

These are Director General's Guidelines issued pursuant to section 23A of the *Local Government Act 1993*.

## **ACCESS TO SERVICES**

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## DEFINITIONS

**Code of Meeting Practice** means a code of meeting procedure complying with requirements set out in the *Local Government Act 1993* and the Local Government (General) Regulation 2005

**GIPA** means the *Government Information (Public Access) Act 2009*

**Integrated Planning and Reporting:**

**Integrated Planning and Reporting Guidelines** means the Guidelines issued by the Division of Local Government in 2009

**Community Strategic Plan** as prescribed under the *Local Government Act 1993*

**Delivery Program** as prescribed under the *Local Government Act 1993*

**Operational Plan** as prescribed under the *Local Government Act 1993*

**Resourcing Strategy** as prescribed under the *Local Government Act 1993*

**LGSA** means the Local Government and Shires Associations of NSW

**LGMA** means Local Government Managers Australia (NSW)

**Model Code of Conduct** means the Model Code of Conduct for Local Councils in NSW prescribed by the *Local Government Act 1993*

**Ministerial Investment Order** means any investment order approved by the Minister for Local Government under the *Local Government Act 1993*

**Quarterly Budget Review Statements** means the draft Guidelines issued by the Division of Local Government in October 2010

**Senior Staff** means senior staff as defined by the *Local Government Act 1993*

**Standard Contract** means the standard form of contract for the employment of the general manager approved by the Director General (or delegate) pursuant to section 338(4) of the *Local Government Act 1993*

**Statutory and Other Offices Remuneration Tribunal** means the Statutory and Other Offices Remuneration Tribunal (SOORT) as constituted under the *Statutory and Other Offices Remuneration Act 1975*

**The Act** means the *Local Government Act 1993*

**The Regulation** means the Local Government (General) Regulation 2005



## PURPOSE

The purpose of these Guidelines is to assist councillors to be aware of their obligations under the *Local Government Act 1993* (the Act) and the Local Government (General) Regulation 2005 (the Regulation) when recruiting, appointing, reappointing and overseeing general managers. It provides a summary of the essential matters that must be addressed by councils when engaging in these processes.

These Guidelines are issued under section 23A of the *Local Government Act 1993* and must be taken into consideration by council's governing body when exercising council functions related to the recruitment, oversight and performance management of general managers.

These Guidelines should be read in conjunction with the following:

- Provisions of the Act and the Regulation 2005
- Local Government General Managers Performance Management Guidelines – LGSA & LGMA
- Practice Note 5: Recruitment of General Managers and Senior Staff – DLG
- The standard form of contract for the employment of the general manager

Any references to sections are references to sections of the Act. Where there are any inconsistencies between these Guidelines and the documents above (with the exception of the Act and Regulation 2005), the Guidelines prevail.

## INTRODUCTION

The position of general manager is pivotal in a council. It is the interface between the governing body comprised of elected councillors, which sets the strategy and monitors the performance of the council, and the administrative body of the council, headed by the general manager, which implements the decisions of the governing body. The relationship between the general manager and the councillors is of utmost importance for good governance and a well functioning council.

The Act requires all councils' governing bodies to appoint a person to be general manager (section 334). The Guidelines provide a guide and checklist for councillors to refer to when considering:

- the recruitment and appointment of general managers
- re-appointment of general managers or ending contracts
- conducting performance reviews of general managers, and
- engaging in the day to day oversight of general managers.

They are designed to promote a consistent approach across NSW councils to the recruitment, appointment, and oversight of general managers.

There are appendices to the Guidelines which do not form part of the Guidelines.

These Guidelines were prepared with the assistance of the Local Government and Shires Associations of NSW (LGSA) and the Local Government Managers Association (NSW) (LGMA).

## **A. STAFFING OF COUNCIL**

### **1. Organisation structure**

A council should have sufficient and appropriately qualified staff for the efficient and effective delivery of its functions.

The Act requires the governing body of council to determine an organisation structure, the senior staff positions within that structure and the resources to be allocated towards the employment of staff (s332).

When considering the most appropriate organisation structure for council to adopt, the governing body of council needs to consider what human resources are necessary to successfully achieve the goals articulated in the council's Community Strategic Plan, Delivery Program and Resourcing Strategy. For this reason, a Workforce Strategy is an essential component of a council's Resourcing Strategy. A council's organisation structure should align with its Workforce Strategy and be designed to support its Delivery Program and the achievement of its Community Strategic Plan.

The governing body of council must approve and adopt their organisation structure by council resolution. Councils must review and re-determine the council's organisation structure within 12 months of an ordinary election.

Councils may review and re-determine the council's organisation structure at any other time. Generally a council should consider reviewing its organisation structure in the event of a significant change to its Community Strategic Plan, Delivery Program or Resourcing Strategy.

Councillors are entitled to access the council's organisation structure when required and upon request to the general manager.

### **2. Appointment of Staff**

The only staff position that is appointed by the governing body of council is that of the general manager. The position of general manager is a senior staff position (s334).

The general manager is responsible for the appointment of all other staff (including senior staff) in accordance with the organisation structure and resources approved by the council's governing body (s335(2)).

However, the general manager may only appoint or dismiss senior staff after consultation with the governing body of council (s337).

## **B. RECRUITMENT AND SELECTION**

### **1. *Requirements of the Local Government Act 1993***

As with the appointment of all council staff, the council must ensure that the appointment of the general manager is made using merit selection principles (section 349).

Recruitment using merit selection is a competitive process where the applicant who demonstrates that they have the best qualifications and experience relevant to the position is appointed.

Equal Employment Opportunity principles also apply to the recruitment of general managers (sections 349 and 344).

The recruitment process must be open and transparent, but the confidentiality of individual applicants must be maintained. A failure to maintain appropriate confidentiality may constitute a breach of the Act and/or Privacy legislation.

### **2. *The pre-interview phase***

The council's governing body is responsible for recruiting the general manager.

The governing body of council should delegate the task of recruitment to a selection panel and approve the recruitment process. The panel will report back to the governing body of council on the process and recommend the most meritorious applicant for appointment by the council.

The selection panel should consist of at least the mayor, the deputy mayor, another councillor and, ideally, a suitably qualified person independent of the council. The LGSA and the LGMA can be contacted for assistance to identify suitable independent recruitment committee members and recruitment consultants. The selection panel membership should remain the same throughout the entire recruitment process.

Selection panels must have at least one male and one female member (other than in exceptional circumstances).

The council's governing body should delegate to one person (generally the mayor) the task of ensuring:

- the selection panel is established
- the general manager position description is current and evaluated in terms of salary to reflect the responsibilities of the position
- the proposed salary range reflects the responsibilities and duties of the position
- the position is advertised according to the requirements of the Act
- information packages are prepared
- applicants selected for interview are notified.

The mayor, or another person independent of council staff, should be the contact person for the position and should maintain confidentiality with respect to contact by potential applicants.

### **3. Interview Phase**

Interviews should be held as soon as possible after candidates are short listed.

Questions should be designed to reflect the selection criteria of the position and elicit the suitability of the candidate for the position.

Interviews should be kept confidential.

All written references must be checked.

A selection panel must delegate the task of contacting referees to one panel member. Other panel members should not contact referees.

If contact with someone other than a nominated referee is required, the applicant's permission is to be sought.

At least 2 referees must be contacted and asked questions about the candidate relevant to the selection criteria.

Where tertiary qualifications are relied on they should be produced for inspection and if necessary for verification.

Appropriate background checks must be undertaken, for example bankruptcy checks. For more guidance on better practice recruitment background checks, councils are referred to the Australian Standard AS 4811-2006 *Employment Screening* and ICAC publications, which can be found on the ICAC website at <http://www.icac.nsw.gov.au>.

### **4. Selection Panel Report**

The selection panel is responsible for preparing a report to the council's governing body that:

- outlines the selection process
- recommends the most meritorious applicant with reasons
- recommends an eligibility list if appropriate
- recommends that no appointment is made if the outcome of interviews is that there are no suitable applicants.

This report should be confidential and reported to a closed meeting of council.

The council's governing body must by resolution approve the position of the general manager being offered to the successful candidate before that position is actually offered to that candidate.

## **5. Finalising the appointment**

The mayor makes the offer of employment after the governing body of council has resolved to appoint the successful candidate. The initial offer can be made by telephone.

Conditions such as term of the contract (1-5 years) and remuneration package (within the range approved by the governing body of council) can be discussed by phone, but must be confirmed in writing.

The Standard Contract for the Employment of General Managers as approved by the Chief Executive of the Division of Local Government must be used. The Standard Contract (Annexure 3 of these Guidelines) is available in the 'Information for Councils', 'Directory of Policy Advice for Councils' section of the Division's website at <http://www.dlg.nsw.gov.au>.

The terms of the Standard Contract must not be varied. Only the term and the schedules to the Standard Contract can be individualised.

General managers must be employed for 1 – 5 years.

The contract governs:

- the duties and functions of general managers
- performance agreements
- the process for renewal of employment contracts
- termination of employment and termination payments
- salary increases
- leave entitlements.

It should be noted that the Chief Executive of the Division of Local Government cannot approve individual variations to the standard terms of the contract.

Those candidates who are placed on the eligibility list and unsuccessful applicants should be advised of the outcome of the recruitment process before the successful applicant's details are made public.

## **6. Record keeping**

Councils should keep and store all records created as part of the recruitment process including the advertisement, position description, selection criteria, questions asked at interview, interview panel notes, selection panel reports and notes of any discussions with the selected candidate. These records are required to be stored and disposed of in accordance with the *State Records Act 1998*.

## **C. ROLE OF THE GENERAL MANAGER**

Councillors comprise the governing body of a council and make decisions by passing resolutions. It is the general manager's role to implement council decisions and carry out functions imposed by legislation. A council's governing body monitors the implementation of its decisions via reports by the general manager to council meetings.

### **1. *Key duties of all general managers***

The general manager is generally responsible for the effective and efficient operation of the council's organisation and for ensuring the implementation of the council's decisions without undue delay. The general manager carries out all their functions within the guidelines and policy framework approved by the council.

The general manager also has a role to play in assisting the governing body of council develop its strategic direction. The general manager is responsible for guiding the preparation of the Community Strategic Plan and the council's response to it via the Delivery Program. The general manager is responsible for implementing the Delivery Program and will report to the governing body of council on its progress and conduct regular updates and reviews.

The general manager is responsible for recruiting and appointing staff within the organisation structure determined by the governing body of council. This must be in accordance with the budget approved by the council's governing body and be for the purpose of carrying out the council's statutory functions and implementing council's Community Strategic Plan, Delivery Program and Operational Plan.

The general manager must consult with the governing body of council before appointing or dismissing senior staff. The general manager must report to the council at least annually on the contractual conditions of senior staff (cl.217 of the Regulation).

The general manager is responsible for performance management of staff, including staff discipline and dismissal.

The general manager is also responsible for ensuring councillors are provided with information and the advice they require in order to make informed decisions and to carry out their civic duties.

The governing body of council may direct the general manager to provide councillors with advice or a recommendation, but cannot direct as to the content of that advice or recommendation.

Generally, requests by councillors for assistance or information should go through the general manager, except where he or she has authorised another council officer to undertake this role. The Guidelines for the Model Code of Conduct contemplate that a council should develop a policy to provide guidance on interactions between council officials. This policy should be agreed to by both the council's governing body and the general manager.

Councillors could reasonably expect general managers will report routinely on significant industrial issues and/or litigation affecting the council, particularly those that impact on the council's budget or organisation structure.

The general manager should ensure that the council meeting business papers are sufficient to enable the council to make informed decisions, as well as to allow councillors to properly monitor and review the operations of the council. This will assist councils in ensuring that they are complying with any relevant statutory obligations, keeping within the budget approved by the council and achieving the strategic goals set by the council in its Delivery Program and Operational Plan.

Councillors should receive a number of financial reports during the year, including the Quarterly Budget Review Statements included in the Code of Accounting Practice and Financial Reporting and which are referred to in the draft Quarterly Budget Review Statements Guidelines, reports required by the Regulation and any legislation. In addition, the council should receive at least quarterly a report about any significant litigation affecting the council.

Councillors should also receive reports, at least half yearly, on progress towards implementation of the Community Strategic Plan and Delivery Program (see clause 203 of the Regulation or page 20 of the Integrated Planning and Reporting Guidelines).

Clause 10 of the Model Code of Conduct sets out the obligations on general managers and council staff to provide councillors with information in order for councillors to carry out their civic functions.

Councillors have a right to sufficient information to make informed decisions. Applications for information under the *Government Information (Public Access) Act 2009* (GIPAA) are available to everyone including councillors.

## **2. Duties delegated to general managers**

A governing body of council may delegate certain functions to the general manager. A delegation of a council function must be made by a council resolution (Chapter 12 Part 3 ss 377-381 of the Act).

A governing body of council cannot delegate the functions set out in section 377(1) of the Act.

A council's governing body may not delegate the adoption of a Code of Meeting Practice, a Code of Conduct, or the endorsement of Community Strategic Plans, Resourcing Strategies, Delivery Programs and Operational Plans.

Each governing body of council must review its delegation of functions during the first 12 months of each term of office (s.380). To assist with this review, it is recommended that, within the first 6 months of the new term, the governing body of council reviews what functions have been delegated and to whom they have been delegated to determine if the delegation and the policies guiding those delegated decisions have been working effectively.

It should be noted that the general manager may sub-delegate a function delegated to him/her by the governing body of council (s378). However, the general manager still retains responsibility to ensure that any sub-delegated function is carried out appropriately.

Where functions are delegated to the general manager to perform on behalf of a governing body of council, it is important for the governing body of council to ensure there are policies in place to guide the decision making. The governing body of council should keep policies guiding the delegated decisions under regular review.

For example, where media liaison is delegated to the general manager, the governing body of council should adopt a media policy to guide statements to the media.

It is important that council's governing body ensure that proper records are kept of applications that are determined under delegation and that there is regular reporting on the implementation of delegated functions. This is essential so that council's governing body can be provided with assurance that the delegated function is being undertaken in accordance with any relevant council policies and regulatory framework, eg, development application decisions.

The council's internal audit function is another important internal control to ensure that delegated functions are complying with relevant policy and legislation. A well designed internal audit program should give council independent assurance that council's internal controls are working effectively.

Where authority to make a decision is delegated this does not remove a council's authority to make a decision.

Matters that fall outside the terms of a council policy, delegation, or day to day management (section 335), should be referred to the governing body of council for a decision.



## **D. DAY-TO-DAY OVERSIGHT AND LIAISON WITH THE GENERAL MANAGER**

Council's governing body is required to monitor and review the performance of the general manager as discussed in Section C, above. However, a council's governing body should delegate to the mayor the role of day-to-day oversight of and liaison with the general manager.

The mayor's role in the day-to-day management of the general manager should include:

- approving leave
- approving expenses incurred
- managing complaints about the general manager.

The council's governing body should ensure there are adequate and appropriate policies in place to guide the mayor in the day-to-day oversight of and liaison with the general manager and keep those policies under regular review.

Some of the key policies the governing body of council should have in place relate to:

- leave
- travel
- credit cards
- purchasing and procurement
- expenses and facilities
- petty cash
- financial and non-financial delegations of authority.

The governing body of council should also ensure there are adequate policies in place with respect to expenditure of council funds, as well as adequate reporting requirements in relation to that expenditure.

The council's governing body should satisfy itself that any policy governing the conferral of a benefit on the general manager, such as use of a motor vehicle, allows the actual dollar value of that benefit to be quantified so it can be accurately reflected in the general manager's salary package in Schedule C to the Standard Contract.

Within 6 months of the date of these Guidelines, council's governing body should check to ensure these key policies are in place. They should then be kept under regular review.

## **E. PERFORMANCE MANAGEMENT**

### **1. *General manager performance management framework***

The general manager is made accountable to their council principally through their contract of employment.

The role of the governing body is to oversee the general manager's performance in accordance with the Standard Contract.

The performance of the general manager must be reviewed at least annually against the agreed performance criteria for the position. Council may also choose to undertake more frequent interim reviews of the general manager's performance.

The agreed performance criteria are set out in an agreement that is signed within three months of the commencement of the contract. Development of the performance agreement is discussed below.

### **2. *Establishing the framework for performance management***

The council's governing body is to establish a performance review panel and delegate the task of performance reviews of the general manager to this panel. The extent of the delegation should be clear.

It is recommended that the whole process of performance management be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.

Performance review panels should comprise the mayor, the deputy mayor, another councillor nominated by council and a councillor nominated by the general manager. The council's governing body may also consider including an independent observer on the panel. Panel members should be trained in the performance management of general managers.

The role of the review panel includes:

- conducting performance reviews
- reporting the findings and recommendations of those reviews to council
- development of the performance agreement.

The governing body of council and the general manager may agree on the involvement of an external facilitator to assist with the process of performance appraisal and the development of new performance plans. This person should be selected by the governing body of council or the performance review panel. The LGSA and the LGMA can be contacted for assistance to identify suitable independent facilitators to assist in the performance management process.

All councillors not on the panel can contribute to the process by providing feedback to the mayor on the general manager's performance.

All councillors should be notified of relevant dates in the performance review cycle and be kept advised of the panel's findings and recommendations.

The panel should report back to the governing body of council in a closed session the findings and recommendations of its performance review as soon as practicable following any performance review. This should not be an opportunity to debate the results or re-enact the performance review of the general manager. The general manager should not be present when the matter is considered.

The performance management report of any council staff member, including the general manager, should not be released to the public and should be retained on the appropriate confidential council employment file. Release of such personal information to other than the Performance Review Panel, the general manager and the councillors in confidence may be a breach of privacy legislation.

### **3. *Establishing the performance agreement***

The performance agreement is the most important component of successful performance management. The performance agreement should include clearly defined and measurable performance indicators against which the general manager's performance can be measured.

As one of the general manager's key responsibilities is to oversee the implementation of council's strategic direction, it is important to align the general manager's performance criteria to the goals contained in the council's Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

The performance agreement should also include the general manager's personal contribution to the council's key achievements and the general manager's core capabilities, including leadership qualities.

The performance agreement should contain but not be limited to key indicators that measure how well the general manager has met the council's expectations with respect to:

- service delivery targets from the council's Delivery Program and Operational Plan;
- budget compliance;
- organisational capability;
- timeliness and accuracy of information and advice to councillors;
- timely implementation of council resolutions;
- management of organisational risks;
- leadership etc.

### **4. *Performance Review Process***

The Standard Contract requires that the performance of the general manager must be formally reviewed at least annually. The governing body of council may also undertake interim performance reviews as appropriate.

The assessment should include:

- self assessment by the general manager
- assessment by the review panel of the general manager's performance against the performance agreement.

The performance review meeting should be scheduled with sufficient notice to all parties and in accordance with clauses 7.6 and 7.7 of the Standard Contract.

The meeting should concentrate on constructive dialogue about the general manager's performance against all sections of the agreed performance plan.

The meeting should identify any areas of concern and agree actions to address those concerns.

In undertaking any performance review, care must be taken to ensure that the review is conducted fairly and in accordance with the principles of natural justice and that the laws and principles of anti-discrimination are complied with. The

appointment by a council, in agreement with the general manager, of an external facilitator (see above) to advise on the process should assist council in complying with these laws and principles.

The council's governing body must advise the general manager, in writing, in clear terms, the outcome of any performance review.

The new performance agreement for the next period should be prepared as soon as possible after the completion of the previous period. The agreement should be presented to the governing body of council for discussion in a closed meeting together with the outcomes of the previous review period.

## **5. *Contract Renewal or Separation***

It is important that any decision by the governing body of council to renew a contract for the general manager and the term of that contract be reported back to an open meeting of council, together with the total amount of any salary package agreed to.

Termination of a contract on the basis of poor performance can only occur where there has been a formal review undertaken against the signed performance agreement where performance difficulties were identified and have not subsequently been remedied. For further discussion on separation or renewal of general managers' contracts, see section F, below.

## **6. *Reward and Remuneration***

An annual increase in the salary package, equivalent to the latest percentage increase in remuneration for senior executive office holders as determined by the Statutory and Other Offices Remuneration Tribunal, is available to the general manager under the Standard Contract on each anniversary of the contract.

Discretionary increases to the general manager's total remuneration package under the provisions of the Standard Contract may only occur after a formal review of the general manager's performance has been undertaken by the governing body of council and the governing body of council resolves to grant such a discretionary increase because of better than satisfactory performance.

Discretionary increases are intended to be an incentive for general managers to perform at their maximum throughout the life of the contract. Discretionary increases are also intended to encourage contracts of the maximum duration.

Any discretionary increases should be modest and in line with community expectations.

All discretionary increases in remuneration, together with the reasons for the increase, must be reported to an open meeting of council.

## **F. SEPARATION OR RENEWAL**

### **1. *Termination of a general manager's employment***

The Standard Contract for general managers sets out how a general manager's contract can be terminated before its expiry date by either the governing body of council or the general manager (clause 10 of the Standard Contract).

Termination can be by agreement of both parties. The general manager may terminate the contract by giving 4 weeks written notice to the governing body of council.

A governing body of council may terminate the contract by giving 4 weeks written notice where the general manager has become incapacitated for 12 weeks or more, has exhausted their sick leave and the duration of the incapacity is either indefinite or for a period that would make it unreasonable for the contract to be continued.

Termination of a contract on the basis of poor performance may only occur where there has been a formal review undertaken against the signed performance agreement, where performance difficulties have been identified and have not been remedied as agreed. In these instances, the council must give the general manager either 13 weeks written notice of termination or termination payment in lieu of notice calculated in accordance with Schedule C of the Standard Contract.

A governing body of council may terminate the general manager's contract at any time by giving the general manager 38 weeks written notice or pay the general manager a lump sum of 38 weeks remuneration in accordance with Schedule C of the Standard Contract. If there are less than 38 weeks left to run in the term of the general manager's contract, a council can pay out the balance of the contract in lieu of notice.

In the circumstances set out at 10.4 of the Standard Contract, a council may summarily dismiss a general manager. The remuneration arrangements under these circumstances are set out in clause 11.4 of the Standard Contract.

Section 336 (2) of the Act sets out other circumstances where a general manager's appointment is automatically terminated.

### **2. *Suspension of General Manager***

The governing body of council may suspend the general manager. However, great caution should be exercised when considering such a course of action and it would be appropriate for a governing body of council to seek and be guided by expert advice from a person or organisation that is suitably qualified and experienced in such matters. The governing body may authorise the Mayor to obtain such expert advice.

Suspension should be on full pay for a clearly defined period.

Any decision to suspend a general manager should be taken by a governing body of council at a closed council meeting, having first carefully considered any independent expert advice obtained on the specific matter.

It would not be appropriate to seek advice from council human resources staff on the issue of suspending the general manager.

The principals of natural justice and procedural fairness apply to any decision to suspend a general manager, ie, the general manager must be advised of the circumstances leading to the suspension, the reasons for the suspension, the period of the suspension and be given a right to respond to the decision to suspend.

### **3. *Dispute resolution***

The Standard Contract contains a dispute resolution clause at clause 17.

These provisions are designed to encourage councils and general managers to attempt to negotiate agreement on disputes where they arise.

The governing body of council should ideally resolve to delegate this function to the mayor or a panel of 3 councillors including the mayor.

If the dispute involves the mayor then the deputy mayor should take the mayor's place. If there is no deputy mayor then the governing body should resolve to appoint another councillor to take the mayor's place.

The governing body of council and general manager should agree on an independent mediator to mediate the dispute. The LGSA and LGMA can provide assistance to their members to identify a suitable mediator.

The Standard Contract allows the Chief Executive of the Division of Local Government to appoint a mediator where the parties cannot agree on one.

### **4. *Renewing a general manager's contract***

Clause 5 of the Standard Contract describes how a general manager's appointment may be renewed.

The terms of the new contract, and in particular the schedules to the new contract, should be set out in the letter of offer. Before offering a new contract, the council should carefully review the terms of the schedules to the new contract.

The governing body of council should ensure that the performance management terms of the new contract adequately reflect its expectations as to the general manager's performance.

The governing body of council should also have regard to the previous performance reviews conducted under previous contracts.

The process of deciding whether or not to offer a general manager a new contract should be that:

- a performance review is conducted
- findings and recommendations are reported to a closed council meeting in the absence of the general manager
- the closed meeting considers and decides whether or not to offer a new contract and on what terms as set out in the schedules to the contract
- the general manager is then advised of the governing body of council's decision in confidence by the mayor.

Details of the decision to offer a new contract and a salary package should be reported to an open council meeting.



## Appendix 1 - Performance Management Timelines

Timeline	Activity	Responsibility
At commencement of each new council	Provide induction training on performance management of the general manager	Council
Within 3 months of the commencement date of the contract	A performance agreement setting out agreed performance criteria must be signed between the general manager and the council	Council or council panel General Manager
Within 2 months of the signing of the performance agreement	The general manager must prepare and submit to council an action plan which sets out how the performance criteria are to be met	General Manager
21 days notice (before annual review)	The general manager gives the council written notice that an annual performance review is due	General Manager
At least 10 days notice	The council must give the general manager written notice that any performance review is to be conducted	Council or council panel
After 6 months	The council may also decide, with the agreement of the general manager, to provide interim feedback to the general manager midway through the annual review period	Council or council panel General Manager
Prior to the annual review	Ensure all councillors on the Review Panel have been trained in performance management of general managers	Council
Prior to the annual performance review	The general manager may submit to council a self assessment of his/her performance	General Manager
Annually	The general manager's performance must be reviewed having regard to the performance criteria in the agreement	Council or council panel General Manager
Annually	The performance agreement must be reviewed and varied by agreement	Council or council panel General Manager
Within 6 weeks of the conclusion of the performance review	Council will prepare and send to the general manager a written statement with council's conclusions on the general manager's performance during the performance review period	Council or council panel
As soon as possible after receipt of the statement	The general manager and the council will agree on any variation to the performance agreement for the next period of review	Council or council panel General Manager

## Appendix 2 - Stages of performance management

STAGE	ACTION	PROCESS
1. Developing performance agreement	<ul style="list-style-type: none"> <li>▪ Examine the position description and contract</li> <li>▪ List all position responsibilities from the position description</li> <li>▪ Identify stakeholder expectations</li> <li>▪ List the key strategic objectives from the Service Delivery and Operational Plans</li> <li>▪ Develop performance measures (identify indicators - set standards)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good planning</li> <li>▪ Direct and effective communication</li> <li>▪ Open negotiation</li> <li>▪ Joint goal setting</li> </ul>
2. Action planning	<ul style="list-style-type: none"> <li>▪ Develop specific strategies to meet strategic objectives</li> <li>▪ Identify resources</li> <li>▪ Delegate tasks (eg, put these delegated tasks into the performance agreements for other senior staff)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Detailed analysis</li> <li>▪ Two way communication</li> <li>▪ Detailed documentation</li> </ul>
3. Monitoring progress (feedback half way through the review period)	<ul style="list-style-type: none"> <li>▪ Assess performance</li> <li>▪ Give constructive feedback</li> <li>▪ Adjust priorities and reset performance measures if appropriate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Avoid bias</li> <li>▪ Counselling</li> <li>▪ Coaching</li> <li>▪ Joint problem solving</li> </ul>
4. Annual	<ul style="list-style-type: none"> <li>▪ Assess performance against measures</li> <li>▪ Give constructive feedback</li> <li>▪ Identify poor performance and necessary corrective action</li> <li>▪ Identify outstanding performance and show appreciation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation of the reasons behind performance being as assessed</li> <li>▪ Open, straightforward communication (as bias free as possible)</li> <li>▪ negotiation</li> <li>▪ Counselling, support, training</li> <li>▪ Documenting</li> <li>▪ Decision making</li> </ul>
5. Developing revised agreement	See stage 1	See Stage 1

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**Appendix 3 – Standard Contract of Employment**

**STANDARD CONTRACT OF  
EMPLOYMENT**

**for**

**GENERAL MANAGERS OF LOCAL  
COUNCILS IN NEW SOUTH WALES**

Acknowledgements

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## Contract of Employment

This Contract of Employment is made on

Date \_\_\_\_\_

**between**

Name of Council \_\_\_\_\_

*[Referred to in this contract as "Council"]*

Address \_\_\_\_\_

**and**

Name of Employee \_\_\_\_\_

*[Referred to in this contract as "the employee"]*

Address \_\_\_\_\_

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## 1 Position

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

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

## 2 Term

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

[*Length of term*] \_\_\_\_\_  
\_\_\_\_\_

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

commencing on [*date*] \_\_\_\_\_

and terminating on [*date*] \_\_\_\_\_

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### 3 Definitions

3.1 In this contract, unless otherwise stated or indicated:

**the Act** means the *Local Government Act 1993*.

**Code of conduct** means the document within the meaning of section 440 of the Act adopted by Council and which incorporates the provisions of the model code.

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

**Confidential information** means any and all confidential information, data, reports, operations, dealings, records, materials, plans, statistics, finances or other agreements and things (other than that which is already in the public domain), whether written or oral and of whatever type or nature relating to property, assets, liabilities, finances, dealings or functions of Council or any undertaking from time to time carried out by Council.

**Director-General** means the Director-General of the New South Wales Department of Local Government.

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

**Minister** means the New South Wales Minister for Local Government.

**Model code** means the Model Code of Conduct for Local Councils in NSW prescribed by the Regulation.

**Month** means a calendar month.

**Performance agreement** means the agreement referred to in clause 7.

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

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

**the position** means the position referred to in clause 1.

**the Regulation** means the *Local Government (General) Regulation 2005*.

**Senior executive office holder (New South Wales Public Service)** means the holder of a senior executive position within the meaning of the *Public Sector Employment and Management Act 2002*.

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

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

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

---

## 4 Contract operation and application

- 4.1 This contract constitutes a contract of employment for the purposes of section 338 of the Act, and governs the employment of the employee while in the position.
- 4.2 A reference in this contract to any Act or regulation, or any provision of any Act or regulation, includes a reference to subsequent amendments of that Act, regulation or provision.
- 4.3 A reference to a Schedule to this contract refers to a Schedule as may be varied in accordance with this contract, and applies whether or not the Schedule has been physically attached to this contract.
- 4.4 Where the mayor or any other person is lawfully authorised to act as Council or Council's delegate for the purpose of this contract, this contract will be construed as if:
- (a) any reference to Council includes a reference to that authorised person, and
  - (b) any reference to a requirement for Council's approval includes a reference to a requirement for that authorised person's written approval,
- 4.5 Any staff entitlement under a lawful policy of Council as adopted by Council from time to time and that is set out in Schedule A will apply to the employee unless this contract makes express provision to the contrary. Schedule A may be varied from time to time by agreement between the employee and Council, such agreement not to be unreasonably withheld.

**Note: Only those policies that create entitlements are to be set out in Schedule A. Schedule A policies are distinct from those which create a *duty or function* as referred to in subclause 6.1.4 and which are *not* required to be set out in Schedule A.**

- 4.6 Subject to clauses 7 and 13, the terms of this contract, as varied from time to time in accordance with this contract, represent the entire terms of all agreements between the employee and Council and replace all other representations, understandings or arrangements made between the employee and Council that relate to the employment of the employee in the position.

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



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## **5. Renewal of appointment**

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

## **6. Duties and functions**

- 6.1 The employee will:
- 6.1.1 to the best of their ability, meet the performance criteria set out in the performance agreement as varied from time to time,
- 6.1.2 carry out the duties and functions imposed by the Act and Regulation, or any other Act and associated regulations, which include but are not limited to:
- (a) the efficient and effective operation of Council's organisation,
  - (b) implementing, without undue delay, the decisions of Council,
  - (c) exercising such of the functions of Council as are delegated by Council to the employee,
  - (d) appointing staff in accordance with an organisation structure and resources approved by Council,
  - (e) directing and dismissing staff,
  - (f) implementing Council's equal employment opportunity management plan,

- 
- (g) consulting with Council prior to the appointment or dismissal of senior staff,
  - (h) reporting to Council, at least once annually, on the contractual conditions of senior staff,
  - (i) giving immediate notice to Council on becoming bankrupt or making a composition, arrangement or assignment for the benefit of the employee's creditors and providing Council, within the time specified by Council with any further information concerning the cause of the bankruptcy or of the making of the composition, arrangement or assignment,
  - (j) subject to subclause 6.2.3, providing advice and recommendations to Council or the mayor if directed to do so,
  - (k) not engaging, for remuneration, in private employment or contract work outside the service of Council without the approval of Council,
  - (l) not approving, where appropriate, any member of Council staff from engaging, for remuneration, in private employment or contract work outside the service of Council that relates to the business of Council or that might conflict with the staff member's Council duties,
  - (m) acting honestly and exercising a reasonable degree of care and diligence in carrying out the employee's duties and functions,
  - (n) complying with the provisions of the code of conduct,
  - (o) preparing and submitting written returns of interest and disclosing pecuniary interests in accordance with the Act and the Regulation,

**Note: Sections 335, 337, 339, 341, 352, 353, 439, 440 and 445 of the Act.**

- 6.1.3 carry out the duties and functions set out in Schedule B as varied from time to time by agreement between the employee and Council, such agreement not to be unreasonably withheld,

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

- 6.1.4 carry out the duties and functions set out in the policies of Council as adopted by Council from time to time during the term of this contract,

- 
- 6.1.5 observe and carry out all lawful directions given by Council, in relation to the performance of the employee's duties and functions under this contract,
  - 6.1.6 work such reasonable hours as are necessary to carry out the duties and functions of the position and the employee's obligations under this contract,
  - 6.1.7 obtain the approval of the Council for any absences from the business of Council,
  - 6.1.8 promote ethical work practices and maintain a culture of integrity and professionalism where Council staff members treat each other, members of the public, customers and service providers with respect and fairness,
  - 6.1.9 facilitate Council staff awareness of the procedures for making protected disclosures and of the protection provided by the *Protected Disclosures Act 1994*,
  - 6.1.10 take all reasonable steps to ensure that actions and policies of Council accord with the strategic intent of Council,
  - 6.1.11 take all reasonable steps to maximise compliance with relevant legislative requirements,
  - 6.1.12 maintain effective corporate and human resource planning,
  - 6.1.13 maintain the Council staff performance management system,
  - 6.1.14 maintain satisfactory operation of Council's internal controls, reporting systems (including protected disclosures), grievance procedures, the documentation of decision-making and sound financial management,
  - 6.1.15 develop procedures to ensure the code of conduct is periodically reviewed so that it is in accordance with the Act and Regulation and adequately reflects specific organisational values and requirements,
  - 6.1.16 promote and facilitate compliance with the code of conduct ensuring that each councillor and Council staff member is familiar with its provisions, and
  - 6.1.17 report to Council on any overseas travel taken by the employee or any Council staff member where that travel is funded in whole or in part by Council.
- 6.2 Council:

- 
- 6.2.1 will provide adequate resources to enable the employee to carry out the duties and functions specified in subclause 6.1 and Schedule B,
  - 6.2.2 will provide the employee with reasonable opportunities to participate in professional development initiatives relevant to the duties and functions under this contract subject to the operational needs of Council, and
  - 6.2.3 will not direct the employee as to the content of any advice or recommendation made by the employee.

**Note: section 352 of the Act.**

## **7. Performance agreement and review**

- 7.1 Within 3 months after the commencement date, the employee and Council will sign a performance agreement setting out agreed performance criteria.
- 7.2 In the event that the employee and Council are unable to agree on the performance criteria, Council will determine such performance criteria that are reasonable and consistent with the employee's duties and functions under clause 6 and in Schedule B.
- 7.3 The performance agreement may be varied from time to time during the term of this contract by agreement between the employee and Council, such agreement not to be unreasonably withheld.
- 7.4 Within 2 months after signing or varying the performance agreement, the employee will prepare and submit to Council an action plan which sets out how the performance criteria are to be met.
- 7.5 Council will ensure that the employee's performance is reviewed (and, where appropriate, the performance agreement varied) at least annually. Any such review is to have regard to the performance criteria.

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

- 7.6 The employee will give Council 21 days' written notice that an annual performance review in accordance with subclause 7.5 is due.
- 7.7 Council will give the employee at least 10 days notice in writing that any performance review is to be conducted.

- 
- 7.8 The structure and process of the performance review is at the discretion of Council following consultation with the employee.
- 7.9 The employee may prepare and submit to Council an assessment of the employee's own performance prior to a performance review.
- 7.10 Within 6 weeks from the conclusion of a performance review, Council will prepare and send to the employee a written statement that sets out:
- (a) Council's conclusions about the employee's performance during the performance review period,
  - (b) any proposal by Council to vary the performance criteria as a consequence of a performance review, and
  - (c) any directions or recommendations made by Council to the employee in relation to the employee's future performance of the duties of the position.
- 7.11 The employee and Council will, as soon as possible after the employee receives the written statement referred to in subclause 7.10, attempt to come to agreement on any proposal by Council to vary the performance criteria and on any recommendations by Council as to the future performance of the duties of the position by the employee.
- 7.11 Subject to the employee being available and willing to attend a performance review, Council undertakes that if a performance review is not held in accordance with this clause, this will not operate to the prejudice of the employee unless the employee is responsible for the failure to hold the performance review.

## **8. Remuneration**

- 8.1 Council will provide the employee with the total remuneration package set out in Schedule C.
- 8.2 The total remuneration package includes salary, compulsory employer superannuation contributions and other benefits including any fringe benefits tax payable on such benefits.

**Note: Compulsory employer superannuation contributions are those contributions required under the *Superannuation Guarantee Charge Act 1992* of the Commonwealth and any contributions required to be paid for an employee under a superannuation arrangement entered into by Council for that employee. See Schedule C.**

- 
- 8.3 Council may, on only one occasion during each year of this contract, approve an increase in the total remuneration package where the employee's performance has been assessed in accordance with a performance review as being of a better than satisfactory standard.
- 8.4 Any increase in remuneration approved under subclause 8.3 will not be paid as a lump sum.
- 8.5 On each anniversary of the commencement date, the total remuneration package will be increased by a percentage amount that is equivalent to the latest percentage amount increase in remuneration for senior executive office holders as determined by the Statutory and Other Officers Remuneration Tribunal.

**Note: When making determinations referred to in subclause 8.5, the Tribunal takes into account key national economic indicators and movements in public sector remuneration across Australia, market conditions, the Consumer Price Index and wages growth as measured by the Wage Cost Index. Tribunal determinations are published in the Government Gazette and are available at [www.remtribunals.nsw.gov.au](http://www.remtribunals.nsw.gov.au). The Premier's Department issues periodic Memoranda summarising the Tribunal's determinations. These Memoranda are available at [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au).**

- 8.6 The structure of the total remuneration package may be varied from time to time during the term of this contract by agreement between the employee and Council, such agreement not to be unreasonably withheld.
- 8.7 The total remuneration package, as varied from time to time, remunerates the employee for all work undertaken by the employee while in the position. No other remuneration, benefit, overtime or allowances other than those to which the employee may be entitled under this contract will be paid to the employee during the term of this contract.

## **9. Leave**

### **9.1 General**

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

- 
- (b) to the employee or new employer council in the case of long service leave,

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

9.1.3 If the employee is re-appointed to the position under clause 5 or appointed to any other position in Council's organisation structure within 3 months after the termination of this contract, the employee will be taken to have continuing service with Council for the purpose of determining the employee's entitlement to annual leave, long service leave and sick leave.

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

## **9.2 Annual leave**

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

## **9.3 Long service leave**

9.3.1 The employee's entitlement to long service leave is to be calculated by the same method that applies to a non-senior member of Council staff.

9.3.2 Long service leave is transferable between councils in New South Wales in the same manner that applies to a non-senior member of Council staff.

## **9.4 Sick leave**

9.4.1 The employee is entitled to 15 days paid sick leave during each year of employment under this contract provided that:

- (a) Council is satisfied that the sickness is such that it justifies time off, and
- (b) satisfactory proof of illness to justify payment is provided to Council for absences in excess of two days.

9.4.2 Sick leave will accumulate from year to year of employment under this contract so that any balance of leave not taken in any one year may be taken in a subsequent year.

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9.4.3 Council may require the employee to attend a doctor nominated by Council at Council's cost.

9.4.4 Accrued but unused sick leave will not be paid out on the termination of this contract.

## **9.5 Parental leave**

9.5.1 Parental leave includes supporting parent's leave, maternity leave, paternity leave and adoption leave.

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

## **9.6 Carer's leave**

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

## **9.7 Concessional leave**

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

## **9.8 Special leave**

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

# **10 Termination**

## **10.1 General**

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



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## **10.2 Termination date**

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

## **10.3 Termination by either the employee or Council**

This contract may be terminated before the termination date by way of any of the following:

10.3.1 written agreement between the employee and Council,

10.3.2 the employee giving 4 weeks' written notice to Council,

10.3.3 Council giving 4 weeks' written notice to the employee, or alternatively by termination payment under subclause 11.1, where:

- (a) the employee has been incapacitated for a period of not less than 12 weeks and the employee's entitlement to sick leave has been exhausted, and
- (b) the duration of the employee's incapacity remains indefinite or is likely to be for a period that would make it unreasonable for the contract to be continued,

10.3.4 Council giving 13 weeks' written notice to the employee, or alternatively, by termination payment under subclause 11.2 where Council:

- (a) has conducted a performance review, and
- (b) concluded that the employee has not substantially met the performance criteria or the terms of the performance agreement,

10.3.5 Council giving 38 weeks' written notice to the employee, or alternatively, by termination payment under subclause 11.3.

## **10.4 Summary dismissal**

10.4.1 Council may terminate this contract at any time and without notice if the employee commits any act that would entitle an employer to summarily dismiss the employee. Such acts include but are not limited to:

- (a) serious or persistent breach of any of the terms of this contract,

- 
- (b) serious and willful disobedience of any reasonable and lawful instruction or direction given by Council,
  - (c) serious and willful misconduct, dishonesty, insubordination or neglect in the discharge of the employee's duties and functions under this contract,
  - (d) failure to comply with any law or Council policy concerning sexual harassment or racial or religious vilification,
  - (e) commission of a crime, resulting in conviction and sentencing (whether or not by way of periodic detention), which affects the employee's ability to perform the employee's duties and functions satisfactorily, or in the opinion of Council brings Council into disrepute,
  - (f) absence from the business of Council without Council approval for a period of 3 or more consecutive business days.

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

## **11 Termination payments**

- 11.1 On termination of this contract under subclause 10.3.3, where written notice has not been given, Council will pay the employee a monetary amount equivalent to 4 weeks' remuneration calculated in accordance with Schedule C.
- 11.2 On termination of this contract under subclause 10.3.4, where written notice has not been given, Council will pay the employee a monetary amount equivalent to 13 weeks' remuneration calculated in accordance with Schedule C.
- 11.3 On termination of this contract under subclause 10.3.5, where written notice has not been given, Council will pay the employee a monetary amount equivalent to 38 weeks' remuneration calculated in accordance with Schedule C, or the remuneration which the employee would have received if the employee had been employed by Council to the termination date, whichever is the lesser.
- 11.4 On termination of this contract under subclause 10.3.1, 10.3.2, 10.4.1 or 10.4.2, Council will pay the employee remuneration up to and including the

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date of termination calculated in accordance with Schedule C and any other payment to which the employee is entitled under this contract.

## **12 Expenses and credit cards**

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

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

## **13 Intellectual property**

- 13.1 Any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee in the course of employment under this contract is the sole property of Council and Council will unless otherwise agreed have the exclusive right to use, adapt, patent and otherwise register it.
- 13.2 The employee will immediately disclose to Council any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee after the commencement date to enable Council to ascertain whether it was discovered, developed or produced wholly outside and wholly unconnected with the course of employment under this contract.
- 13.3 To protect disclosures made in accordance with subclause 13.2, Council or the employee may require a confidentiality agreement to be signed prior to, during or immediately after discussion of the intellectual property being considered.

**Note:** IP Australia, the Commonwealth Government intellectual property agency, has developed a Confidentiality Agreement Generator for the purpose of preparing intellectual property confidentiality agreements. It is available at <http://www.ipaustralia.gov.au/smartstart/cag.htm>.

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13.4 The employee assigns to Council by way of future assignment all copyright, design, design right and other property rights (if any) in respect to any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee in the course of employment under this contract.

13.5 At the request and expense of Council the employee will complete all necessary deeds and documents and take all action necessary to vest in Council any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee in the course of employment under this contract and obtain for Council the full benefit of all patent, trademark, copyright and other forms of protection throughout the world.

## **14 Confidential Information**

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

## **15 Waiver**

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

## **16 Inconsistency and severance**

16.1 Each provision of this contract will be read and construed independently of the other provisions so that if one or more are held to be invalid for any reason, then the remaining provisions will be held to be valid.

16.2 If a provision of this document is found to be void or unenforceable but would be valid if some part were deleted, the provision will apply with such modification as may be necessary to make it valid and effective.

## **17 Dispute resolution**

17.1 In relation to any matter under this contract that may be in dispute, either the employee or Council may:

- 
- (a) give written notice to each other of the particulars of any matter in dispute, and
  - (b) within 14 days of receiving a notice specified in subclause 17.1(a), a meeting will be convened between Council (along with any nominated representative of Council) and the employee (along with any nominated representative of the employee) in an attempt to resolve the dispute.
- 17.2 The employee and Council will attempt to resolve the dispute at the workplace level.
- 17.3 Upon failure to resolve the dispute at the workplace level, the employee and Council will:
- (a) refer the dispute to an independent mediator as agreed by the employee and Council, or otherwise as appointed by the Director-General,
  - (b) agree to participate in any mediation process in good faith, with such mediation to operate in a manner as agreed by the employee and Council, and
  - (c) acknowledge the right of either the employee or Council to appoint, in writing, another person to act on their behalf in relation to any mediation process.
- 17.4 The cost of the mediation service will be met by Council.
- 17.5 The employee and Council will each be responsible for meeting the cost of any advisor or nominated representative used by them.

## **18 Service of notices and communications**

- 18.1 Any communication, including notices, relating to this contract will be in writing and served on the employee or Council at their last known residential or business address in accordance with subclause 18.2.
- 18.2 Any written communication including notices relating to this contract is taken to be served:
- (a) when delivered or served in person, immediately,
  - (b) where served by express post at an address within New South Wales in the Express Post Network, on the next business day after it is posted,

- 
- (c) where served by post otherwise in the ordinary course of postage, as set down in Australia Post's delivery standards, and
  - (d) where sent by facsimile, within standard business hours otherwise on the next business day after it is sent.

## **19 Variations**

- 19.1 Where this contract provides that its terms may be varied, that variation will be by agreement in writing signed by the employee and Council.

**Note: See clauses 4.5, 6.1.3, 7.3, 8.6 and 19.2.**

- 19.2 Where the Director-General approves an amended or substitution standard form of contract for the employment of the general manager of a council, the provisions of this contract may be varied by agreement between the employee and Council to the extent that they are consistent with the provisions of that amended or substitution standard form of contract.

**Note: See section 338 of the Act.**

## **20 Other terms and conditions**

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

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## 21 Signed by the employee and Council

### COUNCIL:

The Seal of

\_\_\_\_\_

[Council name]

\_\_\_\_\_

[Seal]

affixed by authority of a resolution of Council.

Signed  
by Council

\_\_\_\_\_

Date

\_\_\_\_\_

Name of signatory  
in full [*printed*]

\_\_\_\_\_

Office held [*printed*]

\_\_\_\_\_

Signed by Witness

\_\_\_\_\_

Name of Witness  
in full [*printed*]

\_\_\_\_\_

### THE EMPLOYEE:

Signed  
by the employee

\_\_\_\_\_

Date

\_\_\_\_\_

Name of employee  
in full [*printed*]

\_\_\_\_\_

Signed by Witness

\_\_\_\_\_

Name of Witness  
in full [*printed*]

\_\_\_\_\_

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## Schedule A – Council policies

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

This Schedule operates on and from

Date \_\_\_\_\_

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

Signed by Council \_\_\_\_\_

Signed by the employee \_\_\_\_\_



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## Schedule B - Duties and functions

**Note: This Schedule may be varied during the term of this contract in accordance with subclauses 6.1.3 and 19.1 of this contract.**

This Schedule operates on and from

Date \_\_\_\_\_

In addition to the duties and functions specified in clause 6 of this contract, the employee will carry out the following duties and functions:

Signed by Council \_\_\_\_\_

Signed by the employee \_\_\_\_\_

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**Schedule C - Remuneration**

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

This Schedule operates on and from

Date \_\_\_\_\_

**The Annual Total Remuneration Package is as follows:**

**\$ \_\_\_\_\_**

**The Total Remuneration Package is comprised of:**

<b>ANNUAL REMUNERATION</b>	<b>\$</b>

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

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

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

Signed by Council \_\_\_\_\_

Signed by the employee \_\_\_\_\_

Attachment 6.1.1

# Delegations of Authority Council to General Manager (Part One)

federationcouncil.nsw.gov.au

Record No: 16/21996[v2]

Adopted: Enter Adoption Date



<b>Document Title</b>	Delegations of Authority Council to General Manager (Part One)
<b>Council Adopted</b>	Adoption Date
<b>Council Resolution No</b>	Enter Resolution No
<b>Version Number</b>	3.0
<b>Responsible Department</b>	Director of Corporate and Community
<b>Date to be Reviewed</b>	30 September 2018

DRAFT

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DRAFT

# 1. Preamble

Section 377 of the Local Government Act 1993 (**Act**) provides:

- (1) A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following:
- (a) the appointment of a general manager,
  - (b) the making of a rate,
  - (c) a determination under section 549 as to the levying of a rate,
  - (d) the making of a charge,
  - (e) the fixing of a fee,
  - (f) the borrowing of money,
  - (g) the voting of money for expenditure on its works, services or operations,
  - (h) the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
  - (i) the acceptance of tenders to provide services currently provided by members of staff of the council,
  - (j) the adoption of an operational plan under section 405,
  - (k) the adoption of a financial statement included in an annual financial report,
  - (l) a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,
  - (m) the fixing of an amount or rate for the carrying out by the council of work on private land,
  - (n) the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
  - (o) the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the *Environmental Planning and Assessment Act 1979*,
  - (p) the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
  - (q) a decision under section 356 to contribute money or otherwise grant financial assistance to persons,
  - (r) a decision under section 234 to grant leave of absence to the holder of a civic office,
  - (s) the making of an application, or the giving of a notice, to the Governor or Minister,
  - (t) this power of delegation,
  - (u) any function under this or any other Act that is expressly required to be exercised by resolution of the council.
- (1A) Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if:
- (a) the financial assistance is part of a specified program, and
  - (b) the program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and
  - (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
  - (d) the program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.
- (2) A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Departmental Chief Executive except as provided by the instrument of delegation to the council.

## 2. Introduction

In accordance with section 377 of the Act, the Council by resolution at its meeting on **INSERT DATE** delegated its powers, authorities, duties and functions as set out in this Part 1: Delegations of Authority register to the General Manager, the Mayor and Council Committees.

All Council delegations contained in Part 1 are subject to the following limitations:

1. The delegated power, authority, duty or function being performed in accordance with Council Policy;
2. The delegated power, authority, duty or function being performed in accordance with the Law;

The delegations of Council will remain in force until they are revoked or amended by a resolution of Council.

The Council notes that the General Manager may delegate his or her powers, authorities, duties and functions at his or her discretion.

The General Manager's delegations to Staff will form Part 2: 'Delegations to Staff'.

## 3. Purpose

To provide clear direction to the Council and General Manager in regard to the functions and powers of delegation authorised in accordance with the legislation.

## 4. Scope

This policy applies to the Council and the General Manager in the conduct of their duties.

## 5. Delegation to the Mayor

The Mayor, and in the absence of the Mayor, the Acting Mayor for the period of the Mayor's absence, is delegated authority under section 377 of the Act to exercise and/or perform on behalf of the Council the following powers, authorities, duties and functions:

### 1. Powers or Duties under Local Government Act

To give effect to the Law, Council's adopted Policies, resolutions and directions, provided that such delegation is not sub-delegated without the specific approval of Council or as prescribed under the Local Government Act.

### 2. Powers or Duties under other legislation

If, under any other Act other than the Local Government Act, a function is conferred or imposed on the Mayor of Council, the function is taken to be conferred or imposed on the Council and the Mayor of the Council has delegated authority to exercise and/or perform on behalf of the Council the powers, authorities, duties and functions as prescribed under that other Act.

**3. Preside at Meetings and Functions of Council**

To preside at all meetings of the Council, Committees, Community Committees and Public Meetings convened by the Council at which the Mayor is present unless the Council otherwise appoints another person to perform this function.

**4. Negotiations on behalf of Council**

In conjunction with the General Manager, to participate in negotiations on behalf of the Council with third parties and in connection with the sale, purchase and lease of land and buildings. This function is subject to the limitation that no contractual agreement is to be entered into without a resolution of Council.

**5. Represent Council – Government and Other Forums**

To represent the Council, in conjunction with the General Manager, in deputations to government, inquires and other forums where it is appropriate that the Mayor should present the Council's position.

**6. Sign and Execute Documents**

To sign correspondence and other documents. This function is subject to the limitation that execution of any documents under Council Seal must be carried out in compliance with Regulation 400 of the Local Government (General) Regulations 2005.

**7. Media Releases**

To make Media Statements and issue Press Releases in respect of Council Resolutions/Recommendations and decisions subject to prior consultation with the General Manager.

**8. Leave**

To approve applications of leave by the General Manager.



## 6. Delegations to the General Manager

The General Manager, and in the absence of the General Manager their nominee as the Acting General Manager for the period of the General Manager's absence, is delegated authority under section 377 of the Act, to exercise and/or perform on behalf of Council the powers, authorities, duties and functions of the Council, subject to the following:

1. The General Manager is restrained from carrying out any of those functions of Council excluded from delegation by operation of section [377\(1\)](#) of the Act;
2. The General Manager is entitled to carry out any functions delegated to the Council by the Director-General or the Minister, subject to any express limitations imposed by the Director General or Minister;

If a function is conferred or imposed on an employee of Council under any other legislation, the function is deemed to be conferred or imposed on the Council and is delegated to the General Manager.

For the avoidance of doubt, the delegated authority conferred or imposed upon the General Manager includes the delegated functions of Council as provided in the following table and is subject to any limitations contained therein. The following table is not intended to be an exhaustive list of all powers, authorities, duties and functions delegated to the General Manager. Rather it is to be relied upon as a manual providing guidance to those most commonly relied upon powers, authorities, duties and functions.

## PART A – FINANCIAL MATTERS

<b>1.</b>	<p><b>Obtain Quotations and Authorise Purchase Orders</b></p> <p>To obtain quotations, authorise the purchase of, and issue official orders for goods, works and services required for the functioning of the Council and to incur expenditure for such goods, works and services (excluding that for the purchase of major items or works plant, and/or motor vehicles) provided that due provision has been made in the approved budget for the incurring of such expenditure or the incurring of such expenditure is otherwise authorised by Council Policy or Council resolution.</p>
<b>2.</b>	<p><b>Authorise Payment of Salaries and Wages</b></p> <p>To authorise the payment of salaries and wages.</p>
<b>3.</b>	<p><b>Payment of Contractors and Direct Creditors</b></p> <p>To approve or refuse payment to contractors and direct creditors.</p>
<b>4.</b>	<p><b>Sign Cheques on Council's Bank Account</b></p> <p>To sign or countersign cheques drawn on Council's bank accounts.</p>
<b>5.</b>	<p><b>Check and Certify the Annual Statutory Accounts</b></p> <p>To check and certify statutory accounts against the Council records.</p>
<b>6.</b>	<p><b>Authorise Expenditure for Urgent Works</b></p> <p>To authorise expenditure outside the budget approved by Council in order to undertake urgent works to reduce or eliminate a significant health or safety hazard.</p>
<b>7.</b>	<p><b>Lodgement of a Cash Bond or Bank Guarantee</b></p> <p>The authority to require the lodgement of a cash bond or bank guarantee.</p>
<b>8.</b>	<p><b>Overdraft Limit</b></p> <p>To negotiate Council's overdraft limit.</p>
<b>9.</b>	<p><b>Sale or Disposal of Materials or Equipment</b></p> <p>To sell old materials, spoilt or obsolete equipment.</p>
<b>10.</b>	<p><b>Debt Write Off</b></p> <p>To authorise the writing off of uncollectible debts (for charges and sundry debtors) up to a maximum amount of (\$5,000)</p>
<b>11.</b>	<p><b>Issue Accounts</b></p> <p>To authorise the issue of accounts for services provided by Council.</p>
<b>12.</b>	<p><b>Borrowings</b></p> <p>To authorise application for borrowings from financial institutions at the direction of Council and subject to a resolution of Council to approve this application.</p>
<b>13.</b>	<p><b>To Engage Consultants</b></p> <p>To engage consultants to assist with Council projects, subject to compliance with the Act and the Law.</p>

<b>14.</b>	<b>Investment of Money</b> Arrange the investment of money that is not presently required by the Council in a form of investments notified by order of the Minister and published in the Government Gazette.
<b>15.</b>	<b>Write of Accrued Interest</b> Write off accrued interest on rates and charges if the payment of the accrued interest would cause hardship
<b>16.</b>	<b>Accounts Receivable – Payment by Instalment</b> To make arrangements with any ratepayer or debtor for payment to be made by reasonable and satisfactory instalments.
<b>17.</b>	<b>Refund of Over-payments</b> To authorise the refund of all over-payments subject to appropriate certification.
<b>18.</b>	<b>Refund of DA/Construction Certificate Application Fees</b> To determine the refund of all or part of the fees paid for development or where the application is either not proceeded with or is withdrawn subsequent to assessment
<b>19.</b>	<b>Rebate of Rates</b> To grant rebates of rates to qualified rateable persons in accordance with the provisions of the Act.

## PART B – STAFFING MATTERS

<b>1.</b>	<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>i. Approve or refuse the appointment, engagement, or promotion of staff, subject to compliance with section 337 of the Act for Senior Staff</li> <li>ii. Approve or refuse the use of a recruitment consultant.</li> <li>iii. Employ casuals to fill short term vacancies.</li> </ul>
<b>2.</b>	<p><b>Payment of Benefits and Allowances</b></p> <p>Approve or refuse payment of allowances and employment entitlements and benefits in accordance with the Local Government (State) Award 2010 and applicable employment contracts.</p>
<b>3.</b>	<p><b>Salary Step Progressions for Staff</b></p> <p>Approve or refuse salary step progression for staff under the Local Government (State) Award 2010</p>
<b>4.</b>	<p><b>Dismissal of Employees</b></p> <p>To dismiss employees or consultants/contractors on such terms that the General Manager deems appropriate, provided that prior to the dismissal of Senior Staff the General Manager consults with Council in accordance with section 337 of the Act.</p>
<b>5.</b>	<p><b>Education Assistance</b></p> <p>Approve or refuse education assistance for Council employees</p>
<b>6.</b>	<p><b>Flexible Work Arrangements</b></p> <p>Approve or refuse flexible work arrangements.</p>
<b>7.</b>	<p><b>Report of Injury</b></p> <p>Approve or refuse the employer's report of injury to Council's workers compensation insurer.</p>
<b>8.</b>	<p><b>Approve Leave</b></p> <ul style="list-style-type: none"> <li>i. Approve or refuse leave for Council employees having due regard to the proper functioning of the Council and maintenance of appropriate levels of service to the public</li> <li>ii. To grant special leave with pay and reasonable out of pocket expenses, in the following cases:</li> <li>iii. Professional Body: where staff members are full members of a relevant professional body that is running a conference or meeting – a maximum of five days leave at any one time, with a maximum in any one year of 15 days;</li> <li>iv. Field Days: where it is considered that the machinery to be displayed is of some relevance to Council's operations, that Senior Staff directly associated with the purchase of Council's machinery be allowed to attend one day only;</li> <li>v. Executive of a Professional Body: where an employee is elected to the Executive of a Professional body, special leave must fit within the parameters laid down under the Professional Body category;</li> <li>vi. Courses: Attendance at refresher courses (eg. Management courses) to be decided by Council in each particular case</li> <li>vii. Emergency Services Leave and Defence Force Reserve Leave at the discretion of the General Manager and in accordance with legislation.</li> </ul>

<b>9.</b>	<b>Travelling and Subsistence Expenses</b> To approve or refuse the payment of travelling and related expenses
<b>10.</b>	<b>Replacement of Personal Property</b> To approve or refuse claims for the loss of personal property provided that such property was required for the normal performance of the employee's duties
<b>11.</b>	<b>Employment Outside of Council</b> To approve or refuse employees to engage in private employment or contract work outside of their Council employment.
<b>12.</b>	<b>Request for Use of Council Equipment by Employees</b> To determine any requests for use of Council equipment by employees
<b>13.</b>	<b>Use Intellectual Property created in the Course of Employment</b> To refuse, approve or conditionally approve any request by an existing or previous employee of Council for the non-exclusive use of intellectual property of the Council created by the employee during the course of their employment with Council, providing there is no monetary or commercial benefit to the employee.
<b>14.</b>	<b>Appointment of the Acting General Manager</b> To appoint the Acting General Manager in the absence of the General Manager

<b>PART C – GOVERNANCE</b>	
<b>1.</b>	<p><b>Public and Media Statements</b></p> <p>To make or authorise public statements and issue media releases on matters involving the Council.</p>
<b>2.</b>	<p><b>Business Papers</b></p> <p>To determine matters which are included in Council business papers and Committee papers.</p>
<b>3.</b>	<p><b>Correspondence</b></p> <ul style="list-style-type: none"> <li>i. To reply to all routine correspondence that does not require the prior consideration of Council.</li> <li>ii. To exercise discretion in regard to referring correspondence to various Council officers for attention.</li> </ul>
<b>4.</b>	<p><b>Invitation to Address Council</b></p> <p>To invite a group or individuals to address any Council or Council Committee.</p>
<b>5.</b>	<p><b>Public Officer</b></p> <p>To appoint Council's Public Officer and to direct the Public Officer in relation to functions contained within section 343 of the Act.</p>
<b>6.</b>	<p><b>Destruction of Corporate Documentation</b></p> <p>Authority to approve destruction of corporate documentation in accordance with the State Records Act 1998.</p>
<b>7.</b>	<p><b>Signing of Contracts and Agreements</b></p> <p>To sign contracts, deeds and agreements that do not require the Council seal</p>
<b>8.</b>	<p><b>Enter into Leases, Licences and other legal transactions</b></p> <p>Authority to negotiate and enter into any form of Lease or Licence or other transaction for use of land or assets, subject to compliance with the Act, and subject to the General Manager making reasonable enquiries into the appropriate payments to be made to Council and consulting with Council's solicitor to determine the appropriate format of the legal agreement.</p>
<b>9.</b>	<p><b>Public Immunisation</b></p> <p>To authorise and promote public immunisation campaigns and clinics</p>
<b>10.</b>	<p><b>Council Committees</b></p> <ul style="list-style-type: none"> <li>i. Appoint employee representatives to Council Committees</li> <li>ii. Consider and determine matters arising from the Council Committees</li> </ul>
<b>11.</b>	<p><b>Receive and investigate complaints</b></p> <p>To receive complaints and authorise investigation and action to be taken by the appropriate officer in regard to any complaints or requests received by Council.</p>

<b>12.</b>	<b>Respond to Minister and Department</b> To respond and liaise with the Minister and his/her representatives and the Department in relation to correspondence, inquiries or requests for information.
<b>13.</b>	<b>State Emergency and Rescue Management Act 1989</b> The role of Chairperson of the Local Emergency Management Committee is the Director of Engineering and Infrastructure.

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## PART D – OPERATIONAL

<b>1.</b>	<p><b>Issue Proceedings</b></p> <p>To initiate or carry on proceedings, to act on behalf of Council and to negotiate on matters in issue between parties, and to settle any proceedings in any Court or Tribunal, including but not limited to the Local, District or Supreme Courts of any State or Territory, any Industrial Relations Tribunal or Commission, and the Land and Environment Court;</p> <p>To authorise the issue or withdrawal of any penalty infringement notices or complaint or the institution of any proceedings for the recovery of any penalty or the making of any order for or in respect of any offence, nuisance, or any other matter or thing whatsoever which the Council might be entitled to recover or seek under any Act or Regulation.</p> <p>To instruct and engage Council’s Solicitors and Counsel.</p>
<b>2.</b>	<p><b>Notice of Intention and Orders</b></p> <p>To issue Notices of Intention to Issue Orders and Orders in accordance with the requirements of the Act and Environmental Planning and Assessment Act and all other applicable legislation.</p>
<b>3.</b>	<p><b>Determination of Development Applications (including Modification Applications)</b></p> <p>To determine development applications, including modification applications, and all forms of applications for approvals and certificates under all applicable legislation.</p>
<b>4.</b>	<p><b>Issue of Permits, Certificates or Approvals</b></p> <p>To approve or refuse the issue of permits, certificates and approvals for activities that are required to be regulated under the provisions of the Act and the Environmental Planning and Assessment Act 1979 or related legislation; including, but not limited to:</p> <ul style="list-style-type: none"> <li>i. all building certificates, construction certificates, certificates of classifications and occupation certificates;</li> <li>ii. applications for subdivision of land.</li> </ul>
<b>5.</b>	<p><b>Ministerial delegation of Local Environmental Plan making Decisions</b></p> <p>Subject to the Minister delegating functions under section 59 of the Environmental Planning and Assessment Act, and subject to the Council resolving to accept the Ministerial delegation, only those functions identified in the Ministerial delegation may be carried out</p>
<b>6.</b>	<p><b>Storm water Drainage Works</b></p> <p>Where the Council has approved a subdivision or development application subject to the construction of storm water drainage works that revert to the care, control and management of Council, to approve such works upon submission of all necessary plans and documentation.</p>



7.	<p><b>Implementation of Adopted Operational Plan</b></p> <p>To implement any work, service or action provided for in the Adopted Operational Plan without further resolution by Council except the acceptance of tenders for:</p> <ul style="list-style-type: none"> <li>i. services currently provided by staff and/or</li> <li>ii. services not currently provided by staff where they would be deemed by the Local Government Act 1993 to be a tender in excess of \$500,000 and/or</li> <li>iii. includes capital expenditure on land purchases, land remediation, water supply networks, sewerage networks, stormwater drainage, domestic waste management facilities, roads, footpaths and bridges.</li> </ul>
8.	<p><b>Funding Application</b></p> <p>Authority to sign funding applications once approved by Council</p>
9.	<p><b>Provision of Witnesses and Information</b></p> <p>To determine the fee to be charged for the provision of Council's employees as witnesses and/or the supplying of information for Court cases.</p>
10.	<p><b>Removal of Derelict Vehicles</b></p> <p>Authority to engage contractors to remove derelict vehicles from roads, road reserves and public places.</p>
11.	<p><b>Approve Applications for Street Activities and Busking Permits</b></p> <p>Authority to approve or refuse:</p> <ul style="list-style-type: none"> <li>i. the issue of busking permits;</li> <li>ii. applications for street stalls or similar activity;</li> <li>iii. applications for the collection of money for charitable appeals or similar activity.</li> </ul>
12.	<p><b>Filming/Photography in Parks, Reserves and Public Places</b></p> <p>To approve applications to film/photograph in Council's parks, reserves and public places subject to the conditions and fees determined by Council.</p>
13.	<p><b>Casual Use of Council Parks, Reserves or Council Property</b></p> <p>To approve or refuse applications for the casual use of parks, reserves or property in accordance with Council Policy (if any) and subject to approved fees (if any).</p>
14.	<p><b>Government Information (Public Access) Act 2009</b></p> <p>To act as Council's "principal officer" or appoint Council officer(s) to determine applications and provide information to access information in compliance with the Government Information (Public Access) Act 2009.</p>

<p><b>15.</b></p>	<p><b>To Enforce the Payment of Rates</b></p> <p>To issue notices under the Act for the recovery of rates.</p> <p>To approve alternative options for the collection of outstanding rates, including collection of rent in lieu of rates, issuing of proceedings, accepting exchange of land and such other alternatives available to Council under the Act.</p>
<p><b>16.</b></p>	<p><b>Rate Books</b></p> <p>Authority to:</p> <ul style="list-style-type: none"> <li>i. amend the rate and valuation books/records where such amendment is necessary by reason of change of ownership, occupancy or address;</li> <li>ii. raise or reduce the sum rates owing due to error;</li> <li>iii. include any land which ought to have been rated;</li> <li>iv. to write off accrued interest to a maximum of \$50;</li> <li>v. act in accordance with the Act to manage the rate books/records and recover rates and charges owing to the Council.</li> </ul>
<p><b>17.</b></p>	<p><b>Insurance Claims - Policy Excess</b></p> <p>To resolve claims on Council's behalf up to the level of the excess applicable to each insurance policy.</p>
<p><b>18.</b></p>	<p><b>Council Property – Notices to Quit</b></p> <p>To authorise and sign notices to quit to tenants whose rent arrears exceed four weeks, or to take such alternative action necessary to manage tenants and recover outstanding rent or payments.</p>
<p><b>19.</b></p>	<p><b>Use of Council Owned Properties</b></p> <p>To approve or refuse to grant Council's consent to a third party development application that may traverse or impact upon Council land.</p>
<p><b>20.</b></p>	<p><b>Maintenance and Repair of Council Properties</b></p> <p>To authorise repairs/maintenance of Council's buildings, equipment and plant within the limits approved in the annual budget.</p>
<p><b>21.</b></p>	<p><b>Maintenance of Council's Motor Vehicles and Plant</b></p> <p>To authorise the expenditure of funds for the repair, maintenance and replacement of Council's plant, equipment and vehicles.</p>
<p><b>22.</b></p>	<p><b>Hire of Council Plant</b></p> <p>To authorise the letting or hire of any of the Council's public works plant, machinery and equipment in accordance with rates determined by Council.</p>

23.	<p><b>Determination of Reserve Price and Disposal of Plant, Equipment and Vehicles by Public Auction, Tender or Trade-in</b></p> <p>Authority to approve a sale price for Council plant, equipment or vehicles if:</p> <ul style="list-style-type: none"> <li>i. the best offer is more than 10% below the reserve price; and</li> <li>ii. the reserve price has been set by consulting either a valuer, auctioneer, or professional book (ie, Red Book); and</li> <li>iii. results from previous auctions for similar plant, equipment or vehicles has been considered</li> </ul>
24.	<p><b>Saleyards</b></p> <p>To operate, manage and maintain Council's saleyards.</p>
25.	<p><b>Dividing Fences</b></p> <p>To authorise a contribution on behalf of Council for not more than one half the cost of fencing a boundary common to land owned by Council or under the Council's care, control and management subject to two quotations being obtained and subject to the Dividing Fences Act.</p>
26.	<p><b>Aerodrome/Airport</b></p> <p>To operate and maintain the Council aerodrome/ airport in accordance with all applicable legislative requirements</p>
27.	<p><b>Impounding Officer</b></p> <p>To exercise the powers of Council's Impounding Officer.</p>
28.	<p><b>Pruning or Removal of Trees</b></p> <p>To approve or refuse applications from residents to prune, top, lop or remove trees either on the applicant's property or Council's property subject to the payment of any required fee, if any, and in accordance with Council's Tree Preservation Order, if any.</p>
29.	<p><b>Waste Management Centre (Landfill)</b></p> <p>To operate and maintain Council's Landfill in accordance with all applicable legislative requirements.</p>
30.	<p><b>Cemetery/Crematorium</b></p> <p>To operate and maintain Council's Cemetery/Crematorium in accordance with all applicable legislative requirements.</p>

**31. Administer Functions provided by other Legislation**

To administer the provisions of the following legislation as they apply to Council:

Community Land Development Act 1989

Companion Animals Act 1998

Conveyancing Act 1919

Crown Lands Act 1989

Government Information (Public Access) Act 2009

Graffiti Control Act 2008

Environmental Planning and Assessment Act 1979

Fire Brigades Act 1989

Fluoridation of Public Water Supplies Act 1957

Food Act 2003

Heritage Act 1977

Impounding Act 1993

Library Act 1939

Liquor Act 2007

Local Government Act 1993

Local Government (Council Amalgamations) Proclamation 2016

Local Government (General) Regulation 2005

Protection of the Environment Operations Act 1997

Public Health Act 2010

Roads Act 1993

Roads Transport (General) Act 2005

Rural Fires Act 1997

Privacy and Personal Information Protection Act 1998

Rural Fires Act 1997

State Emergency and Rescue Management Act 1989

Swimming Pool Act 1997

The Plumbing and Drainage Act 2011

Unclaimed Money Act 1995

Children (Education and Care Services National Law Application) Act 2010

32.	<p><b>Road Rules</b></p> <p>To administer the provisions of the Road Rules 2008 and Australian Road Rules as they apply to Council, subject to any applicable standards, protocols and directions from State Government departments and/or NSW Police.</p>
33.	<p><b>Parking Infringement Notices</b></p> <p>To issue Parking Infringement Notices</p>
34.	<p><b>Parking Permits</b></p> <p>To determine applications for parking permits.</p>
35.	<p><b>Temporary Road Closure</b></p> <p>To approve temporary road closures where:</p> <ol style="list-style-type: none"> <li>i. The temporary road closure is not more than two consecutive days; and</li> <li>ii. The Road and Maritime Service approves the Traffic Management Plan and grants a road occupancy licence (as required); and</li> <li>iii. The NSW Police approve the closure; and</li> <li>iv. The application complies with Council's Policy.</li> </ol>
36.	<p><b>Sign Adjustment</b></p> <p>To undertake the following sign adjustments to:</p> <ol style="list-style-type: none"> <li>i. Change old "No Standing" signs to "No Parking" signs as per the Australian Road Rules</li> <li>ii. Change existing parking restriction times</li> <li>iii. Move existing signs to a more visible location (eg. Move a sign hidden behind a tree trunk)</li> <li>iv. Install "repeater"/additional signs (eg. Where there are existing parking restrictions signs, install an additional sign in the middle to emphasise the restrictions).</li> </ol>
37.	<p><b>Special Use Zones</b></p> <p>Authority to approve and/or refuse an application for the following Special Use Zones:</p> <ol style="list-style-type: none"> <li>i. Works Zones;</li> <li>ii. Loading Zones;</li> <li>iii. Mail Zones;</li> <li>iv. Motorcycle Parking;</li> <li>v. Bus Zone;</li> <li>vi. Taxi Zone;</li> <li>vii. Police Vehicles Zone;</li> <li>viii. Disabled Parking;</li> <li>ix. Temporary Bus Zones (eg. for Railway Buses);</li> </ol> <p>subject to consent being obtained from the NSW Police and in addition;</p> <ol style="list-style-type: none"> <li>a) in the instance of Mail Zones, consent is obtained from Australia Post; and</li> <li>b) in the instance of Bus Zones , consent is obtained from the State Transit Authority.</li> </ol>

38.	<p><b>Traffic Facilities</b></p> <p>To approve the installation of individual traffic facilities projects, where:</p> <p>the individual traffic facility project forms part of that financial year’s Traffic Facilities Program which has previously been approved; and</p> <p>Subject to consultation of local residents.</p>
39.	<p><b>Warning Signs</b></p> <p>To approve the installation of Warning Signs as defined in applicable Australian Standards, where the proposed sign can be found in Section 3 Warning Signs of the Australian Standard 1742.1-1991 and The NSW Police agree with the installation.</p>
40.	<p><b>Signs across Driveways</b></p> <p>To approve or refuse an application for signs or line marking across a driveway, where the NSW Police agree with the approval or refusal.</p>
41.	<p><b>Traffic Bollards</b></p> <p>To approve or refuse an application for the use of traffic bollards.</p>
42.	<p><b>Vehicular Crossings and Footpath Restorations</b></p> <p>To approve or refuse the construction of vehicular crossings and/or restoration works on Council land or over Council controlled road reserves.</p>
43.	<p><b>Street Lighting</b></p> <p>To approve the installation of additional street lighting facilities and associated charges.</p>
44.	<p><b>Storm water Drainage Works</b></p> <p>To approve or refuse all connections from private property to Council’s storm water systems where those works are for the sole benefit of the development and do not revert to the control and management of the Council.</p>
45.	<p><b>Variation of Working Hours</b></p> <p>To authorise a one-off variation to the restricted hours of building works where:</p> <ul style="list-style-type: none"> <li>i. urgent building works are requires to be carried out;</li> <li>ii. large cranes have to stand on streets;</li> <li>iii. the loading/unloading of materials and pouring of the concrete would otherwise cause interference to traffic; and</li> <li>iv. the work requires the erection or removal of hoarding tower cranes, awnings and the like.</li> </ul>
46.	<p><b>Positive Covenants, Easements and Section 88B instruments under the Conveyancing Act, 1919</b></p> <p>To approve and sign the grant or removal of a positive covenant or restriction contained in any positive covenant, easement and/or section 88B instrument under the Conveyancing Act 1919, in accordance with section 28 of the Environmental Planning and Assessment Act and subject to any Council Policy and the Law.</p>

47.	<p><b>Public Notification of Applications</b></p> <p>To determine whether a development application should be exempt from notification, subject to any applicable Council Policy</p> <p>To determine such persons who own land or who reside in properties that may be detrimentally affected by a development and to ensure such persons are notified in accordance with any Council Policy.</p>
48.	<p><b>Professional Certifications</b></p> <p>To approve or refuse professional certification from an Accredited Certifier in respect of Complying Development or Building Certification where that Certifier is accredited to undertake that particular type of work</p>
49.	<p><b>Building Professionals Act</b></p> <p>Authority under section 5 of the Building Professionals Act 2009 to make a recommendation on behalf of Council in support of an application to the Board for accreditation to carry out certification work (or the renewal of accreditation) on behalf of Council.</p>
50.	<p><b>Work on Private Land by Agreement</b></p> <p>To exercise Council's power to carry out work on private land.</p>
51.	<p><b>Entering of Premises</b></p> <p>To enter, and authorise Council employees (or other persons) to enter, any premises for the purposes of enabling the Council to exercise its functions under any Act.</p>
52.	<p><b>Water Restrictions</b></p> <p>Determine Water Restrictions in accordance with NSW State Government direction</p>
53.	<p><b>Library Act</b></p> <p>To exercise all powers of Council under the Library Act</p>
54.	<p><b>Motor Vehicle Fleet</b></p> <p>To manage Council's motor vehicle fleet</p>

## 7. Definitions

<b>Act</b>	means <i>Local Government Act 1993</i>
<b>Authority</b>	means any government (state or federal), government department, statutory corporation or other body having power to legally direct the Council or its officers
<b>Department</b>	means the Department of Local Government, or any future department (or combined department) carrying out the functions of the present Department of Local Government for the State of New South Wales
<b>Director-General</b>	means the Director-General of the Department of Local Government or the Director-General of any other government department which has the carriage of the administrative functions of the Act and the portfolio of Local Government
<b>General Manager</b>	Refers to a person appointed to the role of General Manager in either a permanent, acting or interim capacity
<b>Law</b>	means the requirements of all statutes, rules, ordinances, codes, regulations, proclamations, by-laws, environmental planning instruments, directions and consents of any Authority
<b>Minister</b>	means the Minister for Local Government or any future title given to a ministerial position of a future New South Wales State Government portfolio that includes governance of Local Government

## 8. References & Associated Documents

*Local Government Act 1993 s. 377*

## 9. Policy History

Version	Date	Changes / Amendments
1.0	19/5/2016	Policy developed for Federation Council
2.0	09/06/2017	Addition of amendments issued on 23/9/2016 as per Phase 1 amendments to <i>Local Government Act 1993 Circular No 16-35 and 17-06 (OLG)</i> acceptance of tenders and the implementation of the adopted Operational Plan
3.0	12/10/2017	Removal of reference to Administrator and inclusion of Mayor

## 10. Reviews

Review annually unless changes required by legislation.



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Attachment 6.3.1

# Proposal Alcohol Free Zone and Alcohol Prohibited Area 2018-2022

federationcouncil.nsw.gov.au

Record No: 17/23814

Version No: 1.0



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# 1. Introduction

The *Local Government Act 1993* (Section 644) enables Councils to develop a proposal to establish alcohol-free zones in accordance with the Ministerial Guidelines. The proposed alcohol free zone must be either of the following:

- A public road or part of a public road
- A public place that is a car park or part of a car park

The principal object of an alcohol-free zone is to prevent disorderly behaviour caused by the consumption of alcohol in public areas in order to improve public safety.

A proposal to establish an alcohol-free zone must in all cases be supported by evidence that the public's use of those roads, footpaths or public carparks has been compromised by street drinkers.

Generally, an Alcohol Free Zone should be as small as is possible. Alcohol Free Zones should primarily be located adjacent to outlets supplying alcohol where drinkers congregate. In the absence of such an outlet a zoning should be considered only in exceptional circumstances.

An Alcohol Free Zone may be established for a maximum period of four years. Once established, it applies twenty-four hours per day.

Alcohol Free Zones are enforced by the police or by council enforcement officers where the Commissioner of Police gives written authorisation. Any person observed to be drinking in an alcohol-free zone may have the alcohol in their possession immediately seized and tipped out or otherwise disposed of.

Further to this, Section 632A(4) of the Act enables councils to declare any public place or part of a place to be an Alcohol Prohibited Area, with the exception of public roads, footpaths and car parks which are to be dealt with under the Alcohol Free Zone provisions outlined above.

Public open spaces must be adjacent to an existing Alcohol Free Zone or Alcohol Prohibited Area and may be declared alcohol prohibited at all times, or only for specific days, times or events.

# 2. Background

On 15 April 2014 the former Corowa Shire resolved (motion 102/14) that Council implement Alcohol Free Zones for a period of four years from 15 April 2014 to 14 April 2018 in the following areas :-

Mulwala – The public road and footpaths of Melbourne Street/Corowa Road Mulwala from Tocumwal Road to the north east and to the Victorian border bridge to the south and Inglis Street Mulwala between Melbourne Street and Sturt Street.

Corowa – Public roads and footpaths including Sanger Street, Federation Gardens, River Street (Sanger to Riesling Street), Church Street, (Sanger to Lindsay Street), Parliament Street (Sanger to Queen Street), all of Queen Street, Mary Street (Sanger Street to Federation Avenue), Ellerslie Gardens, Edward Street, Federation Avenue, (Edward Street to Hume Street), Bow Street (Sanger Street to John Street), John Street (Bow Street to May Street), Honour Avenue (Sanger Street to May Street), Steel Street (Honour Avenue to John Street), Short Street, Riesling Street and Betterment Parade (Arnott Street to Whitehead Street).

Howlong – Public roads and footpaths including Hawkins Street (Hammer Street to Townsend Street), Sturt and Hovell Streets (Pell Street to Russell Street) and the laneway and car parks north of Hawkins Street between Sturt Street and Hovell Street.

The former Urana Shire had no Alcohol Free Zones and no new zones are currently proposed as part of this process in the northern part of Federation Council.

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### 3. Proposal Summary

Whilst the existing zones remain current until 14 April 2018, Council is proposing that these be reviewed in line with the new Council and community expectations.

An additional Alcohol Free Zone is proposed along Bridge Road (Sanger Street roundabout to John Foord Bridge including car park).

Council will also seek community input on the establishment the following Alcohol Prohibited Area:

Corowa – Rowers Park open space public recreation area adjoining Bridge Road and Bridge Road Car Park for 24 hours from 6.00am on Australia Day until 6.00am on 27 January.

This Alcohol Prohibited Area could only be implemented if there is sufficient evidence and incidents to support the implementation of the adjoining Alcohol Free Zone.

### 4. Feedback and Statistical Data

Feedback received from key stakeholders including the NSW Police Local Area Commander, Murrumbidgee Local Health Services, Committees and local clubs has indicated that the Alcohol Free Zones have been a successful measure towards the prevention of anti social behaviour caused by public drinkers and the re-establishment of these zones has been supported.

Alcohol related littering (cans and bottles in Inglis Street) was quoted as an incentive to maintain existing Alcohol Free Zones in Mulwala. Further comments received include “current alcohol free zones for Mulwala are appropriate and have worked well.....don’t see a need to change the current set up”.

Murrumbidgee Local Health District advised that in this region 727 people per 100,000 are admitted for alcohol attributable hospitalisations, which is above the state norm. Further to this, around 30% of people over the age of 16 consume alcohol at levels posing immediate and long term risk to health.

The NSW Police Local Area Command fully support the renewal of the Alcohol Free Zone in Howlong, Mulwala and Corowa citing incidents of littering, street drinking, anti-social, unruly and disorderly behaviour affecting the safety of families and children in these areas.

There was also strong support for the proposed Alcohol Prohibited Area in Rowers Park and the establishment of an additional Alcohol Free Zone along Bridge Road (Sanger Street roundabout to John Foord bridge including car park) by NSW Police citing a number of recorded incidents at Rowers Park on Australia Day 2017 requiring urgent police assistance including;

- 20-30 intoxicated males involved in a brawl at Rowers Park at 6pm on 26 January
- 2 males involved in an affray/assault at 8pm on 26 January
- Up to 100 patrons from Rowers Park involved in an affray, public disorder incident at McDonalds at 9pm on 26 January.

The implementation of the adjoining Alcohol Prohibition Area has also been supported for implementation with Police recommending this be imposed from 9am on 26 January until 12.00 am on 27 January.

The case for implementing the Alcohol Free Zone and Alcohol Prohibited Area is strongly reinforced by the significant improvement in the behaviour of patrons and reduction of alcohol related crime and harm in Albury following the introduction of Alcohol Free Zone and Alcohol Prohibited Area in Albury and Noreiul Park several years ago.

Support has also been received for the banning of alcohol in Rowers Park on Australia Day from the local Football and Netball club due to rubbish being left in and around John Foord Oval.

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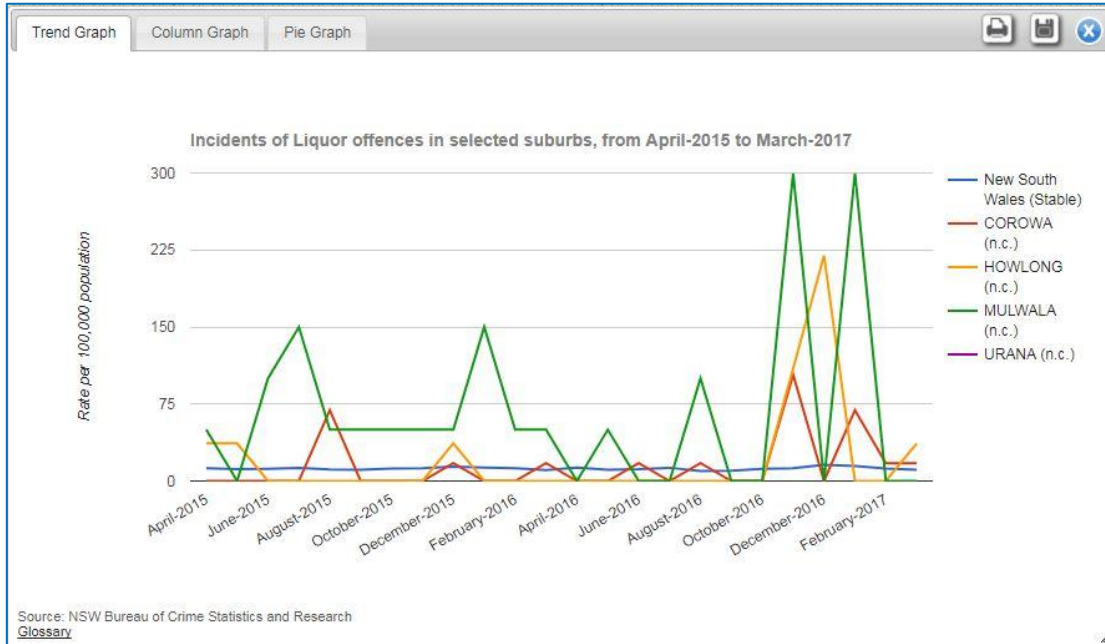
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**NSW Crime Statistics**

Statistical data obtained by the NSW Bureau of Crime Statistics and Research has highlighted the following local trends:

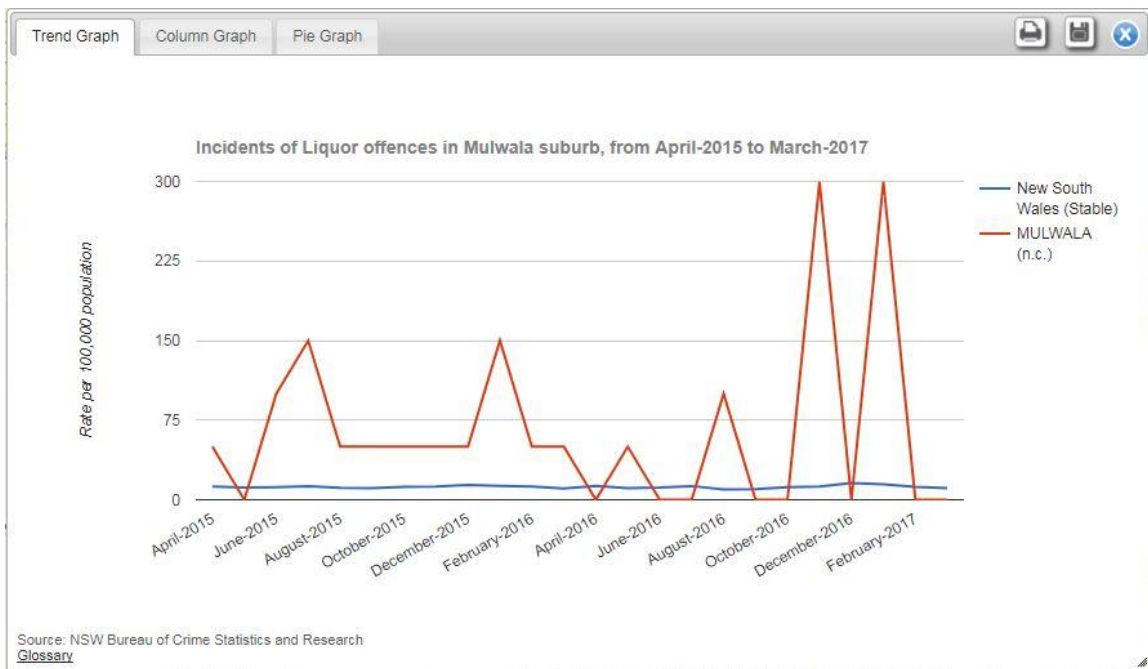
- Significant escalation of liquor offences occurred in December in Corowa, Howlong, and Mulwala. No stats were available for Urana. (Table 1. below)

**Table 1. Incidents of Liquor related offences in Corowa Howlong and Mulwala April 2015 – March 2017**



- Alcohol related offences in Mulwala were more than 5 times the NSW average for the period between April 2016 and March 2017

**Table 2. Incidents of Liquor offences in Mulwala April 2015 – March 2017**



- Alcohol related offences in Corowa have more than doubled in the 12 months from March 2016 to March 2017. (103.5 per 100'000 to 241.5 per 100,000).

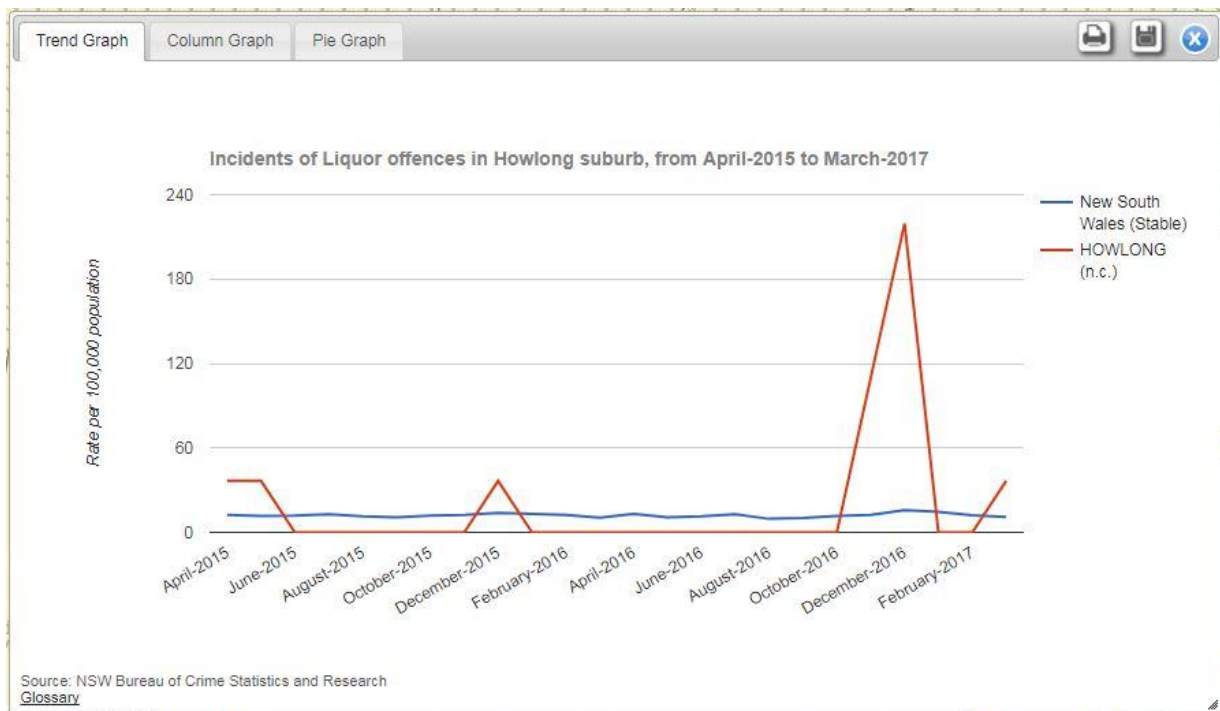
**Table 3. Incidents of Liquor offences in Corowa compared to NSW 2016 and 2016**

NSW Crime Statistics for Apr 2015 to Mar 2017: Incidents of Liquor offences						
Search this table: <input type="text" value="Enter Location"/>						
Suburb	To Mar 2017	Year to Mar 2016		Year to Mar 2017		
	Trend: 2 year	Count	Rate	Count	Rate	
New South Wales	stable	11035	144.9	11099	145.7	
COROWA	n.c.	6	103.5	14	241.5	

Showing 1 to 2 of 2 entries  
 Source: NSW Bureau of Crime Statistics and Research  
[Glossary](#)

- Alcohol related offences at Howlong were 2.5 times the NSW average.

**Table 4. Incidents of Liquor offences in Howlong April 2015 – March 2017**



Council hopes that the wider community will provide further feedback and comment in relation to if the proposal is or is not supported with particular respect to the following questions:

- Do you support the proposed new Alcohol Free Zones?
- Do you support the additional Alcohol Prohibited Area restrictions?

- Do you believe that the previous Alcohol Free Zones have been successful in achieving a reduction in unacceptable street drinking and anti social behaviour over the past four years?
- Do you have any evidence to support anti social behaviour or that the public safety in these areas or other areas has been compromised due to unacceptable street drinking (crime, graffiti, property damage, excessive littering etc)
- Do you feel that there are other measures that could be considered if unacceptable street drinking exists?

This proposal is placed on public display for comment from 27 September 2017 until 27 October 2017 (30days).

**Feedback should be submitted in writing by the closing date:**

By Email to: [Council@federationcouncil.nsw.gov.au](mailto:Council@federationcouncil.nsw.gov.au) – Subject: Alcohol Free Zones, or

In writing to: Subject: Alcohol Free Zones  
General Manager  
Federation Council  
PO Box 77 Corowa NSW 2646



## 5. Proposed Alcohol Free Zones

Under sections 644 and 644C of the *NSW Local Government Act 1993*, Federation Council proposes to implement the following areas as **Alcohol Free Zones** for a period of **four years**.

**Mulwala** – The public roads and footpaths of Melbourne Street from the Victorian Border of the Mulwala Bridge to the intersection of Corowa Road and Tocumwal Road. Also, Inglis Street Mulwala (between Melbourne Street and Sturt Street).

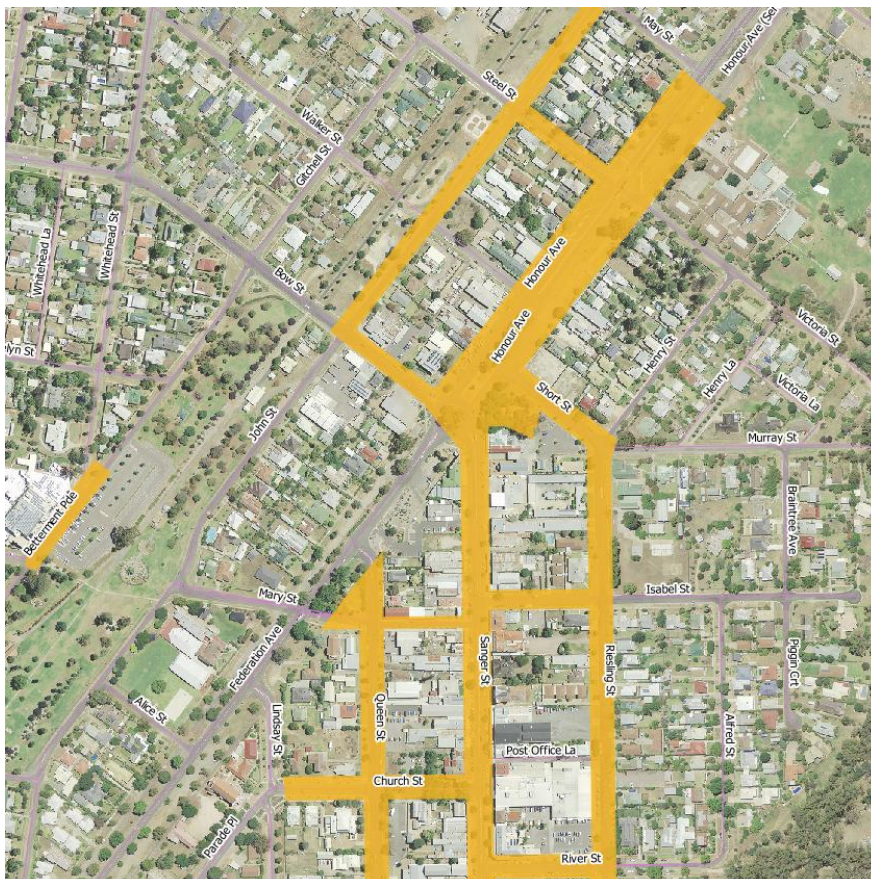
**Corowa** – Public roads and footpaths including Sanger Street, Federation Gardens, River Street (Sanger to Riesling Street), Church Street, (Sanger to Lindsay Street), Parliament Street (Sanger to Queen Street), all of Queen Street, Mary Street (Sanger Street to Federation Avenue), Ellerslie Gardens, Edward Street, Federation Avenue, (Edward Street to Hume Street), Bow Street (Sanger Street to John Street), John Street (Bow Street to May Street), Honour Avenue (Sanger Street to May Street), Steel Street (Honour Avenue to John Street), Short Street, Riesling Street and Betterment Parade (Arnett Street to Whitehead Street), **Bridge Road (Sanger Street roundabout to John Foord bridge including car park)**.

**Howlong** – Public roads and footpaths including Hawkins Street (Hammer Street to Townsend Street), Sturt and Hovell Streets (Pell Street to Russell Street) and the laneway and car parks north of Hawkins Street between Sturt Street and Hovell Street.

The following maps show the above proposed area.

### 5.1 Corowa Alcohol Free Zone maps

#### 5.1.1 Corowa



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### 5.1.2 Corowa



### 5.1.3 Corowa



-  Alcohol Free Zone
-  Alcohol Prohibited Area

## 5.2 Howlong Alcohol Free Zone map



## 5.3 Mulwala Alcohol Free Zone map



## 6. Proposed Alcohol Prohibited Area

Under Section 632A of the *NSW Local Government Act 1993*, Federation Council proposes to implement the following areas as an proposed **Alcohol Prohibited Areas**.

**Corowa** – Rowers Park open space public recreation area adjoining Bridge Road and Bridge Road Car Park for 24 hours from 6.00am on Australia Day until 6.00am on 27 January.

The following maps details the above proposed area.



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

Attachment 6.4.1



## Quarter One Report

**16 November 2017**

## Community and Culture

A community that is united, innovative, involved and caring

### *A creative community.*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.1.1.1	Ensure all artistic spaces are inclusive, welcoming and well promoted.	Implementation of priorities within the Social and Cultural Plan.	Completed	90%	The Social and Cultural Plan is now at the end of its term and requires review as part of IP&R
		Promotion of exhibition, programs and activities program.			
1.1.2.1	Develop a program of activities that engage young people and children in the arts and cultural activities throughout Council's facilities including the Libraries and Artspace.	Number of opportunities provided for children and young people to be involved in arts and culture activities.	Completed	100%	A number of exhibitions were supported during the report period from High Schools and Primary schools within the municipality. These included Education Week and Book Week exhibitions. Several authors visited ArtSpace and activities were held. During Naidoc Week cultural activities were offered to young children at several locations.
1.1.2.2	Provide a diverse range of opportunities for all people within the community to participate in.	Continued support of Murray Arts in the community.	Completed	100%	The annual Corowa Federation Arts and Photographic show is supported by Council. Several exhibitions were held during the year including an ANZAC exhibition and the Bald Archy Prize.
		Volunteering opportunities provided.			
		Ongoing involvement of the former Corowa Arts Advisory Committee.			

*A safe, accessible and visually attractive community*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.2.1.1	Support the development and implementation of initiatives	Continue to participate on the Police Advisory Committee to advocate on behalf of the community on matters of community safety	Progressing	50%	Ongoing as required.
1.2.1.2	Work to ensure that private land and property is well presented	Regularly inspect visual impacts of private land and follow up with land owners not responding to community expectations where legislation supports action	Progressing	50%	Ongoing actions to regulate private land within the relevant planning and environment controls as legislated.
1.2.2.1	Increase the access that the local community and visitors have to creative arts	Work with Morundah Bush Entertainment Committee to deliver new Community Building at Morundah	Progressing	75%	DAIP adopted. Access committee investigating access to council buildings. Investigating funding opportunities
		Support the Council Cultural Plan to address creative arts development and public and community art projects			

An empowered, active, connected and sustainable community					
Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.3.1.1	Preparation of a Community Engagement Plan	Adoption and implementation of plan	Progressing	50%	
		Former Urana Council Newsletter distributed to all households within the Council monthly			
1.3.1.2	Preparation of an overall Council Communications Plan	Completion of Service review of council communications	Progressing	50%	A Communications Plan is currently being developed. The plan formally defines who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information. A cost equation of current communication platforms has been sourced. The costings will act as a base for the next stage of the Communications Plan.
1.3.1.3	Support the availability of affordable public internet access	Free internet access provided for community members at Federation Council's Library and Council Offices	Completed	100%	Free Public Internet and Wi Fi Services provided at all three libraries, Council main Office and Urana Office. Free Wi Fi available at: Corowa Library 6 am-9pm Mulwala Library 8am-5pm Urana Council Office
	Maintain an appropriate Emergency Management response	Town and village Emergency Management Plans developed and incorporated into DISPLAN	Progressing	50%	Ongoing with active participation in the Local Emergency Management Committee, staff training and continual



An empowered, active, connected and sustainable community					
Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.3.2.1		Town and village Emergency Management Plan and Recovery Plan, is maintained in partnership with relevant agencies.			review of Councils Local Emergency Management Plan.
		Allocation of an appropriate resource to ensure a response can be coordinated when required.			
1.3.2.2	Support community's preparedness for socially and economically challenging times (such as drought and floods) by providing information, education and advice.	Attendance at relevant community/agency meetings to ensure understanding of local needs.	Not Due To Start	0%	
1.3.3.1	Celebrate the contribution made by volunteers to the community throughout the shire.	Volunteers publicly acknowledged and thanked as part of Volunteer Week celebrations.	Progressing	70%	<p>As part of Volunteer Week 2017 celebrations, Federation Council hosted the inaugural Volunteer Recognition Awards and Celebration on 9 July. Over 260 community members were nominated and 60 attended the public function where they received recognition.</p> <p>The Federation Council Australia Day Awards 2018 will honour the Citizen of the Year, Young Citizen of the Year, the Local Achiever Award, Community Event and Community Project of the Year. Recipients will be recognised at the 2018 Australia Day celebration.</p>
		Implementation of Citizen of the Year Awards.			

An empowered, active, connected and sustainable community					
Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.3.3.2	Encourage participation of volunteering throughout the shire.	Promotion of volunteer opportunities conducted and additional volunteers recruited.	Completed	100%	
1.3.3.3	Facilitate the delivery of exciting and engaging library services throughout the shire.	Maintain number of library members.	Completed	100%	Continuing with regular Storytime sessions at Corowa, Howlong and Mulwala Libraries. Riverina Regional Library Childrens and Youth Services librarian, Sharon Smith, visited Oaklands Public School to participate in their Children's Book Week activities.
		Programs and activities delivered.			
		Level of services available.			
1.3.3.4	Work with schools to support and encourage young people's involvement with volunteering opportunities within the shire.	Schools consulted and actions included on Youth Council Strategy.	Progressing	20%	Planning for a Federation Council Youth Council has commenced. An application to the Community and Youth Program 2017/2018 to support the program has been applied for. Successful applications will be notified in December. Council communicates with schools regarding event and civic activities where young people can volunteer. North East Skate Park Series engages young people in the running of the day, doing demonstrations and as performers. Australian Billy Cart Championships engages young people to assist as event. The Festival of Fun for Kids will be working closely with local schools and Tafes to source volunteers.
		Number of young people volunteering within community.			

**An empowered, active, connected and sustainable community**

<b>Action Code</b>	<b>Action Name</b>	<b>Performance Measure</b>	<b>Status</b>	<b>Progress</b>	<b>Comments</b>
1.3.4.1	Deliver a community grants program, that facilitates and supports partnership programs and projects within the community	Continue to review the funding guidelines, application process and reporting requirements.	Progressing	40%	A new community grants program has been launched and round one is currently open for applications. A second round will be facilitated in April 2018. Event sponsorship program has also been launched and is open to receive proposals.
		Review funding arrangements in place between Council and its Section 355 Committees.			
1.3.4.2	Promote opportunities to volunteer and to be involved in community projects.	Volunteering opportunities actively promoted in partnership with the community.	Completed	100%	Ongoing.

## An empowered, active, connected and sustainable community

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.3.5.1	Support in the attraction of funding to facilitate identified priority projects	Support and advice provided in the application for funding process to assist and facilitate the response to community priorities.	Completed	100%	<p>A number of major grant applications have been prepared and submitted including:</p> <ul style="list-style-type: none"> <li>- Major grant application to secure \$3.86M in funding for foreshore works in and between Corowa and Mulwala.</li> <li>- Application for the Howlong Preschool extension.</li> <li>- Application for toilet block renewal throughout the Council area.</li> <li>- South Corowa Cycleway.</li> <li>- A number of small grant applications prepared to support ongoing activities and events such as Seniors Week, Tech Savvy Seniors, Pre-school Activities etc.</li> </ul>
1.3.6.1	Provide ongoing support to community groups, clubs and committees to encourage diverse and representative membership and involvement.	Ongoing support provided.	Progressing	10%	Section 355 Committee Review commencing.

An empowered, active, connected and sustainable community					
Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.3.7.1	Provide information to community groups, clubs and committees	Relevant grant information distributed to community groups and support provided for grant applications	Progressing	25%	New free online Community Directory launched on Council's website. Information about available grants regularly promoted to community groups and sporting clubs. Work is underway to develop a list of community group emails to better support the distribution of information.
1.3.7.2	Support and facilitate the long term sustainability of our community groups	Community groups supported to access ongoing financial support	Progressing	10%	Community grants program in place. Grant writing sessions conducted and ongoing support in place. Review of community groups following amalgamation underway to include training on governance functions and processes.
		Regular information provided to Section 355 Committees to support their planning and project management.			
		Workshop hosted for Section 355 Committees on governance			

*An inclusive, considerate and welcoming community.*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.1.1	Plan for the future in partnership with our young people	Implement a Youth Forum/Council to identify activities, projects, events and facilities that young people would like to participate in.	Progressing	45%	Council consults with the Youth Advisory Committee on youth events and activities. Planning is in place to develop a Youth Council in early 2018. Funding has been applied for and initial concept developed.
1.4.1.2	Support the implementation of youth based recreation and social projects in the shire	Youth based recreational opportunities promoted through Council's website and newsletter.	Progressing	20%	<p>Council host a number of youth focused events and activities including Billy Cart Championships, Festival of Fun for Kids, North East Skate Park Series and Youth Week events and activities. Council is working with Albury Council on the 'Life and Local' program that will engage young people in the performing arts.</p> <p>Council is planning to activate a number of new youth spaces across the Federation Council including the new Howlong and Corowa Skate Parks, Urana Youth Space and the Playspace playgrounds in Corowa, Howlong, Mulwala and Rand.</p>
1.4.2.1	Celebrate and facilitate the positive contribution that our older residents make to our community.	<p>Seniors Week celebrated.</p> <p>"Ageing Well" resource distributed.</p> <p>Recognition and celebration in Council communication.</p>	Progressing	40%	Baby Boomers Bus About planned for April 2018. In 2018 the focus is on providing more activities and more buses to and from allowing more seniors to participate. Activities are working with more local community groups.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.2.2	Continue to understand the demographics, trends, challenges and opportunities that are facing our older residents.	Ageing Well Strategy implemented.	Progressing	25%	Development of an Ageing Well strategy has commenced, with local ambassadors appointed to assist with the community engagement component.
		Service mapping completed and strategy developed.			
1.4.2.3	Provide opportunities for older residents to come together and	Social opportunities that encourage interaction for our older residents supported e.g. seniors week luncheon.	Progressing	30%	Planning in initial stages for the 2018 Baby Boomers Bus About.  Application for \$10,000 seniors week grant has been applied for.
1.4.3.1	Support the community with activities and projects that welcome new residents to the community.	The provision of up to date information and resources for new residents through communication channels such as the website.	Progressing	80%	Ageing Well document and Services directory for families with young children are in the process of updating and reprinting to incorporate information following amalgamation.  A new electronic Community Directory (information) has been developed for website.
1.4.4.1	Explore innovative ways to ensure the regular consideration of the changing needs and priorities of our rural and isolated communities.	Community Priority Action Plans developed for rural communities.	Progressing	20%	Survey of rural communities undertaken to identify key priorities for each rural area. Community Strategic planning to commence end of year which will further identify needs of isolated communities.
		Monitoring of demographic and social characteristics of rural communities carried out.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.4.2	Explore online opportunities to support the recording / promotion of the shires history.	Online recording and documentation of historic photographs and written material supported.	Completed	100%	The Corowa Free Press 1875 – 1954 has now been digitised and is available on TROVE at <a href="http://trove.nla.gov.au/newspaper">http://trove.nla.gov.au/newspaper</a> . This project was funded by the State Library of NSW Digital excellence Program.
1.4.4.3	Support and encourage projects that encourage and facilitate the celebration and protection of our rural history through the collection of stories and experiences.	Projects supported and historic stories documented.	Completed	100%	Continually on the look out for any item published which relates to the history or the region of Federation Council and surrounds. This includes items published by local authors.
		Historical information provided through Council Libraries.			
1.4.5.1	Continue to provide opportunities for young people to contribute to community priorities.	Number of opportunities for young people to provide feedback on priorities.	Progressing	50%	Council has consulted and will continue to consult with young people on the development of the play space and skate parks in the Council area.  Continue to provide opportunities for young people to contribute to community priorities through surveys, face to face and through the Youth Advisory Committee.
		Number of young people involved in community engagement opportunities.			
1.4.5.2	Ensure young people have access to community spaces where they feel welcomed, safe and included.	Development of masterplans and community infrastructure projects that reflect the needs of young people.	Progressing	25%	Consideration given to the needs of young people in the development of new playspaces across the council area.
1.4.5.3	Explore innovative ways to engage a broader range of young people in the use of a 'youth based' community space.	Number of young people consulted on the delivery of 'youth based' spaces.	Progressing	25%	
		Development of youth based spaces identified in Youth Strategy.			



Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.5.4	Promote community, sporting, education and academic leadership opportunities for young people within our community throughout Council publications and on Council's website.	Number of leadership opportunities promoted.	Not Progressing	0%	
		Number of education and training opportunities for young people supported.			
1.4.5.5	With guidance and direction from the Youth Strategy, deliver programs that actively engage a variety of young people and provides them with meaningful skills and experiences.	Number of programs developed and implemented.	Not Due To Start	0%	Council will work with the Youth Council to actively engage a variety of young people and provide them with meaningful skills and experiences. Council to begin early 2018.
		Level of attendance and involvement by young people.			
1.4.6.1	Advocate for strong and sustainable local education options	Advocate for the schools with our Council to continue with support from the NSW State Government	Progressing	50%	We continue with a fixed contract funding agreement until 2019. Increased enrolments across all bases are ensuring we are reaching as many children as possible, with many students now attending multiple bases. This means the preschool services in these remote communities reflect a broader range of ideas and contributions. These higher enrolment numbers are also maximising fee income.
		Provision of Council preschool services to more remote communities.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.6.2	Advocate for the delivery of integrated education facilities and programs.	Representation outcomes.	Progressing	50%	Council has advocated for options to support the sustainability of Tafe.
		Long term sustainability of former Corowa TAFE.			
1.4.6.3	Advocate on behalf of our children to ensure that we continue to develop our communities as a great place for our children to grow and provide opportunities for children to develop their independence and skills.	Number of programs supported and delivered.	Progressing	90%	A major focus towards infrastructure to support the needs of young people in our area has been achieved with projects such three skate parks, five playgrounds and youth friendly spaces.
1.4.6.4	Continue to meaningfully engage children in community life.	Festival of Fun for Kids delivered biannually.	Progressing	20%	Initial planning of the Festival of Fun for Kids began.
		Level of community involvement in delivery of the event.			
		Level of attendance and community support.			
1.4.6.5	Continue to recognise and support the Indigenous community throughout the shire.	Level of consideration of Indigenous culture in planning and delivery of initiatives.	Progressing	60%	Council has adopted an approach to acknowledgment of country and welcome to country, which is being followed.
		Number of opportunities to raise awareness and include indigenous culture.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.6.6	Continue to support a range of services, activities and groups that support children and their families.	Implementation of priorities within the Social and Cultural Plan.	Completed	100%	4 programs / Activities provided including Tech Savvy Seniors, Storytime and school holiday programs for children, school visits during Children's Book Week as per social and cultural Plan.
		Level of support for groups and organisations delivering services to support children and their families.			
		Number of children's programs delivered through libraries.			
1.4.6.7	Ensure Council staff develop networks and relationships with service providers, peak bodies and government officials	Level of support provided for relevant Council staff attendance at regular formal network meetings such as RAMROC.	Progressing	20%	<p>Identifying and maintaining links with Community Services ensures we have a strong network of services for support, sharing of resources and information as well as a sounding board to discuss policies and issues.</p> <p>Council officers are regularly liaising with with Consumer groups, commercial enterprises, community services departments, ATSI, employment, disability support and income support services, accommodation services, transcultural, religious organisations, judicial and correctional services, police and emergency services.</p> <p>By maintaining links with services we are able to offer Federation staff a wider variety of help and support. Networking plays a key role in the professional life of a community service worker and is a constant tool that we have to develop and pursue, because finding and maintaining links with other services can be hard when work is busy.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.6.8	Ensure that Council publications and communication reflect the diversity of the community.	Number of articles and publications developed and circulated.	Progressing	60%	Council uses a number of different channels to communicate events and programs. Including Council's managed newsletters, social media, Visit Corowa Region website and Council's websites. As well as radio, Television, promotional publications and media releases to local newspapers and newsletters.
1.4.6.9	Ensure that family accessibility and inclusiveness is considered in the long term planning of Council programs, planning and activities.	Implementation of priorities within the Social and Cultural Plan.	Progressing	10%	Work has commenced towards the preparation of a new Community Strategic Plan.
		Level of consideration of the needs of families in long term planning of community facilities and programs at a State and Federal level.			
1.4.6.10	Ensure the needs people with a disability and culturally and linguistically diverse residents are considered in the provision of community activities, events and programs.	Level of accessibility for all people and all abilities available at council events and activities.	Progressing	85%	The Access Committee is currently engaged in exploring further improvements.
1.4.6.11	Implementation of key community playgrounds	Development of community playground.	Progressing	70%	Funds secured and 4 Playgrounds currently in construction.  Council has launched the Playspace program which has been the community engagement approach to these exciting initiatives.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.6.12	Promote events and opportunities throughout the shire that recognises and celebrate the diversity within our community.	Number of events conducted and opportunities promoted.	Progressing	70%	<p>Council continued to run a number of established events including the Australian Billy Cart Championships, Bald Archy and Local Government Week Schools Competition.</p> <p>Council organises events with a youth focus including Flicks in the Sticks, Youth Week events and activities and the North East Skate Park Series.</p> <p>Council has developed several events to promote the connections between communities including the Australia Day Celebrations, Baby Boomers Bus About, Tourism Treasure Trail, Pets Day Out and the Volunteer Recognition Awards and Celebration.</p> <p>Council works with event organisers wanting to hold an event on Council owned/public land. In 2016 / 2017, financial year thirty-six events were processed through Council's Events and Festival Application Process, which brought substantial economic, social and cultural benefit to the local community and region.</p>
1.4.6.13	Review and set priorities for the consolidation and/or renewal of Playgrounds within the region.	<p>One central focal playground established for each township.</p> <hr/> <p>Playground Masterplans completed.</p>	Progressing	60%	A number of non compliant 'pocket' playgrounds have been removed.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.6.14	Where appropriate, advocate for and support the long term sustainability and inclusion of the small rural schools within the shire.	Level of advocacy for sustainability of small schools.	Not Due To Start	0%	Councils mobile Preschool service helps to support the sustainability of local schools.
		Level of participation by small schools in relevant activities, events and projects conducted by Council.			
1.4.6.15	Work to ensure that people in the community have access to services and facilities throughout the shire.	Number of priorities within the Social and Cultural Plan implemented.	Progressing	5%	
1.4.7.1	Advocate for and support the provision of a medical centre for the community	Level of financial subsidisation for the Council's Medical Centres	Completed	100%	Council provides extensive support to the Urana Medical Centre and has committed to a significant financial grant for an Oaklands Medical Centre.
1.4.7.2	Advocate on behalf of the shire's communities for the provision of Community Services	Level of support and advocacy for a range of child and family support services within the Council.	Progressing	75%	Ongoing. Examples of this include Childcare needs in Oaklands and Urana, a range of challenges being faced by Preschool service providers (including our own service) and the commencement of an ageing well strategy and disability access inclusion plan.
		Level of advocacy on behalf of the community to maintain health and medical services within Council.			
		Level of advocacy for access to long day care children's services within the Council.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.4.7.3	Explore strategies to retain existing health services	Number of strategies to retain the existing health services available at the former Urana Hospital.	Progressing	50%	Example - Urana and Oaklands Medical Centre funding
		Opportunities to establish the Oaklands Medical Centre investigated.			
1.4.7.4	Support the provision of aged services within the shire	Level of work conducted with Oaklands Lions Club to ensure continued maintenance and improvements to Oaklands Aged Care units as required.	Progressing	5%	Ongoing
		Billabidgee Aged Care units renovated.			
		Level of engagement with Aged Care Housing providers on future management arrangements for Billabidgee Aged Care units.			
		Compulsory land acquisition of land immediately surrounding Billabidgee Aged Care units undertaken.			

### *Engaging events and celebrations.*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.5.1.1	Support the delivery of diverse community activities and events	Level of support provided to community activities and events through access to appropriate council resources, including promotional support and support to access funding.	Progressing	60%	<p>Events and Festival guidelines and application process available on the Councils website.</p> <p>Event Organisers can list their events and activities on the Visit Corowa Region website at no cost.</p> <p>Events are included in the Events Calendar and distributed to local tourism providers and businesses in the Council area.</p> <p>Council's Community Grants was streamlined in 2017 and offers two rounds of funding to community groups and event organisers to apply for funding.</p> <p>Council can offer a sponsorship partnership to event organisers that delivers strong economic and social benefit to the area.</p>
1.5.2.1	Encourage event organisers to consider sustainable event management principles in accordance with event international standards.	ISO Sustainable event guidelines distributed to community groups.	Progressing	0%	<p>Council's Events and Festival Guidelines provides recommendations on how event organisers can reduce their eco footprint and be more sustainable, develop a waste wise event with a waste management plan and consider the sustainable use of water when planning for an event.</p>



Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.5.2.2	Ensure that all events are safe, well planned and of high quality.	Level of support provided to Community groups to ensure that all events meet risk and compliance requirements.	Progressing	70%	<p>The Events and Festivals Guidelines was updated in 2017 and is a easy to use and in-depth resource for event organisers. The Events and Festival Application form has been streamlined and the event application process is available on the Council website.</p> <p>Council's Community Development Team offers personal support to event organiser to ensure that there events meet risk and compliance requirements. Examples for risk assessments are available.</p> <p>Council leads by example and makes safety it's number one priority when it comes to event management.</p>
		Event manual reviewed and promoted to support event organisers.			
1.5.2.3	Support a coordinated approach to the planning, promotion and implementation of events throughout the Shire.	Events strategy developed and implemented	Progressing	50%	Council provides extensive support to event organisers throughout the year and an event manual has been adopted.
		Monthly and annual Calendar of Events prepared and promoted.			
1.5.2.4	Support the delivery of major municipal events.	Number of major events supported and implemented.	Progressing	25%	Planning is well underway for Australia Day, the Festival of Fun for Kids, Seniors Week, Youth Week and more.
		Tourism and Events Grant program developed and implemented.			
1.5.3.1	Promote use of the Urana Aquatic Centre and Colombo Recreation Reserve	Management plans for the Urana Aquatic Centre and J M Smith Flora and Fauna reserve Urana, and Oaklands Crown reserves developed.	Progressing	50%	Work is ongoing.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
1.5.3.2	Support the community's ability to partake in recreation	Level of work carried out with Recreation Committees to ensure that all facility upgrades and future developments are flexible in use – encouraging diverse and inclusive activities.	Progressing	50%	

## Infrastructure and Services

Infrastructure that is well planned, well developed and well maintained and services that are accessible and effectively delivered

### *A community protected and prepared for emergencies.*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.1.1.1	Maintain, further develop and effectively promote the emergency management and recovery plan as required.	Annual review of Emergency management plan conducted and communicated.	Progressing	60%	Ongoing with reviews of Emergency Evacuation Points and continual review of Councils Local Emergency Management Plan.
		Evacuation points established and clearly marked.			
2.1.2.1	Advocate for the adequate provision of responsive police and emergency services throughout our community.	Level of involvement in advocacy initiatives conducted.	Progressing	60%	Ongoing continual advocacy and support of initiatives.
2.1.2.2	Continue to support crime prevention initiatives throughout the community, including those relating to anti social activities and responsible drinking.	Number of initiatives supported.	Progressing	50%	Ongoing continual advocacy and support of initiatives as required.  Alcohol Free Zones reviewed and due to be in place by end of December.
		Level of support provided to crime prevention initiatives such as community safety sub committee.			
		Alcohol free zones implemented.			
2.1.2.3	Education and enforcement of regulatory controls and local laws to protect the community.	Number of incidents reported.	Progressing	50%	Ongoing as required.
		Number of activities to create awareness of regulatory controls and local laws.			
2.1.2.4	Facilitate and support the Community Safety Committee to develop and implement its annual community safety plan.	Annual community safety plan developed and implemented.	Progressing	20%	Ongoing as required.

***A Council of excellence for sport and recreation.***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.2.1.1	Continue to facilitate training and development sessions that support the management of sport and recreation groups in conjunction with Department of Sport and Recreation.	Annual recreation training calendar implemented.	Progressing	10%	Planning underway for a Sport & Recreation workshop. Distribution of grant program information to support sporting clubs.
2.2.1.2	Continue to maintain and expand a high quality pathway network that is flexible in purpose to facilitate a range of users.	Annual Pedestrian Access Mobility Plan (PAMP) works program implemented.	Progressing	5%	
2.2.1.3	Continue to promote the Council's sporting facilities, venues and assets.	Level of ongoing promotion of facilities and venues.	Progressing	50%	Council facilities and venues on the Council website.  Council is currently undertaking a review of all facilities and venues in the Federation Council.
2.2.1.4	Ensure integrity of existing pathway network through regular maintenance inspections and appropriate works.	Annual audits conducted and maintenance works scheduled.	Progressing	25%	Regular inspection program carried out. Maintenance works scheduled following inspections and works program formulated to match budget allocation
2.2.1.5	Promote footpath and cycle way network.	Walking and cycle paths promoted.	Progressing	25%	Walking and cycleway network promoted through tourism collateral. Grant applications submitted to extend and improve network.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.2.1.6	Support sporting clubs and groups in their bids for large scale sporting events.	Large scale sporting events identified and included in Recreation and Events Strategy's.	Progressing	20%	
2.2.2.1	Adopt whole of community approach to planning of recreational facilities to ensure development of infrastructure meets the changing needs of our communities and facilitates new sports and diverse use.	Recreation Strategy developed.	Progressing	10%	As per Masterplans being prepared. Brief has been prepared for a Strategic Recreational Plan and Review but not yet progressed.
2.2.2.2	Continue to support recreation management committees.	Level of support provided to all recreation management committees.	Progressing	50%	Actively working with committees to develop rec areas
2.2.2.3	Development of a new swimming pool for Corowa.	Progress of Corowa Swimming pool upgrade.	Progressing	50%	Working through design plans for the site.
		Development of project plans.			
		Corowa Swimming Pool business plan updated			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.2.2.4	Ensure a place making approach is taken for all open space and water foreshore developments within the Council.	Participate in pilot Crown Lands Review.	Progressing	30%	Completed Crown Lands pilot and working through Lowe Square & Lonsdale Reserve master plans
		Implementation of Corowa Riverfront Masterplan.			
		Implementation of Lonsdale Reserve Masterplan.			
		Implementation of Lowe Square Masterplan.			
		Development and implementation of a Mulwala Foreshore Masterplan.			
2.2.2.5	Support community groups and clubs in the development of projects securing of funding.	Number of funding applications submitted and amount of funding obtained.	Completed	100%	Extensive support is provided to groups throughout the Council area.
		Number of funding applications submitted and amount of funding obtained.			

***Efficient and high quality service delivery.***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.3.1.1	Continue to support the integration and delivery of coordinated and quality Council services for our community.	Number of new advancements made in relation to coordinated service delivery.	Progressing	10%	
2.3.1.2	Develop mechanisms that continue to support the appropriate distribution and promotion of service information throughout the Council.	<p>Communications strategy developed</p> <p>Service level KPI's in place for all key operational areas.</p>	Progressing	20%	<p>The Communications Department is currently reviewing the current platforms Council has in place to support the distribution and promotion of service information throughout the Council area.</p> <p>The mechanisms to support this action will be further developed in the Communications Plan and Corporate Communications Strategy.</p> <p>Moving forward, the plans for an overarching Digital Strategy is also currently being discussed to allow for consistent platform and content planning.</p>
2.3.1.3	Support the exploration of best practice opportunities relating to the co location of services within our communities.	Level of advocacy and participation in appropriate discussions with external service providers.	Not Due To Start	0%	
2.3.2.1	Continue to support the Corowa Shire Interagency group.	Level of attendance at Interagency Group meetings.	Progressing	25%	
2.3.2.2	Facilitate the involvement of service providers and organisations within the community, in particular in regards to community planning.	Number of community service providers involved in community engagement process.	Progressing	25%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.3.3.1	Advocate on behalf of our communities to ensure that their needs are consistently and accurately represented at state and federal levels in regards to the allocation of services, resources and programs.	Level of advocacy in relation to allocation of services, resources and programs.	Progressing	65%	For example – advocacy work currently underway re childcare in Oaklands and Urana.
2.3.3.2	Continue to facilitate Council's involvement and utilisation of the Profile and Forecast ID programs to ensure all strategies and planning consider accurate demographic information.	Profile ID and Forecast ID subscriptions maintained and made available.	Progressing	80%	Profile id and Forecast id updated for Federation Council area. Publicly accessible from Councils website.
2.3.3.3	Relevant community demographic information collected and disseminated to relevant service and community agencies to support sound and accurate planning and appropriate delivery of on the ground services.	Community profiles available on Council's website.	Progressing	70%	Profile and demographic information for the region has been collected by a third party (Profile id) and is accessible to community groups via councils website. Information has been disseminated via council grant writing workshops and also via snippets.
2.3.3.4	Remain up to date on social and community priorities and ensure that these are regularly considered in the delivery of projects.	Priorities identified via feedback from community. Customer satisfaction program implemented annually.	Progressing	25%	



**Health services that support a healthy community.**

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.4.1.1	Continue to provide, maintain and promote facilities and assets throughout the Council that encourage and support healthy and active lifestyle choices.	Number of recreational facilities provided and promoted on Council website.	Progressing	25%	Information about facilities available on Council's new corporate website. Playspace Upgrade Program is underway and a number of grant applications have been submitted for new community/recreation infrastructure and facilities such as toilet blocks.
2.4.1.2	Continue to support and promote health programs, initiatives and healthy choices throughout the community.	Number of health initiatives and programs supported.	Progressing	25%	Community grants program.
		Number of healthy lifestyle messages promoted.			
2.4.2.1	Continue to communicate the needs of our community to relevant bodies to support appropriate service delivery for our community members, including those with increased needs.	Number of updates given to relevant service providers and authorities regarding community health needs and priorities.	Progressing	25%	
2.4.2.2	Continue to support the community in the priority to retain hospital, emergency and medical services locally.	Level of support provided for the continued presence of health and community services.	Progressing	5%	

### *Infrastructure that facilitates an active community*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
2.5.1.1	Actively seek funding to support the long term sustainability of community swimming pools	Level of funding opportunities for the redevelopment of the Council's swimming pools pursued.	Progressing	30%	This is an ongoing process. Reviews underway.  Several funding application submitted and two grants secured.
		Options explored to change the operating structures and associated costs of operating the Oaklands and Urana swimming pools.			
2.5.1.2	Attract funding to support the continuing improvement of the recreation grounds	Work commenced on the Victoria Park Urana masterplan.	Progressing	30%	Projects underway and Victoria Park, Rand, Lonsdale Reserve and Lowe Square.
		Ongoing information to community and sporting groups to support their applications for funding that facilitates the redevelopment of recreation grounds throughout the Council provided.			
2.5.1.3	Develop a coordinated approach to the management including upgrade of our community facilities	Level of work with Section 355 committees to identify priorities for maintenance, renewal and upgrades across the entire Council.	Progressing	15%	Section 355 Review just commencing.
2.5.1.4	Ensure appropriate provision and use of all open space and facilities under Council control.	Ongoing assistance for recreation ground committee and development of master plans when opportunities arise provided.	Progressing	50%	

2.5.2.1	Continue to improve the number of walking and cycle tracks	Level of participation with the community to continue to implement the former Urana Council Pedestrian and Mobility Plan (PAMP).	Progressing	50%	Major grant application submitted for \$3.8M.
	Level of activity carried out to develop the Urana Youth Park				

## Rural, Urban Development & Local Economy

A prosperous and resilient community

### *A growing and sustainable business and industry community.*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.1.1.1	Advocate for the ongoing improvement of key facilities.	Level of improvements made to gas and electricity services throughout the Council.	Progressing	30%	A range of industries are being actively pursued or assisted at present. They are in the agribusiness, metals, tourism and service sectors. This is reflected in part by the fact that industrial land at Mulwala and Howlong has been exhausted and new lots are being planned. Funding for both projects is in place.
		Level of advocacy and support provided for implementation of NBN initiative.			
3.1.1.2	Continue to develop infrastructure that facilitates business growth.	Streetscape Master plans and business park developments implemented as needed.	Progressing	80%	<p>Substantial progress has been made in relation to the preconstruction activity at Mulwala Industrial Estate. (say 80-90%).</p> <p>Funding has been achieved for extra lots in Howlong and preliminary design issues are being resolved. (30%)</p> <p>The Urban Design Framework for the streetscape masterplan is complete. Concept designs have been delivered and considerable public consultation has been undertaken. A new round of consultation has been proposed in the coming six months.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.1.1.3	Develop and implement marketing activities to attract and retain businesses within the Council.	Investment Marketing strategy developed and implemented.	Progressing	15%	This will be part of the next Business Plan from 2017-2021.  A number of individual initiatives have been undertaken in the areas of agribusiness, tourism and domestic construction.
3.1.1.4	Investigate incentives for new businesses to start up in Urana and our smaller localities and towns.	Incentives explored to assist in the attraction of business and industry within the Council through the development of an 'Economic Attraction Policy' that details the appropriate implementation of incentives aimed at attracting business.	Progressing	0%	
		Attend annual Country Expo in Sydney to promote the area for potential new residents			
		Level of participation in partnerships with the Department of Lands and other relevant agencies to investigate the former Urana East development proposal.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.1.1.5	Maintain a broad understanding of the Council's economic profile and work to recognise and share the successes of the business community.	Economic profile on Council website.	Progressing	85%	Council engages profile id. to provide updates in relation to demographic and economic activity. New data analyses will be undertaken on the 2016 Census.  Council has been an active partner and participant in support of a number of successful business entities such as the Corowa Whisky and Chocolate Factory, Yarrowonga Mulwala Housing and Cool Off.
		Number of business successes considered in Council communication activities.			
3.1.1.6	Promote positive images of Urana and our smaller localities and towns, as a dynamic and versatile community	Number of promotional initiatives undertaken and estimated reach and ROI of these.	Progressing	5%	
		Level of support for the Community Gold Regeneration Program			
3.1.1.7	Work closely with appropriate local and regional business groups to monitor and support the needs of our business community.	Number of issues identified and appropriate representation provided in a timely manner.	Progressing	80%	Council is an active participant in Corowa Business Chamber, Urana Inc, Oaklands Township Improvement Committee, Corowa Events and several other groups.  Council also participates in various regional activities such as Murray RDA, RAMROC, MRTB and attends as invitees to groups further afield.
		Number of strategic partnerships fostered.			
		Number of relevant forums to advocate for the needs of the businesses participated in.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.1.2.1	Support the development of the Urana Business Networks.	Level of participation in partnership with the local business community, to explore the establishment of the Urana Business Network - with appropriate terms of reference and governance model.	Progressing	5%	
3.1.3.1	Regularly recognise and celebrate local business and industry	Level of recognition and reward for business excellence and local success communicated in marketing material throughout Council's newsletter and on Council's website.	Progressing	10%	Discussions have commenced with the Corowa Business Chamber about reinstating business awards and recognition for individual businesses, owners and operators

***A skilled and qualified workforce.***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.2.1.1	Increase the provision of TAFE trade courses available relevant to the needs of the residents	Level of advocacy delivered on behalf of the community to access relevant local trade courses.	Progressing	5%	Council continues to encourage the TAFE sector to deliver programs locally but this activity needs to be put into the context of the new delivery model for TAFE.
3.2.1.2	Work with employers and appropriate agencies to improve pathways to employment for young and long term unemployed residents	Level of appropriate support and promotional assistance provided to agencies and employers who are offering employment opportunities for young people or the long term unemployed.	Progressing	10%	There are two aspects to this issue. Finding gaps in the employer requirement and trying to fill it and the converse is to try to attract jobs that fit the current resident workforce profile. Real opportunities exist in the agribusiness and meat by product sectors. The securing of a foundry would widen the opportunities in the metal sector.
3.2.2.1	Attractively promote the Council and available skilled positions in the region.	Number of skilled positions available within the Council and promoted on Councils website.	Progressing	5%	
		Photographic database of Council to ensure that visual representations of the Council on Council's website and throughout publications is positive and professional, is provided.			



Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.2.3.1	Support and assist appropriate development of professional networks/initiatives that aim to retain and support workers within the Council.	Scope of support and assistance provided / networks developed.	Progressing	65%	The new Council entity has worked assiduously to blend the skills of the constituent bodies, to see continuous improvement ideas, to formalise training opportunities and to measure the health of the culture. The results are best manifested in the productive blended workforce.
3.2.3.2	Support and assist appropriate establishment of local mentoring programs that provide support for young professionals throughout the Council.	Level of support provided for local mentoring programs.	Not Progressing	80%	Youth Council.

***A strong and resilient local economy.***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.1.1	Continue to actively seek funding and work in partnership with key stakeholders to deliver training and networking opportunities for businesses.	Level of funding received and partnerships formed for the delivery of training and networking activities.	Progressing	50%	The Murray Hume BEC will deliver a program on Starting a Business from a Wodonga location and has provided numerous opportunities locally over the past six months. The Corowa Business Chamber is actively seeking to broaden its geographic membership base and to conduct regular networking opportunities.
3.3.1.2	Support the facilitation of activities that will enhance professional development opportunities within the business community.	Number of activities supported.	Progressing	15%	While no activities have happened in the past nine months, the Murray Hume BEC initiative is the only one scheduled in the first quarter.
3.3.2.1	Advocate for long term water security for our agricultural sector.	West Corurgan Private Irrigation District recommendations supported and implemented.	Progressing	30%	Work on the agriculture sector is ongoing and Council is supportive of the work in relation to nutraceuticals and agribusiness being undertaken by Murray RDA. In addition, Council is pursuing a range of other high value agribusiness opportunities in textiles and forage.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.2.2	Continue to support regional long term water security strategies and programs.	Level and scope of support for long term water security strategies for the agricultural sector.	Progressing	25%	<p>The main activity in Q1 has been the exploration of the potential for industrial hemp (non THC) production, downstream value adding and establishment of markets. This is a agricultural pursuit that requires less water than other traditional crops of wheat and cotton.</p> <p>Another low water high crop value opportunity may be in silk production as the area has grown Mulberry trees in the past.</p>
3.3.2.3	Continue to support the Corowa Saleyards as a major regional sheep selling facility.	Level of promotion of Corowa saleyards and increase in profile obtained.	Progressing	80%	Significant improvements have in amenities and operations have been implemented at the saleyards and recently a Development Application has been lodged for a truck stop that will provide more infrastructure and customer appeal for the facilities.
3.3.2.4	Implement the strategic recommendations as per the Saleyards Business Plan	Saleyards Business Plan actions implemented.	Progressing	50%	Costing years 6 - 10 capital works program
3.3.2.5	Maintain a watching brief and active involvement in changes to water policy and plans (river and groundwater) that effect the region and ensure a strong advocacy body within the Upper Murray Joint Organisation and surrounding Joint Organisations.	Number of Upper Murray Joint Organisation meetings attended to discuss changes and implement actions to address.	Progressing	50%	Ongoing as required.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.2.6	Review the Saleyards Business Plan to consider ongoing funding and business opportunities.	Business Plan review completed.	Progressing	50%	Business plan review underway
		Number of funding opportunities identified.			
3.3.3.1	Annual priorities and strategies delivered in partnership with business industries, organisations and state and federal government bodies.	Number of actions from Council's Economic Development Strategy implemented.	Progressing	40%	There has been a rationalisation of local organisations over the past year and the Chamber is about to embark on a strategic planning exercise that will look beyond Corowa and the traditional chamber membership profile. The recently appointed EDO has commenced building networks amongst local businesses, organisations and State and Federal agencies.
3.3.3.2	Continue to plan for the effects of climate change.	Sustainable water use guidelines developed.	Progressing	30%	Ongoing as required. Integrated Water Cycle Management Plan under development.
3.3.3.3	Continue to support existing and newly established business within the Council.	Strong relationship with Business Chambers, industry groups and government agencies.	Progressing	40%	A permanent Economic Development Coordinator has been appointed to provide assistance to the business sector. Relationships with the Chamber, individual enterprises and individuals has commenced.
		Number of partnership initiatives implemented.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.3.3.4	Continues to protect and advance economic viability and sustainability by encouraging responsible land-use and development practices.	Land use development guidelines (LEP) in place and readily accessible to all stakeholders. All relevant Council officers are trained in these guidelines.	Progressing	50%	Ongoing as required. Planning for a new LEP to developed has commenced.
3.3.4.1	Assist in the circulation of relevant industry and regulation information opportunities.	Relevant information circulated to businesses.	Progressing	20%	Hard copy collateral material is available at the Civic Centres and soft copy material is provided to the Business Chamber. This latter activity should be extended to Urana Inc.
3.3.4.2	Continue to provide appropriate information, support and linkages to support newly established and existing businesses within the Council.	Business support and information easily accessible.	Progressing	50%	This support mechanism comes in many forms from one on one discussions, to assisting new or emerging businesses with information and suggestions to assisting in sourcing sites for relocation and expansions. All are exercised as appropriate.
3.3.4.3	Develop an Investment Marketing Strategy to support investment attraction in the Council.	Investment Marketing Strategy developed and implemented.	Progressing	15%	This will be part of the next Business Plan from 2017-2021.  A number of individual initiatives have been undertaken in the areas of agribusiness, tourism and domestic construction.  See similar task at 3.1.1.3

***A thriving tourism sector.***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.4.1.1	Continue to develop the positive image of our communities.	Branding is reflected in the communication strategy.	Progressing	35%	Council has supported tourism promotion with a number of buy in opportunities and facilitated journalist visits from the major newspapers.
3.4.1.2	Continue to work with tourism bodies and neighbouring Councils to promote and market our Council.	Partnerships formed and fostered with further promotional activities planned and conducted.	Progressing	50%	Council is working closely with Murray Regional Tourism to ensure a collaborative approach to the development and promotion of our region.
3.4.1.3	Maintain and continue to develop the new Tourism website for the region.	Quarterly review and analysis of website visitation statistics.	Progressing	30%	The Visit Corowa Region is maintained and promoted on a daily basis.
3.4.1.4	Ensure high quality visitor information services are provided to our visitors.	Visitor Information Centre appropriately resourced and officers trained to deliver quality services and information.	Progressing	25%	The Corowa VIC maintains level 2 accreditation and a number of new initiatives have been undertaken to increase the visitation to the centre such as new merchandise and pop up VIC displays at events.
		Monthly and annual calendar of events developed and promoted.			
3.4.1.5	Explore opportunities to increase accessibility to the visitor information service.	Opportunities identified in the feasibility study explored.	Progressing	60%	A visitor servicing review has been undertaken and is currently waiting the completion of the regional review prior to completion and consultation with community.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.4.1.6	Participate in regional campaigns and work to ensure the inclusion of this region in appropriate campaigns.	Level of continued participation in regional campaigns.	Progressing	30%	
3.4.1.7	Provide value add and revenue raising opportunities to support tourism development.	Business plan developed identifying actions to enable revenue raising and value add opportunities.	Progressing	45%	Council has increased merchandise and local produce stock.  The VIC has sold tickets for major events such as the Day on the Green.

### *Flexible and sustainable community facilities*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.5.1.1	Develop and implement a maintenance program for community facilities.	Maintenance program developed and implemented for all community halls.	Progressing	10%	Capturing condition data on all facilities
3.5.1.2	Ensure the planning of new facilities allows for flexibility in use and purpose, supporting integrated and diverse facilities.	Number of integrated and flexible designs.	Progressing	30%	Developing standards for community facilities. For new builds and renovations
3.5.1.3	Provide ongoing information, support and guidance to committees of management, sporting groups and clubs that take active responsibility for the maintenance and management of community buildings and facilities.	Number of resources developed and appropriate training sessions delivered.	Progressing	50%	Continual process
3.5.1.4	Support Community groups, clubs and committees of management with grant applications and the sourcing of funding to support redevelopment and upgrading of community buildings and facilities.	Sustained / Increased value of successful funding applications for redevelopment and upgrading of community facilities.	Progressing	30%	Continual process.
3.5.2.1	Explore opportunities and options for the potential redevelopment/restoration of existing facilities/buildings and assets to meet the needs of the community now and into the future.	Key priorities identified and included in the Asset Management Strategy.	Progressing	20%	A building facilities review has commenced.



### *Improved transport safety and accessibility*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.6.1.1	Continually assess the efficiencies and requirements of the operational practices of the roads team.	Annual review of reporting mechanisms, schedules for staff, plant, processes and use of contractors undertaken.	Progressing	20%	Annual reviews to be implemented
3.6.1.2	Develop four year works program for reseals and construction.	Four year works schedule developed for maintenance and construction with a focus on renewal and reduction of backlog.	Progressing	5%	Data collection at a very early stage. Rolling program will be established to determine funding requirements maintenance of the existing network
3.6.1.3	Implement a sustainable road strategy that prioritises the development and maintenance of our roads.	Long term (10 year) Transport Asset Management Plan developed and implemented.	Progressing	10%	Strategy is in its very early stages of development
		Roads Asset and Infrastructure Vulnerability Plan developed and implemented			
3.6.1.4	Support implementation of educational projects to build knowledge and awareness of road safety issues and safe road user behaviour.	Road safety programs implemented for Council region.	Progressing	10%	
3.6.2.1	Provide and maintain infrastructure such as roadside stops and signage	As part of the Federation Road Strategy, identify areas for the potential development of appropriate roadside stops and signage.	Progressing	50%	Ongoing as required.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.6.3.1	Continue to advocate for ongoing development of public and community transport options.	Number of strong advocacy actions delivered in the region where required.	Progressing	50%	Ongoing as required.
3.6.3.2	Continue to work with government and relevant stakeholders to progress new Yarrowonga/Mulwala bridge.	Level of Council commitment and participation in relevant discussions and forums.	Progressing	20%	Ongoing as required.
3.6.3.3	Ensure development and planning enables current and future transport needs.	All residential developments and streetscape master plans consider transport needs.	Progressing	50%	This has been a primary consideration on a project by project basis most notably in Corowa and Mulwala. A Transport Plan is proposed.
3.6.4.1	Maintain and improve the road transport network through the Council	Four year rolling works program for the maintenance and upgrade of roads throughout the Council implemented.	Progressing	10%	Work has commenced on data collection to enable a four year rolling works program to be developed
3.6.4.2	Prepare a Safety Strategic Plan that meets user needs.	Implementation of actions identified within the plan.	Progressing	5%	

**Reliable and efficient infrastructure and service delivery that supports current and future needs**

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.1.1	Ensure that housing needs of the ageing population are considered in all appropriate planning decisions.	Aged housing needs considered in all appropriate planning decisions.	Progressing	10%	Ongoing as required.
3.7.1.2	Implement policies and facilitate sustainable growth in line with Council's LEP.	All developments are in line with LEP.	Progressing	20%	An application was made to the NSW Government to market to prospective home owners/residents in the northern suburbs of the Melbourne MSD. It was unsuccessful. It is understood that one of the local real estate agents is pursuing a similar plan and this will be explored further. The initiative includes face to face discussions and radio advertising (3AW proposal attached)
3.7.1.3	Investigate housing needs of our ageing population now and into the future – including the review of private housing, independent living and high needs accommodation.	Aged housing review conducted in conjunction with state government.	Progressing	15%	To be considered as part of the Ageing Well Strategy currently underway.
3.7.2.1	Provide consistent signage and entrance points to all of our communities.	Signage strategy developed and implemented inclusive of entrance points.	Progressing	60%	Contractor engaged to fabricate and install town entrance signs with new Federation Council branding.
3.7.3.1	Continue to explore opportunities for the development and installation of public and community art throughout the Council.	Amount of funding received for the installation of public and community art.	Completed	50%	Major funding application submitted was not successful. Exploring other avenues.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.3.2	Support the implementation of the streetscape plans for Corowa, Howlong and Mulwala, Oaklands Rec Ground, Rand Rec Ground, Urana Aquatic and JM Smith Reserve, Colombo Creek Management Plan - embracing the unique identities of each township.	Annual priorities within former Corowa, Howlong and Mulwala Streetscape Masterplans implemented.	Progressing	5%	
3.7.4.1	Review recreation and Foreshore opportunities to utilise non-potable water opportunities.	Completion of project feasibility on identified initiatives.	Not Due To Start	0%	
3.7.5.1	A pricing system for water supply / sewerage and liquid trade waste that is equitable and reflects the actual cost of service provision.	NSW Office of Water Best Practice Management Guidelines complied with.	Progressing	5%	
3.7.5.2	Consult community in the delivery of water supply/ sewerage services prior to making any major decisions.	All stakeholders are consulted on major water supply/ sewerage issues.	Progressing	5%	
3.7.5.3	Continue to update and implement the sewerage network maintenance program and perform capital renewal and upgrades to ensure an efficient sewerage system that extends to all un-serviced areas.	Annual maintenance program and upgrade completed on time and on budget.	Progressing	5%	
		Annual sewerage system capital renewal program implemented.			
		Water/Sewer Asset Management Plans revised			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.5.4	Continue to update and implement the water reticulation capital renewal program.	Annual water reticulation capital renewal program implemented.	Progressing	5%	
		Water and Sewer Asset Management Plans revised			
3.7.5.5	Continue to update and implement water reticulation network maintenance program and perform capital renewal/upgrades to ensure an efficient sewerage system.	Annual water reticulation maintenance program completed on time and on budget.	Progressing	5%	
3.7.5.6	Ensure a thirty year financial plan is maintained.	Thirty year Financial Plan developed and implemented.	Progressing	5%	
3.7.5.7	Ensure water supply schemes do not fail in times of drought.	Current drought management plan implemented	Progressing	5%	
3.7.5.8	Implement the annual drainage capital renewal program.	Water and Sewer Asset Management Plan revised.	Progressing	10%	Annual renewal program is been formulated for incorporation into next budget
		Annual drainage capital renewal program implemented			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.5.10	Implementation of Best Practice Framework.	Sewerage Strategic Business Plan developed with provision for future upgrade in relevant townships.	Progressing	5%	
3.7.5.11	Prioritise the development of appropriate drainage systems that provide for efficient services to our community and allows for growth in our residential areas.	Long term drainage plans developed and implemented.	Progressing	5%	
3.7.5.12	Provision of a quality water supply that is sustainable to meet the demands of future growth while minimising water demand, wastage and system losses	Long term planning strategy for water reticulation network developed and implemented.	Progressing	5%	
		Water Conservation Plan Implemented			
3.7.5.13	Reduce wet weather hydraulic sewerage loading to its economic limit and manage the biochemical load.	Inflow/Infiltration program developed and implemented.	Progressing	5%	
		Trade Waste Policy developed and implemented.			
		Future system augmentation requirements identified.			
3.7.5.14	Update the Water Business Plan for each of relevant townships.	Water business plan developed and implemented.	Progressing	5%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.5.15	Water Supply/ sewerage schemes that meet the agreed levels of service.	Protocols, Standard Operating Procedures & SWIMS developed and implemented.	Progressing	5%	
		Nil areas of non-compliance.			
3.7.6.1	Apply Councils Local Environmental Plan (LEP)	LEP remains relevant and is reviewed by 2018 if not prior, in partnership with the State Government	Progressing	50%	Ongoing as required.
3.7.7.1	Ensure quality town water supply	Level of support provided to Riverina Water in the delivery of quality of water and involvement in joint projects	Progressing	5%	
3.7.7.2	Flood Planning	Level of progress for the Urana Shire Flood Study	Progressing	95%	Completed. Adoption by council due in November 2017.
3.7.8.1	Investigate options to increase the aquatic recreation attractions within the Council.	A precinct plan for the future planning of the Urana Aquatic Centre and surrounding Reserve areas including J.M Smith Reserve complete	Progressing	10%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.9.1	Continue to maintain and develop our Cemeteries	Cemetery operational/management plans prepared	Progressing	50%	Ongoing review of operations and implementation of capital projects.
3.7.10.1	Investigate options to restore and utilise historic buildings and landmarks	Heritage Advisory program continued and review of the former Urana Council Heritage study completed, including investigations for commencing a Local Heritage Fund program	Progressing	45%	Council has engaged a heritage adviser to advise on options for utilising historic landmarks and buildings and provide free consultations with property owners considering restoration works.
		Information provided to the community in efforts to restore and protect historic landmarks and buildings			
3.7.11.1	Develop a 20 year waste management strategy that plans for the delivery of efficient and high quality waste services throughout the Council.	Waste Management Strategy developed. Annual priorities implemented.	Not Progressing	0%	To be commenced in 2018.
		Objectives of half waste campaign met.			
3.7.12.1	Continue to actively seek funding to support long term sustainability and maintenance of community and Council assets.	Sustained/increased value of funding received for maintenance of community and Council assets	Progressing	50%	Ongoing as required.
		Assets meet service level standards			
		Number of successful grant applications to support asset management.			



Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.7.12.2	Continue to implement asset inspection programs and develop maintenance schedules as required.	Asset inspections completed.	Progressing	20%	Asset Management system under review and programs and schedules being redeveloped.
		Maintenance program developed and implemented.			
3.7.12.3	Develop and implement asset management strategy that considers the needs and sustainability of all Councils assets, and where appropriate plans for their consolidation or renewal.	Asset Management strategy including individual plans / policies developed and maintained for all Council assets.	Progressing	0%	Council report prepared for October Council meeting.
		All relevant staff are trained in the asset management system.			
3.7.12.4	Undertake appropriate planning and consultation for development of business plans to support funding applications.	Business plans developed for all service areas.	Progressing	90%	Business plans in place for over 50 service areas. Reviewed annually in accordance with budget and community needs.
		KPI's for all staff and signed off by GM			

### Attractive presentation of towns and villages

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.8.1.1	Develop and implement a long term town beautification plan	Oaklands Plan prepared	Progressing	0%	
		Rand Plan prepared			
		Morundah Plan reviewed and updated			
		Boree Creek Plan prepared			
		Former Urana Plan reviewed and updated.			
3.8.2.1	Provide connected paths that link the retail/commercial heart	Continue to construct footpaths/cycleways within the Council as funds permit	Progressing	5%	
3.8.2.2	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres	Level and scope of options explored for a Caravan Park and RV Friendly site in Oaklands.	Progressing	10%	Considerable research, planning and design has been undertaken in relation to Corowa. Project plans are being developed for some northern townships.
3.8.2.3	Work with our businesses to maintain and provide improved services for locals and visitors	Level of partnership with local businesses and the community undertaken for a product audit and identification of ways to improve products.	Progressing	50%	<p>This is a necessarily ongoing activity. In the Corowa area, extensions to business hours have been sought, higher profile Christmas festivities are planned and membership of the Chamber is actively being sought. Council is an important partner when and where required. (Corowa Urban Design Framework, in kind assistance at festivals).</p> <p>There is also new emphasis on planning for the outlying townships and new community plans are in train.</p>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.8.3.1	Improve television, mobile and internet coverage	Level of advocacy carried out to improve the television, mobile and internet coverage provided within the Council area.	Progressing	10%	Council has requested quotes from NBNCo to further improve services in the main streets of Corowa, Howlong and Mulwala and for the overall township of Urana.
3.8.3.2	Increase the use of rail for freight transportation	Level of advocacy carried out for the provision of rail freight transport throughout the Council area.	Progressing	10%	Ongoing as required.

*Improved transport safety*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
3.9.1.1	Explore the feasibility of community and public transport	Level of advocacy carried out on behalf of the Community for the consideration of the public and community transport needs.	Progressing	10%	Ongoing as required.
		Level of advocacy carried out on behalf of the Community for the consideration of the public and community transport needs.			

## Natural Environment

An environment that is protected, enhanced and enjoyed by all

*A community that actively protects its natural environment.*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.1.1.1	Develop and implement an education program to inform the community and visitors about the impact of spreading weeds and pests	Level of assistance provided to ERNWAG in community education initiatives with promotion of information and resources throughout Council's newsletter and website.	Progressing	50%	Ongoing as required. Participation with State initiatives ongoing.
4.1.1.2	Implement weed management practices	Response to outbreaks of noxious weeds throughout the Council delivered according to our Customer Service Charter.	Progressing	50%	Ongoing as required.
4.1.2.1	Develop natural resource management projects	Reserve Management plans developed for key areas where Council manages the Natural Environment.	Progressing	5%	To be commenced in early 2018.
		Level of partnerships with Local Lands Services and other State and Federal Agencies to pursue the Lake Urana project.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.1.3.1	Support the protection of endangered and threatened plant and animal species such as the Oaklands Diuris (Orchid)	Level of partnerships formed with the community, to support ongoing efforts to protect endangered plant and animal species within the Council.	Progressing	20%	Ongoing as required.
4.1.4.1	Engage young people in the conservation of our natural resources	Level of support provided to agencies and organisations within financial resources, that encourage people to participate in conservation projects such as National Tree Day.	Progressing	10%	Ongoing as required.
4.1.4.2	Explore options for use and protection of the Urana Aquatic Centre and J.M Smith Flora and Fauna reserve in Urana	Level of support provided to Urana Ski and Aquatic Centre Committee to progress J M Smith Reserve Golf Course.	Progressing	10%	Collecting information.
		Level of support provided to Urana Ski and Aquatic Centre Committee to progress the pedestrian footbridge over the Urana Creek in the J.M Smith Reserve (Urana Aquatic Centre).			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
		Level of progress carried out on the Urana Aquatic Centre Leisure Centre project in conjunction with the Urana Ski and Aquatic Centre Committee and in consultation with the members of the former Yuluma Cullivel Bus Committee.			
		Level of work to develop an alternative water supply for the Urana Aquatic Centre.			
4.1.5.1	Develop and implement an education program to reduce the occurrence of littering throughout the shire particularly during peak tourist periods.	Education program implemented and delivered.	Progressing	50%	Ongoing as required including participation in EPA anti-littering campaigns.
		Reduced occurrences of littering.			
4.1.5.2	Encourage the community to be involved in preservation and enhancement of the community.	Level of community members actively engaged in programs and services to preserve and enhance the environment.	Progressing	10%	Ongoing as required.
4.1.5.3	Explore the feasibility of developing and implementing green energy solutions within the shire.	Number and scope of Green energy solutions developed / implemented.	Not Progressing	0%	
4.1.5.4	Support community driven projects that facilitate community involvement in protecting and preserving the environment.	Number of projects / programs/ grant applications supported.	Progressing	5%	Ongoing as required.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.1.6.1	Implement appropriate pest management practices for the control of pests on Council and appropriate public land including cemeteries and the aerodrome and airstrips.	Pest outbreaks addressed within 10 days.	Progressing	50%	Ongoing as required.
4.1.6.2	Implement appropriate weed management practices in response to outbreaks throughout the Council region.	Number of communication activities regarding noxious weeds carried out.	Progressing	70%	Ongoing as required. Actively participating in regional weed management.
		Number of and level of response to noxious weed outbreaks.			
		Murray –Riverina Weeds Action Program targets achieved.			
		Implementation of weed education program.			
4.1.6.3	Support the community to implement appropriate pest management practices.	Detection of pests in public areas reported to relevant authorities.	Progressing	10%	Ongoing as required.
4.1.7.1	Ensure areas of high vegetation and habitat are appropriately protected from the impact of destructive recreational uses.	Areas of high vegetation and habitat are identified and strategies implemented to reduce the impact from destructive recreational use.	Progressing	10%	Ongoing as required.
4.1.7.2	Identify areas of significant natural value and ensure they are provided with high level conservation recognition.	Kyffins Reserve management plan developed.	Progressing	40%	Ongoing as required. Participation in State initiatives such as Bushfire Land Review.



Action Code	Action Name	Performance Measure	Status	Progress	Comments
		LEP identifies areas of significant natural value and strategies implemented to conserve these areas.			

***A Council that leads in environmental sustainability.***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.2.1.1	Ensure where feasible that all Council and community developments, upgrades and retrofits are carried out with consideration to environmental sustainability.	Environmental sustainability included as standard practice in all development applications for Council buildings and infrastructure upgrades.	Progressing	50%	Standard practice in DA assessments. One of the core issues during scoping of Council projects.
4.2.2.1	Consistently consider and promote water protection and conservation practices.	Number of water conservation messages promoted.	Progressing	50%	Standard practice in Councils water management practices.
		Number of water re-use programs installed.			
4.2.2.2	Support initiatives that encourage moving towards a carbon neutral community.	Number of carbon neutral initiatives supported and adopted throughout the community.	Progressing	10%	Ongoing as required.
		Level of recognition of the contribution made by groups and individuals within the community.			
4.2.3.1	Deliver waste management services that minimise the impact on the environment	Former Urana Council Local Waste Strategy finalised and implemented.	Progressing	50%	Ongoing as required.
4.2.3.2	Ensure that all infrastructure works, including roads, are considerate of natural vegetation and fauna	Regular training and information to Council works staff to facilitate an awareness of protected species provided.	Progressing	50%	Standard practices include site assessment of native vegetation and fauna protection.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.2.4.1	Advocate for the effective use of irrigation water and responsible allocations	Level of participation in relevant discussions, plans and reviews that relate to the water allocation future for our farmers.	Progressing	10%	Ongoing as required.
4.2.4.2	Promote initiatives that support water wise practices and products throughout the community	Water wise demonstration garden at Urana Council office completed.	Progressing	10%	Ongoing as required.

*High standards in water conservation and protection.*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
4.3.1.1	Continue to work closely with relevant authorities to improve and protect water quality in waterways and to minimise the impact of recreational use.	Strong relationship with NSW Office of Water formed.	Progressing	50%	Ongoing as required.
		Number of environmental protection strategies implemented to ensure quality waterways.			

## Local Governance and Finance

Strong and responsible leadership

*A community that is informed and engaged in its future*

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.1.1	Advocate for the needs of the community at a state and Federal level.	Number and scope of representations made on behalf of the community at State and Federal level.	Progressing	35%	<p>Met with Minister for Local Government and Office of Local Government on several occasions re funding, rate capping, and joint organisations.</p> <p>Met with Minister Barrilaro regarding TAFE and funding for community projects</p> <p>Lobbied RMS for additional funding for Federation Way</p> <p>Invited RMS and VicRoads to discuss Mulwala/Yarrowonga Bridge Crossing</p> <p>Met with Local Federal and State Members to discuss various issues including pensioner concessions, rate capping, additional grants</p>
5.1.1.2	Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Level and frequency of involvement in cross border task force meetings and activities.	Progressing	0%	<p>Met with Cross Border Commissioner</p> <p>Waiting to hear about establishment of Victorian Cross Border Commissioner</p>
		Level of appropriate information provided to the community regarding cross-border anomalies.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.1.3	Foster and maintain productive relationships with local members, Regional Development bodies and ministers to support opportunities for advocacy.	Outcome of issues represented at a State and federal level.	Completed	100%	Strong relationships in place with Local Members
		Level of community priorities and needs advocated for when appropriate.			
5.1.1.4	Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional organisation of Councils (ROC)	Appropriate membership maintained and participation on state planning and reference committees and ensure they have access to accurate information.	Progressing	35%	<p>Ramroc initiative to improve outcomes and focus of the group</p> <p>Rejoined LGNSW to allow review of benefits of membership</p> <p>In discussions with Office Of Local Government about advocacy and cooperation with a General Managers Group</p> <p>Supporting Regional Economic Development Study to increase road funding to assist rural productivity</p>
5.1.1.5	Take a leadership role in matters of regional significance.	Number and scope of representation at appropriate forums / discussions.	Progressing	35%	Council represented at Regional Leaders Forum

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.2.1	Explore the use of technology in Council's communication with its community	Council's website including social media maintained and upgraded.	Progressing	70%	As part of the Corporate Communications Strategy and Communications Plan, exploring the use of technology in Council's communication with its community is underway. Monthly reporting of google analytics on website performance and Facebook Statistics is recorded for the purpose of ensuring we are engaging with the community on platforms that they are engaging with.
5.1.2.2	Provide appropriate community engagement	At least one annual Community meeting provided to present draft budget and plans for the future as well as communicating works done over the past 12 months.	Progressing	10%	Strong levels of community engagement is occurring in project planning.
5.1.3.1	Lead and advocate on key social and community issues	Level of appropriate information relayed to the community regarding local, regional and national matters.	Progressing	20%	Childcare funding changes.
5.1.3.2	Regularly provide up to date and accurate community information to service providers	Strong relationships with program and service providers maintained to support the dissemination of information relating to the community including by attendance at Interagency meetings and related events where possible	Progressing	70%	Inter agency Meetings are held quarterly

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.4.1	Lobby for protection from crime, fire, anti-social behaviour and other threats to community safety	Level of support provided to the Rural Fire Services and the State Emergency Service.	Progressing	20%	Ongoing as required. Support provided through relationships built through the LEMC.
5.1.4.2	Provide Library and other community services whilst there is a need and budget allows	Delivery of Community Services Program's and events within available funding.	Completed	100%	See Programs and events at 1.3.3.3 TSS always popular. Supported by SL NSW and Telstra
5.1.5.1	Promote opportunities and encourage community representation on relevant boards, committees and organisations.	Number and diversity of community members on boards and committees.	Progressing	20%	Volunteer opportunities promoted and training provided e.g. VIC. Council committees under review following amalgamation.
		Level of information provided to the community about participation in local government, in the lead up to Council elections.			
5.1.6.1	Continue to explore innovative ways of raising awareness of relevant information, projects, events and decisions.	Number of innovative and diverse actions that support effective communication and engagement with the community implemented.	Progressing	60%	A Communication Strategy is close to being finalised and delivered to Manex for approval.  The strategy establishes the principles that will guide how Federation Council communicates and engages with its audiences in changing times; how it will talk to all of its audiences including its people, residents businesses, partners, government, elected representatives and visitors; and how it will listen, interpret and respond appropriately.



Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.1.6.1	Develop a Communication Strategy that supports effective communication mechanisms across all areas of Council.	Communications strategy developed and implemented for all of Councils operations.	Progressing	60%	
		Development of required policies to support the implementation of the Communication Strategy.			

***A Council that is 'Fit for the Future'***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.1.1	Allocation and implementation of stronger communities projects (\$10m project fund)	Achievement against amalgamation project implementation plan	Progressing	45%	Program in place to deliver all priorities within timelines
5.2.1.2	Overall management and implementation of Amalgamation implementation plan (\$5m fund)	Achievement against individual project plans for funded projects	Progressing	40%	Actions progressing and planning improving  Representations made to government for additional funding
5.2.2.1	Corporate Governance and Planning systems enable effective planning and reporting for state and federal government requirements.	100% compliance with all state and federal government reporting and legislative demands.	Progressing	75%	New software implemented to enable periodic reporting to council and annual reporting. Business plans support key priorities and completion of all compliance tasks. Compliance calendar in place.
5.2.3.1	Customer Service Charter is promoted throughout organisation and adhered to by all service areas.	98% customer requests completed within timeframes allocated.	Progressing	25%	A new Customer Service Charter was adopted in July 2017.
		Reduction in customer complaints.			
		Service level KPI's in place for all key operational areas.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.4.1	Council has systems and processes to support continuous improvement and best practice across all of its service functions.	Policies and procedures in place and implemented with relevant staff for all key functions.	Progressing	75%	Council has a system of policies and procedures to support best practice in key areas with scheduled review of all policies. Fortnightly Leadership group meetings enable discussion and formation of strategies to support improvement for cross functional issues. Internal audit program in place.
5.2.4.2	Council has systems and processes to support recruitment, development, retention and safety of our human resources.	Human resources strategy developed and implemented inclusive of a recruitment, induction and training plan.	Progressing	5%	
5.2.5.1	Advocate for the long term sustainability of our region.	Level of advocacy delivered in partnership with the community for the sustainability of the smaller localities within Council.	Progressing	40%	Supported project to sustain regional recycling of organic waste  Community plans prepared for smaller communities is almost complete  Long term planning improvements underway with a view to supporting council to build a meaningful 10 year financial plan  Supported an initiative to bring solar power to Urana.  Completed Urana Flood Study .

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.5.2	Increase the participation of local people in local government	Level of opportunities promoted for the community to participate in local decision making through active community engagement processes and effective communications.	Progressing	20%	A Youth Council has been engaged and a Youth Council Charter prepared for Council adoption.
5.2.6.1	Council actively seeks to implement cost reduction strategies across all service areas.	Number of cost saving and resource sharing strategies implemented.	Progressing	70%	Council has developed budgets for all key service areas and monitoring of expenditure to identify opportunities to implement cost reduction strategies have been identified including purchasing of new equipment or programs, outsourcing, collaborative projects and centralisation of duplicated functions and services.
		Level of improvements to reporting systems.			
		Level of reduced wastage and increased efficiencies reported.			
5.2.6.2	Council has a ten year financial plan, (thirty year water and sewerage financial plan) four year Delivery Program and one year Operational Plan - and operates within these budgets.	All service delivery and key functions carried out within budget.	Progressing	5%	1st quarter budget review to be prepared for November Council meeting.
		Further special rate variation implemented.			
		Annual review of rating strategy completed.			

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.6.3	Council has developed asset management strategies, modeling and plans to protect its assets and resources, inform work programs and reduce depreciation.	Asset management and maintenance plans implemented and reviewed annually.	Progressing	10%	Complete review of Asset Management practices underway.
		Renewal targets set and implemented.			
		Expansion/upgrade expenditure limited.			
5.2.6.4	Council has developed business plans for all of its key service areas and reports against actions in these plans quarterly.	Quarterly reports submitted.	Progressing	70%	Business plans developed for all key service areas and currently under review. Quarterly reporting is performed against actions in Delivery Program.
		Business plans developed and implemented.			
5.2.6.5	Council monitors work effort against work estimate for all capital works projects.	Quarterly cash flow forecasts provided.	Progressing	5%	
5.2.6.6	Council proactively seeks to develop alternative revenue streams and increase our income from fees and charges, private works and funding streams.	Value of income from alternate revenue streams and stretch targets achieved.	Progressing	5%	Additional grant applications made.
		Investment and loans policies reviewed annually.			
5.2.7.1	Governance and reporting register established.	Level of compliance. Outcome of internal and external audits.	Progressing	95%	Governance and reporting calendar in place and reviewed in accordance with legislative requirements and OLG compliance calendar.

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.7.2	Risk identification and management strategies reviewed for all areas of council.	Annual review of risk assessments / action plans complete.	Progressing	0%	Draft Risk Management Plan and Project Brief developed.
5.2.7.3	That there is an effective internal audit program.	Two external audits annually.	Progressing	0%	Internal Auditor appointed and Internal Audit Committee has meet and adopted a three year internal audit program.
		Minimum of three internal audits completed annually.			
5.2.8.1	Ensure Council staff participate regularly in professional development	Number of training opportunities provided that meet the requirements of staff	Progressing	25%	
5.2.8.2	Involve staff in regular community engagement.	Number of opportunities provided for staff to participate in appropriate community engagement and community initiated projects	Progressing	25%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.2.9.1	Maximise Councils financial position	Number of initiatives carried out to maintain and improve Councils financial position.	Progressing	50%	Ongoing as required.
		Number of initiatives carried out to maintain and improve Councils financial position.			
		Assets and infrastructure maintained to a standard that facilitates long term sustainability and community use			
		Under-utilised Council owned land and buildings reviewed for sale options.			
		Service review of Council Swimming Pools undertaken.			
		Service review of Waste Management undertaken in accordance with the Waste Management Strategy.			

**Government that plans for the needs of the current and future communities**

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.1.1	Continue to ensure the community is kept informed of state and federal government processes impacting the community.	Communications strategy developed and implemented inclusive of distribution of state and federal government processes impacting on the community.	Progressing	90%	
5.3.1.2	Continue to review and implement Councils Community Engagement Strategy to ensure that it reflects the most appropriate ways of engaging the community.	Review of Community Engagement Strategy completed.	Progressing	25%	Review of strategy completed. Strong level of community engagement undertaken for a number of projects, such as the Playspace Upgrade program.
5.3.1.3	Facilitate the distribution of information to the community relating to major community projects that is clear and easy to understand.	<p>Communications strategy developed and actions identified to support the distribution of relevant information to the community.</p> <p>Communication plans implemented for all major projects and programs.</p>	Completed	100%	<p>The Communications Department regularly delivers information to the community relating to major community projects via :</p> <ul style="list-style-type: none"> <li>- The Corporate Website</li> <li>- Media Releases</li> <li>- Video</li> <li>- Facebook Posts</li> <li>- Council Snippets</li> <li>- Howlong Grapevine</li> <li>- Urana District Newsletter</li> </ul>



Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.1.4	Support the involvement of the community in decision making at all levels of government.	Number of opportunities for community to be involved in decision making processes.	Progressing	10%	Ongoing through a large number of Committees (30 plus) and Project engagement.
		Participation of community members in Council committees.			
5.3.2.1	Advocate for the needs of the community at a state and federal level.	Number and scope of representations made on behalf of the community at State and federal level.	Progressing	90%	
5.3.2.2	Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Appropriate information provided to the community regarding cross-border anomalies.	Progressing	85%	
		Regular involvement in cross border-task force meetings and activities.			
5.3.2.3	Foster and maintain productive relationships with local members, ministers and Regional Development bodies to support opportunities for advocacy.	Community priorities and needs advocated for when appropriate.	Progressing	85%	Council continues to support opportunities for advocacy through the provision of responses to ministerial enquiries, draft government policies and discussion papers as well as through representation at regional forums and direct consultation with local ministers.
		Outcome of issues represented at a State and Federal level.			
5.3.2.4	Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional/Joint Organisation of Councils	Regular attendance at appropriate meetings.	Progressing	75%	

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.3.3.1	Carry out Civic events	Number of civic events carried out in the community.	Progressing	40%	<p>Council host the Federation Council Australia Day Awards and Celebration annually where it awards the Citizen of the Year, Young Citizen of the Year, Local Achiever Award, Community Event and Community Project of the Year Awards.</p> <p>Council hosts the Federation Council Volunteer Recognition Awards and Celebration where it recognises and awards the hard work and dedication of volunteers within the community.</p>
5.3.3.2	Councillor Development.	Number of opportunities supported and provided for Councillors to receive training.	Progressing	65%	New councillors have access to key information to support them in their roles through the Councillor Handbook, Councillor Portal, induction program and professional development opportunities identified in the training schedule.

***Productive and beneficial relationships***

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.4.1.1	Ensure regular communication between partners/stakeholders responsible for achieving priorities within the Community Strategic Plan.	Communications strategy includes actions relating to stakeholder management and engagement.	Progressing	90%	
5.4.2.1	Provide appropriate support to community based partnerships that aim to deliver sustainable outcomes for the community.	Number of partnerships supported.	Progressing	25%	<p>A number of community and council partnerships established, such as;</p> <ul style="list-style-type: none"> <li>- Howlong Men's Shed to create Christmas decorations for the town.</li> <li>- Young people in Urana to determine name of the new Youth Space.</li> <li>- Community Ambassadors to drive the development of the Ageing Well Strategy.</li> <li>- Development of the Rand Community Playground, driven by community committees and supported by Council.</li> <li>- Mulwala All Abilities Playground - driven by the community and supported by Council.</li> <li>- Local Government Week - community event supported by the Urana Bowls Club.</li> <li>- North East Skate Park series was a partnership between the Corowa Skate Park committee and local Councils.</li> </ul>

Action Code	Action Name	Performance Measure	Status	Progress	Comments
5.4.2.2	Support a coordinated approach to funding applications, long term strategic planning and program implementation for groups, committees and clubs within the Council.	Information on funding opportunities distributed to appropriate community organisations/members.  Community profiles available on Council's website to support preparation of grant applications.	Progressing	50%	Id Profile has been updated for the new Council which is an important tool for grant writing.  Council has worked with surrounding Councils (Albury City and Berrigan) to prepare a major grant application totaling over \$20M for the region.
5.4.2.3	Support the community to access grant workshops that support the capacity of community groups to access funding.	Number of grants workshops facilitated and local community groups in attendance.	Completed	100%	A grant workshop has been delivered.



Attachment 6.5.1



**ANNUAL REPORT**

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## INTRODUCTION – MESSAGE FROM THE ADMINISTRATOR

On 12 May, 2016 the New South Wales Government, by the Governor's proclamation, dissolved the former Urana Shire Council and Corowa Shire Council and merged them to form Federation Council.

At that time, all of the positions of Councillor and Mayor of the two Councils were declared vacant and I was appointed as Administrator to stand in their stead for a 16 month period until the inaugural election process scheduled for 9 September, 2017 began.

Together with the interim General Manager, also appointed by proclamation, I was given the task of creating the new Council organisation and transitioning the two former entities into one modern local government authority.

Developing a new Council by incorporating two former Councils is a challenging task. Differences in service types and service levels; pricing and costing approaches; custom and practice; demographic and economic differences; staffing establishments and structures; and cultural differences in both the organisations themselves and the communities they represent are all challenges to the transition process and provide obstacles to effective integration.

Despite the challenges, there was an overwhelming amount of progressive opportunities that presented themselves and enabled us to put in place positive strategies that recognise, support and promote the efforts and achievements resulting from the merger activities.

It has been a great privilege to work with the executive team, management, staff and communities of Federation Council.

I extend my heartfelt thanks and sincerest appreciation to all involved and wish the new Council the very best in their future endeavours.

**Mike Eden**

**Administrator**



## INTRODUCTION – MESSAGE FROM THE GENERAL MANAGER

On behalf of Federation Council I am pleased to present our 2016 - 2017 Annual Report. This document is an important means of communication between Council and the community and it provides an opportunity to highlight the programs and achievements for the 2016-2017 financial year.

We are proud of the achievements made this year and are committed to further organisational improvements.

The last 12 months has undoubtedly been a very busy and productive time for Federation Council. Staff have worked diligently to embrace a significant amount of change which is starting to show great results. Of particular importance, is the work that is ongoing with building job satisfaction, customer satisfaction and ensuring value for money for our ratepayers.

The Council adopted its Merger Implementation Plan at the August 2016 Council meeting with 364 tasks identified to build the new Council. Many of these tasks related to undertaking an audit of existing conditions, services, processes and procedures and 38 projects were completed within the first few months of the merger.

Council has been successful in reviewing and setting a new Executive, Management and staffing structure to support service delivery, legislative compliance requirements and meet community expectations.

Information technology improvements have largely been implemented including the installation of a microwave link to support bringing the former Councils together on a series of common platforms. Common email, records management and financial management systems have been introduced with a single web site launched.

I would sincerely like to thank the Federation Council communities for their support and embracing the change.

I would also like to thank the team at Federation Council who have gone above and beyond over the last 12 months and displayed unwavering support and dedication to the Council and its communities.

In closing, I would like to formally acknowledge the contribution of Administrator Mike Eden who, from the outset adopted his position to ensure the new Council was successful.

**Chris Gillard**

**General Manager**





## OUR JOURNEY

In May 2016 the NSW Government announced its intentions to merge a total of 41 existing councils into 24 new councils. Whilst 5 of the proposed metropolitan mergers were deferred the creation of 19 new councils occurred on 12 May, 2016. The merger of Urana and Corowa Shire Councils was one of the mergers that proceeded and resulted in Federation Council being established by proclamation.

The proclamation states that “The Administrator of the new council has, during the initial period, the functions of the council and the mayor of the council”. The initial period, in Federations’ case was 16 months from 12 May, 2016. Within the Local Government legislation, the functions of the council and the mayor are set out in:

### **Section 258 The Administrator**

- (1) *When the administrator of a council takes office:*
  - (a) *any persons holding civic office in relation to the council cease to hold office, and*
  - (b) *the administrator has all the functions of the council until immediately before the first meeting of the council held after the fresh election.*
- (2) *The administrator must be paid a salary from the council’s funds determined by the Governor.*
- (3) *The Governor may terminate the administrator’s appointment at any time.*
- (4) *The administrator ceases to hold office:*
  - (a) *immediately before the first meeting of the council held after the fresh election, or*
  - (b) *if the administrator’s appointment is earlier terminated by the Governor.*

The Administrator’s role, in the framework of a merger, encompasses the roles of:

1. Making decisions on behalf of the community in the context of the council meeting process;
2. Representing the community and the council at public occasions;
3. Advocating on behalf of both individual citizens and the broader community;
4. Providing support to the General Manager and staff in implementing the merger.

During the Administration period, Council meetings were conducted at least monthly and in accordance with Council’s Code of Meeting Practice. In addition, the Administrator attended as many community events, meetings and other functions as was possible, although this was always going to be challenging with only one individual replacing 18 former Councillors. The Local Representation Committee (comprising former Councillors from both former Councils) provided much assistance with this process.

Federation Council engaged the NSW Electoral Commission to hold its first election on 9 September 2017. The election result was declared on 14 September 2017 resulting in 9 new Councillors representing Federation Council.

There are no wards or ridings in the Federation Council so the nine Councillors are elected by the people to represent the interests of all ratepayers and residents, to provide leadership and guidance to the community, and to encourage communication between Council and the community.

# INTRODUCING OUR NEW COUNCILLORS (Elected 9 September 2017)



**MAYOR**  
Cr Pat Bourke



**DEPUTY MAYOR**  
Cr Shaun Whitechurch



Cr David Longley



Cr Fred Longmire



Cr Paul Miegel



Cr Bronwyn Thomas



Cr Gail Law



Cr Norman W Wales  
APM



Cr Andrew Kennedy

# OUR ORGANISATION

## GENERAL MANAGER

### CHRIS GILLARD

Executive Support  
Mayor and Councillor Support  
Council meetings  
Media and Communications  
Merger Implementation

## CORPORATE AND COMMUNITY

### KRISTY KAY - DIRECTOR

Councillor Support  
Integrated Planning and Reporting  
Internal Audit  
Access to Information (GIPA)  
Information Management  
Customer Service  
Events Management  
Community Development  
Pre-schools  
Library Services  
Disability Inclusion Access Plan  
Records Management  
Information Technology  
Community Grants  
Tourism and Visitor Information Centre  
Policy Development and Review  
Public Interest Disclosures  
Property  
Cemetery Administration  
Service NSW

## FINANCE AND ORGANISATIONAL DEVELOPMENT

### KIM PARKER - DIRECTOR

Financial Management  
Risk Management  
Asset Management  
Human Resources  
Learning and Development

Work Health and Safety  
Economic Development  
Procurement and Contract Management  
Insurance

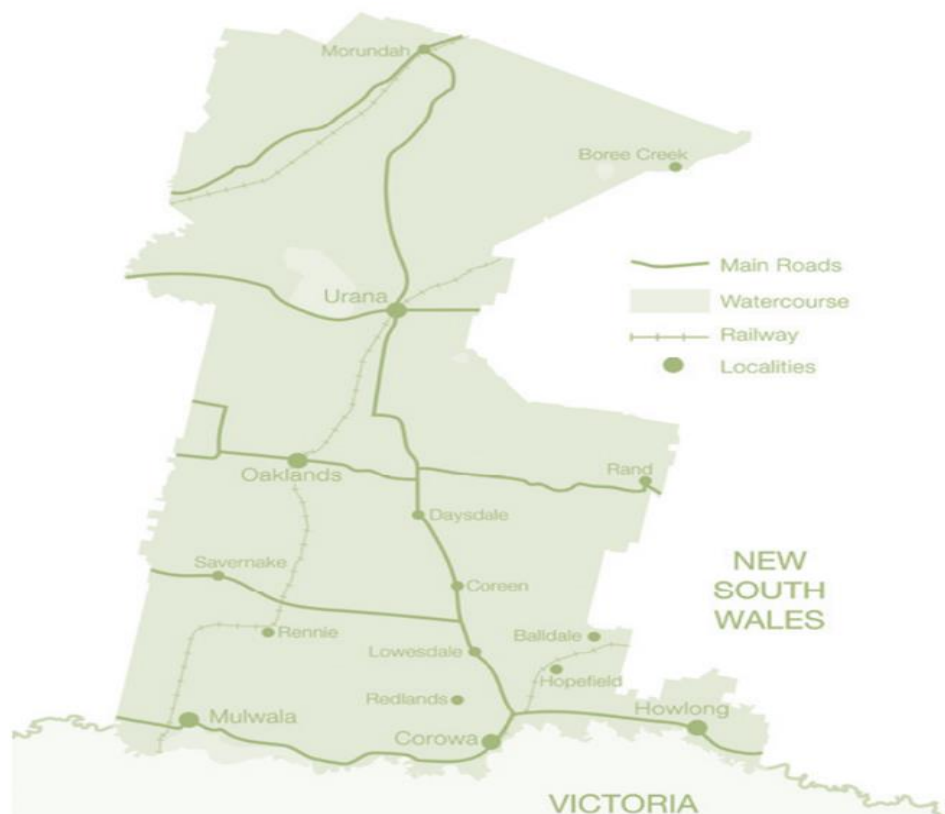
## INFRASTRUCTURE AND ENVIRONMENT

### PETER GALL - DIRECTOR

Building Maintenance  
Property Management  
Cemeteries  
Playgrounds and Parks  
Health Inspections  
Public Health Programs  
Natural Environment Protection  
Noxious Weed Control Program  
Oasis Regional Aquatic Centre  
Sporting and Recreation facilities  
Bridges  
Car Parks  
Road Safety  
Cycle ways  
Emergency Services  
Footpaths  
Kerb and Gutter  
Roads and Drainage  
Street Lighting  
Stormwater and Sewerage  
Waste Management  
Fleet Management  
Building Inspections  
Development Assessment  
Subdivision Management  
Plumbing and Drainage  
Companion Animals  
Livestock Management  
Saleyards Management  
Airport Management  
Swimming Pools  
Regulatory Services  
Developer Contributions  
Spatial Planning  
Town Services

## COMMUNITY PROFILE

Federation Council is home to the thriving and diverse communities of Corowa, Howlong, Mulwala, Oaklands, Urana, Balldale, Boree Creek, Buraja-Lowesdale, Coreen, Daysdale, Morundah, Rand, Rennie and Savernake located in an agriculturally rich and diverse area on the border of New South Wales and Victoria, the Southern Riverina region and is the centre of one of the most productive wool, grain, lamb and beef cattle growing areas in Australia.



### FEDERATION COUNCIL

Population – (prev council stats combined)	12,602
Land Area	5,685 sq km
Population Density	0.022
Annual Operating Budget (Income Statement)	24,426
Asset Base (note 9) Carrying value	336,700
Total Staff (note 4)	128.07 FTE
Number of elected councillors	9
Number of properties – Farmland (Revenue Policy 2017)	1233
Number of properties – Residential (Revenue Policy 2017)	5993
Number of rateable Businesses (Revenue Policy 2017)	629
Rates & Annual Charges revenue (income statement)	10,229,000
Employment (Local jobs) – ABS 2014	5,131

## OUR ACHIEVEMENTS

Council has a responsibility to the community to implement key priorities as outlined in the four year Delivery Program which is informed by the Community Strategic Plan.

An annual Operational Plan details the actions required for each year of the Delivery Program and monthly reports to Council support monitoring of these actions and enable the community access to information about Council projects being undertaken. Quarterly reports to Council facilitate perpetual oversight of the Operational Plan.

Council's Annual Report is a public report detailing the progress towards achieving the goals within the Delivery Program for the last 12 months in addition to the legislative requirements as outlined in the *Local Government Act 1993*.

This Annual Report documents our achievements and progress against the actions outlined in the 12 month Operational Plan.

Staff have identified many highlights in delivering these strategies and wanted to share these with the community. Many of these have been included in this section called OUR ACHIEVEMENTS.

To further support our achievements we have included a scorecard which clearly states whether the actions have been completed or are ongoing using a traffic light system. This is shown in the section called (OUR PROGRESS).

## OUR ACHIEVEMENTS – Community

**CSP 1.1.3 A community that embraces and provides for older residents.**  
**CSP A4.4.1 Provide opportunities for older residents to come together**

### Tech Savvy Seniors

The Tech Savvy Seniors program for 2016 and 2017 was successful and assisted many senior people in navigating the sometimes frustrating but rewarding experience of owning and operating technology.

Tech Savvy Seniors classes were held at the three Library branches of Corowa, Howlong and Mulwala. These programs offered introductory computing skills to attendees developing the confidence and skills necessary to embrace the technologies for socialising, accessing important services, conducting personal business and how to stay safe online.

Learning a new technology can be a daunting task for adults of any age. These classes were so popular that all three branches will be offering more classes in the future.



### Author Talks

**Meet the author: AJ (Sandy) Mackinnon** (has written two books: *Unlikely Voyage of Jack De Crow* and *The Well at the Worlds End*). Sandy was well received at our branches of Corowa, Howlong and Mulwala Libraries. Corowa library hosted an evening session with 58 people attending. Sandy is a true entertainer as well as a master storyteller.

### Other adult programs delivered

3D Printer Demonstration; Silk Painting; and Coffee, Cake and Colour; History Matters - Howlong archives.



## OUR ACHIEVEMENTS – Community

**CSP 1.1.1 A community that supports people of all abilities, backgrounds and cultures**

**CSP 1.1.5 Strong and vibrant rural communities**

**CSP 1.2.3 A community that prioritises the protection and growth of our children**

**CSP 1.5.2 Opportunities for all community members to participate in and enjoy the arts**

### Exhibitions Held

- **Satire in the Time of War Exhibition** : WWI cartoons by Hal Eyre
- **Australian War Memorial Exhibition – A Camera on Gallipoli (digital display)**. Corowa High School students made a special visit and were enlightened on the history of Gallipoli through the display of these photographs
- **Giilanggalang (many stories) exhibition**: a wide range of artworks showing the versatility of contemporary aboriginal art while celebrating traditional methods.
- **Portraits of War**: extraordinary and haunting collection of photographic portraits of World War I soldiers from NSW. Eighty of these portraits formed the free exhibition, along with the fascinating story behind the creation of the portraits.

Ghost Jam! Is a comic take on Japanese Ghost tales combined with music and silly, spooky storytelling. All schools in the Federation Council area were invited to attend one of the 11 shows in Corowa, Mulwala, Howlong, Urana and Oaklands. Kids and adults loved the show.

Children were captivated by this hilarious and imaginative performance highlighted with sound effects from traditional Japanese Instruments. This show entertained, delighted and educated the young and not so young with 767 Children and 55 Adults attending.



## OUR ACHIEVEMENTS – Community

**CSP 1.1.4 A community that welcomes new residents and families**  
**CSP 1.2.1 Opportunities for our families to interact**  
**CSP 1.6.2 Continue to facilitate community driven projects that respond to identified community needs**

### School Holiday programs

The Corowa, Howlong and Mulwala libraries offer a range of **holiday activities** encouraging children to visit the libraries and provide entertainment during the holidays.

The Summer Reading Club, Pom Pom Puppies, Sand Art, Pet Rocks and Twisted Science were programs on offer.

Mulwala Library continued with the science theme by offering a 3 week after school activity with Sweetscience. Corowa Library had magnet science activities set up for in house play.

### Schools, Preschools, Daycare groups and Playgroup visits

These groups visit throughout the year for library orientation, stories and author talks throughout the year. Some of which combine with special events such as Childrens Book Week, National Simultaneous Storytime, Local Govern





## OUR ACHIEVEMENTS – Community

**CSP 1.1.4 A community that welcomes new residents and families**  
**CSP 1.2.1 Opportunities for our families to interact**  
**CSP 1.6.2 Continue to facilitate community driven projects that respond to identified community needs**

### Storytime and Baby Bounce

Preschool Storytime and Baby Bounce are interactive early literacy programs which assist families and carers to engage, network, support and communicate with each other.

### Volunteers – Corowa and Howlong Friends of the Library

The Friends of the Library (FOTL) are our voice for the community: increasing awareness of what the library has to offer, publicising and promoting upcoming events and fundraisers, and offering assistance to those who cannot get to the library.

Corowa and Howlong groups held successful **Book Sales** with funding being put back into the support of their libraries.



## OUR ACHIEVEMENTS – Community

**Housebound services:** Two valuable programs offered by the Friends of the Library are the delivery of books to home borrowers and the weekly recording of *The Free Press* available on CD.

The Friends of the Library's (FOTL's) most important role is supporting the library through volunteer assistance, raising funds and community connection.

### Digitisation of the *Corowa Free Press*

*The Corowa Free Press* from 1875-2011 have now been digitised. These are now available to the general public in two formats. The digitised editions are indexed so that library patrons can use keywords to search within individual editions or across months, years, or the entire collection.

- ***The Corowa Free Press 1875 – 1954*** have now been digitised and are available on **TROVE** at Digital Excellence Program.
- **Digitisation of *The Corowa Free Press 1955 -2011*** available at the Corowa Library.

As part of Federation Council's digitisation program, Council has recently digitised its microfilm copies of *The Corowa Free Press* from 1955-2011.

### Mulwala and Howlong Library IT Network - Free Public WiFi now available



New firewalls and wireless access points (WiFi) have been installed at both the Mulwala and Howlong libraries. The firewalls will improve the online security for both public Internet users and library staff at these locations. Free WiFi has been enabled at both libraries.

## OUR ACHIEVEMENTS – Community

### **E1.1.2 Explore the use of technology in Council's communication with its community**

### **CSP 6.4.1 Council is financially responsible and sustainable in the short term and in the long term**

#### **Inter-Office Connectivity**

An extension of existing microwave networks between Corowa and Urana has enabled information to be shared between sites following the amalgamation of Urana and Corowa Shire Councils. With no direct line of sight between the two towns an intermediate tower was required, and this was established at Gombargana Hill in late February 2017.

#### **New Website launched in March 2017**

Federation Council's website officially launched on 1st March 2017. In July, the Community Directory was launched enabling sporting clubs, community groups and other organisations to manage a page on Council's website with a description of who they are, contact details, location, and some photos. Another aspect of the site that is still under development is the online interactive forms that have the capacity to include answer-based logic, upload files, enter signatures, and receive online payments.

#### **Baby Boomers Bus About**

Eight buses, four events and over 200 Federation Council residents attended the Baby Boomers Bus About as part of the 2017 Seniors Festival.

Based around the festival's theme 'Let's Do More Together', the Bus About was a series of organised tours encouraging people to get out and about. Participants hopped on a bus or drove their cars to functions held in Corowa, Howlong, Mulwala, Oaklands and Urana.

The functions were free to attend and included 'Monday at the Movies', where sixty people from across the Council area enjoyed morning tea and a movie at the Yarrawonga Mulwala Golf Club Resort. The 'Garden of Earthly Delights Tour' was attended by twenty-four senior residents, who enjoyed an intimate lunch at the Corowa Tree of Life Community Gardens.

'Bingo and Lunch' at the Howlong Golf Club Resort was another popular event, with the majority of residents coming from the Mulwala Lifestyle Village. The 'Sunday Seniors Luncheon' saw one hundred and five people make the trip to the Oakland's RSL Bowling Club. Oaklands Central School children kept guests entertained and the Oaklands Swimming Pool Committee provided a two-course lunch.

Federation Council was proud to deliver the Baby Boomers Bus About in partnership with the following sponsors and volunteers: Corowa Tree of Life Community Gardens, Howlong Golf Resort, Oaklands Central School, Oaklands Swimming Pool Committee and the Yarrawonga Mulwala Golf Club Resort.

## OUR ACHIEVEMENTS – Community

### Tourism Treasure Trail

The Tourism Treasure Trail was an initiative designed to celebrate the launch of the Official Visitor Guide and new tourism destination website [www.visitcorowaregion.com.au](http://www.visitcorowaregion.com.au).

The trail encouraged people to take photos of themselves visiting tourism hot spots across the Council area and upload them to social media for the opportunity to win some fantastic prizes.

The Tourism Treasure Trail provided Council with a unique way of showcasing the range of tourism products available in the region. It encouraged locals to discover more about where they live and for visitors to explore somewhere new.

With 135 entries, there was a great level of participation from both residents and visitors. The initiative created awareness of the new tourism website, providing an opportunity to promote the range of products listed on the site.

### Corowa Flicks in the Sticks

Corowa Flicks in the Sticks was part of 2017 Youth Week and was a way for Council to recognise and celebrate the contribution young people make to the community.

The free outdoor movie night was held at Ball Park Oval and included the screening of two movies, family-friendly Finding Dory and teenage thriller, Nerve. Around 150 people attended the night and each young person received a gift bag with earphones, pack of cards, cardholder and a 'Federation Youth Information' pen.

Flicks in the Sticks was hosted by Federation Council in partnership with the Corowa Youth Advisory Committee. Corowa Rutherglen United Hockey Club provided the canteen and assisted on the night. The initiative was proudly supported by the NSW Department of Community Services and Family.

### Tourism Events Grant Program

Council recognises and appreciates the valuable contribution events make to our community and provides ongoing support to the attraction of new events through the Tourism Events Grant Program. The program supports events which deliver positive social and economic benefits to the community.

An allocation of \$30,000 was made to this program in the 2016/2017 budget and this enabled the financial support of eleven events.

## OUR ACHIEVEMENTS – Community

### Customer requests

On any day, our customer service team receives numerous enquiries about such things as keeping of companion animals, lost or stray dogs, abandoned vehicles, payment of rates and notices, water billing, planning and development enquiries, access to information requests, events, opening times of Council facilities (libraries, tip, civic centres), bin collection dates, zoning and policies. Often these enquiries are classified as a customer request and logged in the system before being allocated to the appropriate department to action.

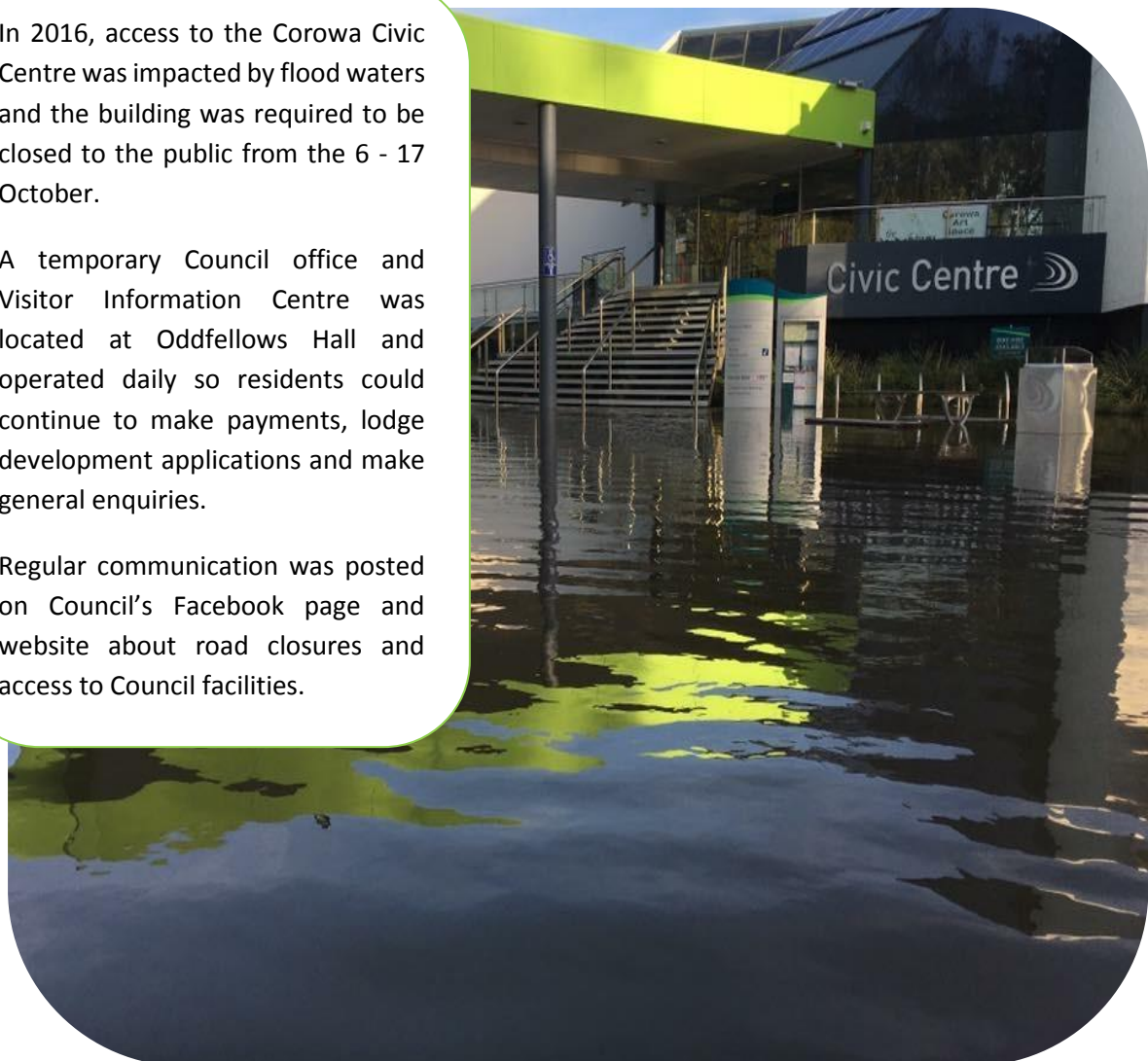
In the last 12 months there were more than 7 customer requests logged each day. The most common customer request related to the category of Trees/Grass/Weeds, with 413 requests, followed closely by Roads with 411 requests.

### Pop up Customer Service and Visitor Information

In 2016, access to the Corowa Civic Centre was impacted by flood waters and the building was required to be closed to the public from the 6 - 17 October.

A temporary Council office and Visitor Information Centre was located at Oddfellows Hall and operated daily so residents could continue to make payments, lodge development applications and make general enquiries.

Regular communication was posted on Council's Facebook page and website about road closures and access to Council facilities.



## OUR ACHIEVEMENTS – Infrastructure

### **Growing enrolments for Mobile Preschool**

Federation Council provides a mobile Early Education Preschool service for children aged 3-5 years. The service is provided between 9.00am - 3.00pm from Monday to Thursday during school terms in Rand, Boree Creek, Urana and Oaklands.

Families have been encouraged to enrol children for more than one day by attending more than one location.

The service values childhood as a unique and important stage of life and is committed to the individual care and overall development of each child in partnership with the family.

Council is committed to providing the highest quality care and education for children in rural areas, at an affordable cost for families.

This year enrolments have been at record high levels following extensive efforts made by the Preschool team to promote the value and importance of early education.

### **Christmas Break-up at the pool**

The fire at Oaklands last year, forced the cancellation of our Christmas concert. We rescheduled an evening at the local pool and enjoyed a BBQ together. This type of resilience is such a strong feature of rural communities.

### **Improved resources**

The preschool has been building their supply of resources to improve educational outcomes with an injection of \$5000 worth of toys and art equipment.

**CSP 2.2.1 Education that supports diversity of our community and provides opportunities.**

**CSP A4.2.1 Advocate for strong and sustainable local education options.**





### Future Councillors

Involving children in the local community and experiencing a sense of belonging is fundamental to positive growth and wellbeing for children.

Preschoolers were able to experience first-hand the processes behind decision making for communities when they attended Urana Council Chambers. The children were interested in the formalities of the room – the furniture, as well as the flags and the Queen's portrait. (Research tells us about the importance of this age in forming lifelong habits... We are planting the seeds for an interest in local government!)

## OUR ACHIEVEMENTS – Infrastructure

### CSP 3.4.2 Infrastructure that supports our ability to grow CSP D. Infrastructure that is well planned, well developed and well maintained CSP 6.4.3 A quality Council

#### Water and Sewerage Services

An important area of Council Service Delivery that facilitates growth within our Council is the provision of Water and Sewerage Infrastructure that delivers high quality potable water and quality sewerage treatment within an environmental sustainable framework.

#### Water and Sewerage Planning Matters

- **Department of Primary Industries** (DPI Water) has reviewed the Integrated Water Cycle Management (IWCM) Plan Issues report and Council's consultant Hunter H2O has reviewed the scope of work accordingly. DPI Water expectations are being worked through to align with Council's Plans.
- **Liquid Trade Waste.** An investigation into trade waste problems across the Council service area and in particular with Environmental Protection Authority (EPA) licence breaches at the Mulwala Sewerage Treatment Plant is being undertaken. An interim report has been received which reveals that contemporary design standards for commercial kitchens is inadequate to deal with the new age high temperature appliances and cooking emulsifying agents rendering grease trap performance substandard. This in turn limits Council's capacity to keep the sewerage treatment plants, Mulwala in particular with the three large clubs in town, within its licence constraints. Further investigation has indicated that EPA licence conditions for the Mulwala Sewerage Treatment Plant are higher than typical licences elsewhere. An Action Plan is now being prepared.
- **Performance Monitoring Report.** The annual report has been submitted to DPI Water as required under the Best Practice Guidelines. This report is an exhaustive annual scorecard on performance of all water and sewerage operations and the results are published in a statewide [publication](#) comparing and benchmarking all Local Water Utilities. Data includes measures on levels of service, water quality, and pricing.
- **Corowa Water Quality Investigation** work was completed. Trials of different process modifications have been undertaken by staff and a successful solution found. It is expected that this will overcome the recurrent dirty water conditions experienced in Corowa, especially South Corowa, every spring and summer. Implementation will require limited modifications to the plant. Once DPI approval has been received the plant upgrade will be undertaken. Funds have been provided in the budget for the work.



## OUR ACHIEVEMENTS – Infrastructure

- **Load Based Licensing Report.** The annual licence reports for the Mulwala Sewerage Treatment Works (STW), Corowa STW and the Mulwala WTP was submitted to the EPA.
- **Mulwala Sewerage Treatment Plant Effluent Reuse.** This project, between the Golf Club and the Council, for the reuse of sewage effluent on the golf course, has not progressed due to a number of issues. A stakeholder meeting is proposed to be organised between representative parties in 2017/2018 to discuss the options.
- **Howlong Sewerage Treatment Plant.** In the future planning space, a Howlong STW Effluent Disposal Report final draft has been compiled and is awaiting final review and signoff.

### Water and Sewerage Operational Matters

- **Work Health & Safety (WHS).** A full WHS audit has been undertaken and recommendations being implemented. It is planned to have the requisite work completed in 2017/2018.
- **The Development Servicing Plan** (prepared by DPI Water NSW) for Corowa, Howlong and Mulwala Water Supply and Sewerage Services was completed, placed on public display and the levels of up-front charges levied on developers determined by Council for application for Development Applications received after 1 July 2017.
- The combined **Water and Sewerage Performance** report to DPI Water was compiled and lodged.
- **Corowa Sewerage Treatment Plant Effluent Reuse** - The irrigation lease was finalised and commenced 1 January 2017.
- The **Environmental Management Plan Annual Report** was submitted as required.
- A new Balldale bore was constructed and the pump installed and commissioned. Final pipe interconnection has been completed. The site hardstand work remains outstanding for completion.

The Murray River at Howlong experiences very high turbidity conditions after heavy rainfall in the catchment and the treatment plant has in the past been hard to operate to respond to these conditions. The installation of in-line monitoring equipment allows for observation of river conditions as they change and allows the operator to view the river levels, turbidity and pH easily and remotely and out of hours using internet access and start and stop the plant as necessary. Since the installation of this equipment, water quality has been kept within the Drinking Water Guideline limits.

## OUR ACHIEVEMENTS – Infrastructure

### Water and Sewerage Capital Works

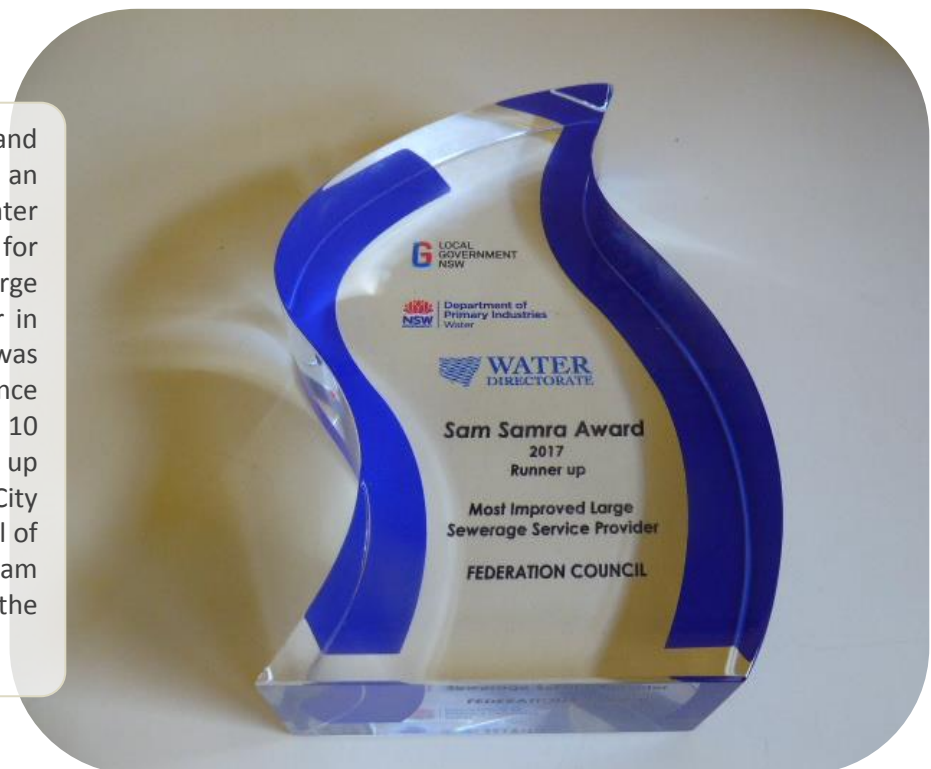
- **Corowa Water Victoria Street Pump Station** design has been further modified and works commenced. Completion should occur in 2017/2018 of the required works.
- **Radio Telemetry Upgrade** is progressing with Year 2 of a 3 year program commenced. Year 1 was upgrading of Corowa sewerage pump stations, year 2 is upgrading of Mulwala sewerage pump stations. Urana and Oaklands Sewerage systems have been added to the Radio Telemetry arrangements.
- **Demolition of the old pump station** and riverbank revetment work was undertaken for the Victoria Street Inlet Pump Station. Tenders will be called in 2017/2018 for the construction of the new pump station.
- **Digital Water Meters contract.** Computer interconnectivity is yet to be finalised on this contract whereby Council's computer and the data management service provider's computer are required to automatically communicate thus maintaining up to date information at all times, specifically when new meters are added into the system. Final quality control check on all data is outstanding but underway. Final payments are yet to be made. Introduction of the Customer Portal allowing customers to access their own meter readings was planned for the commencement of the next billing period but this will be held over until the contractual work is finalised.
- **Mulwala STW Sludge Lagoon.** Tenders will be called in 2017/2018 for the construction of the new sludge lagoon.
- **Corowa Netherby Street Water Supply Pump Station.** Design of the upgrade of this building has been delayed by the necessity for a noise study to be made to determine building cladding material requirements due to the residential environment this pump station is located in. Acoustic testing has been arranged.
- **Howlong Water Supply** - Substantial improvements to the Howlong Water Supply Levels of Service have been made with the completion of recent capital works. The town water supply had previously suffered from regular pressure fluctuations every time the pumps which deliver water to the town reservoir started and stopped.
- **Corowa and Howlong Water Treatment Plants (WTPs)** - Structural modifications identified to both plants are necessary and quotes are expected to be called 2017/2018.
- **Howlong Water Treatment Plant Clear Well Reservoir** - System design was underway and a preliminary report indicates that the problems caused by the small size of the reservoir, namely chlorine disinfection times and filter turbidity, may be better addressed by other works in lieu of reservoir augmentation. The final report from GHD, the design consultant, is expected 2017/2018.

## OUR ACHIEVEMENTS – Infrastructure

- **Sewer Main Relining** - This contract of approximately \$150,000 has been completed.
- **In operations** in-line monitoring equipment installation has been completed at the Mulwala Water Treatment Plant and the Mulwala water reservoir repaint was completed.
- **Other outstanding 2016/17 capital works** comprising laboratory equipment supply, plant control system upgrades, chemical dosing systems, pump, switchboard, and telemetry upgrades, building, road and access infrastructure work, CCTV sewer main and sludge survey work, and odour and landscaping work has been completed.
- **Major works carried over to 2017/2018** are:
  - Victoria St Pump Station – tenders and completion.
  - Mulwala Sludge Lagoon – tenders and completion.

### Water and Sewerage Award

Federation Council Water and Sewerage Team have won an award at the State Water Conference held in Dubbo for the Most Improved Large Sewerage Service Provider in NSW. The evaluation was based on performance improvement over the last 10 years and we were runner up to the winner Wagga City Council. Credit is due to all of the water and sewerage team and everyone supporting the operation.



## OUR ACHIEVEMENTS – Infrastructure

### CSP 3.5.1 A road network that is safe for our farmers, our community and our visitors.

#### Speeding in Local Streets campaign

In 2016-17 Council conducted a Speeding in Local Streets campaign and implemented strategies to create awareness. Media promotion/advertising (radio and print), and a Variable Message Board providing real-time speed feedback to motorists was conducted for 6 weeks at a time in a number of problem locations.

Highway Patrol Police also provided monitoring and enforcement. The projects succeeded in the percentage of vehicles speeding being reduced significantly during the campaign.

A project conducted in Bayly Street, Mulwala was held in October-November 2016. It resulted in a 40% reduction in the number of drivers travelling over the 50 km/h speed limit (dropping from 57.8% to 34.4% during the campaign) and the average vehicle speed reducing from 59.0 to 53.3 km/h and overall reduction of 5.7 km/hr. Studies conducted by the Transport Accident Commission in Victoria show that a reduction in the average speed of 5 km/h, is effective in saving up to 95 lives and preventing 1300 serious injuries in one year.

In Dawe Street, Corowa a similar project held in February-March 2017 resulted in a 49% reduction of the number of drivers travelling over the 50 km/h speed limit with offences dropping from 27.5% to 13.9% during the campaign and the average vehicle speed reducing from 53.3 to 49.7 km/h.

This is the site of a previous project in September-October 2014. Comparative statistics show an approximate 10% reduction in vehicle speed during those two and a half years.

#### Heavy Vehicle Safety

Federation Council attended the Oaklands Truck Show in March to provide educational information and resources to the truck and heavy vehicle community. In excess of 100 trucks took part in the event and our stall was well located and received a moderate degree of engagement with patrons.



## OUR ACHIEVEMENTS – Development and Planning

### CSP D3.2.1 Apply Council's Local Environmental Plan (LEP)

#### **Improvement to Planning Proposal 11 – Changing b2 to b4 zoned land.**

Council has undertaken several changes to the Local Environmental Plan, which has aimed to improve the planning instrument to better serve the community.

Planning proposal 11 is for the rezoning of some properties currently zoned B2 Local Centre Zoned Land and introducing B4 – Mixed Use Zoning. This allows for further uses of properties, which were restricted to commercial use only, thereby promoting growth and development through expansion of existing premises or development of new premises. We also envisage this change of zoning will be a key to revitalising our Town Centres by encouraging and permitting both commercial and residential activities to co-exist.

#### **Planning for growth with increased opportunities for young staff.**

The creation of two new Traineeships for the Planning and Environmental department will facilitate growth and greater service improvement opportunities. In addition to this, career opportunities has been provided for two of Council's youngest female employees. The new positions will help fill a void in what is traditionally a difficult area to recruit to with the current shortage of Building Surveyors expected to continue for some time, according to the Australian Institute of Building Surveyors (AIBS). Succession planning has been a key force behind the creation of these roles, which will help Council excel in years to come, by utilising the valuable experience of existing staff to mentor new staff.

Building surveyors work in state and federal government, where they develop building codes and legislation; in local government, enforcing local laws and building standards; as private sector consultants, certifying buildings for construction; and as building sector employees helping developers deal with design issues and project compliance.

Entry to the profession is through TAFE and tertiary courses but some practitioners come in from other disciplines and careers. A typical day can involve site inspections - it might be auditing compliance of a barrier to a backyard swimming pool and advising how safety can be increased or it might be checking a commercial or public building for fire safety or a construction project for compliance with its permit.

## OUR ACHIEVEMENTS – Economy

**CSP 3.4 - Infrastructure that facilitates growth**  
**CSP 4.1.2 A prepared and skilled business community**  
**CSP 4.1.3 Maintaining and establishing viable and long-term business within the council**  
**CSP 4.2 - A thriving tourism sector**  
**CSP 4.3 A profitable and resilient agricultural sector**  
**CSP 4.4 - A skilled and qualified workforce**  
**CSP B – A robust and resilient community**

The economic development activities of Federation Council have sought to maximise the economic potential of local businesses and residents and identify opportunities to fully utilise the facilities and resources of the region.

In fulfilling this task, the Council was guided by the priorities articulated in the Community Strategy Plan (CSP). An emphasis was on providing infrastructure and services in support of growing the local economy and providing jobs and security. The Council works to make strong contributions to the local economy and way of life and seek to encourage new and innovative businesses who wish to take advantage of our assets that we offer. Since 12 May 2016 the following has been achieved:

- **Strong economic growth** exhibited by industrial sales and expansion of existing businesses in Mulwala e.g. Yarrawonga/Mulwala Housing.
- **Completion of sale of Mulwala Industrial Estate** – Early stage sold out. Remaining 35 lots designed and construction commencing.
- **Urban Design Framework** for the Corowa Town Centre. \$1.2 million was allocated to the project.
- **A significant Federal Grant** was achieved in partnership with Federation Council that will lead to expansion of the manufacturing sector at Howlong, 16 additional industrial lots being created and improvements in a number of infrastructure assets being brought forward.
- **Council commissioned study** to consider the future management and facilities of Corowa Airport.
- **A small communities** contractor/consultant worked with the small communities of Urana, Oaklands, Rand, Morundah, Daysdale, Boree Creek, Daysdale and other smaller communities and rural districts of Federation Council to engage the residents in those communities and determine their potential way forward. The project is being undertaken with funding support of the Energise Enterprise Fund.

## OUR ACHIEVEMENTS – Economy

- **Funding for cinema** facilities at the Corowa Golf Club.
- **Establishment of an Events Committee** with an inclusive focus of the whole Council area.
- Federation Council has been working collaboratively with regional academic researchers at Charles Sturt University to identify **new economic activities** for the area in partnership with a number of adjacent Councils. The research is being undertaken with funding support of the Energise Enterprise Fund.
- Commitment to employ a **dedicated economic development** staff member within Council.
- **Responses to individual investment enquiries** have been tailored to individual needs eg Truck Stop Corowa Saleyards.
- **Agribusiness opportunities** explored in textiles and food sectors.
- **Updated the profile id** of Federation for potential investors.
- **Building a sustainable population** was recognised as a key strategic element and will be included within future Economic Development planning.
- A number of product opportunities towards **supporting micro-business growth** in the smaller communities and rural districts have been identified and will be included within future Economic Development planning.

The Council will continue to pursue new economic proposals across all industry sectors that offer the potential for economic growth in the Federation Council areas including pilot programmes of new technologies.

### Water Security through Agribusiness

Council is a strong advocate for long-term water security. Agriculture is a large consumer of water resource so finding new uses that require less irrigation is necessarily of interest.

Industrial hemp (no THC) uses approximately 20% of the water required for a cotton crop and at 2ML/ha it also requires less than a typical wheat crop.

The downstream production possibilities are substantial and highly varied which makes industrial hemp a crop of interest for the region.

Council has been approached by interests in the hemp industry to assist in the development of markets in the building and textile sectors in particular. The water savings, contribution to Gross Regional Product and the downstream employment all make this crop attractive to investigate.

## OUR ACHIEVEMENTS – Economy

### Drones in Agriculture Workshop

On Saturday 25 March 2017, Corowa Landcare started their Drones workshop at the Urana Bowling Club, Wayne Lording and his partners explained the benefits of using drones on farms. Wayne advises agricultural businesses on sustainable farming practices and believes drone technology is central to making agriculture both economic and environmentally sustainable. Wayne currently uses drone technology to manage his cattle stud and to survey land for geothermal green energy projects.





## OUR ACHIEVEMENTS – Environment

**CSP 5.1.1 - An environmentally aware community**  
**CSP C3.1.2 - Engage young people in the conservation of our natural resources**

### Local Primary School supporting Council Land Care Project



A successful tree planting project was conducted at the Corowa Sewerage Treatment Plant jointly with Landcare and with the assistance of 90 of the local primary school children. Council's aim to develop a vegetation screen between the treatment plant and the residential neighbourhood resulted in over 600 native trees and shrubs being planted on National Tree Day by the students. Landcare developed the landscape design to Council's specification, Council covered all of the costs, and teachers, parents and Landcare volunteers organised and supervised the planting. The school children were very enthusiastic about their planting work and it was a great opportunity to promote sustainable development work with the community.

## OUR ACHIEVEMENTS – Environment

### CSP C2.1 Improve our understanding and management of the natural environment

#### CSP 5.1.3 Protection of our native flora and fauna

##### Connecting Corridors Project 2016-17



Corowa District Landcare Inc. and Murray Local Land Services invited landholders to participate in the Connected Corridors Project. Funding was available to assist landholders to establish native vegetation corridors to link and extend patches of remnant native vegetation.

##### Landcare supported in becoming independent of Council

Formerly a Section 355 Committee of Council since 1996, the Corowa District Landcare group transitioned into a fully independent entity in July 2016. Council provided a one-off grant of \$4,000 to assist with some startup costs. A further cash grant of \$5,000 was provided to the committee each financial year for five years, to assist with operational expenses. A reporting mechanism was established as a condition of funding. The landcare group has achieved a great deal for the community and is a recipient of numerous landcare awards. Employing 3 staff, the Landcare group is an important stakeholder and the level of activity and employment of staff has required them to operate at a level beyond the intended purpose and structure of a normal section 355 committee. The Landcare groups objectives and activities align to Council's Community Strategic Plan, and they will continue to be an important stakeholder for Council as we work towards the achievement of priorities set out within the Community Strategic Plan.

## OUR ACHIEVEMENTS – Environment

**CSP 5.1.1 An environmentally aware community**

**CSP 5.2.2 Innovative and environmental practices**

**CSP C1.1.2 Continue to ensure water conservation practices in council works**



The installation of a Central Sprinkler Control System has alleviated the challenges faced across the Council during a significant rain event which required the controllers to be manually turned on and off to conserve water usage.

A 24 / 7 back up now enables remote log in by the supplier and enables our parks and facilities staff to operate the 12 installed controllers from the Corowa Depot, tablets or smart phones.

The installation of flow sensors records all water usage enabling year to year comparisons across 12 sites and an alert system for any major issues, for example:

Low flow - If a solenoid valve has not opened or half opens it will alert the system.

High flow - If a sprinkler loses a nozzle or is damaged it will alarm the system.

Power - If the power has been turned off it will alarm the system.

Flow sensor - The water supply has been turned off it will alarm.

Solenoid - low amps it will inform the system that this solenoid is faulty.

It is estimated that this new system will contribute savings of 15 - 20 % in power and water with additional purchase of 9 more controllers.

An upgrade to the Rowers Park irrigation system to a commercial irrigation system has resulted in major efficiencies. Previously a 12 hour watering window was required to irrigate the park via 22 stations and a reliance on town water supply with poor pressure and domestic sprinklers which were constantly breaking. The new specifications have resulted in:

- A watering window of 4 hours.
- Estimated 25% decrease in water usage.
- Estimated 20% decrease in power usage at this park.
- A 46,000 litre poly water tank with a pressure boosting variable speed pump.
- Hunter I 25 stainless sprinklers which cannot be broken.
- Reduction in number of stations from 22 to 14 which tightens the watering window.

***Estimated  
reductions in  
water usage  
(25%) and power  
usage (20%)***

## OUR ACHIEVEMENTS – Local Governance and Finance

**CSP 6.4.3 A quality council**  
**CSP 6.4.5 Council is proactive in identifying and implementing strategies to mitigate risk.**

### Risk Management and Work Health and Safety

Risk management involves adopting systematic procedures and practices to identify, evaluate, treat and monitor risk in all Council activities so that the associated risks are controlled and tolerable and this improves the decision-making processes.

Federation Council is committed to ensuring that risk management systems are in place to benefit and protect both the organisation as well as the community we serve. We do this by reviewing Council's Public Risk exposure, ensuring that cost effective insurances are in place to mitigate the cost when incidents that result in claims occur, support the work health and safety of those that work for and with Council, and ensure robust external and internal audit and control policies and processes are developed and implemented.

Some of the main projects completed or underway in 2016/2017 are as follows:

- In conjunction with our insurer, Statewide Mutual, an annual Risk Management Action Plan (RMAP) is developed to identify specific strategic and operational risks and outlines timeframes and milestones to complete identified actions. In 2016/2017, Council's Business Continuity Plan was reviewed and recommendations for its improvement identified for implementation 2017/2018. Additionally, a draft Risk Management Business Plan was developed and will be implemented in 2017/2018.
- *Richard Sinnott and Delahunty* (RSD Chartered Accountants) a medium sized firm based in Bendigo were contracted May 2017 into the role of Council's Internal Auditor. Their first priority will be to support the appointment of a Risk and Audit Committee and to work with the management team to identify risks and develop a three year internal audit plan.
- A procurement officer staff resource has been identified in the organisational chart for filling in 2017/2018 and this will assist Council to ensure 'value for money' procurement practices and effective contractor management is followed.
- Part of the merger implementation funds has been allocated to assist Council in 2017/2018 to develop a single Risk Management Framework supported by suitable policies and

## STATUTORY REPORTS

### Rates and Charges written off during the year (LGGR cl132)

Council did not write off any rates and charges during the year.

### Administrator expenses - LGGR cl 217(1)(a1)

ADMINISTRATOR ALLOWANCE / FEES	\$150,000
OFFICE IT EQUIPMENT	\$2070.85
TELEPHONE / DATA	\$932.44
OVERSEAS VISIT EXPENSES	\$0.00
TRAVEL TO LOCAL MEETINGS TRANSPORT/ACCOM/OUT OF POCKET EXPENSES	\$1711.16
INTERSTATE TRAVEL EXPENSES (ACT)	\$713.36
TRAVEL WITHIN NSW FOR TRANSPORT/ACCOM/OUT OF POCKET EXPENSES	\$643.12
OFFICE IT EQUIPMENT	\$2070.85
TELEPHONE / DATA	\$932.44
ATTENDANCE AT CONFERENCES/SEMINARS	\$1256.26
SPOUSAL/PARTNER COSTS	\$0.00
TRAINING / SKILL DEVELOPMENT	\$0.00

### Cost of Legal Proceedings – LGGR cl 217(1)(a3)

Council incurred costs in relation to Legal proceedings of \$25,000.

These costs related to the following matter(s).

Matter	Cost Incurred	Cost Received	Current Status
Industrial Relations case	\$54,308	\$0.00	Finalised
CORPL13002 – Council has incurred costs to defend a claim made against the former Corowa Shire Council relating to a motor vehicle accident in 2013 on council roadway.	\$12,500	\$0.00	Pending
Li0009370 Statewide – Council has incurred costs for Court proceedings to defend a claim by Christine Ross relating to property damage that occurred in 2015.	\$12,500	\$0.00	Ongoing

## STATUTORY REPORTS

### Council Contracts Greater Than \$150,000 - LGGR cl 217(1)(a2)

During 2016-2017 Council awarded the following contracts over \$150,000.

Name of Contractor	Total Amount Payable	Nature of Goods and Services
Stabilco Pty Ltd	\$1,814,342.31	Roadworks
Cleanaway	\$1,305,466.31	Waste services
State Asphalt Services Pty Ltd	\$1,073,844.33	Roadworks
Milbrae Quarries P/L	\$813,262.59	Quarry materials
Walsh Wodonga	\$761,001.07	Roadworks
Statecover Mutual Ltd	\$712,523.34	Insurance
Statewide Mutual	\$483,329.49	Insurance
Hitachi Construction Machinery	\$438,977.84	Plant
ERM Power Retail Pty Ltd	\$434,043.86	Electricity
Jasons Horizontal Boring	\$417,599.60	Roadworks
Schilg Concreting & Earthmoving	\$414,804.20	Roadworks
Judd & Sons Pty Ltd	\$395,686.42	Roadworks
Powerdirect Pty Ltd	\$354,169.66	Electricity
Albury City Council General	\$289,070.93	Waste services
Payclear Services Pty Ltd	\$268,081.27	Super
New CCE Pty Ltd	\$267,172.55	Plant and Equipment
Final Form Contracting Pty Ltd	\$257,054.05	Roadworks
Pigdons Yarrawonga Pty Ltd	\$254,274.74	Plant
Westpac Bank	\$250,296.26	Loan
Porter Excavations Pty Ltd	\$243,490.55	Roadworks
Wagga Wagga City Council	\$242,180.00	Library
Twin City Asphaltting	\$240,557.12	Roadworks
PJ & K Walliss Pty Ltd	\$238,692.12	Roadworks
Porter Equipment Australia	\$237,998.18	Hire of plant
Lawrence Brothers	\$229,159.48	Plant
Chemprod Nominees Pty Ltd	\$223,011.31	Plant
Microtech DPS	\$216,502.96	IT Equipment
Longford Civil	\$203,122.75	Roadworks
Corowa Golf Club	\$190,208.69	Stronger Community grant
Focus Engineering & Construction	\$187,648.80	Roadworks
Dekort Systems Pty Ltd	\$185,907.19	Water & Sewer Eq
Reece Direct Deposit Account	\$173,940.84	Water & Sewer Eq
Abergeldie Complex Infrastructure	\$173,523.87	Sewer main relining
Emergency Management NSW	\$167,580.30	Emergency services
Cadia Group	\$158,076.55	Water & Sewer Eq
Martin Contracting Pty Ltd	\$150,590.06	Landfill work
CT Management Group Pty Ltd	\$150,414.00	Consultant
Xylem Water Solutions Aust Ltd	\$150,010.74	Water Eq

## STATUTORY REPORTS

### Works carried out on Private Land – Section 67 (3)

Council carried out the following works on Private Land.

Summary of works	Cost of works fully or partially subsidised by Council	Total amount by which Council has subsidised any such work
Lions Club Corowa	\$5000	\$0.00

### Financial Assistance – Section 356

Council has provided assistance to support the following beneficiaries under *Section 356 of Local Government Act 1993*

Beneficiary	Purpose	Amount
Mulwala Public School	3 days hall use for Arts Show and silent auction (Mulwala Civic Centre)	\$840.00
Corowa Community Garden	Establish ten “Little Free Libraries” to promote book swapping, recycling and reuse of materials.	\$1,000.00
Oaklands Community Health & Fitness Centre	Improvements to exercise room to enable all weather training for sporting clubs and multi-uses	\$3,000.00
Mulwala Progress Association	Supply an additional table and seats setting at Digger Loughnan Park, Mulwala	\$3,000.00
Savernake School of Arts Reserve Trust	Support for bi-annual Arts event/Country Halls Tour and celebration of newly renovated hall.	\$3,000.00
Corowa Amateur Swimming and Lifesaving Clun Inc.	Costs for traffic management to undertake triathlon.	\$3,000.00
Howlong Historical Society	Purchase desktop computer to enable volunteers to digitally store records and information.	\$1,700.00
Corowa District Historical Society	Workshop “Mosaic for Museums” for 10 volunteers to assist digital cataloguing.	\$1,811.25
Sing Australia Group	Use of Oddfellows Hall for weekly rehearsal plus 2 additional days to host concerts.	\$1,440.00
Corowa Civic Croquet Club	Build and install a safety step with handrails to enable easy and safe access to playing area	\$2,931.00
Big Moz Mobile Disco Inc.	Purchase equipment for Mobile Movies to be shown in hospitals and aged care facilities.	\$2,679.98
3 Rivers Orchid Show	Signage and advertising for orchid display and workshops	\$2,000.00
Oaklands and District Lions Club	Mail out and printing for Truck and Vehicle show	\$3,000



## STATUTORY REPORTS

### Financial Assistance – Section 356

Beneficiary	Purpose	Amount
Corowa Golf Club	Advertising and marketing for golf tournament	\$1,500.00
Morundah Bush Entertainment Committee	Cost of production for Performance of Eugne Onegin with orchestra	\$2,500.00
Yarrawonga Mulwala Tourism	Flyers and advertising for Show and Shine lifestyle event	\$400.00
Splash N Dash Committee	Marketing and promotion of world qualifier triathlon and fun runs	\$3,000.00
Corowa Festival of Dance	Printing of flyers for dances, music and workshops	\$600 .00
Howlong Golf Club	Advertising and social media for social golf event	\$1,000.00
Khaki Vehicle Enthusiast Inc.	Marketing material for gathering of military vehicles for 38th SWIM in and Military parade	\$2,000.00
Australian Formula Powerboat Grand Prix (AFPGP)	Event promotion for Australian Formula Powerboat Grand Prix Rd 1 -Mulwala	\$1,500.00
Rotary Club of Corowa	Production costs for Federation Festival parade, dinner, markets, BnS, fireworks.	\$2,500.00
Corowa Civic Bowls Club	VIC Regional Mens Bowls	\$5,000.00
Traffic Committee	ANZAC Day traffic management Howlong, Corowa and Mulwala	\$2,368.75
RSL Club	Traffic management	\$330.00
Golf Club	Olympian events	\$2,500.00
Corowa Events	Events	\$350.00
Urana Vintage Machinery Club	Urana Vintage Rally 2016	\$500.00

# STATUTORY REPORTS

## Contributions Grants and Donations

The Stronger Communities Fund was implemented as part of the NSW Government's decision to create new councils and to build stronger communities for local residents. The program encouraged local residents, community groups and new councils to work together to deliver sustainable infrastructure and services to local communities.

Local community groups were invited to apply for community grants for projects such as upgrades of club facilities, funding of sporting equipment or provision of tools and equipment to improve the delivery of community services.

Council established a Stronger Communities Fund Assessment Panel with responsibility to assess projects and make recommendations to council for funding. The panel used the defined criteria for each program to assess and recommend projects for funding.

The panel included:

- The Administrator, Mr Mike Eden or his delegate.
- Local Member for Albury Mr Greg Aplin or a nominated representative.
- Regional Coordinator of the Department of Premier and Cabinet, or delegate.
- General Manager Federation Council, Chris Gillard
- Other members, appointed by the Administrator, as required.
- An independent probity adviser, appointed by the Administrator to advise the panel on their deliberations and assessment process.

Council allocated a total of \$888,680 for 29 community projects over two rounds. At 30 June 2017, 10 of the first round projects were completed and one of the second round projects announced in May 2017 was also complete.

It is envisaged that the allocation will be utilised over 2-3 funding rounds with total allocations announced by December 2018.

## **MAJOR PROJECTS**

A total of 15 major projects were eligible for funding totalling \$8,899,534. These projects can be delivered over a longer period, being due for completion by December, 2019.

The \$1M funding for Stronger Communities Grants together with the \$9M funding for major grants provides council with the advantage of renewing and upgrading some council assets which may have been on a backlog of projects to be funded through general revenue. A large proportion of the Major Projects funding will be allocated to council-wide roads and drainage to provide safe travel within our community.

A listing of the 2015/16 successful grant recipients/program details, are outlined in Attachment 1.

# STATUTORY REPORTS

## Committees

### Statutory Committees

Council has several Statutory Committees established in accordance with legislation or by Council resolution. These include advisory committees or panels.

Committee	Members
Audit Risk and Improvement Committee (Internal Audit Advisory Committee)	Director of Corporate and Community Services and Director Finance.
Code of Conduct Review Panel	The Centium Group, Sydney Harris Wheeler Lawyers, Newcastle Sinc Solutions Strategic Independent Consulting, Glebe NSW Mediate Today Pty Ltd, Shellharbour, NSW Charlton Consulting Pty Ltd, Wodonga, Vic Tress Cox Lawyers, Sydney NSW Prevention Partners, North Parramatta NSW O'Connell Workplace Solutions, Sydney NSW Workplace Investigation Services, Newport NSW BAL Lawyers (Bradley Allen Love), Canberra ACT
Federation Access Committee	Community Development Officer
Local Emergency Management Committee	Director, Infrastructure and Environment
Local Traffic Committee	Manager, Infrastructure
Rural Fire Service Advisory Committee	Manager, Infrastructure
Rural Fire Service Liaison Committee	Manager, Infrastructure
Saleyards Consultative Committee	Manager, Business Services, Senior Regulatory Compliance Officer
Staff Consultative Committee	General Manager, Risk Management Officer
Work Health and Safety Committee	Senior Regulatory Compliance Officer, Construction Foreman, Executive Support Officer, Team Leader Water and Sewer Treatment, Team Leader Presentation South, RMS Officer  Manager, Business Services, Risk Management Officer
Youth Advisory Committee	Community Development Officer

# STATUTORY REPORTS

## Audit and Risk Committee

The Audit and Risk Committee is an advisory committee of Council. It acts as a key mechanism in providing independent assurance and assistance to Council on risk management, internal control, governance and external accountability responsibilities. The Audit and Risk Committee consists of two external and independent members of Council and one Councillor with attendees including the General Manager, Director of Corporate and Community Services and Director Finance. This Committee is governed by an Audit Risk and Improvement Charter adopted Council.

## Youth Advisory Committee

The Youth Advisory Committee (YAC) is a volunteer committee of young people between the ages of 12-25 years who live, work or study in the Federation Council area and want to make a difference in their community. YAC represents and advocates for issues affecting local young people.

## Section 355 Committees

Under the Local Government Act, Councils may delegate certain functions to committees, some of which may be statutory committees and others may be volunteer based or community organisations. Details of Federation Council S355 Committees are listed below:

The former Corowa Shire delegated fourteen (14) 355 Management Committees as listed below:

- National Federation Festival Committee
- Festival of Dance
- Corowa District Landcare
- Corowa Friends of the Library
- Mulwala Friends of the Library
- Federation Tourism
- Corowa Arts and Culture Advisory Committee
- Daysdale Advisory Water Trust
- Lonsdale Reserve Management Committee
- Howlong Lowe Square Management Committee
- Corowa District Health Social and Community Support Committee
- Community Safety Committee and Corowa Drug Action Team

The former Urana Shire delegated sixteen (16) 355 Management Committees as listed below:

- Boree Creek Community Committee
- Boree Creek Community Xmas Tree
- Colombo Creek Recreation Reserve Management Committee
- Oaklands Memorial Hall
- Oaklands Recreation Ground
- Oaklands Swimming Pool
- Oaklands Town Improvement Committee
- Morundah Community Committee
- Rand School of Arts (hall)
- Rand Sportsground
- Rand Town Improvement Committee
- Urana Hall
- Urana Progress Association
- Urana Rec Ground – Victoria Park
- Urana Ski & Aquatic Committee
- Urana Swimming Pool

## STATUTORY REPORTS

### Council participation with other organisations

Council values the opportunity to work with several key stakeholders to achieve its objectives for the community. Council involvement with the following corporations, partnerships, trusts, joint ventures, syndicates or other bodies occurred during the 2016/2017 year.

Organisation / Type	Incorporated status	Interest in organisation
Murray Arts	Other Incorporated Entity	Financial Member
Murray Regional Tourism Board	Public Company	Financial Member
Riverina Regional Library	Local Government Entity	Financial Member
Riverina Water County Council	Local Government Entity	Non Financial Member
Southern Phone Company	Public Company	Shareholder

### Remuneration to General Manager

The total remuneration for the General Manager comprised of salary superannuation and motor vehicle entitlements as reported below.

Payments	Amount
Total salary component	\$260,000
Bonus, Performance payments	\$0.00
Salary sacrifice to superannuation scheme	\$35,000
Non-cash benefits (Motor Vehicle)	\$10,000
Fringe Benefits payable for non-cash benefits	\$0.00
<b>TOTAL REMUNERATION</b>	<b>\$305,000.00</b>

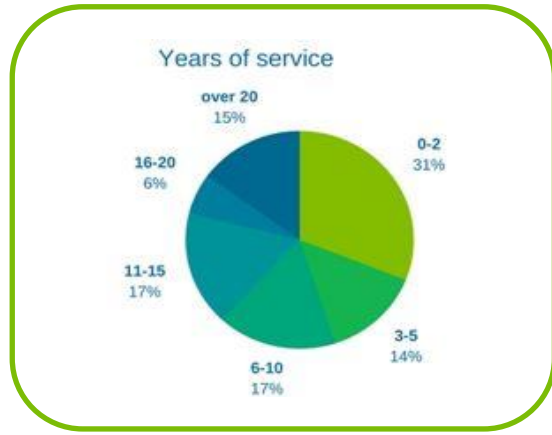
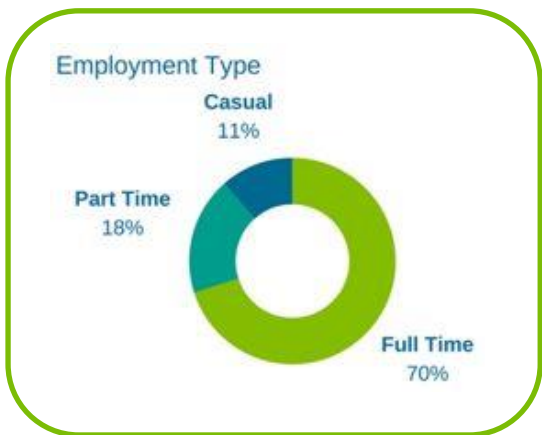
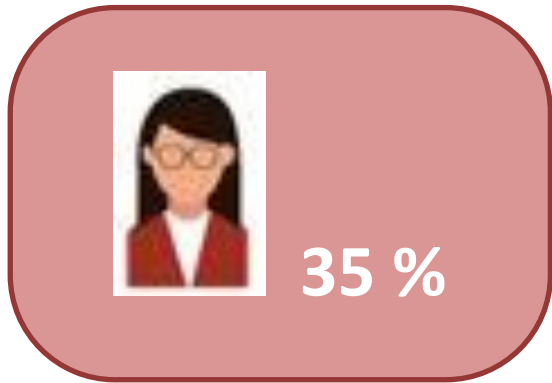
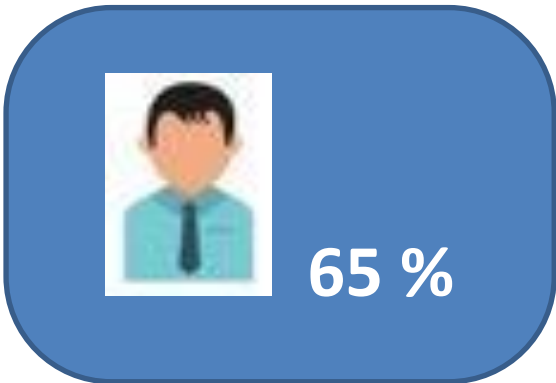
### Remuneration to Senior Staff

The total remuneration for any other senior staff member was comprised of salary superannuation and motor vehicle entitlements as reported below.

Payments	Amount
Total salary component	173,530.13
Bonus, Performance payments or other payments	187,603.79
Salary sacrifice to superannuation scheme	\$0.00
Non-cash benefits (Motor Vehicle)	\$0.00
Fringe Benefits payable for non-cash benefits	\$0.00
<b>TOTAL REMUNERATION</b>	<b>\$361,133.92</b>

# STATUTORY REPORTS

## Our Workforce



## STATUTORY REPORTS

### Our Workforce

Council is proud to have a workforce that is becoming more diverse and has representation from across all age groups. We also have a good combination of staff with extensive experience (38% of staff have over ten years' experience), providing unique mentoring opportunities to the newer or younger staff members. Just over one third (31%) of staff have fewer than 2 years' experience working at Federation Council.

Employment at Council consists of casual (11%), part time (18%) and full time (70%) positions providing significant work-life balance opportunities for staff and prospective new employees.

Council has a gender ratio of 35:65 with over one third of the workforce consisting of females. This is generally indicative of local government due to the nature of work being largely outdoors and involving operation of heavy plant and equipment.

70% of Council's workforce is from within the Council area, which is quite significant considering the population is 12,277 as at 2016. Our goal is to ensure that Council can continue to provide meaningful and varied employment for local people and continue to build on the diversity within the workforce by offering greater scope for traineeships, apprenticeships and mentoring. We recognise that the workforce of the future will need to have strong technological skills and the ability to be innovative in the development of systems to improve efficiencies across all areas of the Council. Similarly, we seek to support growth in the Council as a whole and the provision of new jobs will help to attract new families to the area.

### EEO Management Plan

Council has an Equal Employment Opportunity Management Plan which is used as a guide to inform leadership strategies for:

- (a) achieving a workplace free of discrimination, in employment on the grounds of race, sex, marital or domestic status and disability, and
- (b) promoting equal employment opportunity for women, members of racial minorities and persons with disabilities.

Council is committed to ensuring Equal Employment Opportunity and has commenced the implementation of this plan.

## COMPANION ANIMALS MANAGEMENT

Council provides Ranger Services and reports pound collection and dog attack data to the Office of Local Government as required using the Companion Animals Register in accordance with Section 74(4) of the Companion Animals Act 1998.

Council issued five nuisance dog orders and three penalty infringement notices. A number of written notifications were also sent in the mail. Eight logged dog attacks were registered.

Council received a grant of \$8000 from the NSW Office of Local Government Responsible Pet Ownership Grant Program to help facilitate a pet's day out event in February 2017. Free VET Checks, micro-chipping, de-sexing and registration was provided to eligible pet owners. Over 200 people were in attendance and enjoyed a range of activities including a pet parade, RSPCA talks, face painting, BBQ and pet pampering. A total of 73 pet registrations and 50 micro-chippings were processed as part of the event. A further 26 pets were booked in with Federation Veterinary Hospital or Corowa Veterinary Clinic for a free de-sexing appointment.

The event was strongly supported by local businesses, Cool-Off, Corowa Veterinary Clinic, Federation Veterinary Hospital, RSPCA, Happy Tailz Dog Grooming, Corowa Girl Guides and Ding-a-ling Faces.

The re-homing of impounded or surrendered animals is a high priority for Council. Maintaining a strong partnership with Wodonga Dog Rescue supports the re-homing of any surrendered companion animals that are fit to re-home. Council will not re-home any aggressive animals that have not been properly assessed as being fit to re-home.

Federation Council has designated leash free areas in Corowa, Howlong and Mulwala allowing dogs to exercise off lead, to run freely in a safe environment and to enjoy off lead activities without interfering with the general public and to provide the opportunity for socialising with other dogs.

### OFF LEASH AREAS

TOWN	LOCATION
Corowa	Intersection of Federation Ave and River Street, South Corowa and the Eastern end of Edward Street (opposite Bangerang Park, adjacent to the tennis courts).
Howlong	South west corner of Lowe Square.
Mulwala	Kyffins Reserve; 4.1 km east of Mulwala on Spring Drive.



## STATUTORY REPORTS

### GIPA

Council, as a local authority, is subject to the Government Information (Public Access) Act 2009 (GIPA Act ) and accordingly acknowledges the right of the public to obtain information about Council's structure, plans and policies; information about development applications; and any other information as prescribed by the GIPA Act and any accompanying regulations and guidelines.

During the 2016/17 financial year Council received and assessed 7 applications for information, one of these was request for review of a previous application. Of the applications received, information was released for four of these with a partial release for another. Information was not released for two applications due to a pending response to a request for an extension of time and estimate of costs and another due to no information being found to exist related to the enquiry. One application was not a valid GIPA application.

These applications are in addition to the information that is readily accessible by the community on Council's website. As part of its legislative requirements Council has an Agency Information Guide published on its website which provides guidance on the types of information held by Council as well as outlining the different ways members of the public may access it.

### Compliance with and effect of planning agreements in force during the years. EPA Act 93G(5)

No agreements entered into.

### Public interest disclosure report *PID regulation 2011 part 4*

Council has fulfilled its statutory reporting obligations for completion of Public Interest Disclosure Reports to the NSW Ombudsman under Section 6CA. These were submitted in January and July as required under the Act. Council had no Public Interest Disclosures reported in the period 13 May 2016 – 30 June 2017. Council adopted it's Public Interest Disclosure Policy in September 2016 with contact officers nominated from internal and external departments. Awareness activities have been conducted including training facilitated by the NSW Ombudsman as part of the "Dont stick your head in the sand!" campaign. A copy of Councils Public Interest Disclosure Policy can found on our website.



## FINANCIAL SUMMARY

The Federation Council was formed as at the 12 May 2016 and Council was required to complete the Annual Financial Accounts reporting for the extended period of 13 May 2016 to 30 June 2017 (ie 13.5 months). This has meant that comparing the financial results for the 13.5 months to 30 June 2017 to the shortened period for the previous period 1 July 2015 to 12 May 2016 is difficult. Additionally, Council received \$15 million as a merger Council of two former Councils.

### Operating Surplus Result 2016/2017

The Operating Result as per the Draft Annual Financial Statements referred to the NSW Audit Office for final signoff shows a considerably large General Fund Operating Surplus of \$16.397 million. Importantly, within the General Annual Financial Statements that forms a part of this Annual Report document a balance of \$43.566 million was held by Federation Council in Restricted cash, cash equivalents and investments. Of this balance \$31.309 million is externally restricted, \$11.108 million is internally restricted and \$1.149 is detailed as unrestricted, (refer Note 6c for further details).

### Finance Operations

At the operational level within the Finance area of Council the Finance section was able to effectively bring two separate financial systems of the two former Councils of Urana and Corowa to one Financial System for Federation Council and complete the required Annual Financial Statements as at the 30 June 2017.

The 2017/2018 one year Operating Plan, the Delivery Plan and 10 Financial Plan Budgets were compiled and adopted by the Council Administrator 29 Jun 2017. This compilation involved consolidation of accounts and processes, merging and review of fees and charges, rates and annual charges including the implementation of significant valuation change impacting rate.

### Special variation expenditure s. 508(2) / s. 508(2)(a)

2017/2018 is the last year for the former Corowa Council area rating income as a whole to be set at 7%. At the writing of this information the rating income as a whole for 2018/2019, is expected to be restricted to be set at the 'rate pegging' percentage as set by the Independent Pricing and Regulatory Tribunal (IPART) from year to year.

### Asset Management

Council is committed to focussing its works around asset renewal while supporting growth. A significant amount of the merger funds was allocated to upgrade and new assets and the long-term impact of this needs evaluation.

In developing future Operational, Delivery and Long Term Council budgets, further community consultation concerning the level of core services provided by Council will need to occur, and consideration of a further round of Special Rate Variations should also happen.

Council has commenced a comprehensive review of its asset management to underpin future council expenditure and rate level decisions.

Federation Councils audited financial statements and the auditors report for the year to 30 June 2017 can be found on our website.

## Attachment 1

### STRONGER COMMUNITIES FUND – PROGRESS REPORT AT 30 JUNE 2017

Federation Council received \$10M as part of the NSW Governments Stronger Communities Fund to support the delivery of projects that improve community infrastructure and services with the newly formed council. These funds were to be allocated to community projects during 2016/2017:

- up to \$1M through a Stronger Community Grant Program in grants of up to \$50,000 each (for projects that build more vibrant, sustainable and inclusive local communities); and
- \$9M for major projects (that deliver long term economic and social benefits to communities).

In 2016-2017, almost all the \$10M in Stronger Communities Funding (\$9,788,214) was allocated to 31 community based projects in 2 grant rounds and 15 major projects. This report outlines the status of these projects as at the end of the 2016/2017 financial year. In brief, 10 of the 31 community projects are complete whilst all others are on track except for 1 project (Urana Youth Adventure and Skate Park).

#### **Round One** – Community Grants

As at the end of the 2016-2017 financial year 9 of the 18 projects have been completed, a further 8 are progressing on schedule whilst 1 project has encountered some unexpected delays. Seventy-four percent (74.38%) of the \$595,000 has been dispersed. Round 1 projects are due for completion in December 2017. A summary of the status follows.

#### **Projects Completed and Final Reports received (n=6)**

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Urana Bowling Club	New Kitchen	<b>\$28,000</b>
Oaklands Recreation Ground Committee	Netball/Tennis Court Fencing	<b>\$36,000</b>
Corowa Rugby Club	Club Room Improvements	<b>\$9,000</b>
Corowa District Landcare Inc.	Renewable Energy Forum	<b>\$3,000</b>
Corowa District Historical Society	Upgrade Security at Corowa Federation Museum	<b>\$20,000</b>
Yarrowonga Mulwala Historical Society	Improve Heating and Cooling and Lighting at Pioneer Museum Mulwala	<b>\$50,000</b>

#### **Projects Completed and Final Reports pending (n=3)**

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Corowa Rutherglen Football Netball Club	Construction of New Netball Court at John Foord Oval	<b>\$50,000</b>
Howlong Football Club	Club Room Upgrade	<b>\$40,000</b>
TunzaFun Amusement Park Mulwala	Solar Panels	<b>\$11,000</b>

#### **Projects Progressing on schedule – Mid Way Report Received**

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Corowa Race Club	Installation of Water Line	<b>\$47,000</b>
Rennie Netball Club/Rennie Trust reserve	Rennie Community Hub	<b>\$50,000</b>
Rand Sports Ground Committee	Rand Community Playground	<b>\$50,000</b>
Corowa Cricket Club	Cricket Net and Seat Upgrade	<b>\$49,000</b>

#### **Projects Progressing on schedule – Mid Way Report Pending**

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Boree Creek Community Committee	Memorial Hall Repairs	<b>\$40,000</b>
Savernake School of Arts Reserve Trust	Savernake Hall facilities upgrade	<b>\$17,000</b>
Corowa Tennis Club	Fence installation	<b>\$15,000</b>
Urana Hall Committee	Soldiers Memorial Hall Refurbishment	<b>\$40,000</b>

#### **Projects Behind Schedule**

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Urana Progress Association	Youth Adventure and Skate Park*	<b>\$40,000</b>

\* The Geotechnical Report found the soil unsuitable for the scooter track as planned. An additional \$64,000 would be needed to ensure sustainability of a suitable track. A new design for the park was proposed and approved in principle at council meeting 18 July 2017 and further community consultation about the re-scoped works are underway.

## Round Two

As at the end of the 2016-2017 financial year, 11 of the 13 Grant Agreements have been received and 1 project had been completed (Recarpeting the Urana Court House Museum). Twenty-Five percent (25.55%) of the \$293,680 has been dispersed. Round 2 projects are due for completion in May 2018. The projects include:

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Corowa Civic Bowls Club	External Ramp from Clubroom to Greens Area	<b>\$9,130</b>
Corowa Race Club	Connect Toilets to Town Sewerage	<b>\$50,000</b>
Rotary Club of Corowa	Whitehead Street Wetlands	<b>\$50,000</b>
Corowa Tree of Life Community Garden	Corowa Men's Shed Inc.	<b>\$22,710</b>
Daysdale Memorial Hall Committee	Main Hall and Stage Restoration of Flooring	<b>\$10,469</b>
Howlong Cricket Club	Replace Turf Roller	<b>\$15,000</b>
Howlong Golf Resort	All Access Restroom and Storage Upgrade	<b>\$50,000</b>
Howlong Pony Club Incorporated	Permanent Shade Extension to Existing Club Shed	<b>\$14,386</b>
Morundah Bush Entertainment Committee Inc.	Paradise Palladium Theatre	<b>\$25,000</b>
Mulwala Football Netball Club Inc	Solar Power Generation	<b>\$10,000</b>
Oaklands Lions Club	Start your Engines-The Ruston Cold Starting Oil Engine Restoration Project	<b>\$15,200</b>
Urana Progress Association / Urana Arts and Historical Society	Walking Softly - Recarpeting the courthouse	<b>\$5,785</b>
Urana Progress Association	Flying Free A Free-flight Bird Aviary for Urana	<b>\$16,000</b>

## Major Projects

The 15 major projects 9 projects were prioritised to commence in 2017 and are underway.

### ***Prioritised for action and under way***

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Corowa RSL Park	remove existing and install new playground	<b>\$115,451</b>
Corowa Bangerang Park	Replace playground, paths, landscaping and all abilities toilet	<b>\$500,963</b>
Corowa Skate Park	Design and construct extension to existing park, repair work, seating and landscaping	<b>\$333,170</b>
Howlong Skate Park	Design and construct a street terrain park at Lowe Square	<b>\$153,000</b>
Corowa Golf Club	50 seat Cinema construction within existing buildings	<b>\$585,000</b>
Victoria Park Redevelopment Urana	Camp Draft facility upgrade, vintage machinery building upgrade, replace airstrip, renewal toilet, fencing, signage	<b>\$79,592</b>
Oaklands Medical Centre	Building Purchase, renovation and fit out, medical equipment	<b>\$346,942</b>
Corowa Swimming Pool	Towards a new swimming pool construction	<b>\$1,500,000</b>
Kyffins Reserve Mulwala	Restore 2.3 km of walking track and construction of 400m fencing	<b>\$197,087</b>

### ***Pending***

<b>Recipient</b>	<b>Project</b>	<b>Amount</b>
Howlong Tennis Court Renewal	Removal and renewal of 6 synthetic tennis courts	<b>\$110,000</b>
Urana Netball Court Renewal	Removal and renewal of 2 Tennis/netball courts	<b>\$165,000</b>
Mulwala All Abilities Playground and Foreshore Upgrade	Construct an adventure playground, path, fencing, seating, shade. Remove boat ramp, remove and replace toilet facilities	<b>\$855,650</b>
Oaklands RV Park	Gravel parking, gazebo, landscaping, fence, toilet access, RV ramp	<b>\$87,173</b>
Rand Sports Ground Upgrade	Final phase of renovation work	<b>\$70,506</b>
Council Wide Roads and Drainage	Minor/townships, minor/regional, minor/rural and medium projects	<b>\$3,800,000</b>

**Financial Implications**

Cost savings have been made on 4 of the 10 completed community projects (\$4,965). This is because of council's buying power, council's request for additional quotes, an initial over estimation of costs and the exclusion of GST.

There is therefore an opportunity to reinvest these funds back into the program to provide contingencies for projects that encounter unexpected issues and/or to combine these with the unallocated funds (\$211,787) to offer a third grant round.

## Community and Culture

1.1.1.1	Work to ensure that people in the community have access to services and facilities throughout the Council.	Priorities within the Social and Cultural Plan implemented.	●
1.1.1.2	Ensure the needs people with a disability and culturally and linguistically diverse residents are considered in the provision of community activities, events and programs.	Accessibility for all people and all abilities is available at all council events and activities.	●
1.1.1.3	Continue to recognise and support the Indigenous community throughout the Council.	Number of opportunities to raise awareness and include indigenous culture.	●
		Consideration of Indigenous culture in planning and delivery of initiatives.	●
1.1.1.4	Promote events and opportunities throughout the Council that recognises and celebrates the diversity within our community.	Number of events conducted and opportunities promoted.	●
1.1.1.5	Ensure that Council publications and communication reflect the diversity of the community.	Number of articles and publications developed and circulated.	●
1.1.2.1	Develop and implement the Youth Strategy in partnership with schools, services and young people that supports the positive engagement of young people within community life.	Youth mapping and needs analysis complete and strategy developed.	●
		Implementation of Youth Strategy actions.	●
1.1.2.2	Promote community, sporting, education and academic leadership opportunities for young people within our community throughout Council publications and on Council's website.	Number of education and training opportunities for young people supported.	●
		Number of leadership opportunities promoted.	●
1.1.2.3	With guidance and direction from the Youth Strategy, deliver programs that actively engage a variety of young people and provides them with meaningful skills and experiences.	Level of attendance and involvement by young people.	●
		Number of programs developed and implemented.	●
		Number of programs developed and implemented.	●
1.1.2.4	Continue to provide opportunities for young people to contribute to community priorities.	Number of young people involved in community engagement opportunities.	●
		Number of opportunities for young people to provide feedback on priorities.	●
1.1.2.5	Ensure young people have access to community spaces where they feel welcomed, safe and included.	Development of masterplans and community infrastructure projects that reflect the needs of young people.	●
1.1.2.7	Explore innovative ways to engage a broader range of young people in the use of a 'youth based' community space.	Development of youth based spaces identified in Youth Strategy.	●
		Number of young people consulted on the delivery of 'youth based' spaces.	●
1.1.3.1	Continue to understand the demographics, trends, challenges and opportunities that are facing our older residents.	Implementation of Ageing Well Strategy	●
		Service mapping completed and strategy developed.	●
1.1.3.2	Celebrate and facilitate the positive contribution that our older residents make to our community.	Celebration of Seniors Week.	●
		Recognition and celebration in Council communication.	●
		Ongoing distribution of "Ageing Well" resource.	●

## Community and Culture

1.1.4.1	Support the community with activities and projects that welcome new residents to the community.	Number of new residents packs distributed.	●
1.1.5.1	Explore innovative ways to ensure the regular consideration of the changing needs and priorities of our rural and isolated communities.	Monitoring of demographic and social characteristics of rural communities. Community Priority Action Plans developed for rural communities.	●
1.1.5.2	Support and encourage projects that encourage and facilitate the celebration and protection of our rural history through the collection of stories and experiences.	Historical information provided through Council Libraries. Projects supported and historic stories documented.	●
1.1.5.3	Explore online opportunities to support the recording / promotion of the shires history.	Support provided for online recording and documentation of historic photographs and written material.	●
1.2.1.1	Ensure that family accessibility and inclusiveness is considered in the long term planning of Council programs, planning and activities.	Consideration of the needs of families in long term planning of community facilities and programs at a <u>State and Federal level</u> . Implementation of priorities within the Social and Cultural Plan.	●
1.2.2.1	Review and set priorities for the consolidation and/or renewal of Playgrounds within the region.	Playground Masterplan completed.	●
1.2.2.2	Explore the feasibility of developing a key community playground in partnership with community and businesses.	Feasibility study completed. Development of community playground.	●
1.2.3.1	Continue to meaningfully engage children in community life.	Level of attendance and community support. Festival of Fun for Kids delivered biannually. Level of community involvement in delivery of the event.	●
1.2.3.2	Continue to support a range of services, activities and groups that support children and their families.	Implementation of priorities within the Social and Cultural Plan. Delivery of children's programs through libraries. Level of support for groups and organisations delivering services to support children and families.	●
1.2.3.3	Advocate on behalf of our children to ensure that we continue to develop our communities as a great place for our children to grow and provide opportunities for children to develop their independence and skills.	Programs supported and delivered.	●
1.3.1.1	Support a coordinated approach to the planning, promotion and implementation of events throughout the Council.	Preparation and promotion of monthly and annual Calendar of Events. Development and implementation of an Events Strategy.	●
1.3.1.2	Support the delivery of major municipal events.	Number of major events supported and delivered. Implementation of Tourism and Events Grant program.	●
1.3.1.3	Ensure that all events are safe, well planned and of high quality.	Ongoing review and promotion of event manual to support event organisers. Level of support provided to Community groups to ensure that all events meet risk and compliance requirements.	●

## Community and Culture

1.3.1.4	Encourage event organisers to consider sustainable event management principles in accordance with event international standards.	ISO Sustainable event guidelines distributed to community groups.	●
1.4.1.1	Ensure a place making approach is taken for all open space and water foreshore developments within the Council.	Low Square Masterplan.	●
		Corowa Riverfront Masterplan	●
		Participate in pilot Crown Lands Review.	●
		Development and implementation of a Mulwala Foreshore Masterplan.	●
		Lonsdale Reserve Masterplan.	●
1.4.1.2	Continue to support recreation management committees.	Level of support provided to all recreation management committees.	●
1.4.1.3	Adopt whole of community approach to planning of recreational facilities to ensure development of infrastructure meets the changing needs of our communities and facilitates new sports and diverse use.	Recreation Strategy developed.	●
1.4.1.5	Support community groups and clubs in the development of projects securing of funding.	Number of funding applications submitted and amount of funding obtained.	●
1.4.1.6	Development of a new swimming pool for Corowa.	Corowa Swimming Pool business plan updated	●
		Progress of Corowa Swimming pool upgrade.	●
		Development of project plans	●
1.4.2.1	Continue to facilitate training and development sessions that support the management of sport and recreation groups in conjunction with Department of Sport and Recreation	Annual recreation training calendar implemented.	●
1.4.2.2	Provide appropriate support to sporting groups and clubs to assist in the development of business plans.	Business planning sessions delivered.	●
1.4.2.3	Support sporting clubs and groups in their bids for large scale sporting events.	Large scale sporting events identified and included in Recreation and Events Strategy's.	●
1.4.2.4	Continue to promote the Council's sporting facilities, venues and assets.	Level of ongoing promotion of facilities and venues.	●
1.4.2.5	Continue to maintain and expand a high quality pathway network that is flexible in purpose to facilitate a range of users.	Annual Pedestrian Access Mobility Plan (PAMP) works program implemented.	●
1.4.2.6	Ensure integrity of existing pathway network through regular maintenance inspections and appropriate works.	Annual audits conducted and maintenance works scheduled.	●
1.4.2.7	Promote footpath and cycle way network.	Walking and cycle paths promoted.	●
1.5.1.1	Ensure all artistic spaces are inclusive, welcoming and well promoted.	Implementation of priorities within the Social and Cultural Plan.	●
		Promotion of exhibition, programs and activities program.	●
1.5.2.1	Develop a program of activities that engage young people and children in the arts and cultural activities throughout Council's facilities including the Libraries and Artspace.	Number of opportunities provided for children and young people to be involved in arts and culture activities.	●



## Community and Culture

1.5.2.2	Provide a diverse range of opportunities for all people within the community to participate in.	Ongoing involvement of the former Corowa Arts Advisory Committee.	●
		Continued support of Murray Arts in the community.	●
		Volunteering opportunities provided.	●
1.6.1.1	Provide ongoing support to community groups, clubs and committees to encourage diverse and representative membership and involvement.	Ongoing support provided.	●
1.6.2.1	Encourage participation of volunteering throughout the Council.	Promotion of volunteer opportunities conducted and additional volunteers recruited.	●
1.6.2.2	Work with schools to support and encourage young people's involvement with volunteering opportunities within the Council.	Schools consulted and actions included on Youth Strategy.	●
		Number of young people volunteering within community.	●
1.6.2.3	Celebrate the contribution made by volunteers to the community throughout the Council.	Volunteers publicly acknowledged and thanked as part of Volunteer Week celebrations. Actual: Volunteers were publicly acknowledged at the Volunteer Recognition Awards and Celebrations	●
		Implementation of Citizen of the Year Awards.	●
1.6.2.4	Facilitate the delivery of exciting and engaging library services throughout the Council.	Programs and activities delivered.	●
		Level of services available.	●
		Number of library members.	●




















## Infrastructure and Services

2.1.1.1	Remain up to date on social and community priorities and ensure that these are regularly considered in the delivery of projects.	Priorities identified via feedback from community. Customer satisfaction program implemented annually.	●
2.1.1.2	Advocate on behalf of our communities to ensure that their needs are consistently and accurately represented at state and federal levels in regards to the allocation of services, resources and programs.	No reduction in state and federal community resource levels.	●
2.1.1.3	Continue to facilitate Council's involvement and utilisation of the Profile and Forecast ID programs to ensure all strategies and planning consider accurate demographic information.	Profile ID and Forecast ID subscriptions maintained and made available.	●
2.1.1.4	Relevant community demographic information collected and disseminated to relevant service and community agencies to support sound and accurate planning and appropriate delivery of on the ground services.	Community profiles available on Council's website.	●
2.1.2.1	Develop mechanisms that continue to support the appropriate distribution and promotion of service information throughout	Communications strategy developed.	●
		Service level KPI's in place for all key operational areas.	●
2.1.2.2	Continue to support the integration and delivery of coordinated and quality Council services for our community.	Number of new advancements made in relation to coordinated service delivery.	●
2.1.2.3	Support the exploration of best practice opportunities relating to the co location of services within our communities.	Ongoing advocacy and participation in appropriate discussions with external service providers.	●
2.1.3.1	Facilitate the involvement of service providers and organisations within the community, in particular in regards to community planning.	Number of community service providers involved in community engagement process.	●
2.1.3.2	Continue to support the Corowa Interagency group.	Attendance at Interagency Group meetings.	●
2.2.1.1	Where appropriate, advocate for and support the long term sustainability and inclusion of the small rural schools within the Council	Small schools participate in relevant activities, events and projects conducted by Council.	●
		Sustainability of small schools.	●
2.2.1.2	Advocate for the delivery of integrated education facilities and programs.	Number of relevant meetings attended to advocate for education opportunities.	●
		Long term sustainability of former Corowa TAFE.	●
2.3.1.1	Continue to support and promote health programs, initiatives and healthy choices throughout the community.	Number of healthy lifestyle messages promoted.	●
		Number of health initiatives and programs supported.	●
2.3.1.2	Continue to provide, maintain and promote facilities and assets throughout the shire that encourage and support healthy and active lifestyle choices.	Number of recreational facilities provided and promoted on Council.	●
2.3.2.1	Continue to support the community in the priority to retain hospital, emergency and medical services locally.	Continued presence of health and community services.	●























## Infrastructure and Services

2.3.2.2	Continue to communicate the needs of our community to relevant bodies to support appropriate service delivery for our community members, including those with increased needs	Number of updates given to relevant service providers and authorities regarding community health needs and priorities.	●
2.4.1.1	Advocate for the adequate provision of responsive police and emergency services throughout our community.	Involvement in advocacy initiatives conducted.	●
2.4.1.2	Continue to support crime prevention initiatives throughout the community, including those relating to anti social activities and responsible drinking.	Number of initiatives supported.	●
		Implementation of alcohol free zones.	●
		Decreased crime rates.	●
2.4.1.3	Facilitate and support the Community Safety Committee to develop and implement its annual community safety plan.	Annual community safety plan developed and implemented.	●
2.4.1.4	Education and enforcement of regulatory controls and local laws to protect the community.	Number of activities to create awareness of regulatory controls and local laws.	●
		Number of incidents reported.	●
2.4.2.1	Maintain, further develop and effectively promote the emergency management and recovery plan as required.	Evacuation points established and clearly marked.	●
		Emergency management plan reviewed annually and communicated.	●
		Register of high risk residents maintained.	●














## Rural and Urban Development

3.1.1.1	Develop and implement a maintenance program for community facilities.	Maintenance program developed and implemented for all community halls.	
3.1.1.2	Provide ongoing information, support and guidance to committees of management, sporting groups and clubs that take active responsibility for the maintenance and management of community buildings and facilities	Number of resources developed and appropriate training sessions delivered.	
3.1.1.3	Support Community groups, clubs and committees of management with grant applications and the sourcing of funding to support redevelopment and upgrading of community buildings and facilities	Sustained / Increased value of successful funding applications for redevelopment and upgrading of community facilities.	
3.1.1.4	Ensure the planning of new facilities allows for flexibility in use and purpose, supporting integrated and diverse facilities.	Number of integrated and flexible designs.	
3.1.2.1	Explore opportunities and options for the potential redevelopment/restoration of existing facilities/buildings and assets to meet the needs of the community now and into the future	Key priorities identified and included in the Asset Management Strategy.	
3.2.1.1	Develop a 20 year waste management strategy that plans for the delivery of efficient and high quality waste services throughout the Council.	Meet objectives of half waste campaign.	
		Waste Management Strategy developed. Annual priorities implemented.	
3.2.2.1	Develop and implement asset management strategy that considers the needs and sustainability of all Councils assets, and where appropriate plans for their consolidation or renewal	Asset Management strategy including individual plans / policies developed and maintained for all Council assets.	
		All relevant staff are trained in the asset management system.	
3.2.2.2	Continue to implement asset inspection programs and develop maintenance schedules as required.	Asset inspections completed.	
		Maintenance program developed and implemented.	
3.2.2.3	Continue to actively seek funding to support long term sustainability and maintenance of community and Council assets.	Sustained /increased value of funding received for maintenance of community and Council assets.	
		Number of successful grant applications to support asset management.	
		Assets meet service level standards.	
3.2.2.4	Undertake appropriate planning and consultation for development of business plans to support funding applications	Business plans developed for all service areas.	
		GM to set KPI's for all staff.	
3.3.1.1	Support the implementation of the streetscape plans for Corowa, Howlong and Mulwala embracing the unique identities of each township.	Annual priorities within Corowa, Howlong and Mulwala Streetscape Masterplans implemented.	
3.3.1.2	Continue to explore opportunities for the development and installation of public and community art throughout the Council.	Amount of funding received for the installation of public and community art.	
3.3.2.1	Provide consistent signage and entrance points to all of our communities.	Signage strategy developed inclusive of entry points and implemented.	















## Rural and Urban Development

3.4.1.1	Implement policies and facilitate sustainable growth in line with Council's LEP.	Developments are in line with LEP.	
3.4.1.2	Investigate housing needs of our ageing population now and into the future – including the review of private housing, independent living and high needs accommodation.	Aged housing review conducted in conjunction with state government.	
3.4.1.3	Ensure that housing needs of the aging population are considered in all appropriate planning decisions.	Aged housing needs considered in all appropriate planning decisions.	
3.4.2.1	Implementation of Best Practice Framework. Operate Water Supply/ sewerage schemes that meet the agreed levels of service.	Sewerage Strategic Business Plan developed with provision for future upgrade in relevant townships.	
		Protocols, Standard Operating Procedures & SWIMS developed and implemented.	
		Nil areas of non-compliance.	
3.4.2.2	Ensure a twenty year financial plan is maintained.	Twenty year Financial Plan developed and implemented.	
3.4.2.3	Continue to update and implement the sewerage network maintenance program and perform capital renewal and upgrades to ensure an efficient sewerage system that extends to all un-serviced areas.	Annual maintenance program and upgrade completed on time and on budget.	
		Revise Water/Sewer Asset Management Plans	
		Annual sewerage system capital renewal program implemented.	
3.4.2.4	Reduce wet weather hydraulic sewerage loading to its economic limit and manage the biochemical load.	Inflow/Infiltration program developed and implemented.	
		Future system augmentation requirements identified.	
		Trade Waste Policy developed and implemented.	
3.4.2.5	Provision of a quality water supply that is sustainable to meet the demands of future growth while minimising water demand, wastage and system losses	Implement Water Conservation Plan	
		Long term planning strategy for water reticulation network developed and implemented.	
3.4.2.6	Ensure water supply schemes do not fail in times of drought.	Implement current drought management plan	
3.4.2.7	A pricing system for water supply/ sewerage and liquid trade waste that is equitable and reflects the actual cost of service provision.	Comply with NSW Office of Water Best Practice Management Guidelines.	
3.4.2.8	Consult community in the delivery of water supply/ sewerage services prior to making any major decisions.	All stakeholders are consulted on major water supply/ sewerage issues.	
3.4.2.9	Update the Water Business Plan for each of relevant townships.	Water business plan developed and implemented.	
3.4.2.10	Continue to update and implement water reticulation network maintenance program and perform capital renewal/upgrades to ensure an efficient sewerage system.	Annual water reticulation maintenance program completed on time and on budget.	
3.4.2.11	Implement the annual water reticulation capital renewal program.	Annual water reticulation capital renewal program implemented.	
		Water/Sewer Asset Management Plans revised.	

























## Rural and Urban Development

3.4.2.12	Prioritise the development of appropriate drainage systems that provide for efficient services to our community and allows for growth in our residential areas.	Long term drainage plans developed and implemented.	
3.4.2.13	Continue to update and implement the water reticulation capital renewal program.	Annual water reticulation capital renewal program implemented.	
		Water and Sewer Asset Management Plans revised	
3.4.2.14	Implement the annual drainage capital renewal program.	Water and Sewer Asset Management Plans revised	
		Annual drainage capital renewal program implemented.	
3.5.1.1	Implement a sustainable road strategy that prioritises the development and maintenance of our roads.	Long term (10 year) Transport Asset Management Plan developed and implemented.	
		Roads Asset and Infrastructure Vulnerability Plan developed and implemented	
3.5.1.2	Develop four year works program for reseals and construction.	Four year works schedule developed for maintenance and construction with a focus on renewal and reduction of backlog.	
3.5.1.3	Continually assess the efficiencies and requirements of the operational practices of the roads team.	Annual review of reporting mechanisms, schedules for staff, plant, processes and use of contractors undertaken.	
3.5.1.4	Support implementation of educational projects to build knowledge and awareness of road safety issues and safe road user behavior.	Road safety programs implemented for Council region.	
3.5.2.1	Ensure development and planning enables current and future transport needs.	All residential developments and streetscape master plans transport needs.	
3.5.2.3	Continue to advocate for ongoing development of public and community transport options.	Strong advocacy delivered in the region where required.	
3.5.2.4	Continue to work with government and relevant stakeholders to progress new Yarrowonga/Mulwala bridge.	Council commitment and participation in relevant discussions and forums.	

## Local Economy


4.1.1.1	Annual priorities and strategies delivered in partnership with business industries, organisations and state and federal government bodies.	Continued implementation of Council's Economic Development Strategy.	
4.1.1.2	Continues to protect and advance economic viability and sustainability by encouraging responsible land-use and development practices.	Land use development guidelines (LEP) in place and readily accessible to all stakeholders. All relevant Council officers are trained in these guidelines.	
4.1.1.3	Continue to plan for the effects of climate change.	Effluent re-use and water collection opportunities explored. Sustainable water use guidelines developed.	 
4.1.1.4	Continue to support existing and newly established business within the Council.	Strong relationship with Business Chambers, industry groups and government agencies. In the reporting year, Council has supported the Corowa Events and Urana Inc initiatives. Council has also supported the NSW Government Back to BusinessWeek program and has facilitated the Business Bus to be located in Corowa	 
4.1.2.1	Support the facilitation of activities that will enhance professional development opportunities within the business community.	Four initiatives have been supported.	
4.1.2.2	Continue to actively seek funding and work in partnership with key stakeholders to deliver training and networking opportunities for businesses in the Council area.	The level of funding received was in the order of \$15,000 plus in kind leadership from the Murray BEC. Corowa Business Chamber also received training through the regional Business Chamber organisation. This can take the form of individual advice on an immediate matter or more general advice on current issues facing member businesses. The main partners are Murray BEC, Industry NSW and the NSW Regional Business Chamber.	
4.1.2.3	Assist in the circulation of relevant industry and regulation information opportunities.	Relevant information circulated to businesses.	
4.1.3.1	Continue to provide appropriate information, support and linkages to support newly established and existing businesses within the Council.	Business support and information easily accessible.	
4.1.3.2	Develop an Investment Marketing Strategy to support investment attraction in the Council.	Investment Marketing Strategy developed and implemented.	
4.1.4.1	Advocate for long term water security for our agricultural sector.	West Cororgan Private Irrigation District recommendations supported and implemented.	
4.1.4.2	Continue to support regional long term water security strategies and programs.	Council is actively supporting long term water security strategies for the agricultural sector.	
4.1.4.3	Maintain a watching brief and active involvement in changes to water policy and plans (river and groundwater) that effect the region and ensure a strong advocacy body within the Upper Murray Joint Organisation and surrounding Joint Organisations.	Upper Murray Joint Organisation meetings attended regularly to discuss changes and implement actions to address.	

## Local Economy

4.1.4.4	Continue to support the Corowa Saleyards as a major regional sheep selling facility.	Corowa saleyards are actively promoted and profile is increased.	
4.1.4.5	Implement the strategic recommendations as per the Saleyards Business Plan 2012 -2016	Saleyards Business Plan actions implemented.	
4.1.4.6	Review the Saleyards Business Plan to consider ongoing funding and business opportunities.	Funding opportunities identified.	
		Number of applications.	
		Review completed.	
4.2.1.1	Continue to develop the positive image of our communities.	Branding is reflected in the communication strategy.	
4.2.1.2	Ensure high quality visitor information services are provided to our visitors.	Monthly and annual calendar of events developed and promoted.	
		Visitor Information Centre appropriately resourced and officers trained to deliver quality services and information.	
4.2.1.3	Maintain a new Tourism website for the region.	Visitation numbers.	
		Launch of new website. Completion of digital platform project.	
4.2.1.5	Provide value add and revenue raising opportunities to support tourism development in the Council.	Business plan developed identifying actions to enable revenue raising and value add opportunities.	
4.2.1.6	Explore opportunities to coordinate the delivery of an after-hours visitor information service.	After hours visitor information service cost benefit analysis conducted.	
4.2.1.8	Continue to work with tourism bodies and neighbouring shires to promote and market our Council.	Partnerships formed and fostered with further promotional activities planned and conducted.	
4.2.1.9	Participate in regional campaigns and work to ensure the inclusion of this region in appropriate campaigns.	Continued participation in regional campaigns.	
4.3.1.1	Develop and implement marketing activities to attract and retain businesses within the Council.	Investment Marketing strategy developed and implemented.	
4.3.1.2	Maintain a broad understanding of the Council's economic profile and work to recognise and share the successes of the	Economic profile on Council website.	
		Business successes considered in Council communication activities.	
4.3.1.3	Continue to develop infrastructure that facilitates business growth.	Streetscape Master plans and business park developments implemented as as needed.	
4.3.1.4	Advocate for the ongoing improvement of key facilities	Improvements made to gas and electricity services throughout the Council.	
		Level of advocacy and support provided for implementation of NBN initiative.	
4.3.1.5	Work closely with appropriate local and regional business groups to monitor and support the needs of our business community.	Strategic partnerships developed and maintained.	
		Issues identified in a timely manner and appropriate representation provided.	
		Participation in relevant forums to advocate for the needs of the businesses.	
4.4.1.1	Support and assist appropriate development of professional networks/initiatives that aim to retain and support workers within the Council.	Scope of support and assistance provided / networks developed.	






















## Local Economy

4.4.1.2	Support and assist appropriate establishment of local mentoring programs that provide support for young professionals throughout the Council.	Support provided for local mentoring programs.	
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## Natural Environment

5.1.1.1	Encourage the community to be involved in preservation and enhancement of the community.	Community members are actively engaged in programs and services to preserve and enhance the environment.	●
5.1.1.2	Develop and implement an education program to reduce the occurrence of littering throughout the Council particularly during	Reduced occurrences of littering.	●
		Education program implemented and delivered.	●
5.1.1.3	Explore the feasibility of developing and implementing green energy solutions within the Council.	Green energy solutions developed / implemented.	●
5.1.1.4	Support community driven projects that facilitate community involvement in protecting and preserving the environment.	Number of projects / programs/ grant applications supported.	●
5.1.2.1	Implement appropriate weed management practices in response to outbreaks throughout the Council region.	Number of and response to noxious weed outbreaks.	●
		Murray –Riverina Weeds Action Program targets achieved.	●
		Communication activities regarding noxious weeds.	●
		Implementation of weed education program.	●
5.1.2.2	Support the community to implement appropriate pest management practices.	Detection of pests in public areas reported to relevant authorities.	●
5.1.2.3	Implement appropriate pest management practices for the control of pests on Council and appropriate public land including cemeteries and the aerodrome and airstrips.	Pest outbreaks addressed within 10 days.	●
5.1.3.1	Identify areas of significant natural value and ensure they are provided with high level conservation recognition.	Kyffins Reserve management plan developed.	●
		LEP identifies areas of significant natural value and strategies implemented to conserve these areas.	●
5.1.3.2	Ensure areas of high vegetation and habitat are appropriately protected from the impact of destructive recreational uses.	Areas of high vegetation and habitat are identified and strategies implemented to reduce the impact from destructive recreational use.	●
5.2.1.1	Support initiatives that encourage moving towards a carbon neutral community.	Carbon neutral initiatives supported and adopted throughout the community.	●
		Recognition of the contribution made by groups and individuals within the community.	●
5.2.1.2	Consistently consider and promote water protection and conservation practices.	Number of water re-use programs installed.	●
		Number of water conservation messages promoted.	●
5.2.2.1	Ensure where feasible that all Council and community developments, upgrades and retrofits are carried out with consideration to environmental sustainability.	Environmental sustainability included as standard practice in all development applications for Council buildings and infrastructure upgrades.	●
5.3.1.1	Continue to work closely with relevant authorities to improve and protect water quality in waterways and to minimise the	Strong relationship with NSW Office of Water.	●
		Environmental protection strategies implemented to ensure quality waterways.	●






## Local Governance and Finance

6.1.1.1	Continue to review and implement Councils Community Engagement Strategy to ensure that it reflects the most appropriate ways of engaging the community.	Review of Community Engagement Strategy completed.	
6.1.1.2	Facilitate the distribution of information to the community relating to major community projects that is clear and easy to understand.	Communication plans implemented for all major projects and programs.	
		Communications strategy developed and actions identified to support the distribution of relevant information to the community.	
6.1.1.3	Support the involvement of the community in decision making at all levels of government.	Participation of community members in Council committees.	
		Number of opportunities for community to be involved in decision making processes.	
6.1.1.4	Continue to ensure the community is kept informed of state and federal government processes impacting the community.	Communications strategy developed and implemented inclusive of distribution of state and federal government processes impacting on the community.	
6.1.2.1	Advocate for the needs of the community at a state and federal level.	Number and scope of representation made on behalf of the community at state and federal level.	
6.1.2.2	Foster and maintain productive relationships with local members, ministers and regional Development bodies to support opportunities for advocacy.	Outcome of issues represented at a State and federal level.	
		Community priorities and needs advocated for when appropriate.	
6.1.2.3	Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional/Joint Organisation of councils.	Regular attendance at appropriate meetings.	
6.1.2.4	Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Appropriate information provided to the community regarding cross-border anomalies.	
		Regular involvement in cross border-task force meetings and activities.	
6.1.2.5	Take a leadership role in matters of regional significance.	Number and scope of representation at appropriate forums / discussions.	
6.2.1.1	Develop a Communication Strategy that supports effective communication mechanisms across all areas of Council.	Development of required policies to support the implementation of the Communication Strategy.	
		Communications strategy developed and implemented for all of Councils operations.	
6.2.1.2	Continue to explore innovative ways of raising awareness of relevant information, projects, events and decisions.	Implementation of innovative and diverse actions that support effective communication and engagement with the community.	
6.2.2.1	Promote opportunities and encourage community representation on relevant boards, committees and organisations.	Number and diversity of community members on boards and committees.	
		Information provided to the community about participation in local government, in the lead up to Council elections.	
6.3.1.1	Ensure regular communication between partners/stakeholders responsible for achieving priorities within the Community Strategic Plan.	Communications strategy includes actions relating to stakeholder management and engagement.	

















## Local Governance and Finance

6.3.2.1	Support a coordinated approach to funding applications, long term strategic planning and program implementation for groups, committees and clubs within the Council.	Information on funding opportunities distributed to appropriate community organisations/members.	●
		Community profiles available on Council's website to support preparation of grant applications.	●
6.3.2.2	Support the community to access grant workshops that support the capacity of community groups to access funding.	Number of grants workshops facilitated and local community groups in attendance.	●
6.3.2.3	Provide appropriate support to community based partnerships that aim to deliver sustainable outcomes for the community.	Number of partnerships supported.	●
6.4.1.1	Council has a 10 year financial plan, four year Delivery Program and one year Operational Plan - and operates within these budgets.	All service delivery and key functions carried out within budget.	●
		Further special rate variation implemented.	●
		Rating strategy reviewed annually.	●
6.4.1.2	Council has developed business plans for all of its key service areas and reports against actions in these plans quarterly.	Quarterly reports submitted.	●
		Business plans developed and implemented.	●
6.4.1.3	Council has developed asset management strategies, modeling and plans to protect its assets and resources, inform work programs and reduce depreciation.	Asset management and maintenance plans implemented and reviewed annually.	●
		Renewal targets set and implemented.	●
		Expansion/upgrade expenditure limited.	●
6.4.1.4	Council actively seeks to implement cost reduction strategies across all service areas.	Reporting systems improved.	●
		Reduced wastage and increased efficiencies reported.	●
		Cost saving and resource sharing strategies implemented.	●
6.4.1.5	Council monitors work effort against work estimate for all capital works projects.	Quarterly cash flow forecasts provided.	●
6.4.1.6	Council proactively seeks to develop alternative revenue streams and increase our income from fees and charges, private works and funding streams.	Value of income from alternate revenue streams and stretch targets achieved.	●
		Investment and loans policies reviewed annually.	●
6.4.2.1	Corporate Governance and Planning systems enable effective planning and reporting for state and federal government requirements.	100% compliance with all state and federal government reporting and legislative demands.	●
6.4.3.1	Council has systems and processes to support continuous improvement and best practice across all of its service functions.	Policies and procedures in place and implemented with relevant staff for all key functions.	●
6.4.3.2	Council has systems and processes to support recruitment, development, retention and safety of our human resources.	Human resources strategy developed and implemented inclusive of a recruitment, induction and training plan.	●
6.4.4.1	Customer Service Charter is promoted throughout organisation and adhered to by all service areas.	98% customer requests completed within timeframes allocated.	●
		Service level KPI's in place for all key operational areas.	●
















## Local Governance and Finance

		Reduction in customer complaints.	
6.4.5.1	Risk identification and management strategies reviewed for all areas of council.	Risk assessments / action plans reviewed annually.	
6.4.5.2	That there is an effective internal and external audit program.	Two external audits annually.	
		Four internal audits annually.	
6.4.5.3	Governance and reporting register established.	Full compliance.	

## A Community that is united, innovative, involved and caring

A1.1.1	Support and facilitate the long term sustainability of our community groups.	Host an annual workshop for Section 355 Committees on governance.	
		Support Community groups to access ongoing financial support.	
A1.1.2	Provide information to community groups, clubs and committees.	Distribute relevant grant information to community groups and support them in grant applications.	
A1.2.1	Support the availability of affordable public internet access.	Provide free internet access for community members at Council's Urana office.	
A1.2.2	Continue to distribute the Community Newsletter.	Distribute the monthly Council Newsletter to all households within the Council.	
		Review the advertising policy Council Newsletter/s.	
A1.3.1	Deliver a community grants program, that facilitates and supports partnership programs and projects within the community.	Review the current funding arrangements in place between Council and its Section 355 Committees.	
		Develop the funding guidelines, application process and reporting requirements as part of the Council Community Grants Program'.	
		Promote and facilitate the Council Community Grants Program'.	
A1.3.2	Promote opportunities to volunteer and to be involved in community projects.	In partnership with the community actively promote volunteering opportunities.	
A1.4.1	Maintain an appropriate Emergency Management response.	In partnership with relevant agencies, maintain Council Emergency Management Plan and Recovery Plan.	
A1.4.1	Maintain an appropriate Emergency Management response.	Develop Town and Village Emergency Management Plans and incorporate into DISPLAN.	
A1.4.3	Support the community's preparedness for socially and economically challenging times (such as drought and floods) by providing information, education and advice.	Provide support and input into Urana Interagency forum meetings and associated programs.	
A2.1.2	Work to ensure that private land and property is well presented.	Regularly inspect visual impacts of private land and follow up with land owners not responding to community expectations where legislation supports action.	
A2.2.1	Increase the access that the local community and visitors have to creative arts.	Work with Morundah Bush Entertainment Committee to deliver new Community Building at Morundah.	
		Support the Urana Cultural Plan to address creative arts development and public and community art projects.	

### A Community that is united, innovative, involved and caring


















A2.3.3	Support the development and implementation of initiatives.	Continue to participate on the Police Advisory Committee to advocate on behalf of the community on matters of community safety.	
A3.1.1	Support the community's ability to partake in recreation.	Work with Recreation Committees to ensure that all facility upgrades and future developments are flexible in use – encouraging diverse and inclusive activities.	
A3.1.2	Promote use of the Urana Aquatic Centre and Colombo Recreation Reserve.	Ensure Development of management plans for the Urana Aquatic Centre and J M Smith Flora and Fauna reserve Urana, and Oaklands Crown reserves.	
A3.2.1	Support the delivery of diverse community activities and events.	Provide support to community activities and events through access to appropriate council resources, including promotional support and support to access funding.	
A4.1.1	Advocate for and support the provision of a medical centre for the community.	Continue to financially subsidise the Councils rural and remote Medical Centres.	
A4.1.2	Explore strategies to retain existing health services.	Support strategies to retain the existing health services available at the Urana Hospital.	
A4.1.2	Explore strategies to retain existing health services.	Continue to investigate opportunities to establish the Oaklands Medical Centre.	
A4.1.3	Advocate on behalf of the Council's communities for the provision of Community Services.	Advocate for access to long day care childrens services within the Council.	
		Advocate on behalf of the community to maintain health and medical services within the Council.	
		Support and advocate for a range of child and family support services within the Council.	
A4.1.4	Support the provision of aged services within the Council.	Renovate Billabidgee Aged Care units.	
		Work with Oaklands Lions Club to ensure continued maintenance and improvements to Oaklands Aged Care units as required.	
		Engage with Aged Care Housing providers on future management arrangements for Billabidgee Aged Care units.	
		Undertake compulsory land acquisition of land immediately surrounding Billabidgee Aged Care units.	
A4.2.1	Advocate for strong and sustainable local education options.	Advocate for the schools with our Council to continue with support from the NSW State Government.	

**A Community that is united, innovative, involved and caring**










A4.3.1	Support the implementation of youth based recreation and social projects in the Council area.	Promote youth based recreational opportunities through Council's website and newsletter.	●
		Continue to support the employment of a Youth Officer.	●
A4.3.2	Plan for the future in partnership with our young people.	Implement a Youth Forum (10 – 18 years) to identify activities, projects, events and facilities that young people in the Council would like to participate in.	●
A4.4.1	Provide opportunities for older residents to come together and interact socially.	Support social opportunities within our community that encourage interaction for our older residents – including the seniors week luncheon.	●


















### A robust and resilient rural economy

B1.1.1	Develop and implement a long term town beautification plan.	Prepare the Urana Strategic plan.	
		Prepare the Oaklands Strategic Plan.	
		Prepare the Rand Strategic Plan.	
		Review and update the Morundah Strategic Plan.	
		Prepare the Boree Creek Strategic Plan.	
B1.2.1	Work with our businesses to maintain and provide improved services for locals and visitors.	In partnership with local businesses and the community, undertake a product audit and identify ways to improve products.	
B1.2.2	Provide connected paths that link the retail/commercial heart.	Continue to construct footpaths/cycleways within the Council as funds permit.	
B1.2.4	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres.	Continue to explore options for a Caravan Park and RV Friendly site in Oaklands.	
B1.3.1	Advocate to improve television, mobile and internet coverage.	Advocate on behalf of the Community to improve the television, mobile and internet coverage provided within the Council.	
B1.3.2	Advocate to increase the use of rail for freight transportation.	Continue to advocate for the provision of rail freight transport throughout the Council.	
B2.1.1	Work with employers and appropriate agencies to improve pathways to employment for young and long term unemployed residents.	Provide appropriate support and promotional assistance to agencies and employers who are offering employment opportunities for young people or the long term unemployed.	
B2.1.2	Increase the provision of TAFE trade courses available relevant to the needs of the residents.	Advocate on behalf of the community for the ability to access relevant local trade courses.	
B2.2.1	Attractively promote the shire and available skilled positions in the region.	Update the photographic database of Council to ensure that visual representations of the shire on Council's website and throughout publications is positive and professional.	
		Promote skilled positions available within the shire on Council's website.	
B3.1.1	Maintain and provide an up-to-date database of local businesses in Urana.	Compile database of all businesses in the Council.	
B3.1.3	Make information available such as economic profile and key trends.	Make relevant information, data and resources available to local businesses and potential investors on Council's website.	
B3.2.1	Partner with government agencies and local education providers to ensure local needs are met.	Advocate for business development programs and opportunities to be offered locally.	


**A robust and resilient rural economy**

B3.2.2	Prepare a quarterly calendar of business activities and events.	Include a quarterly calendar of business events within Council's newsletter and website.	
B3.3.1	Regularly recognise and celebrate local business and industry.	Continue to recognise and reward business excellence by communicating local success in marketing material, throughout Council's newsletter and on Council's website.	
B3.3.2	Support the development of the Urana Business Network.	In partnership with the local business community, explore the establishment of the former Urana Business Network – with appropriate terms of reference and governance model.	
B3.4.1	Investigate incentives for new businesses to start up in Urana and our smaller localities and towns.	Incentives explored to assist in the attraction of business and industry within the Council through the development of an 'Economic Attraction Policy' that details the appropriate implementation of initiatives aimed at attracting business.	
		Attend annual Country Expo in Sydney to promote the area for potential new residents.	
		Level of participation in partnerships with the Department of Lands and other relevant agencies to investigate the Urana East development proposal.	
B3.4.2	Promote positive images of Urana and surrounding areas as a dynamic and versatile community.	Continue the Community Gold Regeneration Program.	
		Actively encourage media stories that portray Council as a vibrant community including on the Council website and newsletter.	
B3.4.3	Actively engage with tourism bodies and develop our tourism products.		
















**An environment that is protected, enhanced and enjoyed by all**

C1.1.1	Promote initiatives that support water wise practices and products throughout the community.	Undertake to complete a water wise demonstration garden at Council Chambers in Urana.	
C1.1.2	Continue to ensure water conservation practices in Council works.		
C1.1.3	Advocate for the effective use of irrigation water and responsible allocations.	Continue to participate in relevant discussions, plans and reviews that relate to the water allocation future for our farmers.	
C1.2.2	Ensure that all infrastructure works, including roads, are considerate of natural vegetation and fauna.	Provide regular training and information to Council works staff to facilitate an awareness of protected species.	
C1.2.3	Deliver waste management services that minimise the impact on the environment.	Finalise and implement the Urana Local Waste Strategy.	
C2.1.1	Develop natural resource management projects.	Develop Reserve Management plans for key areas where Council manages the Natural Environment.	
		Partner with Local Lands Services and other State and Federal Agencies to pursue the Lake Urana project.	
C2.2.2	Support the protection of endangered and threatened plant and animal species such as the Oaklands Diuris (Orchid).	In partnership with the community, continue to support ongoing efforts to protect endangered plant and animal species within the Council.	
C2.3.1	Implement weed management practices.	Respond to outbreaks of noxious weeds throughout the Council in a timely manner.	
C2.3.2	Develop and implement an education program to inform the community and visitors about the impact of spreading weeds and pests.	Assist ERNWAG in community education initiatives with promotion of information and resources throughout Council's newsletter and website.	
C2.3.3	Provide information and advice to farmers about weed control.		
C3.1.1	Explore options for use and protection of the Urana Aquatic Centre and J.M Smith Flora and Fauna reserve in Urana.	Support Urana Ski and Aquatic Centre Committee to progress J M Smith Reserve Golf Course.	
		Work to develop an alternative water supply for the Urana Aquatic Centre.	
		Support the Urana Ski and Aquatic Centre Committee to progress the pedestrian footbridge over the Urana Creek in the J.M Smith Reserve/Urana Aquatic Centre.	
		Progress the Urana Aquatic Centre Leisure Centre project in conjunction with the Urana Ski and Aquatic Centre Committee and in consultation with the members of the Yuluma Cultural Bus Committee.	

**An environment that is protected, enhanced and enjoyed by all**

C3.1.2	Engage young people in the conservation of our natural resources.	Provide support to agencies and organisations within financial resources, that encourage people to participate in conservation projects such as National Tree Day.	
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### Infrastructure that is well planned, well developed and well maintained

D1.1.1	Continue to improve the number of walking and cycle tracks.	In partnership with the community, continue to implement the Council Pedestrian and Mobility Plan (PAMP).	
D1.1.2	Develop Youth Infrastructure.	Continue to actively develop the Urana Youth Park.	
D1.2.1	Ensure appropriate provision and use of all open space and facilities under Council control.	Provide ongoing assistance for recreation ground committee and develop master plans when opportunities arise.	
D1.2.2	Develop a coordinated approach to the management including upgrade of our community facilities.	Work with Section 355 committees to reach agreement on priorities for maintenance, renewal and upgrades across the entire Council.	
D1.2.3	Attract funding to support the continuing improvement of the recreation grounds.	Commence work on the Victoria Park Urana masterplan.	
		Provide ongoing information to community and sporting groups to support their applications for funding that facilitates the redevelopment of recreation grounds throughout the Council.	
D1.2.4	Actively seek funding to support the long term sustainability of community swimming pools.	Explore and pursue funding opportunities for the redevelopment of the Council's swimming pools.	
		Explore options to change the operating structures and associated costs of operating the Oaklands and Urana swimming pools.	
D2.1.1	Prepare the Urana Road Safety Strategic Plan that meets user needs.	Review and update the Road Strategic Plan annually.	
D2.1.2	Maintain and improve the road transport network through the Council.	Implement the four year rolling works program for the maintenance and upgrade of roads throughout the Council.	
D2.2.1	Provide and maintain infrastructure such as roadside stops and signage.	Areas identified for the potential development of appropriate roadside stops and signage as part of the Urana Road Strategy.	
D2.3.1	Explore the feasibility of community and public transport.	Continue to advocate on behalf of the former Urana Council Community for the consideration of the public and community transport needs.	
D3.1.2	Ensure quality town water supply.	Support Riverina Water in the delivery of quality of water and seek to partner where possible in joint projects.	
D3.1.3	Monitor and improve guttering and drainage infrastructure.		
D3.1.4	Flood Planning.	Progress the Urana Flood Study.	







**Infrastructure that is well planned, well developed and well maintained**

D3.2.1	Apply Councils Local Environmental Plan (LEP).	In partnership with the State Government ensure that the LEP remains relevant and review by 2018 if not prior.	●
D4.1.1	Investigate options to restore and utilise historic buildings and landmarks.	Continue the Heritage Advisory program, and complete a review of the Urana Heritage study, and investigate commencing a Local Heritage Fund program.	●
D4.1.1	Investigate options to restore and utilise historic buildings and landmarks.	Provide information to the community in efforts to restore and protect historic landmarks and buildings.	●
D4.2.1	Investigate options to increase the aquatic recreation attractions within the Council.	Prepare a precinct plan for the future planning of the Urana Aquatic Centre and surrounding Reserve areas including J.M Smith Reserve.	●
D4.3.3	Continue to maintain and develop our Cemeteries.	Prepare Cemetery operational/management plans.	●

**Strong and effective partnerships with all levels of government and services**

E1.1.1	Provide appropriate community engagement.	Provide at least one annual Community meeting to present draft budget and plans for the future, as well as communicating works done over the past 12 months.	
E1.1.2	Explore the use of technology in Council's communication with its community.	Continually maintain and upgrade Council's website including social media.	
E1.2.2	Maintain strong representation on behalf of the smaller towns and localities.	Maintain appropriate membership and participation on state planning and reference committees and ensure they have access to accurate information.	
E2.1.2	Lead and advocate on key social and community issues.	Ensure that appropriate information is relayed to the community regarding local, regional and national matters.	
E2.1.3	Regularly provide up to date and accurate community information to service providers.	Continue to maintain strong relationships with program and service providers to support the dissemination of information relating to the community including by attendance at Council Interagency meetings and related events where possible Actual: Interagency meetings hosted and began attending Interagency Meetings in Urana.	
E2.3.1	Provide access to library and other community services.	Continue to advocate and provide Library (Mobile) and in some cases appropriate other community services.	
E2.3.2	Lobby for protection from crime, fire, anti-social behaviour and other threats to community safety.	Continue to provide appropriate support to the Rural Fire Services and the State Emergency Service.	
E3.1.2	Involve staff in regular community engagement.	Provide opportunities for staff to participate in appropriate community engagement and community initiated projects.	
E3.2.1	Ensure Council staff develop networks and relationships with service providers, peak bodies and government officials.	Support relevant Council staff attendance at regular formal network meetings such as REROC & RAMROC meetings.	
E4.1.1	Support in the attraction of funding to facilitate identified priority projects.	Continue to provide support and advice in the application for funding to assist and facilitate the response to community priorities.	
E4.2.1	Advocate for the long term sustainability of our Council.	In partnership with the community, play an active role in advocating for the sustainability of the Council.	
E4.2.2	Increase the participation of local people in local government.	Continue to provide and promote opportunities for the community to participate in local decision making through active community engagement processes and effective communications	
E4.3.1	Maximise Councils financial position.	Undertake full service review of Council Swimming Pools to improve financial performance.	

**Strong and effective partnerships with all levels of government and services**

		Continue to maintain and improve where possible Council's financial position.	
E4.3.1	Maximise Councils financial position.	Undertake full service review of Waste Management in accordance with the Waste Management Strategy to improve financial performance of the service.	
		Review under-utilised Council owned land and buildings for sale options.	
		Continue to maintain assets and infrastructure to a standard that facilitates long term sustainability and community use.	
E4.4.1	Carry out Civic event.s	Carry out civic events in the community Actual: A number of civic events hosted by Federation Council.	
E4.4.2	Councillor Development.	Support and provide opportunities for Councillors to receive training.	



Attachment 6.6.1

# Federation Youth Council Charter

federationcouncil.nsw.gov.au

Record No: Enter Record No

Version No: 1.0



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# 1. Objective

1.1. The objective of the Federation Youth Council is:

- To provide a forum for young people to meet regularly to express their views on issues affecting young people in the Federation Council area.
- To provide a youth perspective to Council in a structured and formal way in future planning decisions.
- To provide young people with the opportunity to actively participate in the Local Government planning process.

# 2. Definitions

**Council** means the Federation Council and where appropriate it includes its administration.

**Youth Councillor** means a member of the Federation Youth Council.

**Youth Council** means the Federation Youth Council and where appropriate includes its members.

**Facilitator** means a council officer who is delegated to provide guidance and oversee the Youth Council.

**Council representative** means a Councillor of the Federation Council who is delegated to support the Youth Council.

# 3. Establishment and dissolution

3.1. Federation Council resolved at the <insert month> Ordinary Council Meeting to establish a Youth Council to enable young people in the Federation Council area to have direct input into issues affecting them in the community.

3.2. The Youth Council became effective on <insert month>

3.3. The Youth Council may be dissolved by resolution of Council.

# 4. Membership

4.1. The Youth Council will be made up to nine Youth Councillors.

4.2. Youth Council members volunteer their services as a member.

4.3. The Federation Council shall call for expressions of interest in December 2017 and then at the commencement of each term. A term will be a twelve-month period from January to December.

4.4. Candidates for appointment must lodge a written and signed Expression of Interest form with the Federation Council.

4.5. Candidates will be expected to address a selection panel explaining why he/she is the best person for a Youth Council role. Youth Council members will be appointed by the selection panel following this process.

4.6. Should a Youth Councillor resign throughout the year or are unable to fulfil their responsibilities, other candidates from the selection process will be considered as a replacement.

- 4.7. Youth Council current appointed members will be able to seek re-appointment for subsequent terms. Any member of the Youth Council will need to be nominated for a further term of one (1) year through the election process.
- 4.8. A Youth Councillor Mayor may be nominated without notice for election as mayor or deputy mayor. The nomination is to be made in writing by two (2) or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing. The nomination is to be delivered or sent to the Facilitator. The Facilitator is to announce the names of the nominees at the youth council meeting at which the election is to be held.
- 4.9. If only one councillor is nominated, that councillor is elected. If more than one councillor is nominated, the youth council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.
- 4.10. The election is to be held at the Youth Council meeting at which the council resolves on the method of voting.
- 4.11. The Youth Secretary appointment will be rotated and is to be determined at the first meeting.

## 5. Selection of Members

5.1. To be eligible for selection on the Federation Youth Council, applicants must:

- Be aged between 15 years and 25 years.
- Have parental consent if under 18 years old.
- Reside in the Federation Council area.

5.2. The Federation Youth Council aims to include and encourage people who are:

- Residing in either a larger town or village within the Federation Council area.
- Employed within the local area.
- Members of local sporting or community groups.
- An existing school leader or member of a peer support group.
- Young parents.
- Part of the LGBTI community.
- From a culturally diverse background.
- People with a disability.
- Motivated to make a difference.

5.3. Youth Council expression of interest forms are available on the Council website ([www.federationcouncil.nsw.gov.au](http://www.federationcouncil.nsw.gov.au)) or by contacting Council's Community Development Team.

## 6. Roles

### 6.1. Youth Mayor

The Youth Mayor role is to provide young people a voice.

Responsible for:

- Calling for agenda items.

- Chairing and keeping meetings on track.
- To act as the liaison person between the Youth Council and the Federation Council.
- Ensuring that the meetings are fair and equitable and that everyone's voice is heard.
- Allocating tasks amongst the Councillors
- Clarifying points, summarising discussions and actions.
- To arrange for the Annual Report of the Youth Council to be prepared for presentation to the Federation Council at the conclusion of each Youth Council term.
- Supporting the Youth Secretary to make sure all information is accurate.
- Attending the Federation Council Ordinary Council Meetings as required to present youth specific activities or feedback, as well as the Youth Council report.

The Youth Mayor will be appointed by the Youth Council at the first meeting of each year.

### **6.2. Youth Deputy Mayor**

The Deputy Youth Mayor is responsible for

- Supporting the Youth Mayor as required.
- Assuming Mayor duties in the absence of the Mayor

The Deputy Youth Mayor will be appointed by the Youth Council at the first meeting of each year.

### **6.3. Youth Secretary**

The Youth Council Secretary is responsible for

- Working with the Mayor to write up the agenda and prepare business papers.
- Taking all minutes as required and reporting resolutions.
- Drafting correspondence including letters.

The Youth Council will alternate the secretary role between its members.

## **7. Responsibility**

7.1. The responsibilities of the Youth Council are as follows:

- Represent and advocate for young people in our community.
- Help Council to identify issues of importance to young people in the Federation Council and assist to develop strategies and plans to meet youth needs.
- Initiate projects to help address these issues.
- Respond to enquiries from the Council regarding specific youth issues in Federation Council.
- Create awareness and educate the wider community on youth related issues.
- Provide direction and make responsible decisions on behalf of young people and the wider community.
- Attend Youth Council meetings and contribute the time needed to understand the Youth Council's business papers.
- Participate in youth focused reference groups and advisory committees.
- Aim to engage young people in local government.
- Represent young people at special community meetings, events and functions as requested by the Federation Council or facilitator.
- Deliver a Youth focused and driven initiative during their term of office.
- Work with a Council facilitator to plan and deliver an event for Youth Week.
- Support Council in a manner that is consistent with Council values and decisions of Council.
- Abide by Council's Code of Conduct, Social Media Policy, Media Policy and all other council policies.

## 8. Term of Office

- 8.1. Any person appointed to Youth Council shall hold office for a period of one (1) year and with regular attendance at meetings required.
- 8.2. The Youth Council will operate from January to December each year.
- 8.3. The Youth Council from time to time may be asked to meet outside of the regular meetings for youth forums or small group meetings to complete special projects.
- 8.4. The Youth Council will be expected to participate in civic events and celebrations such as Anzac Day, Australia Day, Remembrance Day, Youth Week event and Youth Council driven activities.

## 9. Induction

- 9.1. New Youth Council members will have a structured induction and receive relevant information and briefings on their appointment to assist them to meet their Youth Council responsibilities.

## 10. Authority

- 10.1. In carrying out its responsibilities, the Youth Council must at all times recognise the responsibility for management of the Federation Council rests with the Council and the General Manager, as provided in the Local Government Act 1993.
- 10.2. The Youth Council has no executive powers and cannot make decisions on behalf of Council.
- 10.3. The Youth Council or its members cannot direct any Council officer in their duties.
- 10.4. The Youth Council has no delegated authority to employ staff.
- 10.5. The Youth Council has no delegated authority to expend monies.

## 11. Administration

- 11.1. The Federation Council will oversee the administration of the Youth Council.

## 12. Conduct by Members

- 12.1. All members when representing the Youth Council are expected to conduct themselves in accordance with Council's Code of Conduct.
- 12.2. Conflict of interest must be declared and managed in accordance with the Code of conduct. A record of declared conflict of interest in the minutes is sufficient.
- 12.3. Member of the Youth Council should not speak to the media or members of the public on behalf of council.
- 12.4. The Mayor of the Youth Council may make media comment in consultation with the facilitator and the Communications Officer of Federation Council in relation to Youth Council related projects or issues.

## 13. Meetings

13.1. Meetings are held the first Monday of each month, unless a public holiday no meeting is held. Each formal meeting of the Youth Council must be conducted in accordance with Council Meeting Procedures of the Federation Council.

13.2. Meetings will follow two formats. One month will be a formal Council meeting and the following a project and skill development meeting.

13.3. Failure to attend meetings of three (3) consecutive occasions by a Youth Councillor without prior leave of the Youth Council will result in the automatic loss of membership to the Youth Council.

13.4. Members of the public can observe Youth Council meetings if they submit a request to attend to the Coordinator of Youth Services at least 12 hours before the scheduled meeting start time.

13.4. Otherwise attendance at any meetings of the committee is limited to members, Councillors, Council facilitator/s and guests approved by the facilitator.

13.5. The Facilitator is responsible for ensuring that the Youth Council has adequate administrative resources.

## 14. Quorum

14.1. A quorum is formed when a simple majority of Youth Council members are present at a meeting.

14.2. Attendance at meetings can be in person, by telephone or by video conference.

## 15. Meeting Agenda

15.1. The Mayor and the Secretary is responsible for the preparation of the agenda and the Council business papers and is to provide to the facilitator ten (10) days prior to the meeting.

15.2. The facilitator is responsible for the distribution of meeting agendas and Council business papers to the Youth Council, Councillors and staff. Agendas will also be made publicly available on Council's website.

15.3. The facilitator will provide notice of meetings, including the agenda and business papers electronically to members at least seven days prior to the day of the meeting.

## 16. Meeting Minutes

16.1. All Youth Council business will be appropriately minuted and recorded by the nominated Council member.

16.2. Draft minutes will be distributed to the Youth Council and Facilitator at least seven (7) days after the meeting.

16.3. Draft minutes of the previous meeting are to be adopted by resolution of the Council at the following meeting.

16.4. Copies of the Youth Council minutes will be provided to Council each month.

## 17. Pecuniary Interests

17.1. By Federation Council's resolution members of an advisory committee of the Council are not obliged to submit returns of pecuniary interests.

## 18. Resolution of the Youth Council

18.1. Recommendations and resolutions of the Council must be consistent with this Charter.

18.2. The Council is expected to make decisions by open vote.

18.3. Resolutions must be only recommendations.

18.4. Council Officers must only action resolutions as they deem appropriate in accordance with their individual delegations and authorisations.

## 19. Facilitator

19.1. The Youth Council is facilitated by the Community Development Team Leader.

19.2. The responsibilities of the Facilitator is to:

- Support the Youth Council members in developing and managing youth driven projects and initiatives.
- Attend the Youth Council meeting, or delegate representation.
- Support the Youth Council to complete their set tasks.
- Mentor members in communication skills, teamwork, event management and
- Ensure the Youth Council has adequate administrative resources.
- Assist the Youth Mayor and Secretary to prepare the agenda, minutes and business papers.
- Approve the agenda and minutes prior to circulation.
- Distribute the agenda, minutes and business papers to the members within appropriate timeframes.

## 20. Funding

20.1. The Youth Council will receive financial support from Federation Council to support the facilitation of the meetings, Youth Council uniforms and member packs, registration fees and accommodation for the Youth Conference, and the cost of training expenses.

20.2. Funds will also be allocated to youth focused initiatives and/or events identified in the Federation Council's Strategic Plan.

20.3. The Program's funding will be allocated under the Community Development budget.

## 21. Reports to Council

21.1. The Youth Council will report to the elected Council annually or when a decision of the elected Council is necessary to enact a resolution of the Youth Council.

21.2. Youth Council may also provide reports to the General Manager.



## 22. Review

22.1. The Youth Council Charter will be reviewed initially in 2019 after one full year of service.

22.2. Then after Council elections or every four (4) years, which ever comes first. It may only be amended by resolution of the Federation Council.

22.3. When changes are proposed, notification will be forwarded to the Youth Council allowing fourteen (14) days notice for comment.

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

federationcouncil.nsw.gov.au

# Federation Council Financial Statements

For the period 13 May 2016 to  
30 June 2017

Record No: 17/17867

Adopted: 30 October 2017



# Federation Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the period 13 May 2016 to 30 June 2017

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Creating Opportunity, Celebrating  
Community



# Federation Council

## General Purpose Financial Statements

for the period 13 May 2016 to 30 June 2017

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### Overview

(i) These financial statements are General Purpose Financial Statements and cover the operations for Federation Council.

(ii) Federation Council is a body politic of NSW, Australia – being constituted as a local government area by proclamation and is duly empowered by the *Local Government Act 1993* (LGA).

Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council;

- the ability to provide goods, services and facilities, and to carry out activities appropriate to the current and future needs of the local community and of the wider public,
- the responsibility for administering regulatory requirements under the LGA and
- a role in the management, improvement and development of the resources in the area.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

(iii) All figures presented in these financial statements are presented in Australian currency.

(iv) These financial statements were authorised for issue by the Council on 30 October 2017. Council has the power to amend and reissue these financial statements.

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## Federation Council

### General Purpose Financial Statements for the period 13 May 2016 to 30 June 2017

## Understanding Council's financial statements

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### Introduction

Each year, individual local governments across New South Wales are required to present a set of audited financial statements to their council and community.

### What you will find in the statements

The financial statements set out the financial performance, financial position and cash flows of Council for the period 13 May 2016 to 30 June 2017.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

### About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

### About the primary financial statements

The financial statements incorporate five 'primary' financial statements:

#### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses.

#### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, Property, Plant and Equipment.

#### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

#### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

#### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

### About the Auditor's Reports

Council's annual financial statements are required to be audited by the NSW Audit Office. In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

### Who uses the financial statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the Audit Report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

## Federation Council

### General Purpose Financial Statements for the period 13 May 2016 to 30 June 2017

### Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993 (NSW)* (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and professional pronouncements, and
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these financial statements:

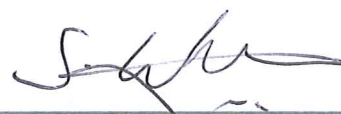
- present fairly the Council's operating result and financial position for the period 13 May 2016 to 30 June 2017, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 September 2017.



Patrick Bourke  
Mayor



Shaun Whitechurch  
Councillor



Chris Gillard  
General Manager



Shane Norman  
Responsible accounting officer

## Federation Council

## Income Statement

for the period 13 May 2016 to 30 June 2017

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>Income from continuing operations</b>		
<i>Revenue:</i>		
Rates and annual charges	3a	11,983
User charges and fees	3b	7,422
Interest and investment revenue	3c	1,437
Other revenues	3d	785
Grants and contributions provided for operating purposes	3e,f	19,130
Grants and contributions provided for capital purposes	3e,f	13,294
<i>Other income:</i>		
Net gains from the disposal of assets	5	40
<b>Total income from continuing operations</b>		<b>54,091</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	4a	11,456
Borrowing costs	4b	401
Materials and contracts	4c	10,938
Depreciation and amortisation	4d	9,575
Impairment	4d	2,270
Other expenses	4e	3,541
<b>Total expenses from continuing operations</b>		<b>38,181</b>
<b>Operating result from continuing operations</b>		<b>15,910</b>
<b>Discontinued operations</b>		
Net profit/(loss) from discontinued operations	24	–
<b>Net operating result for the period</b>		<b>15,910</b>
<b>Gain on local government amalgamation</b>		
Assets and liabilities transferred from former councils	29	475,250
<b>Net result for the period</b>		<b>491,160</b>
<b>Net operating result attributable to Council</b>		491,160
<b>Net operating result attributable to non-controlling interests</b>		–
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>		<b>2,616</b>

## Federation Council

Statement of Comprehensive Income  
for the period 13 May 2016 to 30 June 2017

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>Net result for the year</b> (as per Income Statement)		<b>491,160</b>
<b>Other comprehensive income:</b>		
Amounts which will not be reclassified subsequently to the operating result		
Gain (loss) on revaluation of I,PP&E	20b (ii)	1,260
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>1,260</b>
Amounts which will be reclassified subsequently to the operating result when specific conditions are met		
Nil		
<b>Total items which will be reclassified subsequently to the operating result when specific conditions are met</b>		<b>–</b>
<b>Total other comprehensive income for the period</b>		<b>1,260</b>
<b>Total comprehensive income for the period</b>		<b>492,420</b>
<b>Total comprehensive income attributable to Council</b>		<b>492,420</b>
<b>Total comprehensive income attributable to non-controlling interests</b>		<b>–</b>



## Federation Council

## Statement of Financial Position

as at 30 June 2017

\$ '000	Notes	Actual 2017
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	6a	2,014
Investments	6b	41,552
Receivables	7	4,739
Inventories	8(a)	1,473
Other	8(b)	45
<b>Total current assets</b>		<b>49,823</b>
<b>Non-current assets</b>		
Receivables	7	60
Inventories	8(a)	234
Infrastructure, property, plant and equipment	9	453,042
Intangible assets	25	358
<b>Total non-current assets</b>		<b>453,694</b>
<b>TOTAL ASSETS</b>		<b>503,517</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	10	3,143
Income received in advance	10	409
Borrowings	10	95
Provisions	10	2,762
<b>Total current liabilities</b>		<b>6,409</b>
<b>Non-current liabilities</b>		
Borrowings	10	3,969
Provisions	10	718
<b>Total non-current liabilities</b>		<b>4,687</b>
<b>TOTAL LIABILITIES</b>		<b>11,096</b>
<b>Net assets</b>		<b>492,421</b>
<b>EQUITY</b>		
Retained earnings	20	491,160
Revaluation reserves	20	1,260
<b>Total equity</b>		<b>492,420</b>

## Federation Council

Statement of Changes in Equity  
for the period 13 May 2016 to 30 June 2017

<b>13/5/16 to 30/6/17</b>			Asset revaluation reserve (Refer 20b)	Other reserves (Refer 20b)	Council interest	Non- controlling interest	Total equity
\$ '000	Notes	Retained earnings					
<b>Opening balance</b>		–	–	–	–	–	–
a. Correction of prior period errors	20 (c)	–	–	–	–	–	–
b. Changes in accounting policies (prior year effects)	20 (d)	–	–	–	–	–	–
<b>Revised opening balance</b>		–	–	–	–	–	–
<b>c. Net result for the year</b>		<b>491,160</b>	–	–	<b>491,160</b>	–	<b>491,160</b>
d. Other comprehensive income							
– Revaluations: IPP&E asset revaluation reserve	20b (ii)	–	1,260	–	<b>1,260</b>	–	<b>1,260</b>
<b>Other comprehensive income</b>		–	<b>1,260</b>	–	<b>1,260</b>	–	<b>1,260</b>
<b>Total comprehensive income (c&amp;d)</b>		<b>491,160</b>	<b>1,260</b>	–	<b>492,420</b>	–	<b>492,420</b>
e. Distributions to/(contributions from) non-controlling interests		–	–	–	–	–	–
f. Transfers between equity		–	–	–	–	–	–
<b>Equity – balance at end of the reporting period</b>		<b>491,160</b>	<b>1,260</b>	–	<b>492,420</b>	–	<b>492,420</b>

## Federation Council

## Statement of Cash Flows

for the period 13 May 2016 to 30 June 2017

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>Cash flows from operating activities</b>		
<b>Receipts:</b>		
Rates and annual charges		13,877
User charges and fees		7,708
Investment and interest revenue received		1,255
Grants and contributions		32,467
Bonds, deposits and retention amounts received		12
Other		904
<b>Payments:</b>		
Employee benefits and on-costs		(11,212)
Materials and contracts		(12,595)
Borrowing costs		(518)
Other		(3,551)
<b>Net cash provided (or used in) operating activities</b>	11b	<b>28,347</b>
<b>Cash flows from investing activities</b>		
<b>Receipts:</b>		
Sale of investment securities		5,485
Sale of real estate assets		97
Sale of infrastructure, property, plant and equipment		328
Deferred debtors receipts		18
<b>Payments:</b>		
Purchase of investment securities		(38,755)
Purchase of infrastructure, property, plant and equipment		(15,987)
<b>Net cash provided (or used in) investing activities</b>		<b>(48,814)</b>
<b>Cash flows from financing activities</b>		
<b>Receipts:</b>		
Nil		
<b>Payments:</b>		
Repayment of borrowings and advances		(131)
<b>Net cash flow provided (used in) financing activities</b>		<b>(131)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(20,598)</b>
Plus: <b>cash transferred on amalgamation of councils</b>	29	22,612
<b>Cash and cash equivalents – end of the year</b>	11a	<b>2,014</b>
Additional Information:		
plus: <b>Investments on hand – end of year</b>	6b	41,552
<b>Total cash, cash equivalents and investments</b>		<b>43,566</b>

Please refer to Note 11 for information on the following:

- Non-cash financing and investing activities
- Financing arrangements
- Net cash flow disclosures relating to any discontinued operations

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

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n/a – not applicable

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASBs), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

##### (a) Basis of preparation

The Local Government (Council Amalgamations) Proclamation 2016 ('the Proclamation') dated 12 May 2016 under the Local Government Act 1993 (NSW) transferred the assets and liabilities of 2 former councils:

- Corowa Shire Council
- Urana Shire Council

to Federation Council as at 13 May 2016.

Pursuant to the Proclamation, financial statements have been prepared for the period commencing on the date of establishment of Federation Council, being 13 May 2016 and ending on 30 June 2017.

Future reporting periods will be from 1 July to 30 June of the relevant years.

Assets and liabilities of Corowa & Urana Shire Councils acquired as a result of amalgamation have been recognised by the Federation Council at the carrying amount recorded by the former council.

Federation Council believes the carrying amounts are not materially different from their fair values as at the date of transfer 13 May 2016.

The fair value of the net assets has been shown as a gain on local government amalgamation in the income statement and further information is provided in within the Notes.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the Local Government Act 1993 (NSW) and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity for the purpose of preparing these financial statements.

##### (i) New and amended standards adopted by Council

AASB 2014-3 Amendments to Australian Accounting Standards – Accounting for Acquisitions of Interests in Joint Operations [AASB 1 and AASB 11] has not had any impact for the Council.

##### (ii) Early adoption of standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 13 May 2016.

##### (iii) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of property, plant and equipment and investment property.

##### (iv) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

##### **Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

(i) Estimated fair values of infrastructure, property, plant and equipment,

(ii) Estimated tip and quarry remediation provisions.

#### (b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below.

Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable. Revenue is measured on major income categories as follows:

#### (i) Rates, annual charges, grants and contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenue when the Council obtains control over the assets comprising these receipts. Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Control over granted assets/contributed assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed in Note 3(g). The note also discloses the amount of unused grant or contribution from prior years that was

expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

#### (ii) User charges and fees

User charges and fees (including parking fees and fines) are recognised as revenue when the service has been provided or when the penalty has been applied, whichever first occurs.

#### (iii) Sale of infrastructure, property, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

#### (iv) Interest

Interest income is recognised using the effective interest rate at the date that interest is earned.

#### (v) Rent

Rental income is accounted for on a straight-line basis over the lease term.

#### (vi) Dividend income

Revenue is recognised when the Council's right to receive the payment is established, which is generally when shareholders approve the dividend.

#### (vii) Other income

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

#### (c) Principles of consolidation

These consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

##### (i) The Consolidated Fund

In accordance with the provisions of section 409(1) of the LGA 1993, all money and property received by Council is held in the Council's consolidated fund unless it is required to be held in the Council's trust fund.

The consolidated fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

The following entities have been included as part of the consolidated fund:

- General purpose operations
- Water supply
- Sewerage service
- Howlong Town Improvement
- Domestic Waste Fund
- Section 355 Committees

##### (ii) The trust fund

In accordance with the provisions of section 411 of the *Local Government Act 1993* (as amended), a separate and distinct trust fund is maintained to account for all money and property received by the Council in trust that must be applied only for the purposes of or in accordance with the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these statements.

Trust monies and property held by Council but not subject to the control of Council have been excluded from these statements.

A separate statement of monies held in the trust fund is available for inspection at the Council office by any person free of charge.

##### (iii) Interests in other entities

###### Subsidiaries

Council has no interest in any subsidiaries.

###### Joint arrangements

Council has no interest in any joint arrangements.

##### Associates

Council has no interest in any associates.

##### County Councils

Council is a member of Riverina Water County Council in relation to the former Urana Shire Council area.

The governing body of each county council is responsible for managing its own affairs.

Council is of the opinion that it neither controls nor significantly influences the above county council and accordingly these entities have not been consolidated or otherwise included within these financial statements.

##### (d) Leases

Leases of property, plant and equipment where Council, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the lease's inception at the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other short-term and long-term payables. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that Council will obtain ownership at the end of the lease term.

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

Lease income from operating leases where Council is a lessor is recognised as income on a straight-line basis over the lease term.

#### **(e) Impairment of assets**

Intangible assets that have an indefinite useful life or are not yet available for use are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

#### **(f) Cash and cash equivalents**

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

#### **(g) Inventories**

##### **(i) Raw materials and stores, work in progress and finished goods**

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour, and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

##### **(ii) Inventory held for distribution**

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

##### **(iii) Land held for resale/capitalisation of borrowing costs**

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

##### **(h) Non-current assets (or disposal groups) held for sale and discontinued operations**

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will



## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

be recovered principally through a sale transaction rather than through continuing use.

They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets; assets arising from employee benefits; financial assets; and investment properties that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of de-recognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

#### (i) Investments and other financial assets

##### Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss; loans and receivables; held-to-maturity investments; and available-for-sale financial assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

##### (i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term. Assets in this category are classified as current assets.

##### (ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which that are classified as non-current assets.

Loans and receivables are included in notes as Other Receivables and Receivables in the Statement of Financial Position.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

##### (iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, that are classified as current assets.

##### (iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date.

Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

## Federation Council

### Notes to the Financial Statements for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

##### **Recognition and de-recognition**

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset.

Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

##### **Subsequent measurement**

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

##### **Impairment**

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

##### **(i) Assets carried at amortised cost**

For loans and receivables the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate.

The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Council may measure impairment on the basis of an instrument's fair value using an observable market price.

Collectability of receivables is reviewed on an on-going basis. Debts that are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The amount of the impairment loss is recognised in the income statement within other expenses. When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

##### **Investment Policy**

Council has an approved investment policy complying with Section 625 of the Local Government Act 1993 (NSW) and Clause 212 of the Local Government (General) Regulation 2005 (NSW).

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it, or its representatives, exercise the care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order (the Order) arising from the Cole Inquiry recommendations. Certain investments the Council holds are no longer prescribed; however, they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

#### (j) Fair value estimation – financial instruments

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

#### (j) Infrastructure, property, plant and equipment (I,PP&E)

##### Acquisition of assets

Council's non-current assets are continually revalued (over a 5-year period) in accordance with the fair valuation policy as mandated by the Office of Local Government.

At balance date, the following classes of I,PP&E were stated at their fair value:

- **Plant and equipment**  
(as approximated by depreciated historical cost)
- **Operational land** (external and internal valuation)
- **Community land** (external and internal valuation)
- **Land improvements**  
(as approximated by depreciated historical cost)
- **Buildings – non-specialised**  
(external valuation)
- Buildings – specialised (external valuation)
- **Other structures**  
(as approximated by depreciated historical cost)
- **Roads assets including roads, bridges and footpaths**  
(internal valuation)
- **Bulk earthworks** (internal valuation)
- **Stormwater drainage** (internal valuation)
- **Water and sewerage networks**  
(internal valuation)
- **Swimming pools**  
(external and internal valuation)
- **Other open space/recreational assets**  
(internal valuation)
- **Other assets**  
(as approximated by depreciated historical cost)

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

##### Initial recognition

On initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition (i.e. date of exchange) of the asset to arrive at fair value.

The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date – being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

##### Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

##### Asset revaluations (including indexation)

In accounting for asset revaluations relating to infrastructure, property, plant and equipment:

- increases in the combined carrying amounts of asset classes arising on revaluation are credited to the asset revaluation reserve,
- to the extent that a net asset class increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss,
- net decreases that reverse previous increases of the same asset class are first charged against revaluation reserves directly in equity to the

extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income Statement.

Water and sewerage network assets are indexed annually between full revaluations in accordance with the latest indices provided in the NSW Office of Water – Rates Reference Manual.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date.

If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount.

Full revaluations are undertaken for all assets on a 5-year cycle excepting water and sewerage network assets are to be revalued in 2018.

##### Capitalisation thresholds

Items of infrastructure, property, plant and equipment are not capitalised unless their cost of acquisition exceeds the following;

##### Land

- Council land	100% capitalised
- Open space	100% capitalised
- Land under roads (purchases after 30/6/08)	100% capitalised

##### Plant and equipment

Office furniture	> \$1,000
Office equipment	> \$1,000
Other plant and equipment	> \$1,000

##### Buildings and land improvements

Park furniture and equipment	> \$2,000
Building	
- Construction/extensions	100% capitalised
- Renovations	> \$10,000
Other structures	> \$2,000

##### Water and sewer assets

Reticulation extensions	> \$5,000
Other	> \$5,000

##### Stormwater assets

Drains and culverts	> \$5,000
Other	> \$5,000

## Federation Council

### Notes to the Financial Statements for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

##### Transport assets

Road construction and reconstruction	> \$10,000
Reseal/re-sheet and major repairs	> \$10,000
Bridge construction and reconstruction	> \$10,000

##### Other infrastructure assets

Swimming pools	> \$1,000
Other open space/recreational assets	> \$1,000

#### Depreciation

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight-line method in order to allocate an asset's cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

##### Plant and equipment

- Office equipment	4 to 10 years
- Office furniture	10 to 20 years
- Computer equipment	3 to 10 years
- Vehicles	5 to 15 years
- Heavy plant/road making equipment	5 to 15 years
- Other plant and equipment	5 to 90 years

##### Other equipment

- Playground equipment	5 to 15 years
- Quarry	15 to 25 years

##### Buildings

- Buildings: masonry	50 to 80 years
- Buildings: other	10 to 60 years

##### Water and sewer assets

- Dams and reservoirs	100 to 150 years
- Bores	20 to 30 years
- Treatment and Filtrations Structure	50 years
- Reticulation pipes: PVC	70 years
- Reticulation pipes: other	45 to 90 years
- Pumps and telemetry	5 to 25 years

##### Stormwater assets

- Drains	80 to 100 years
- Culverts	80 to 100 years
- Pits	70 to 90 years

##### Transportation assets

- Sealed roads: surface	10 to 25 years
- Unsealed roads	10 to 20 years
- Bridge: concrete	100 years
- Road pavements	40 to 80 years
- Kerb & gutter	40 to 80 years
- Footpaths	15 to 50 years

##### Other infrastructure assets

- Bulk earthworks	Indefinite
- Swimming pools	20 to 100 years
- Other open space/ recreational assets	10 to 100 years

All asset residual values and useful lives are reviewed and adjusted (if appropriate) at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1 (s) on asset impairment.

#### Disposal and de-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

#### (k) Land

Land (other than land under roads) is in accordance with Part 2 of Chapter 6 of the *Local Government Act (1993)* classified as either operational or community.

This classification of land is disclosed in Note 9 (a).

#### (l) Land under roads

Land under roads is land under roadways and road reserves, including land under footpaths, nature strips and median strips.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

##### (m) Intangible assets

Council has classify software as intangible assets.

##### (n) Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council.

While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Representations are currently being sought across state and local government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

##### (o) Rural fire service assets

Under section 119 of the *Rural Fires Act 1997*, 'all fire fighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the fire fighting equipment has been purchased or constructed'.

At present, the accounting for such fire fighting equipment is not treated in a consistent manner across all Councils.

Until such time as discussions on this matter have concluded and the legislation changed, Council will continue to account for these assets as it has been doing in previous years, which is to exclude the

assets, their values and depreciation charges from these financial statements.

##### (p) Investment property

Council does not hold any investment properties.

##### (q) Provisions for close down, restoration and for environmental clean-up costs – including tips and quarries

Close down, restoration and remediation costs include the dismantling and demolition of infrastructure, the removal of residual materials and the remediation of disturbed areas.

Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close down and restoration costs do not include any additional obligations that are expected to arise from future disturbance.

Costs are estimated on the basis of a closure plan.

The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Close down, restoration and remediation costs are a normal consequence of tip and quarry operations, and the majority of close down and restoration expenditure is incurred at the end of the life of the operations.

Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or 'unwinding' of the discount applied in establishing the net present value of provisions is charged to the Income Statement in each accounting period.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

This amortisation of the discount is disclosed as a borrowing cost within the Notes.

Other movements in the provisions for close down, restoration and remediation costs including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations and revisions to discount rates are capitalised within property, plant and equipment.

These costs are then depreciated over the lives of the assets to which they relate.

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each balance sheet date and the cost is charged to the Income Statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the balance sheet date.

These costs are charged to the Income Statement.

Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwind of the discount, which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations.

The expected timing of expenditure can also change, for example, in response to changes in quarry reserves or production rates.

As a result there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Specific information about Council's provisions relating to close down, restoration and remediation costs can be found at Note 26.

#### **(r) Non-current assets (or disposal groups) 'held for sale' and discontinued operations**

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either (i) their carrying amount and (ii) fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles, which are turned over on a regular basis. Plant and motor vehicles are retained in non-current assets under the classification of infrastructure, property, plant and equipment – unless the assets are to be traded in after 12 May and the replacement assets were already purchased and accounted for as at 12 May.

For any assets or disposal groups classified as non-current assets 'held for sale', an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Non-current assets 'held for sale' are not depreciated or amortised while they are classified as 'held for sale'.

Non-current assets classified as 'held for sale' are presented separately from the other assets in the balance sheet.

A discontinued operation is a component of Council that has been disposed of or is classified as 'held for sale' and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented separately on the face of the Income Statement.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

##### (s) Impairment of assets

All Council's I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Where an asset is not held principally for cash-generating purposes (for example infrastructure assets) and would be replaced if the Council was deprived of it, then depreciated replacement cost is used as value in use, otherwise value in use is estimated by using a discounted cash flow model.

Non-financial assets (other than goodwill) that suffered a prior period impairment are reviewed for possible reversal of the impairment at each reporting date.

Goodwill and other intangible assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

##### (t) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of reporting period that are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

##### (u) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

##### (v) Borrowing costs

Borrowing costs are expensed.

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale.

##### (w) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events,
- it is more likely than not that an outflow of resources will be required to settle the obligation, and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure



## Federation Council

### Notes to the Financial Statements for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

#### (x) Employee benefits

##### (i) Short-term obligations

Short-term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

All other short-term employee benefit obligations are presented as payables.

Liabilities for non-vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no liability has been recognised in these reports.

Wages and salaries, annual leave and vesting sick leave are all classified as current liabilities.

##### (ii) Other long-term obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how long service leave can be taken, all long service leave for employees with 4 or more years of service has been classified as current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

##### (iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

##### Defined benefit plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the 'Local Government Superannuation Scheme – Pool B'.

This scheme has been deemed to be a 'multi-employer fund' for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

The last valuation of the scheme was performed by Mr Richard Boyfield, FIAA on 24 February 2016 and covers the period ended 30 June 2017.

However the position is monitored annually and the actuary has estimated that as at 30 June 2017 the prior period deficit still exists.

Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense and disclosed as part of superannuation expenses at Note 4 (a) for the period ending 30 June 2017 was \$ 283,080.

Additional contributions of \$ 387,000 are estimated to remain in place until 30 June 2020.

Council's share of that deficiency cannot be accurately calculated as the scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the scheme require immediate payment to correct the deficiency.

#### Defined contribution plans

Contributions to defined contribution plans are recognised as an expense as they become payable.

Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

#### (iv) Employee benefit on-costs

Council has recognised at period end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities accrued as at 30 June 2017.

#### (y) Self-insurance

Council does not self-insure.

#### (z) Allocation between current and non-current assets and liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

#### Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the liability is classified as current even if it is not expected to be settled within the next 12 months.

In the case of inventories that are 'held for trading', these are also classified as current even if not expected to be realised in the next 12 months.

#### (aa) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

Council does, however, have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

##### Goods and Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue / expense.

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Operating cash flows within the Cash Flow Statement are on a gross basis, i.e. they are inclusive of GST where applicable.

Investing and financing cash flows are treated on a net basis (where recoverable from the ATO), i.e. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows that are recoverable from or payable to the ATO are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

##### (ab) New accounting standards and Interpretations issued (not yet effective)

Certain new accounting standards and interpretations have been published that are not mandatory for the current reporting period and which have not been applied.

##### AASB 124 – Related Party Disclosures

From 1 July 2016, AASB 124 Related Party Disclosures will apply to Council. Since this reporting period starts from 13 May 2016, this standard is not applicable.

This means that Council will be required to disclose information about related parties and Council transactions with those related parties.

Related parties will more than likely include the Mayor, Councillors and certain Council staff. In addition, the close family members of those people and any organisations that they control or are associated with will be classified as related parties (and fall under the related party reporting requirements).

##### AASB 9 - Financial Instruments

Significant revisions to the classification and measurement of financial assets, reducing the number of categories and simplifying the measurement choices, including the removal of impairment testing of assets measured at fair value. The amortised cost model is available for debt assets meeting both business model and cash flow characteristics tests. All investments in equity instruments using AASB 9 are to be measured at fair value. Apart from Held-to-maturity term deposits, Council already values all other investments at fair value with the result that there will not be any financial impact for these developments.

The revisions also amend measurement rules for financial liabilities that the Council elects to measure at fair value through profit and loss. Changes in fair value attributable to changes in the Council's own credit risk are presented in other comprehensive income. Council does not have any liabilities that are recorded on this basis and the new requirements will not have any financial impact.

Impairment of assets is now based on expected losses in AASB 9 which requires entities to measure:

- the 12-month expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date) of full lifetime;
- expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument).

A financial impact will only arise if any investments become subject to impairment.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Summary of significant accounting policies (continued)

Available-for-sale investments will be classified as fair value through other comprehensive income and will no longer be subject to impairment testing.

#### **AASB 15 - Revenue from contracts with customers**

AASB 15 will replace AASB 118 which covers contracts for goods and services and AASB 111 which covers construction contracts. AASB 15 will introduce a 5-step process for revenue recognition with the core principle of the new standard being that entities recognise revenue so as to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the Council expects to be entitled in exchange for those goods or services.

The changes in revenue recognition requirements in AASB 15 may cause changes to accounting policies relating to the timing and amount of revenue recorded in the financial statements, as well as additional disclosures.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2018.

Council is undertaking a detailed assessment of the impact of AASB 15.

#### **AASB 16 - Leases**

AASB 116 Leases replaces AASB 117 Leases and some associated lease-related Interpretations.

AASB 16 introduces a single lease accounting model (for lessees) that will require all leases to be accounted for on the balance sheet (i.e. recognition of both a right-of-use asset and a corresponding lease) for all leases with a term of more than 12 months unless the underlying assets are determined to be of 'low value'. There will also be detailed disclosure requirements for all lessees.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2019.

Council is undertaking a detailed assessment of the accounting impacts from AASB 16. However, based on preliminary assessments, impacts from the first time adoption of the standard are likely to not be material.

#### **(ac) Rounding of amounts**

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

#### **(ad) Disclaimer**

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 2(a). Council functions/activities – financial information

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(b).				
	Income from continuing operations	Expenses from continuing operations	Operating result from continuing operations	Grants included in income from continuing operations	Total assets held (current & non-current)
	Actual	Actual	Actual	Actual	Actual
	13/5/16 to 30/6/17	13/5/16 to 30/6/17	13/5/16 to 30/6/17	13/5/16 to 30/6/17	13/5/16 to 30/6/17
Governance	15,081	2,052	13,029	15,000	13,300
Administration	507	2,805	(2,298)	–	27,956
Public order and safety	387	1,026	(639)	372	1,763
Health	20	241	(221)	–	356
Environment	2,292	3,389	(1,097)	140	46,703
Community services and education	282	446	(164)	259	2,293
Housing and community amenities	529	874	(345)	–	6,492
Water supplies	4,601	4,235	366	247	51,889
Sewerage services	3,876	4,281	(405)	10	50,458
Recreation and culture	495	2,605	(2,110)	387	31,347
Mining, manufacturing and construction	378	2,534	(2,156)	–	269
Transport and communication	6,836	12,582	(5,746)	3,996	265,873
Economic affairs	1,512	1,111	401	35	4,818
<b>Total functions and activities</b>	<b>36,796</b>	<b>38,181</b>	<b>(1,385)</b>	<b>20,446</b>	<b>503,517</b>
Share of gains/(losses) in associates and joint ventures (using the equity method)	–	–	–	–	–
General purpose income <sup>1</sup>	17,295	–	17,295	9,635	–
<b>Operating result from continuing operations</b>	<b>54,091</b>	<b>38,181</b>	<b>15,910</b>	<b>30,081</b>	<b>503,517</b>

1. Includes: rates and annual charges (incl. ex-gratia), untied general purpose grants and unrestricted interest and investment income.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 2(b). Council functions/activities – component descriptions

**Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:**

##### **GOVERNANCE**

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), and legislative compliance.

##### **ADMINISTRATION**

Includes corporate support and other support services, engineering works, and any Council policy compliance.

##### **PUBLIC ORDER AND SAFETY**

Includes Council's fire and emergency services levy, fire protection, emergency services, beach control, enforcement of regulations and animal control.

##### **HEALTH**

Includes immunisation, food control, health centres etc.

##### **ENVIRONMENT**

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

##### **COMMUNITY SERVICES AND EDUCATION**

Includes administration and education; social protection (welfare); migrant, Aboriginal and other community services and administration (excluding accommodation – as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's services, including family day care; child care; and other family and children services.

##### **HOUSING AND COMMUNITY AMENITIES**

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

##### **WATER SUPPLIES**

##### **SEWERAGE SERVICES**

##### **RECREATION AND CULTURE**

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

##### **MINING, MANUFACTURING AND CONSTRUCTION**

Includes building control, quarries and pits, mineral resources, and abattoirs.

##### **TRANSPORT AND COMMUNICATION**

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

##### **ECONOMIC AFFAIRS**

Includes camping areas and caravan parks; tourism and area promotion; industrial development promotion; sale yards and markets; real estate development; commercial nurseries; and other business undertakings.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 3. Income from continuing operations

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>(a) Rates and annual charges</b>		
<b>Ordinary rates</b>		
Residential		3,104
Farmland		3,104
Business		502
<b>Total ordinary rates</b>		<b>6,710</b>
<b>Special rates</b>		
Nil		
<b>Annual charges</b> (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services		1,563
Water supply services		462
Sewerage services		2,911
Waste levy		337
<b>Total annual charges</b>		<b>5,273</b>
<b><u>TOTAL RATES AND ANNUAL CHARGES</u></b>		<b><u>11,983</u></b>

Council has used 2016 year valuations provided by the NSW Valuer General in calculating its rates.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 3. Income from continuing operations (continued)

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>(b) User charges and fees</b>		
<b>Specific user charges</b> (per s.502 – specific 'actual use' charges)		
Domestic waste management services		62
Water supply services		3,005
Sewerage services		606
Waste management services (non-domestic)		245
Other		45
<b>Total user charges</b>		<b>3,963</b>
<b>Other user charges and fees</b>		
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>		
Building regulation		185
Planning and building regulation		252
Private works – section 67		87
Regulatory/ statutory fees		11
Registration fees		19
Section 149 certificates (EPA Act)		38
Section 603 certificates		35
Tapping fees		49
Sewer/Drainage Diagrams Fee		17
Water Meter Readings Fee		21
Other		1
<b>Total fees and charges – statutory/regulatory</b>		<b>715</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>		
Aerodrome		63
Caravan park		134
Cemeteries		173
Child care		1
Community centres		36
Fire and emergency services levy (FESL) implementation		97
Leaseback fees – Council vehicles		57
RMS (formerly RTA) charges (state roads not controlled by Council)		874
Saleyards		1,032
Swimming centres		27
Tourism		35
Waste disposal tipping fees		137
Rent and hire of non-investment property		62
Other		16
<b>Total fees and charges – other</b>		<b>2,744</b>
<b>TOTAL USER CHARGES AND FEES</b>		<b>7,422</b>



## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 3. Income from continuing operations (continued)

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>(c) Interest and investment revenue (including losses)</b>		
<b>Interest</b>		
– Interest on overdue rates and annual charges (incl. special purpose rates)		109
– Interest earned on investments (interest and coupon payment income)		1,292
– Interest (other)		36
<b><u>TOTAL INTEREST AND INVESTMENT REVENUE</u></b>		<b><u>1,437</u></b>
<b>Interest revenue is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)		109
General Council cash and investments		841
<b>Restricted investments/funds – external:</b>		
Water fund operations		284
Sewerage fund operations		203
<b><u>Total interest and investment revenue recognised</u></b>		<b><u>1,437</u></b>
<b>(d) Other revenues</b>		
Rental income – other council properties		219
Legal fees recovery – rates and charges (extra charges)		15
Commissions and agency fees		198
Diesel rebate		108
Insurance claim recoveries		132
Sales – general		31
Workers compensation incentive rebate		7
Other		75
<b><u>TOTAL OTHER REVENUE</u></b>		<b><u>785</u></b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 3. Income from continuing operations (continued)

\$ '000	13/5/16 to 30/6/17 Operating	13/5/16 to 30/6/17 Capital
<b>(e) Grants</b>		
<b>General purpose (untied)</b>		
Financial assistance – general component	6,337	–
Financial assistance – local roads component	3,129	–
Pensioners' rates subsidies – general component	169	–
<b>Total general purpose</b>	<b>9,635</b>	<b>–</b>
<b>Specific purpose</b>		
Pensioners' rates subsidies:		
– Water	35	–
– Sewerage	10	–
– Domestic waste management	72	–
Water supplies	–	212
Bushfire and emergency services	238	126
Economic development	35	–
Employment and training programs	42	–
Flood restoration	500	–
Heritage and cultural	14	–
Library	64	–
Noxious weeds	68	–
Recreation and culture	1	302
Street lighting	53	–
Transport (roads to recovery)	1,235	–
Transport (other roads and bridges funding)	–	2,113
Preschools	176	–
New Council Implementation Fund	5,000	–
Stronger Communities Fund	–	10,000
Aerodrome	20	–
Other	94	36
<b>Total specific purpose</b>	<b>7,657</b>	<b>12,789</b>
<b>Total grants</b>	<b>17,292</b>	<b>12,789</b>
<b>Grant revenue is attributable to:</b>		
– Commonwealth funding	9,466	2,113
– State funding	7,826	10,676
	<b>17,292</b>	<b>12,789</b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 3. Income from continuing operations (continued)

\$ '000	Notes	13/5/16 to 30/6/17 Operating	13/5/16 to 30/6/17 Capital
<b>(f) Contributions</b>			
<b>Developer contributions:</b>			
<b>(s93 &amp; s94 – EP&amp;A Act, s64 of the LGA):</b>			
S 94 – contributions towards amenities/services		–	29
S 64 – water supply contributions		–	14
S 64 – sewerage service contributions		–	25
<b>Total developer contributions</b>	17	<b>–</b>	<b>68</b>
<b>Other contributions:</b>			
Community services		2	–
Kerb and gutter		–	43
Other councils – joint works/services		104	–
Recreation and culture		11	129
RMS contributions (regional roads, block grant)		1,721	265
<b>Total other contributions</b>		<b>1,838</b>	<b>437</b>
<b>Total contributions</b>		<b>1,838</b>	<b>505</b>
<b><u>TOTAL GRANTS AND CONTRIBUTIONS</u></b>		<b><u>19,130</u></b>	<b><u>13,294</u></b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 3. Income from continuing operations (continued)

\$ '000	Actual 13/5/16 to 30/6/17
<b>(g) Unspent grants and contributions</b>	
<b>Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:</b>	
Unexpended at the close of the previous reporting period (former Councils)	1,915
<b>Add:</b> grants and contributions recognised in the current period but not yet spent:	13,660
<b>Add:</b> grants and contributions received for the provision of goods and services in a future period	3,321
<b>Less:</b> grants and contributions recognised in a previous reporting period now spent:	(740)
<b>Net increase (decrease) in restricted assets during the period</b>	<b>16,241</b>
<b>Unexpended and held as restricted assets</b>	<b>18,156</b>
<b>Comprising:</b>	
– Specific purpose unexpended grants	17,001
– Developer contributions	900
– Other contributions	255
	<b>18,156</b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 4. Expenses from continuing operations

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>(a) Employee benefits and on-costs</b>		
Salaries and wages		9,415
Travel expenses		45
Employee leave entitlements (ELE)		1,755
Superannuation – defined contribution plans		912
Superannuation – defined benefit plans		304
Workers' compensation insurance		293
Fringe benefit tax (FBT)		9
Training costs (other than salaries and wages)		106
Other		64
<b>Total employee costs</b>		<b>12,903</b>
Less: capitalised costs		(1,447)
<b><u>TOTAL EMPLOYEE COSTS EXPENSED</u></b>		<b><u>11,456</u></b>
Number of 'full-time equivalent' employees (FTE) at year end		136
<b>(b) Borrowing costs</b>		
<b>(i) Interest bearing liability costs</b>		
Interest on loans		396
<b>Total interest bearing liability costs</b>		<b>396</b>
Less: capitalised costs		–
<b>Total interest bearing liability costs expensed</b>		<b>396</b>
<b>(ii) Other borrowing costs</b>		
Discount adjustments relating to movements in provisions (other than ELE)		
– Other liabilities		5
<b>Total other borrowing costs</b>		<b>5</b>
<b><u>TOTAL BORROWING COSTS EXPENSED</u></b>		<b><u>401</u></b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>(c) Materials and contracts</b>		
Raw materials and consumables		22,197
Contractor and consultancy costs		117
Auditors remuneration <sup>(1)</sup>		64
Infringement notice contract costs (SEINS)		24
Legal expenses:		
– Legal expenses: planning and development		29
– Legal expenses: debt recovery		15
– Legal expenses: other		34
Operating leases:		
– Operating lease rentals: minimum lease payments <sup>(2)</sup>		14
<b>Total materials and contracts</b>		<b>22,494</b>
Less: capitalised costs		(11,556)
<b>TOTAL MATERIALS AND CONTRACTS</b>		<b>10,938</b>
<b>1. Auditor remuneration</b>		
a. During the year, the following fees were incurred for services provided by the Auditor-General:		
<b>(i) Audit and other assurance services</b>		
– Audit and review of financial statements: Auditor-General		63
<b>Total Auditor-General remuneration</b>		<b>63</b>
b. During the year, the following fees were incurred for services provided by the other Council's Auditors:		
<b>(i) Audit and other assurance services</b>		
– Audit of regulatory returns		1
<b>Total remuneration of other Council's Auditors</b>		<b>1</b>
<b>Total Auditor remuneration</b>		<b>64</b>
<b>2. Operating lease payments are attributable to:</b>		
Other		14
		<b>14</b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>(d) Depreciation, amortisation and impairment</b>		
<b>Depreciation and amortisation</b>		
Plant and equipment		897
Office equipment		79
Furniture and fittings		26
Land improvements (depreciable)		99
Infrastructure:		
– Buildings – non-specialised		790
– Buildings – specialised		1,197
– Other structures		124
– Roads		3,432
– Bridges		137
– Footpaths		114
– Stormwater drainage		331
– Water supply network		1,089
– Sewerage network		1,026
– Swimming pools		149
– Other open space/recreational assets		59
Asset reinstatement costs	9	3
Intangible assets	25	23
<b>Total depreciation and amortisation costs</b>		<b>9,575</b>
<b>Impairment</b>		
Infrastructure:		
– Roads		2,270
<b>Total impairment costs</b>		<b>2,270</b>
<b><u>TOTAL DEPRECIATION AND IMPAIRMENT COSTS EXPENSED</u></b>		<b><u>11,845</u></b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>(e) Other expenses</b>		
Advertising		112
Bad and doubtful debts		4
Bank charges		86
Computer software charges		342
Contributions/levies to other levels of government		
– Emergency services levy (includes FRNSW, SES, and RFS levies)		335
Donations, contributions and assistance to other organisations (Section 356)		44
Electricity and heating		740
Fair value decrements – I,PP&E	9(a)	3
Fire control expenses		191
Insurance		452
Office expenses (including computer expenses)		220
Postage		59
Printing and stationery		80
Street lighting		240
Subscriptions and publications		57
Telephone and communications		146
Tourism expenses (excluding employee costs)		60
Valuation fees		43
Stronger Communities Donations		209
Other		118
<b><u>TOTAL OTHER EXPENSES</u></b>		<b><u>3,541</u></b>



## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 5. Gains or losses from the disposal of assets

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<b>Property</b> (excl. investment property)		
Proceeds from disposal – property		82
Less: carrying amount of property assets sold/written off		(162)
<b>Net gain/(loss) on disposal</b>		<b>(80)</b>
<b>Plant and equipment</b>		
Proceeds from disposal – plant and equipment		246
Less: carrying amount of plant and equipment assets sold/written off		(222)
<b>Net gain/(loss) on disposal</b>		<b>24</b>
<b>Real estate assets held for sale</b>		
Proceeds from disposal – real estate assets		97
Less: carrying amount of real estate assets sold/written off		(1)
<b>Net gain/(loss) on disposal</b>		<b>96</b>
<b>Financial assets</b>		
Proceeds from disposal/redemptions/maturities – financial assets		5,485
Less: carrying amount of financial assets sold/redeemed/matured		(5,485)
<b>Net gain/(loss) on disposal</b>		<b>–</b>
<b>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</b>		<b>40</b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 6a. – Cash assets and Note 6b. – investments

\$ '000	Notes	2017	
		Actual Current	Actual Non-current
<b>Cash and cash equivalents (Note 6a)</b>			
Cash on hand and at bank		182	–
Cash-equivalent assets <sup>1</sup>			
– Deposits at call		1,306	–
– Short-term deposits		526	–
<b>Total cash and cash equivalents</b>		<b>2,014</b>	<b>–</b>
<b>Investments (Note 6b)</b>			
– Long term deposits		41,552	–
<b>Total investments</b>		<b>41,552</b>	<b>–</b>
<b>TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS</b>		<b>43,566</b>	<b>–</b>

<sup>1</sup> Those investments where time to maturity (from date of purchase) is < 3 mths.

**Cash, cash equivalents and investments were classified at year end in accordance with AASB 139 as follows:**

**Cash and cash equivalents****a. Cash**

	<b>2,014</b>	<b>–</b>
--	--------------	----------

**Investments****a. 'Held to maturity'****Investments**

	41,552	–
	<b>41,552</b>	<b>–</b>

Refer to Note 27. Fair value measurement for information regarding the fair value of investments held.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 6c. Restricted cash, cash equivalents and investments – details

\$ '000	13/5/16 to 30/6/17	13/5/16 to 30/6/17
	Actual Current	Actual Non-current
Total cash, cash equivalents and investments	43,566	–
<b>attributable to:</b>		
External restrictions (refer below)	31,309	–
Internal restrictions (refer below)	11,108	–
Unrestricted	1,149	–
	<b>43,566</b>	<b>–</b>

13/5/16 to 30/6/17 \$ '000	Transferred from former Councils	Transfers to restrictions	Transfers from restrictions	Closing balance
-------------------------------	--	------------------------------	-----------------------------------	--------------------

## Details of restrictions

## External restrictions – included in liabilities

Nil

## External restrictions – other

Developer contributions – general	(A)	435	19	10	464
Developer contributions – water fund	(A)	220	–	(10)	210
Developer contributions – sewer fund	(A)	177	49	–	226
Specific purpose unexpended grants	(B)	834	16,167	–	17,001
Water supplies	(C)	6,700	828	–	7,528
Sewerage services	(C)	6,086	–	(603)	5,483
Domestic waste management	(C)	217	–	(75)	142
Other		249	6	–	255
<b>External restrictions – other</b>		<b>14,918</b>	<b>17,069</b>	<b>(678)</b>	<b>31,309</b>
<b>Total external restrictions</b>		<b>14,918</b>	<b>17,069</b>	<b>(678)</b>	<b>31,309</b>

A Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).

B Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1 (b))

C Water, sewerage, domestic waste management (DWM) and other special rates/levies/charges are externally restricted assets and must be applied for the purposes for which they were raised.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 6c. Restricted cash, cash equivalents and investments – details (continued)

13/5/16 to 30/6/17 \$ '000	Transferred from former Councils	Transfers to restrictions	Transfers from restrictions	Closing balance
<b>Internal restrictions</b>				
Plant and vehicle replacement	2,458	1,040	(1,214)	2,284
Employees leave entitlement	1,313	602	–	1,915
Carry over works	1,549	400	(1,173)	776
Buildings / office equipment	601	–	–	601
Rand hall committee – toilet block	30	–	–	30
Gravel pits restoration	748	104	–	852
Waste depot restoration	575	–	–	575
Urana aquatic centre – upgrade	202	–	–	202
Cemetery	31	–	–	31
Corowa swimming pool	1,934	–	–	1,934
Economic development	94	–	–	94
Insurance	200	100	–	300
Howlong town improvement	306	–	–	306
Urana walkways – drs network	1	–	–	1
Medical services upgrade urana	28	–	–	28
ICT/UPS installation reserve	98	–	–	98
Bridge infrastructure reserve	65	35	–	100
Preschool building asbestos removal	30	–	–	30
Billabidgee aged care units	122	–	(4)	118
Victoria park – balance budget	8	–	–	8
Road infrastructure reserve	627	–	–	627
Combined town and recreation s355	107	–	–	107
Youth – cnl reserve (min. 434/13)	7	–	–	7
Flood study contrib. – cnl reserve	9	–	(9)	–
Weir repairs reserve	28	–	–	28
Preschool mobile van replacement	49	–	–	49
Oaklands RV park	4	–	(4)	–
Oaklands medical services	5	–	(5)	–
Windmill restoration	7	–	–	7
<b>Total internal restrictions</b>	<b>11,236</b>	<b>2,281</b>	<b>(2,409)</b>	<b>11,108</b>
<b>TOTAL RESTRICTIONS</b>	<b>26,154</b>	<b>19,350</b>	<b>(3,087)</b>	<b>42,417</b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 7. Receivables

\$ '000	Notes	2017	
		Current	Non-current
<b>Purpose</b>			
Rates and annual charges		728	–
Interest and extra charges		145	–
User charges and fees		827	–
Private works		21	–
Contributions to works		59	–
Accrued revenues			
– Interest on investments		284	–
Amounts due from other councils		130	–
Deferred debtors		43	–
Government grants and subsidies		1,657	–
Loans to non-profit organisations		–	60
Net GST receivable		432	–
RMS works		111	–
Sundry Works		142	–
Saleyard Fees		94	–
Certificates		15	–
Other debtors		116	–
<b>Total</b>		<b>4,804</b>	<b>60</b>
<b>Less: provision for impairment</b>			
Rates and annual charges		(61)	–
User charges and fees		(4)	–
<b>Total provision for impairment – receivables</b>		<b>(65)</b>	<b>–</b>
<b><u>TOTAL NET RECEIVABLES</u></b>		<b><u>4,739</u></b>	<b><u>60</u></b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 7. Receivables

\$ '000	Notes	2017	
		Current	Non-current
<b>Externally restricted receivables</b>			
<b>Water supply</b>			
– Rates and availability charges		19	–
– Other		441	–
<b>Sewerage services</b>			
– Rates and availability charges		309	–
– Other		354	–
<b>Total external restrictions</b>		<b>1,123</b>	<b>–</b>
<b>Internally restricted receivables</b>			
Nil			
<b>Internally restricted receivables</b>		<b>–</b>	<b>–</b>
<b>Unrestricted receivables</b>		<b>3,616</b>	<b>60</b>
<b>TOTAL NET RECEIVABLES</b>		<b>4,739</b>	<b>60</b>

**Notes on debtors above:**

- (i) Rates and annual charges outstanding are secured against the property.
- (ii) Doubtful rates debtors are provided for where the value of the property is less than the debt outstanding.  
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates and charges at 8.50% (2016 8.50%).  
Generally all other receivables are non-interest bearing.
- (iv) Please refer to Note 15 for issues concerning credit risk and fair value disclosures.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 8. Inventories and other assets

\$ '000	Notes	2017	
		Current	Non-current
<b>(a) Inventories</b>			
<b>(i) Inventories at cost</b>			
Real estate for resale (refer below)		904	234
Stores and materials		569	–
<b>Total inventories at cost</b>		<b>1,473</b>	<b>234</b>
<b>(ii) Inventories at net realisable value (NRV)</b>			
Nil			
<b><u>TOTAL INVENTORIES</u></b>		<b><u>1,473</u></b>	<b><u>234</u></b>
<b>(b) Other assets</b>			
Prepayments		45	–
<b><u>TOTAL OTHER ASSETS</u></b>		<b><u>45</u></b>	<b><u>–</u></b>

**Externally restricted assets**

There are no restrictions applicable to the above assets.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 8. Inventories and other assets (continued)

\$ '000	2017	
	Current	Non-current
<b>(i) Other disclosures</b>		
<b>(a) Details for real estate development</b>		
Industrial/commercial	904	234
<b>Total real estate for resale</b>	<b>904</b>	<b>234</b>
(Valued at the lower of cost and net realisable value)		
<b>Represented by:</b>		
Acquisition costs	–	234
Development costs	904	–
<b>Total costs</b>	<b>904</b>	<b>234</b>
Less: provision for under recovery	–	–
<b>Total real estate for resale</b>	<b>904</b>	<b>234</b>
<b>Movements:</b>		
Real estate assets at beginning of the year (former Councils)	905	234
– WDV of sales (expense)	(1)	–
<b>Total real estate for resale</b>	<b>904</b>	<b>234</b>

**(b) Inventory write downs**

There were no amounts recognised as an expense relating to the write down of inventory balances held during the year.

Refer to Note 27. Fair value measurement for information regarding the fair value of other assets held.



## Federation Council

Notes to the Financial Statements  
for the period 13 May 2016 to 30 June 2017

## Note 9a. Infrastructure, property, plant and equipment

Asset class	Balance on transfer from former Councils	Asset movements during the reporting period									as at 30/6/2017		
		Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss (recognised in P/L)	WIP transfers	Adjustments and transfers	Revaluation decrements to P&L	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>													
Capital work in progress	3,743	1,859	–	–	–	–	(3,209)	–	–	–	2,393	–	2,393
Plant and equipment	6,186	1,521	4	(222)	(897)	–	–	–	–	–	14,004	7,412	6,592
Office equipment	597	105	11	–	(79)	–	–	(381)	–	–	889	636	253
Furniture and fittings	186	–	–	–	(26)	–	–	–	–	–	365	205	160
<b>Land:</b>													
– Operational land	9,763	–	–	–	–	–	–	–	–	–	9,763	–	9,763
– Community land	5,408	–	–	–	–	–	–	–	–	–	5,408	–	5,408
– Land under roads (post 30/6/08)	100	–	–	–	–	–	–	–	–	–	100	–	100
Land improvements – depreciable	2,114	300	152	(8)	(99)	–	119	–	–	–	3,660	1,082	2,578
<b>Infrastructure:</b>													
– Buildings – non-specialised	12,643	283	199	–	(790)	–	89	–	–	–	26,680	14,256	12,424
– Buildings – specialised	18,770	75	70	(154)	(1,197)	–	–	–	–	–	45,226	27,662	17,564
– Other structures	1,275	–	–	–	(124)	–	14	–	–	–	3,692	2,527	1,165
– Roads	169,079	7,826	–	–	(3,432)	(2,270)	1,251	–	–	–	213,499	41,045	172,454
– Bridges	14,513	–	–	–	(137)	–	–	–	–	–	20,181	5,805	14,376
– Footpaths	5,791	666	186	–	(114)	–	–	–	–	–	7,562	1,033	6,529
– Bulk earthworks (non-depreciable)	68,961	–	–	–	–	–	–	–	–	–	68,961	–	68,961
– Stormwater drainage	47,024	679	–	–	(331)	–	149	–	–	–	52,857	5,336	47,521
– Water supply network	38,005	1,445	–	–	(1,089)	–	1,225	–	–	604	62,884	22,694	40,190
– Sewerage network	41,388	649	–	–	(1,026)	–	362	–	–	656	60,050	18,021	42,029
– Swimming pools	1,996	–	–	–	(149)	–	–	–	–	–	6,364	4,517	1,847
– Other open space/recreational assets	664	7	–	–	(59)	–	–	–	–	–	1,010	398	612
<b>Reinstatement, rehabilitation and restoration assets (refer Note 26):</b>													
– Quarry assets	129	–	–	–	(3)	–	–	–	(3)	–	342	219	123
<b>TOTAL INFRASTRUCTURE, PROPERTY, PLANT AND EQUIP.</b>	<b>448,335</b>	<b>15,415</b>	<b>622</b>	<b>(384)</b>	<b>(9,552)</b>	<b>(2,270)</b>	<b>–</b>	<b>(381)</b>	<b>(3)</b>	<b>1,260</b>	<b>605,890</b>	<b>152,848</b>	<b>453,042</b>

Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Refer to Note 27. Fair value measurement for information regarding the fair value of other infrastructure, property, plant and equipment.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 9b. Externally restricted infrastructure, property, plant and equipment

\$ '000	Actual		
	2017		
Class of asset	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount
<b>Water supply</b>			
WIP	338	–	338
Office equipment	23	11	12
Land			
– Operational land	1,684	–	1,684
Infrastructure	62,870	22,694	40,176
<b>Total water supply</b>	<b>64,915</b>	<b>22,705</b>	<b>42,210</b>
<b>Sewerage services</b>			
WIP	164	–	164
Plant and equipment	27	23	4
Office equipment	9	8	1
Land			
– Operational land	1,810	–	1,810
Infrastructure	60,049	18,021	42,028
<b>Total sewerage services</b>	<b>62,059</b>	<b>18,052</b>	<b>44,007</b>
<b>TOTAL RESTRICTED I,PP&amp;E</b>	<b>126,974</b>	<b>40,757</b>	<b>86,217</b>

## Note 9c. Infrastructure, property, plant and equipment – current year impairments

\$ '000	Notes	Actual 13/5/16 to 30/6/17
(i) Impairment losses recognised in the Income Statement:		
– For Flood Damage on Roads in October 2016		(2,270)
<b>Total impairment losses</b>		<b>(2,270)</b>
<b>IMPAIRMENT OF ASSETS – GAINS/(LOSSES) in P/L</b>	4(d)	<b>(2,270)</b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 10a. Payables, borrowings and provisions

\$ '000	Notes	2017	
		Current	Non-current
<b>Payables</b>			
Goods and services – operating expenditure		2,299	–
Accrued expenses:			
– Salaries and wages		317	–
Security bonds, deposits and retentions		527	–
<b>Total payables</b>		<b>3,143</b>	<b>–</b>
<b>Income received in advance</b>			
Payments received in advance		409	–
<b>Total income received in advance</b>		<b>409</b>	<b>–</b>
<b>Borrowings</b>			
Loans – secured <sup>1</sup>		95	3,969
<b>Total borrowings</b>		<b>95</b>	<b>3,969</b>
<b>Provisions</b>			
<b>Employee benefits:</b>			
Annual leave		1,120	–
Long service leave		1,274	93
Other leave		1	–
<b>Sub-total – aggregate employee benefits</b>		<b>2,395</b>	<b>93</b>
Asset remediation/restoration (future works)	26	367	625
<b>Total provisions</b>		<b>2,762</b>	<b>718</b>
<b><u>TOTAL PAYABLES, BORROWINGS AND PROVISIONS</u></b>		<b><u>6,409</u></b>	<b><u>4,687</u></b>

**(i) Liabilities relating to restricted assets**

	2017	
	Current	Non-current
<b>Externally restricted assets</b>		
Sewer	58	2,562
Liabilities relating to externally restricted assets	58	2,562
<b>Internally restricted assets</b>		
Nil		
<b>Total liabilities relating to restricted assets</b>	<b>58</b>	<b>2,562</b>
<b>Total liabilities relating to unrestricted assets</b>	<b>6,351</b>	<b>2,125</b>
<b>TOTAL PAYABLES, BORROWINGS AND PROVISIONS</b>	<b>6,409</b>	<b>4,687</b>

<sup>1</sup> Loans are secured over the general rating income of Council

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 15.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 10a. Payables, borrowings and provisions (continued)

\$ '000	Actual 2017
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**(ii) Current liabilities not anticipated to be settled within the next twelve months**

	2017
Annual leave	850
Long service leave	250
	<u>1,100</u>

## Note 10b. Description of and movements in provisions

Class of provision	2016	13/5/16 to 30/6/17				Closing balance as at 30/6/17
	Opening balance (former Councils)	Additional provisions	Decrease due to payments	Remeasurement effects due to discounting	Unused amounts reversed	
Annual leave	1,052	856	(788)	–	–	1,120
Long service leave	1,432	114	(179)	–	–	1,367
Other leave	7	–	(6)	–	–	1
Asset remediation	992	3	–	(3)	–	992
<b>TOTAL</b>	<b>3,483</b>	<b>973</b>	<b>(973)</b>	<b>(3)</b>	<b>–</b>	<b>3,480</b>

- a. Employees leave entitlements and on-costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.
- b. Asset remediation, reinstatement and restoration provisions represent the present value estimate of future costs Council will incur in order to remove, restore and remediate assets and/or activities as a result of past operations.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 11. Statement of cash flows – additional information

\$ '000	Notes	Actual 2017
<b>(a) Reconciliation of cash assets</b>		
Total cash and cash equivalent assets	6a	2,014
Less bank overdraft	10	–
<b>Balance as per the Statement of Cash Flows</b>		<b>2,014</b>
<b>(b) Reconciliation of net operating result to cash provided from operating activities</b>		
<b>Net result from Income Statement</b>		<b>15,910</b>
<b>Adjust for non-cash items:</b>		
Depreciation and amortisation		9,575
Net losses/(gains) on disposal of assets		(40)
Non-cash capital grants and contributions		(50)
Impairment losses recognition – I,PP&E		2,270
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Write offs relating to the fair valuation of I,PP&E		3
<b>+/- Movement in operating assets and liabilities and other cash items: <sup>(1)</sup></b>		
Decrease/(increase) in receivables		2,746
Decrease/(increase) in inventories		(267)
Decrease/(increase) in other assets		(13)
Increase/(decrease) in payables		(1,390)
Increase/(decrease) in accrued interest payable		(117)
Increase/(decrease) in other accrued expenses payable		246
Increase/(decrease) in other liabilities		(524)
Increase/(decrease) in employee leave entitlements		(3)
Increase/(decrease) in other provisions		–
<b>Net cash provided from/(used in) operating activities from the Statement of Cash Flows</b>		<b>28,346</b>

1. Movements in assets and liabilities are inclusive of assets and liabilities transferred at amalgamation. Refer Note 29 for further details of the net assets transferred

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 11. Statement of cash flows – additional information (continued)

\$ '000	Notes	Actual 2017
<b>(c) Non-cash investing and financing activities</b>		
Other dedications		50
<b>Total non-cash investing and financing activities</b>		<b>50</b>
<b>(d) Financing arrangements</b>		
<b>(i) Unrestricted access was available at balance date to the following lines of credit:</b>		
Bank overdraft facilities <sup>(1)</sup>		380
Credit cards/purchase cards		35
<b>Total financing arrangements</b>		<b>415</b>
<b>Amounts utilised as at balance date:</b>		
– Credit cards/purchase cards		13
<b>Total financing arrangements utilised</b>		<b>13</b>

1. The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Interest rates on overdrafts are interest rates on loans and other payables are disclosed in Note 15.

**(ii) Secured loan liabilities**

Loans are secured by a mortgage over future years rate revenue only.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 12. Commitments for expenditure

\$ '000	Notes	Actual 2017
<b>(a) Capital commitments (exclusive of GST)</b>		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Buildings		15
Plant and equipment		73
Roads		52
Mains - Sewer		113
Structures		13
<b>Total commitments</b>		<b>266</b>
<b>These expenditures are payable as follows:</b>		
Within the next year		266
Later than one year and not later than 5 years		–
Later than 5 years		–
<b>Total payable</b>		<b>266</b>
<b>Sources for funding of capital commitments:</b>		
Unrestricted general funds		80
Externally restricted reserves		113
Internally restricted reserves		73
<b>Total sources of funding</b>		<b>266</b>
<b>Details of capital commitments</b>		
Realignment of sewer mains in Corowa, Mulwala and Howlong towns.		

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 12. Commitments for expenditure (continued)

\$ '000	Notes	Actual 2017
<b>(b) Finance lease commitments</b>		
Nil		
<b>(c) Operating lease commitments (non-cancellable)</b>		
<b>a. Commitments under non-cancellable operating leases at the reporting date, but not recognised as liabilities are payable:</b>		
Within the next year		13
Later than one year and not later than 5 years		10
Later than 5 years		–
<b>Total non-cancellable operating lease commitments</b>		<b>23</b>
<b>b. Non-cancellable operating leases include the following assets:</b>		
Photocopier machines		



## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 13a. Statement of performance measurement – indicators (consolidated)

\$ '000	Amounts 2017	Indicator 2017	Benchmark
<b>Local government industry indicators – consolidated</b>			
<b>1. Operating performance ratio</b>			
Total continuing operating revenue <sup>(1)</sup> excluding capital grants and contributions less operating expenses	<u>2,579</u>	<b>6.33%</b>	>0.00%
Total continuing operating revenue <sup>(1)</sup> excluding capital grants and contributions	<u>40,757</u>		
<b>2. Own source operating revenue ratio</b>			
Total continuing operating revenue <sup>(1)</sup> excluding all grants and contributions	<u>21,627</u>	<b>40.01%</b>	>60.00%
Total continuing operating revenue <sup>(1)</sup>	<u>54,051</u>		
<b>3. Unrestricted current ratio</b>			
Current assets less all external restrictions <sup>(2)</sup>	<u>17,391</u>	<b>2.74x</b>	>1.5x
Current liabilities less specific purpose liabilities <sup>(3, 4)</sup>	<u>6,351</u>		
<b>4. Debt service cover ratio</b>			
Operating result <sup>(1)</sup> before capital excluding interest and depreciation/impairment/amortisation	<u>14,825</u>	<b>27.87x</b>	>2x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<u>532</u>		
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>			
Rates, annual and extra charges outstanding	<u>812</u>	<b>5.52%</b>	<10% Rural
Rates, annual and extra charges collectible	<u>14,708</u>		
<b>6. Cash expense cover ratio</b>			
Current year's cash and cash equivalents plus all term deposits	<u>43,566</u>	<b>18.67 mths</b>	> 3 mths
Payments from cash flow of operating and financing activities	<u>2,334</u>		

## Notes

<sup>(1)</sup> Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures and associates.

<sup>(2)</sup> Refer Notes 6-8 inclusive.

Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

<sup>(3)</sup> Refer to Note 10(a).

<sup>(4)</sup> Refer to Note 10(a)(ii) – excludes all payables and provisions not expected to be paid in the next 12 months (incl. ELE).

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 13b. Statement of performance measurement – indicators (by fund)

\$ '000	General <sup>5</sup> 2017	Water 2017	Sewer 2017	Benchmark
<b>Local government industry indicators – by fund</b>				
<b>1. Operating performance ratio</b>				
Total continuing operating revenue <sup>(1)</sup> excluding capital grants and contributions less operating expenses	<b>9.81%</b>	<b>-0.66%</b>	<b>-15.17%</b>	>0.00%
Total continuing operating revenue <sup>(1)</sup> excluding capital grants and contributions				
<b>2. Own source operating revenue ratio</b>				
Total continuing operating revenue <sup>(1)</sup> excluding all grants and contributions	<b>29.52%</b>	<b>94.27%</b>	<b>99.07%</b>	>60.00%
Total continuing operating revenue <sup>(1)</sup>				
<b>3. Unrestricted current ratio</b>				
Current assets less all external restrictions <sup>(2)</sup>	<b>2.74x</b>	No liabilities	<b>105.97x</b>	>1.5x
Current liabilities less specific purpose liabilities <sup>(3, 4)</sup>				
<b>4. Debt service cover ratio</b>				
Operating result <sup>(1)</sup> before capital excluding interest and depreciation/impairment/amortisation	<b>41.68x</b>	<b>0.00</b>	<b>3.03x</b>	>2x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)				
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>				
Rates, annual and extra charges outstanding	<b>4.35%</b>	<b>3.28%</b>	<b>10.29%</b>	<10% Rural
Rates, annual and extra charges collectible				
<b>6. Cash expense cover ratio</b>				
Current year's cash and cash equivalents plus all term deposits	<b>13.22</b>	<b>7739.00</b>	<b>2465.00</b>	> 3 mths
Payments from cash flow of operating and financing activities	<b>mths</b>	<b>mths</b>	<b>mths</b>	

## Notes

(1) - (4) Refer to Notes at Note 13a(i) above.

(5) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 14. Investment properties

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\$ '000

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Council has not classified any land or buildings as 'investment properties'.

#### Note 15. Financial risk management

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##### Risk management

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

Refer to Note 27. Fair value measurement for information regarding the fair value of financial assets and liabilities.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 15. Financial risk management (continued)

\$ '000

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

#### (a) Market risk – price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

13/5/16 to 30/6/17	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
Possible impact of a 1% movement in interest rates	385	385	(385)	(385)

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 15. Financial risk management (continued)

\$ '000

##### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

		2017 Rates and annual charges	2017 Other receivables
<b>(i) Ageing of receivables – %</b>			
Current (not yet overdue)		40%	85%
Overdue		60%	15%
		<b>100%</b>	<b>100%</b>
<b>(ii) Ageing of receivables – value</b>			
<b>Rates and annual charges</b>	<b>Other receivables</b>		
Current	Current	293	3,517
< 1 year overdue	0 – 30 days overdue	144	363
1 – 2 years overdue	31 – 60 days overdue	54	52
2 – 5 years overdue	61 – 90 days overdue	60	42
> 5 years overdue	> 91 days overdue	177	162
		<b>728</b>	<b>4,136</b>
<b>(iii) Movement in provision for impairment of receivables</b>			
Balance at the beginning of the year (former Councils)			2017 65
<b>Balance at the end of the year</b>			<b>65</b>

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 15. Financial risk management (continued)

\$ '000

##### (c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Subject to no maturity	payable in:						Total cash outflows	Actual carrying values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
<b>13/5/16 to 30/6/17</b>									
Trade/other payables	527	2,616	–	–	–	–	–	3,143	3,143
Loans and advances	–	95	102	108	117	125	3,517	4,064	4,064
<b>Total financial liabilities</b>	<b>527</b>	<b>2,711</b>	<b>102</b>	<b>108</b>	<b>117</b>	<b>125</b>	<b>3,517</b>	<b>7,207</b>	<b>7,207</b>

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities and interest rate structures.

The following interest rates were applicable to Council's borrowings at balance date:

	2017	
	Carrying value	Average interest rate
Trade/other payables	3,143	0.00%
Loans and advances – fixed interest rate	4,064	7.03%
	<u>7,207</u>	

#### Note 16. Material budget variations

In accordance with the Supplementary Code 25, this note is not required for new Councils.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 17. Statement of developer contributions

\$ '000

Council recovers contributions, raises levies and enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions and levies and the value of all remaining funds which are 'restricted' in their future use.

## SUMMARY OF CONTRIBUTIONS AND LEVIES

PURPOSE	S94 Funds transferred from former Councils	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Drainage	109	6	–	–	–	–	115	–
Roads	145	11	–	–	–	–	156	–
Open space	84	1	–	–	–	–	85	–
Community facilities	97	9	–	–	–	–	106	–
<b>S94 contributions – under a plan</b>	<b>435</b>	<b>27</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>462</b>	<b>–</b>
<b>Total S94 revenue under plans</b>	<b>435</b>	<b>27</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>462</b>	<b>–</b>
S64 contributions	397	41	–	–	–	–	438	–
<b>Total contributions</b>	<b>832</b>	<b>68</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>900</b>	<b>–</b>

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 17. Statement of developer contributions (continued)

\$ '000

**S94 CONTRIBUTIONS – UNDER A PLAN**

CONTRIBUTION PLAN NUMBER (former Corowa)

PURPOSE	S94 Funds transferred from former Councils	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Drainage	109	6	–	–	–	–	115	–
Roads	145	11	–	–	–	–	156	–
Open space	84	1	–	–	–	–	85	–
Community facilities	97	9	–	–	–	–	106	–
<b>Total</b>	<b>435</b>	<b>27</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>462</b>	<b>–</b>



## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 18. Contingencies and other assets/liabilities not recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

#### LIABILITIES NOT RECOGNISED:

##### 1. Guarantees

###### (i) Defined benefit superannuation contribution plans

Council participates in an employer-sponsored defined benefit superannuation scheme, and makes contributions as determined by the superannuation scheme's trustees.

Member councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The schemes most recent full actuarial review indicated that the net assets of the scheme were not sufficient to meet the accrued benefits of the schemes defined benefit member category with member councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans. The estimated amount of the deficit that can be broadly attributed to Council as at 30 June 2017 is \$387,000.

###### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

###### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

###### (iv) Wind-up Yuluma-Cullivel Bus Committee

The previous Urana Council resolved to place funds and interest earned into a Trust for use in association with Urana Township, in particular the Urana Aquatic Centre area. As at 30 June 2017 the amount of interest & contribution was \$255,000 and appears as an external restriction within Note 6.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 18. Contingencies and other assets/liabilities not recognised (continued)

\$ '000

##### LIABILITIES NOT RECOGNISED (continued):

###### (v) Other guarantees

Council has provided no other guarantees other than those listed above.

##### 2. Other liabilities

###### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

###### (ii) S94 plans

Council levies section 94/94A contributions upon various development across the Council area through the required contributions plans.

As part of these plans, Council has received funds for which it will be required to expend the monies in accordance with those plans.

As well, these plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's general funds.

These future expenses do not yet qualify as liabilities as of the reporting date, but represent Council's intention to spend funds in the manner and timing set out in those plans.

###### (iii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

##### ASSETS NOT RECOGNISED:

###### (i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

###### (ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 19. Interests in other entities

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 \$ '000
 

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Council has no interest in any controlled entities, joint arrangements or associates.

### Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

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\$ '000	Notes	Actual 2017
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## (a) Retained earnings

**Movements in retained earnings were as follows:**

a. Net result for the period		491,160
Balance at end of the reporting period		<u>491,160</u>

## (b) Revaluation reserves

**(i) Reserves are represented by:**

– Infrastructure, property, plant and equipment revaluation reserve		1,260
<b>Total</b>		<u><b>1,260</b></u>

**(ii) Reconciliation of movements in reserves:****Infrastructure, property, plant and equipment revaluation reserve**

– Revaluations for the period	9(a)	1,260
– <b>Balance at end of period</b>		<u><b>1,260</b></u>

**TOTAL VALUE OF RESERVES**

		<u><b>1,260</b></u>
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**(iii) Nature and purpose of reserves****Infrastructure, property, plant and equipment revaluation reserve**

– The infrastructure, property, plant and equipment revaluation reserve is used to record increments/decrements of non-current asset values due to their revaluation.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

### Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000	Notes	Actual 2017
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#### (c) Correction of error/s relating to a previous reporting period

Council made no correction of errors during the current reporting period.

#### (d) Voluntary changes in accounting policies

Council made no voluntary changes in any accounting policies during the period.

#### (e) Changes in accounting estimates

Council made no changes in accounting estimates during the period.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 21. Financial result and financial position by fund

Income Statement by fund	Actual 13/5/16 to 30/6/17	Actual 13/5/16 to 30/6/17	Actual 13/5/16 to 30/6/17	Actual 13/5/16 to 30/6/17
\$ '000				
<b><u>Continuing operations</u></b>	<b>Waste</b>	<b>Water</b>	<b>Sewer</b>	<b>General<sup>1</sup></b>
<b>Income from continuing operations</b>				
Rates and annual charges	1,546	546	3,003	6,888
User charges and fees	–	3,424	634	3,364
Interest and investment revenue	14	284	203	936
Other revenues	–	77	–	708
Grants and contributions provided for operating purposes	72	35	10	19,013
Grants and contributions provided for capital purposes	–	227	26	13,041
<b>Other income</b>				
Net gains from disposal of assets	–	–	–	40
<b>Total income from continuing operations</b>	<b>1,632</b>	<b>4,593</b>	<b>3,876</b>	<b>43,990</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	206	1,770	1,667	7,813
Borrowing costs	–	–	218	183
Materials and contracts	1,667	1,149	1,244	6,878
Depreciation and amortisation	4	1,106	1,027	7,438
Impairment	–	–	–	2,270
Other expenses	–	304	226	3,011
<b>Total expenses from continuing operations</b>	<b>1,877</b>	<b>4,329</b>	<b>4,382</b>	<b>27,593</b>
<b>Operating result from continuing operations</b>	<b>(245)</b>	<b>264</b>	<b>(506)</b>	<b>16,397</b>
<b><u>Discontinued operations</u></b>				
Net profit/(loss) from discontinued operations	–	–	–	–
<b>Net operating result for the period</b>	<b>(245)</b>	<b>264</b>	<b>(506)</b>	<b>16,397</b>
<b><u>Gain on local government amalgamation</u></b>				
Assets and liabilities transferred from former councils	544	49,542	47,606	377,558
<b>Net result for the period</b>	<b>299</b>	<b>49,806</b>	<b>47,100</b>	<b>393,955</b>
<b>Net result attributable to each council fund</b>	<b>299</b>	<b>49,806</b>	<b>47,100</b>	<b>393,955</b>
<b>Net result attributable to non-controlling interests</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(245)</b>	<b>37</b>	<b>(532)</b>	<b>3,356</b>

<sup>1</sup> General fund refers to all Council's activities other than Water, Sewer and Waste

\* Waste represents Domestic Waste

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds.

## Federation Council

## Notes to the Financial Statements

as at 30 June 2017

## Note 21. Financial result and financial position by fund (continued)

Statement of Financial Position by fund \$ '000	Actual 2017	Actual 2017	Actual 2017	Actual 2017
	Waste	Water	Sewer	General <sup>1</sup>
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	142	518	561	793
Investments	–	7,220	5,148	29,184
Receivables	157	461	662	3,459
Inventories	–	–	–	1,473
Other	–	–	–	45
<b>Total current assets</b>	<b>299</b>	<b>8,199</b>	<b>6,371</b>	<b>34,954</b>
<b>Non-current assets</b>				
Receivables	–	–	–	60
Inventories	–	–	–	234
Infrastructure, property, plant and equipment	–	42,210	44,007	366,825
Intangible assets	–	–	–	358
<b>Total non-current assets</b>	<b>–</b>	<b>42,210</b>	<b>44,007</b>	<b>367,477</b>
<b>TOTAL ASSETS</b>	<b>299</b>	<b>50,409</b>	<b>50,378</b>	<b>402,431</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	–	–	–	3,143
Income received in advance	–	–	–	409
Borrowings	–	–	58	37
Provisions	–	–	–	2,762
<b>Total current liabilities</b>	<b>–</b>	<b>–</b>	<b>58</b>	<b>6,351</b>
<b>Non-current liabilities</b>				
Borrowings	–	–	2,562	1,407
Provisions	–	–	–	718
<b>Total non-current liabilities</b>	<b>–</b>	<b>–</b>	<b>2,562</b>	<b>2,125</b>
<b>TOTAL LIABILITIES</b>	<b>–</b>	<b>–</b>	<b>2,620</b>	<b>8,476</b>
<b>Net assets</b>	<b>299</b>	<b>50,409</b>	<b>47,758</b>	<b>393,955</b>
<b>EQUITY</b>				
Retained earnings	299	49,805	47,102	393,954
Revaluation reserves	–	604	656	–
<b>Total equity</b>	<b>299</b>	<b>50,409</b>	<b>47,758</b>	<b>393,954</b>

<sup>1</sup> General Fund refers to all Council's activities other than Water, Sewer and Waste

\* Waste represents Domestic Waste

NB. All amounts disclosed above are gross – that is, they include internal receivables and payables between the funds.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 22. 'Held for sale' non-current assets and disposal groups

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\$ '000

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Council did not classify any non-current assets or disposal groups as 'held for sale'.

#### Note 23. Events occurring after the reporting date

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Events that occur between the end of the reporting period (30 June 2017) and the date when the financial statements are 'authorised for issue' have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable 'authorised for issue' date relating to these General Purpose Financial Statements.

Accordingly, the 'authorised for issue' date is 30/10/17.

Events that occur after the reporting period represent one of two types:

##### **(i) Events that provide evidence of conditions that existed at the reporting period**

These financial statements (and the figures therein) incorporate all 'adjusting events' that provided evidence of conditions that existed at 30 June 2017.

##### **(ii) Events that provide evidence of conditions that arose after the reporting period**

These financial statements (and figures therein) do not incorporate any 'non-adjusting events' that have occurred after 30 June 2017 and which are only indicative of conditions that arose after 30 June 2017.

Council is aware of the following 'non-adjusting events' that merit disclosure:

- \* The interim Administrator concluded his contract at Federation Council on 9 September 2017 in which 9 Councillors were elected.
- \* Council Resolution 136/17FC Resolved " ... that Council does not support Cleanaway's application." to utilise land in the Howlong Landfill site for the purpose of an organic processing facility. The Cleanaway Project had proved to be a major local politically contentious item and now may become the matter of a financial claim.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 24. Discontinued operations

\$ '000

Council has not classified any of its operations as 'discontinued'.

#### Note 25. Intangible assets

\$ '000

Actual  
2017

Intangible assets represent identifiable non-monetary assets without physical substance.

Intangible assets are as follows:

##### Opening values (former Councils):

Gross book value	–
Accumulated amortisation	–
<b>Net book value – opening balance (former Councils)</b>	<b>–</b>

##### Movements for the period

– Net transfer from Office Equipment (Note 9a)	381
– Amortisation charges	(23)

##### Closing values:

Gross book value (30/6)	408
Accumulated amortisation (30/6)	(50)
Accumulated impairment (30/6)	–

**TOTAL INTANGIBLE ASSETS – NET BOOK VALUE** <sup>1</sup>

**358**

<sup>1</sup> The net book value of intangible assets represent:

– Software	358
	<b><u>358</u></b>



## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 26. Reinstatement, rehabilitation and restoration liabilities

\$ '000

Council has legal/public obligations to make restore, rehabilitate and reinstate the following assets/operations:

Asset/operation	Estimated year of restoration	NPV of provision 2017
Balldale quarry	2030	264
Davies hill quarry daysdale	2035	84
Corowa tip	2018	368
Gravel pit	2035	276
<b>Balance at end of the reporting period</b>	10(a)	<u><u>992</u></u>

Under AASB 116 – Property, Plant and Equipment, where the use of an asset results in the obligation to dismantle or remove the asset and restore the site on which the asset stands, an estimate of such costs is required to be included in the cost of the asset.

An equivalent liability must be recognised under AASB 137 – Provisions, Contingent Liabilities and Contingent Assets.

The provision has been calculated by determining the present value of the future expenditures expected to be incurred. The discount rate used is the risk free borrowing rate applicable to Council.

#### Reconciliation of movement in provision for the period:

Balance at beginning of the period (former Councils)	992
<b>Total – reinstatement, rehabilitation and restoration provision</b>	<u><u>992</u></u>

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 27. Fair value measurement

\$ '000

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

**(1) The following table presents all assets and liabilities that have been measured and recognised at fair values:**

13/5/16 to 30/6/17	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
<b>Recurring fair value measurements</b>					
<b>Infrastructure, property, plant and equipment</b>					
Plant and Equipment	30/06/13	–	6,592	–	6,592
Office equipment	30/06/13	–	–	253	253
Furniture and fittings	30/06/13	–	–	160	160
Land - Operational land	30/06/13	–	9,763	–	9,763
Land - excluding operational land	30/06/13	–	–	8,086	8,086
Buildings - non-specialised	30/06/13	–	12,424	–	12,424
Buildings - specialised	30/06/15	–	–	17,564	17,564
Other structure	30/06/15	–	–	1,165	1,165
Roads	30/06/15	–	–	172,454	172,454
Bridges	30/06/15	–	–	14,376	14,376
Footpaths	30/06/15	–	–	6,529	6,529
Bulk earthworks (non-depreciable)	30/06/15	–	–	68,961	68,961
Stormwater drainage	30/06/15	–	–	47,521	47,521
Water supply network	30/06/12	–	–	40,190	40,190
Sewerage Network	30/06/12	–	–	42,029	42,029
Swimming Pools	30/06/13	–	–	1,847	1,847
Other open space/recreational assets	30/06/12	–	–	612	612
Quarry Assets	12/05/16	–	–	123	123
<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	<b>28,779</b>	<b>421,870</b>	<b>450,649</b>

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 27. Fair value measurement (continued)

\$ '000

##### (2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

##### (3) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

##### Infrastructure, property, plant and equipment (IPP&E)

###### Plant & Equipment, Office Equipment, Furniture & Fittings and Other Assets

Plant & Equipment, Office Equipment, Furniture & Fittings and Other Assets are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items.

Following are the example of assets in their respective class:

- Plant and Equipment
- Office Equipment
- Furniture and Fittings
- Other Assets

There has been no change to the valuation process during the reporting period.

##### Land and Buildings

###### Operational & Community Land

Value of Operational & Community Land are based on the Land Value provided by the Valuer-General, which was last valued on 30 June 2013.

Land Value was based on the valuer's opinion of estimated market value of arm's length transaction between buyer and seller, both willing and knowledgeable parties.

###### Buildings - Non-Specialised & Specialised

Both types of buildings are valued by external valuer, Asset Val Pty Ltd on 30 June 2013. The buildings were valued at fair value in accordance with Compiled Accounting Standard AASB116 Property, Plant and Equipment, the guidance contained in the NSW Treasury Accounting Policy tpp 07-1 and the NSW Department of Local Government Guidelines. 'Fair value' is the best estimate of the price reasonably obtained in the market at the date of valuation. As defined in AASB 116, it is "the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction'.

The valuer may use market observable data to start off but the adjustments to localise the fair value have made both Land and Building to be classified as Level 3 input instead.

There has been no change to the valuation process for both Land and Buildings during the reporting period.

###### Other Structures

Balldale water system is classified as other structure in the notes. The water system is a non portable water supply and the cost approach has been adopted. The replacement cost was estimated for the asset because no market based evidence (Level 2) could be use as reference.

There has been no change to the valuation process during the reporting period.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 27. Fair value measurement (continued)

\$ '000

#### (3) Valuation techniques used to derive level 2 and level 3 fair values (continued)

##### Infrastructure, property, plant and equipment (IPP&E) (continued)

###### Roads, Bridges and Footpaths

Valuations of Roads, Bridges and Footpaths were undertaken in-house based on actual cost and assumptions by Council's Asset Management Department. Level 3 valuation input is used because there is no evidence of Level 2 inputs for this asset classes.

There has been no change to the valuation process during the reporting period.

###### Stormwater drainage

Stormwater drainage includes drains, culverts and pits were valued internally by the Council's Asset Management Department. The assets are classified as Level 3 input because estimated value were subject to judgement calls on replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions to name a few.

There has been no change to the valuation process during the reporting period.

###### Water Supply Network

This assets class comprises of water mains and equipment such as reticulations mains, bores and dam/reservoirs.

The assets are valued using age-based methodology and they are indexed against Australian Bureau of Statistic's (ABS) Consumer Price Index for Sydney for water mains. Meanwhile, water equipment's unit rates are on individual basis due to the varying types and capacities of the equipment.

There has been no change to the valuation process during the reporting period.

###### Sewerage Network

Pump stations, sewerage mains and treatment plants are among assets in Sewerage Network.

The cost approach was adopted to estimate the value of these assets by componentising the assets into significant parts with different useful lives and taking into account a range of values. Key inputs such as estimated pattern of consumption, residual value, asset condition and useful life required extensive professional judgement and impact significantly on the final determination of fair value. As such, this asset class is taken as Level 3 input.

There has been no change to the valuation process during the reporting period.

#### Non-current assets classified as 'held for sale'

##### Land and Buildings

Council's non current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government.

There has been no change to the valuation process during the reporting period.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 27. Fair value measurement (continued)

\$ '000

## (4). Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

	Office equipment	Furniture and fittings	Land excluding operational land	Buildings specialised	Total
Balance on transfer from former Councils	597	186	7,622	18,770	27,175
Transfers from/(to) another asset class	–	–	119	–	119
Purchases (GBV)	116	–	452	145	713
Disposals (WDV)	–	–	(8)	(154)	(162)
Depreciation and impairment	(79)	(26)	(99)	(1,197)	(1,401)
Net transfer from Office Equipment (Note 9a)	(381)	–	–	–	(381)
<b>Closing balance – 30/6/17</b>	<b>253</b>	<b>160</b>	<b>8,086</b>	<b>17,564</b>	<b>26,063</b>
	Other structures	Roads	Bridges	Footpaths	Total
Balance on transfer from former Councils	1,275	169,079	14,513	5,791	190,658
Transfers from/(to) another asset class	14	1,251	–	–	1,265
Purchases (GBV)	–	7,826	–	852	8,678
Depreciation and impairment	(124)	(3,432)	(137)	(114)	(3,807)
FV gains – Income Statement <sup>1</sup>	–	(2,270)	–	–	(2,270)
<b>Closing balance – 30/6/17</b>	<b>1,165</b>	<b>172,454</b>	<b>14,376</b>	<b>6,529</b>	<b>194,524</b>
	Bulk earthworks	Stormwater drainage	Water supply network	Sewerage network	Total
Balance on transfer from former Councils	68,961	47,024	38,005	41,388	195,378
Transfers from/(to) another asset class	–	149	1,225	362	1,736
Purchases (GBV)	–	679	1,445	649	2,773
Depreciation and impairment	–	(331)	(1,089)	(1,026)	(2,446)
Revaluation increment	–	–	604	656	1,260
<b>Closing balance – 30/6/17</b>	<b>68,961</b>	<b>47,521</b>	<b>40,190</b>	<b>42,029</b>	<b>198,701</b>
	Swimming pools	Other open space / recreational assets	Quarry assets		Total
Balance on transfer from former Councils	1,996	664	129		2,789
Purchases (GBV)	–	7	–		7
Depreciation and impairment	(149)	(59)	(3)		(211)
Revaluation decrement	–	–	(3)		(3)
<b>Closing balance – 30/6/17</b>	<b>1,847</b>	<b>612</b>	<b>123</b>		<b>2,582</b>

b. Information relating to the transfers into and out of the level 3 fair valuation hierarchy (as disclosed in the table above) includes:

Not applicable

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 27. Fair value measurement (continued)

\$ '000

## (4). Fair value measurements using significant unobservable inputs (level 3) (continued)

## c. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

Class	Fair value (30/6/17) \$'000	Valuation technique/s	Unobservable inputs
<b>Infrastructure, property, plant and equipment</b>			
Office Equipment	253	Valued using age-based methodology	Replacement cost, remaining useful life and residual value
Furniture & Fittings	160	Valued using age-based methodology	Replacement cost, remaining useful life and residual value
Land - excluding operational land	8,086	Valued using valuer-based methodology	Value of land is determined by valuer, in between valuation, the value of land will be maintained
Buildings - specialised	17,564	Valued using valuer-based methodology	Replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions
Other Structures	1,165	Internal valuation	Replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions
Roads	172,454	Valued using condition-based methodology	Replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions
Bridges	14,376	Valued using condition-based methodology	Construction of new bridges and repair of existing bridges occurs relatively infrequently, so collecting benchmark information on unit rates, useful life and degradation is difficult

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 27. Fair value measurement (continued)

\$ '000

## (4). Fair value measurements using significant unobservable inputs (level 3) (continued)

## c. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value. (continued)

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

Class	Fair value (30/6/17) \$'000	Valuation technique/s	Unobservable inputs
<b>Infrastructure, property, plant and equipment</b>			
Footpaths	6,529	Valued using condition-based methodology	Replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions
Bulk Earthworks (non-depreciable)	68,961	Internal valuation	Significant movement in cost for replacement would considerably impact the fair value measurement
Stormwater Drainage	47,521	Internal valuation	Replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions
Water Supply Network	40,190	Internal valuation	Replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions
Sewerage Network	42,029	Valued using age-based methodology	Replacement cost, pattern of consumption, remaining useful life, residual value and asset conditions
Swimming Pools	1,847	Depreciated historical cost	Replacement cost, remaining useful life and residual value
Other Open Space/Recreational Assets	612	Valued using age-based methodology	Replacement cost, remaining useful life and residual value
Quarry Assets	123	Internal valuation	Estimated cost

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 27. Fair value measurement (continued)

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\$ '000

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##### (4). Fair value measurements using significant unobservable inputs (level 3) (continued)

###### d. The valuation process for level 3 fair value measurements

The Council fair value is done based on the amount for which an asset could be exchange or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Council's valuation will be recorded at the depreciated replacement cost (i.e written-down value) using the fair value approach.

The "Replacement Cost" method will be used as this is the most common method for non-commercial infrastructure assets as Council assets. It requires detailed assets component information. The complete replacement cost of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.

Asset Management department will undertake the valuation exercise with consultation with the Engineering department. There are instances that external consultation is required in the valuation process.

As per the NSW Office of Local Government's Integrated Planning and Reporting Manual, valuation will be reviewed every four years, or at each change of Council at minimum.

Asset Management department will continue managing the fair value movements post valuation to ensure true and fair view of the Council's assets.

##### (5). Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

#### Note 28. Related party disclosures

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In accordance with the Supplementary Code 25, this note is not required for new Councils.



## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 29. Local Government amalgamation

\$ '000	Notes	Actual 13/5/16 to 30/6/17
<p>The Local Government (Council Amalgamations) Proclamation 2016 ('the Proclamation') under the Local Government Act 1993 (NSW) transferred the assets and liabilities of the former councils Corowa Shire &amp; Urana Shire to Federation Council as at 12 May 2016.</p>		
<p><b>Gain on local government amalgamation</b></p>		
Assets and liabilities transferred from former councils	a	475,250
Accounting policy adjustments	b	—
		<u>475,250</u>

#### a. Assets and liabilities transferred from former councils

##### (i) Carrying amount of assets and liabilities transferred

Assets and liabilities of:

- Corowa Shire Council
- Urana Shire Council

have been recognised by the Council at the carrying amount recorded by the former council.

Council believes the carrying amounts are not materially different from their fair values as at the date of transfer 12 May 2016.

The fair value of the net assets has been shown as a gain on local government amalgamation in the income statement and further information is provided on the next page.

## Federation Council

## Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

## Note 29. Local Government amalgamation (continued)

\$ '000

## a. Assets and liabilities transferred from former councils (continued)

## (i) Carrying amount of assets and liabilities transferred (continued)

	Former Urana Shire Council	Former Corowa Shire Council	Gain on local government amalgamation
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	6,544	16,068	22,612
Investments	–	8,282	8,282
Receivables	1,416	6,087	7,503
Inventories	–	1,207	1,207
Other	32	–	32
<b>Total current assets</b>	<b>7,992</b>	<b>31,644</b>	<b>39,636</b>
<b>Non-current assets</b>			
Receivables	60	–	60
Inventories	–	234	234
Infrastructure, property, plant and equipment	111,635	336,700	448,335
<b>Total non-current assets</b>	<b>111,695</b>	<b>336,934</b>	<b>448,629</b>
<b>TOTAL ASSETS</b>	<b>119,687</b>	<b>368,578</b>	<b>488,265</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables (excluding bank overdraft)	1,063	4,274	5,337
Borrowings	–	131	131
Provisions	591	2,170	2,761
<b>Total current liabilities</b>	<b>1,654</b>	<b>6,575</b>	<b>8,229</b>
<b>Non-current liabilities</b>			
Borrowings	–	4,064	4,064
Provisions	303	419	722
<b>Total non-current liabilities</b>	<b>303</b>	<b>4,483</b>	<b>4,786</b>
<b>TOTAL LIABILITIES</b>	<b>1,957</b>	<b>11,058</b>	<b>13,015</b>
<b>Net assets transferred</b>	<b>117,730</b>	<b>357,520</b>	<b>475,250</b>

## (ii) Rates and Non-Reciprocal Grants income

The rates and non-reciprocal grants revenue for the period from 12 May 2016 to 30 June 2016 were recorded in the financial statements of the former councils in accordance with AASB 1004 Contributions.

The assets transferred to Council include a portion of rates and non-reciprocal grants that were received but related to the period after the former councils ceased to exist.

## Federation Council

### Notes to the Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 30. Council information and contact details

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**Principal place of business:**

100 Edward Street  
Corowa NSW 2646

**Contact details**

**Mailing address:**

PO Box 77  
Corowa NSW 2646

**Opening hours:**

8:30 a.m. to 5:00 p.m.  
Monday to Friday

**Telephone:** 02 6033 8999

**Facsimile:** 02 6033 3317

**Internet:** [www.federationcouncil.nsw.gov.au](http://www.federationcouncil.nsw.gov.au)

**Email:** [council@federationcouncil.nsw.gov.au](mailto:council@federationcouncil.nsw.gov.au)

**Officers**

**GENERAL MANAGER**

Chris Gillard

**RESPONSIBLE ACCOUNTING OFFICER**

Shane Norman

**PUBLIC OFFICER**

Kristy Kay

**AUDITORS**

Audit Office of New South Wales  
15/1 Margaret Street  
Sydney NSW 2000

**Elected members**

**MAYOR**

Patrick Bourke

**COUNCILLORS**

Shaun Whitchurch  
Andrew Kennedy  
Gail Law  
David Longley  
Fred Longmire  
Paul Miegel  
Bronwyn Thomas  
Norm Wales

**Other information**

**ABN:** 30 762 048 084



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Federation Council

To the Councillors of the Federation Council

### Opinion

I have audited the accompanying financial statements of Federation Council (the Council), which comprise the statement of financial position as at 30 June 2017, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the period 13 May 2016 to 30 June 2017, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

In my opinion,

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been presented, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
- present fairly, in all material respects, the financial position of the Council as at 30 June 2017, and of its financial performance and its cash flows for the period 13 May 2016 to 30 June 2017 in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## **The Councillors' Responsibility for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

## **Auditor's Responsibility for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, Note 2(a) and Note 16 budget variation explanations
- on the attached Special Schedules
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Lawrissa Chan  
Director, Financial Audit Services

30 October 2017  
SYDNEY

Mr Patrick Bourke  
Mayor  
Federation Council  
PO Box 77  
Corowa NSW 2646

30 October 2017

Dear Mr Bourke

**Report on the Conduct of the Audit  
for the period 13 May 2016 to 30 June 2017  
Federation Council**

We have audited the general purpose financial statements of Federation Council (the Council) for the period 13 May 2016 to 30 June 2017 as required by section 415 of the *Local Government Act 1993* (the Act).

We have expressed an unmodified opinion on the Council's general purpose financial statements.

This Report on the Conduct of the Audit (the Report) for the Council for the period 13 May 2016 to 30 June 2017 is issued in accordance with section 417 of the Act. Section 417(3) requires us to consider and report on matters pertinent to the Council's financial statements and audit. This Report should be read in conjunction with our audit opinion on the general purpose financial statements issued under section 417(2) of the Act.

## **INCOME STATEMENT**

The operating results represent Council's activities for the period 13 May 2016 to 30 June 2017.

### **Operating result**

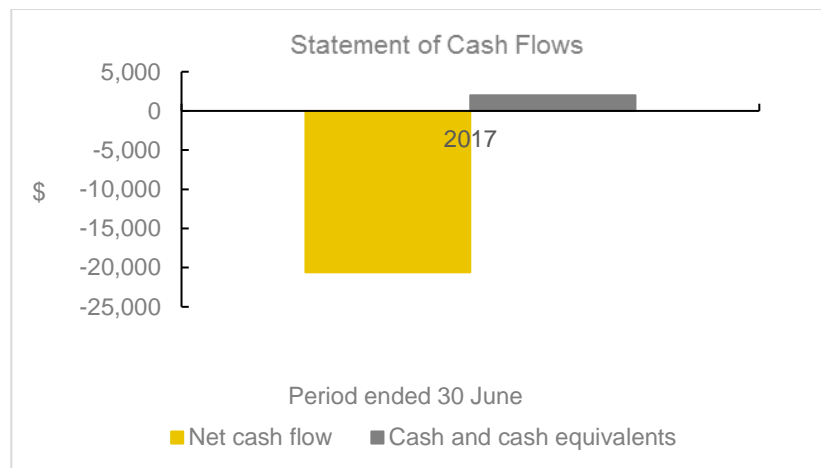
	<b>2017</b>
	<b>\$'000</b>
<b>Rates and annual charges</b>	<b>11,983</b>
<b>Grants and contributions (capital &amp; operational)</b>	<b>32,424</b>
<b>Operating result for the period</b>	<b>15,910</b>
<b>Net result for the period (after assets and liabilities transferred from former Councils)</b>	<b>491,160</b>
<b>Net operating result before capital amounts</b>	<b>2,616</b>

The following comments are made in respect of Council’s operating result for the period:

- Council’s operating surplus for the period was \$15.9 million. The operating result for the period included:
  - Revenue from rates and annual charges of \$11.9 million
  - User charges and fees of \$7.4 million
  - Grants and contributions of \$32.4 million
  - Expenses for employee benefits and on-costs of \$11.5 million
  - Materials and contracts of \$10.9 million
- Council recorded a net result for the period after assets and liabilities transferred from former councils of \$491 million. Total assets transferred from the former councils was \$475.2 million.
- The net operating result before capital contributions was \$2.6 million.
- Rates and annual charges of \$11.9 million consisted of \$6.7 million in rates and \$5.3 million in annual charges.
- Grants and contributions impacted Council’s operating surplus. Grant income included a \$5 million Merger Implementation Grant and Stronger Communities Fund grant of \$10 million which are both non-recurring. In addition, Council received \$3.2 million as a Financial Assistance Grant relating to the 2017/18 year but booked as income in June 2017.
- Council’s depreciation and amortisation expense for the period ended 30 June 2017 was \$9.6 million.

## STATEMENT OF CASH FLOWS

- Council recorded positive cash flows from operating activities of \$28.3 million.
- Council purchased \$38.8 million of investments during the year which contributed to a decrease in cash and cash equivalents of \$20.6 million.



## FINANCIAL POSITION

### Cash and Investments

Restricted Cash and Investments	2017	Commentary
	\$'000	
External restrictions	31,309	<ul style="list-style-type: none"> <li>Externally restricted cash and investments are restricted in their use by externally imposed requirements. Externally restricted cash includes \$17 million of specific purpose unexpended grants.</li> </ul>
Internal restrictions	11,108	
Unrestricted	1,149	<ul style="list-style-type: none"> <li>Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by Council. These internal restrictions cover a range of items including \$2.3 million for plant and equipment replacement, \$1.9 million for employee leave entitlements and \$1.9 million for the Corowa Swimming Pool.</li> </ul>
<b>Cash and investments</b>	<b>43,566</b>	

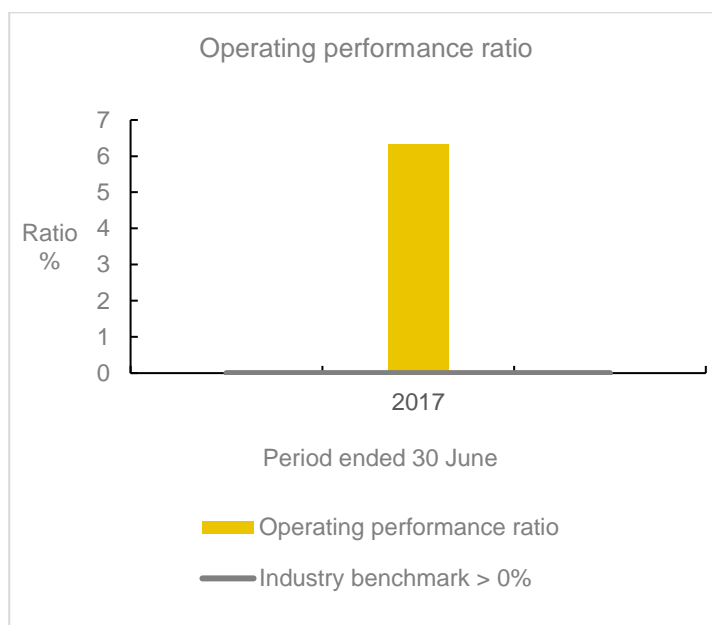
### Debt

- The Council had borrowings of \$4.1 million as at 30 June 2017. All loans are secured over the general rating income of the council.

## PERFORMANCE RATIOS

### Operating performance ratio

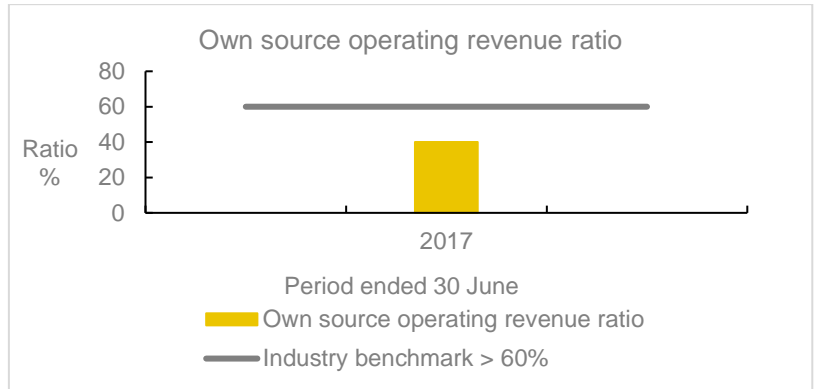
- The 'operating performances ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero per cent.
- The operating performance ratio is impacted by the receipt of \$3.2 million Financial Assistance Grants for 2017–18 received in June 2017 and \$5 million Merger Implementation grant received during the year.
- The operating performance ratio is 6.33 per cent and is above the industry benchmark of 0 per cent.





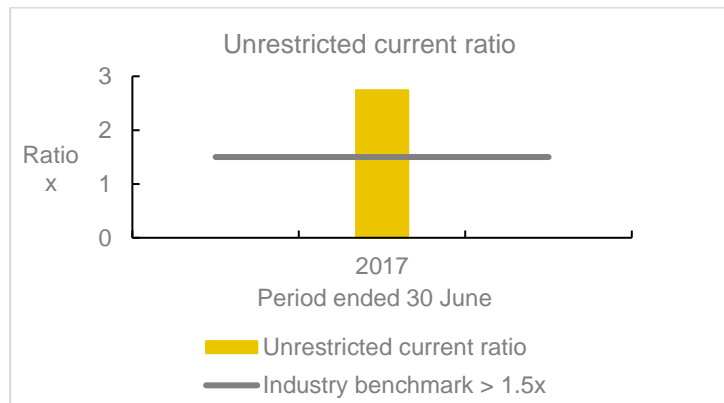
### Own source operating revenue ratio

- The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.
- The own source operating revenue ratio is for 2017 40.01 per cent due to new Council implementation and "Stronger Communities Grants" received during the year.



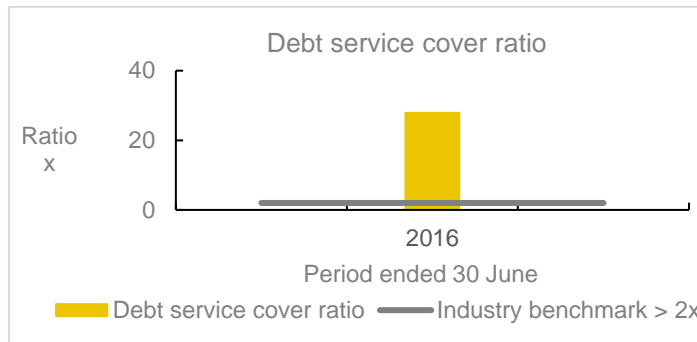
### Unrestricted current ratio

- The 'unrestricted current ratio' is specific to local government and represents Council's ability to meet its short term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.
- Council reports a result in excess of the 1.5:1 benchmark minimum and has sufficient liquidity to meet its current liabilities when they fall due.



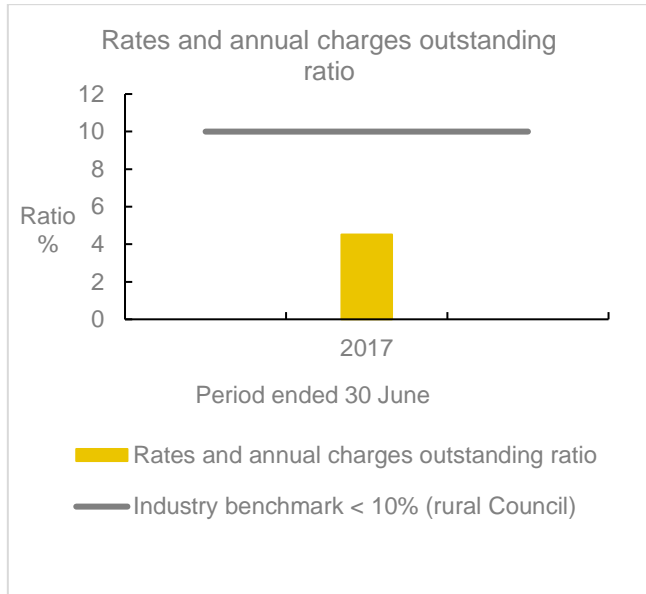
### Debt service cover ratio

- The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.
- Council maintains a low level of borrowings relative to the operating result.



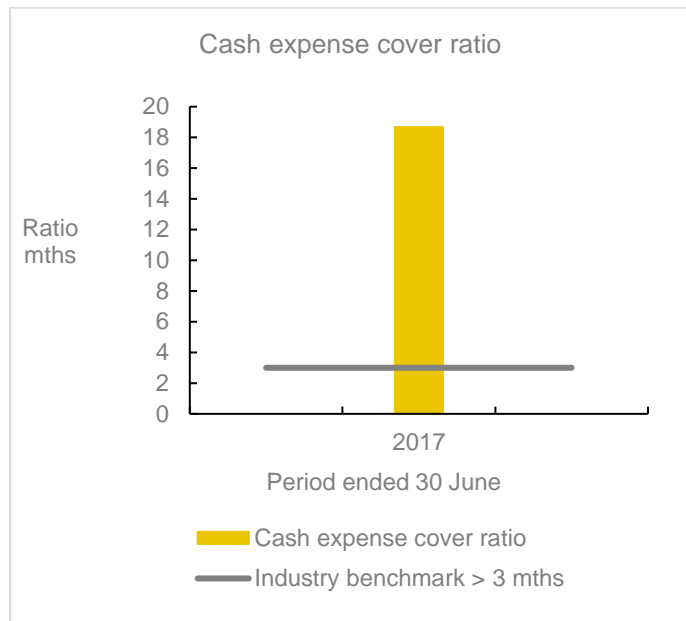
### Rates and annual charges outstanding ratio

- The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is greater than 10 per cent for rural councils.
- The outstanding rates and annual charges outstanding ratio is below the benchmark for rural councils of less than 10per cent highlighting the strong collection procedures in place at Council.



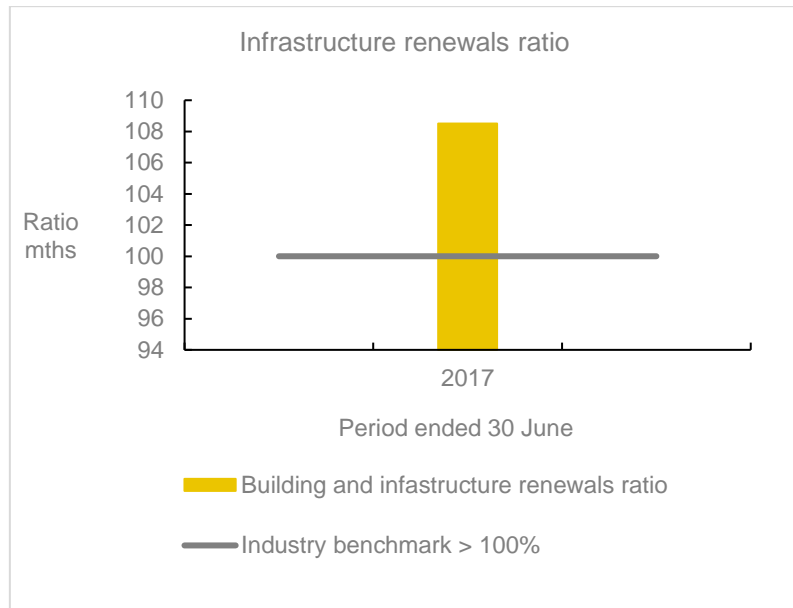
### Cash expense cover ratio

- This liquidity ratio indicates the number of months the Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.
- At 30 June 2017, the Council had the capacity to cover 18.67 months of cash expenditure without additional cash inflows. Council has performed comfortably above the benchmark in the current period, indicating a satisfactory liquidity position.



## Building and infrastructure renewals ratio

- The 'building and infrastructure renewals ratio' represents the rate at which assets are being renewed relative to the rate at which they are depreciating.
- The ratio of 108.51per cent is above the industry benchmark of greater than 100per cent.



## OTHER MATTERS

### Legislative compliance

Our audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial reports. The Council's:

- accounting records were maintained in a manner and form to allow the general purpose financial statements to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

Lawrissa Chan  
Director, Financial Audit Services



30 October 2017  
SYDNEY

CC: Mrs Linda Macrae, Internal Audit Committee Chair  
Mr Chris Gillard, General Manager  
Mr Kim Parker, Director Finance & Organisational Development

# Federation Council

SPECIAL PURPOSE FINANCIAL STATEMENTS  
for the period 13 May 2016 to 30 June 2017

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**Creating Opportunity, Celebrating  
Community**



## Federation Council

### Special Purpose Financial Statements

for the period 13 May 2016 to 30 June 2017

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#### Background

(i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.

(ii) The principle of competitive neutrality is based on the concept of a ‘level playing field’ between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

(iii) For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

(iv) In preparing these financial statements for Council’s self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council’s borrowing position by comparison with commercial rates).

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## Federation Council

### Special Purpose Financial Statements

for the period 13 May 2016 to 30 June 2017

### Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these financial statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the period 13 May 2016 to 30 June 2017, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 September 2017.



Patrick Bourke  
Mayor



Shaun Whitechurch  
Councillor



Chris Gillard  
General Manager



Shane Norman  
Responsible accounting officer

## Federation Council

## Income Statement of Council's Water Supply Business Activity

for the period 13 May 2016 to 30 June 2017

\$ '000	Actual 13/5/16 to 30/6/17
<b>Income from continuing operations</b>	
Access charges	546
User charges	3,375
Fees	49
Interest	284
Grants and contributions provided for non-capital purposes	35
Profit from the sale of assets	–
Share of profit from equity accounted investment	–
Other income	77
<b>Total income from continuing operations</b>	<b>4,366</b>
<b>Expenses from continuing operations</b>	
Employee benefits and on-costs	1,770
Borrowing costs	–
Materials and contracts	1,149
Depreciation, amortisation and impairment	1,106
Water purchase charges	–
Loss on sale of assets	–
Calculated taxation equivalents	65
Debt guarantee fee (if applicable)	–
Share of loss from equity accounted investment	–
Other expenses	304
<b>Total expenses from continuing operations</b>	<b>4,394</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(28)</b>
Grants and contributions provided for capital purposes	227
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>199</b>
Surplus (deficit) from discontinued operations	–
<b>Surplus (deficit) from all operations before tax</b>	<b>199</b>
Less: corporate taxation equivalent (30%) [based on result before capital]	–
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>199</b>
<b>Plus Assets and liabilities transferred from former councils</b>	<b>49,542</b>
<b>Plus adjustments for amounts unpaid:</b>	
– Taxation equivalent payments	65
– Debt guarantee fees	–
– Corporate taxation equivalent	–
<b>Closing retained profits</b>	<b>49,806</b>
<b>Return on capital %</b>	<b>-0.1%</b>
<b>Subsidy from Council</b>	<b>1,033</b>
<b>Calculation of dividend payable:</b>	
Surplus (deficit) after tax	199
Less: capital grants and contributions (excluding developer contributions)	(227)
<b>Surplus for dividend calculation purposes</b>	<b>–</b>
<b>Potential dividend calculated from surplus</b>	<b>–</b>



## Federation Council

## Income Statement of Council's Sewerage Business Activity

for the period 13 May 2016 to 30 June 2017

\$ '000	Actual 13/5/16 to 30/6/17
<b>Income from continuing operations</b>	
Access charges	3,003
User charges	603
Liquid trade waste charges	31
Fees	–
Interest	203
Grants and contributions provided for non-capital purposes	10
Profit from the sale of assets	–
Share of profit from equity accounted investment	–
Other income	–
<b>Total income from continuing operations</b>	<b>3,850</b>
<b>Expenses from continuing operations</b>	
Employee benefits and on-costs	1,667
Borrowing costs	218
Materials and contracts	1,244
Depreciation, amortisation and impairment	1,027
Loss on sale of assets	–
Calculated taxation equivalents	52
Debt guarantee fee (if applicable)	–
Share of loss from equity accounted investment	–
Other expenses	226
<b>Total expenses from continuing operations</b>	<b>4,434</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(584)</b>
Grants and contributions provided for capital purposes	26
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>(558)</b>
Surplus (deficit) from discontinued operations	–
<b>Surplus (deficit) from all operations before tax</b>	<b>(558)</b>
Less: corporate taxation equivalent (30%) [based on result before capital]	–
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>(558)</b>
<b>Plus Assets and liabilities transferred from former councils</b>	<b>47,606</b>
<b>Plus adjustments for amounts unpaid:</b>	
– Taxation equivalent payments	52
– Debt guarantee fees	–
– Corporate taxation equivalent	–
<b>Closing retained profits</b>	<b>47,100</b>
<b>Return on capital %</b>	<b>-0.8%</b>
<b>Subsidy from Council</b>	<b>1,413</b>
<b>Calculation of dividend payable:</b>	
Surplus (deficit) after tax	(558)
Less: capital grants and contributions (excluding developer contributions)	(26)
<b>Surplus for dividend calculation purposes</b>	<b>–</b>
<b>Potential dividend calculated from surplus</b>	<b>–</b>

## Federation Council

## Income Statement of Council's Other Business Activities

for the period 13 May 2016 to 30 June 2017

	Domestic Waste Category 2
\$ '000	Actual 13/5/16 to 30/6/17
<b>Income from continuing operations</b>	
Access charges	1,546
User charges	–
Fees	–
Interest	14
Grants and contributions provided for non-capital purposes	72
Profit from the sale of assets	–
Share of profit from equity accounted investment	–
Other income	–
<b>Total income from continuing operations</b>	<b>1,632</b>
<b>Expenses from continuing operations</b>	
Employee benefits and on-costs	206
Borrowing costs	–
Materials and contracts	1,667
Depreciation, amortisation and impairment	4
Loss on sale of assets	–
Calculated taxation equivalents	–
Debt guarantee fee (if applicable)	–
Share of loss from equity accounted investment	–
Other expenses	–
<b>Total expenses from continuing operations</b>	<b>1,877</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(245)</b>
Grants and contributions provided for capital purposes	–
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>(245)</b>
Surplus (deficit) from discontinued operations	–
<b>Surplus (deficit) from all operations before tax</b>	<b>(245)</b>
Less: corporate taxation equivalent (30%) [based on result before capital]	–
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>(245)</b>
<b>Plus Assets and liabilities transferred from former councils</b>	<b>544</b>
<b>Plus adjustments for amounts unpaid:</b>	
– Taxation equivalent payments	–
– Debt guarantee fees	–
– Corporate taxation equivalent	–
<b>Closing retained profits</b>	<b>299</b>
<b>Return on capital %</b>	<b>n/a</b>
<b>Subsidy from Council</b>	<b>245</b>

## Federation Council

## Statement of Financial Position – Council's Water Supply Business Activity

as at 30 June 2017

\$ '000	Actual 2017
<b>ASSETS</b>	
<b>Current assets</b>	
Cash and cash equivalents	518
Investments	7,220
Receivables	461
Inventories	–
Other	–
Non-current assets classified as held for sale	–
<b>Total current assets</b>	<b>8,199</b>
<b>Non-current assets</b>	
Investments	–
Receivables	–
Inventories	–
Infrastructure, property, plant and equipment	42,210
Investments accounted for using equity method	–
Investment property	–
Intangible assets	–
Other	–
<b>Total non-current assets</b>	<b>42,210</b>
<b>TOTAL ASSETS</b>	<b>50,409</b>
<b>LIABILITIES</b>	
<b>Current liabilities</b>	
Bank overdraft	–
Payables	–
Income received in advance	–
Borrowings	–
Provisions	–
<b>Total current liabilities</b>	<b>–</b>
<b>Non-current liabilities</b>	
Payables	–
Income received in advance	–
Borrowings	–
Provisions	–
<b>Total non-current liabilities</b>	<b>–</b>
<b>TOTAL LIABILITIES</b>	<b>–</b>
<b>NET ASSETS</b>	<b>50,409</b>
<b>EQUITY</b>	
Retained earnings	49,805
Revaluation reserves	604
<b>TOTAL EQUITY</b>	<b>50,409</b>

## Federation Council

## Statement of Financial Position – Council's Sewerage Business Activity

as at 30 June 2017

\$ '000	Actual 2017
<b>ASSETS</b>	
<b>Current assets</b>	
Cash and cash equivalents	561
Investments	5,148
Receivables	662
Inventories	–
Other	–
Non-current assets classified as held for sale	–
<b>Total current Assets</b>	<b>6,371</b>
<b>Non-current assets</b>	
Investments	–
Receivables	–
Inventories	–
Infrastructure, property, plant and equipment	44,007
Investments accounted for using equity method	–
Investment property	–
Intangible assets	–
Other	–
<b>Total non-current assets</b>	<b>44,007</b>
<b>TOTAL ASSETS</b>	<b>50,378</b>
<b>LIABILITIES</b>	
<b>Current liabilities</b>	
Bank overdraft	–
Payables	–
Income received in advance	–
Borrowings	58
Provisions	–
<b>Total current liabilities</b>	<b>58</b>
<b>Non-current liabilities</b>	
Payables	–
Income received in advance	–
Borrowings	2,562
Provisions	–
<b>Total non-current liabilities</b>	<b>2,562</b>
<b>TOTAL LIABILITIES</b>	<b>2,620</b>
<b>NET ASSETS</b>	<b>47,758</b>
<b>EQUITY</b>	
Retained earnings	47,102
Revaluation reserves	656
<b>TOTAL EQUITY</b>	<b>47,758</b>

## Federation Council

## Statement of Financial Position – Council's Other Business Activities

as at 30 June 2017

Domestic Waste

Category 2

\$ '000	Actual 2017
<b>ASSETS</b>	
<b>Current assets</b>	
Cash and cash equivalents	142
Investments	–
Receivables	157
Inventories	–
Other	–
Non-current assets classified as held for sale	–
<b>Total Current Assets</b>	<b>299</b>
<b>Non-current assets</b>	
Investments	–
Receivables	–
Inventories	–
Infrastructure, property, plant and equipment	–
Investments accounted for using equity method	–
Investment property	–
Intangible assets	–
Other	–
<b>Total non-current assets</b>	<b>–</b>
<b>TOTAL ASSETS</b>	<b>299</b>
<b>LIABILITIES</b>	
<b>Current liabilities</b>	
Bank overdraft	–
Payables	–
Income received in advance	–
Borrowings	–
Provisions	–
<b>Total current liabilities</b>	<b>–</b>
<b>Non-current liabilities</b>	
Payables	–
Income received in advance	–
Borrowings	–
Provisions	–
<b>Total non-current liabilities</b>	<b>–</b>
<b>TOTAL LIABILITIES</b>	<b>–</b>
<b>NET ASSETS</b>	<b>299</b>
<b>EQUITY</b>	
Retained earnings	299
Revaluation reserves	–
<b>TOTAL EQUITY</b>	<b>299</b>

## Federation Council

### Special Purpose Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Contents of the notes accompanying the financial statements

Note	Details	Page
1	Summary of significant accounting policies	10
2	Water Supply Business Best-Practice Management disclosure requirements	13
3	Sewerage Business Best-Practice Management disclosure requirements	15

## Federation Council

### Notes to the Special Purpose Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Significant accounting policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the Local Government (General) Regulation, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

#### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to

activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

#### Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

##### Category 1

(where gross operating turnover is over \$2 million)

##### a. Former Corowa Shire Council Water Supplies

Supply of Water to the towns of Corowa, Howlong and Mulwala.

##### b. Former Corowa and Urana Shire Council Sewerage Services

Service of Sewerage reticulation and treatment system to the towns of Corowa, Howlong, Mulwala, Oaklands & Urana.

##### Category 2

(where gross operating turnover is less than \$2 million)

##### a. Former Corowa Shire Council Domestic Waste Services

Collection of Domestic Waste from the towns of Corowa, Howlong, Mulwala, Balldale, Oaklands & Urana.

#### Monetary amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest thousand dollars, except for Note 2 (Water Supply Best-Practice Management Disclosures) and Note 3 (Sewerage Best-Practice Management Disclosures).

As required by the NSW Office of Water (Department of Primary Industries) the amounts shown in Note 2 and Note 3 are disclosed in whole dollars.

## Federation Council

### Notes to the Special Purpose Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Significant accounting policies (continued)

##### (i) Taxation-equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

##### Notional rate applied (%)

###### Corporate income tax rate – 30%

Land tax – the first **\$549,000** of combined land values attracts **0%**. For the combined land values in excess of \$549,001 up to \$3,357,000, the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$3,357,000, a premium marginal rate of **2.0%** applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$750,000.

In accordance with the Department of Primary Industries Water (DPIW), a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the NSW Office of Water Guidelines to as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the NSW Office of Water Guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

##### Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 30% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

##### Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

##### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

##### (ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.



## Federation Council

### Notes to the Special Purpose Financial Statements

for the period 13 May 2016 to 30 June 2017

#### Note 1. Significant accounting policies (continued)

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

#### (iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

#### **Operating result before capital income + interest expense**

##### **Written down value of I,PP&E as at 30 June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 2.38% at 30/6/17.

#### (iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the DPIW guidelines and must not exceed:

- (i) 50% of this surplus in any one year, or
- (ii) the number of water supply or sewerage assessments at 30 June 2017 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the DPIW guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the DPIW.

## Federation Council

### Notes to the Special Purpose Financial Statements for the period 13 May 2016 to 30 June 2017

#### Note 2. Water supply business best-practice management disclosure requirements

Dollars amounts shown below are in whole dollars (unless otherwise indicated)

2017

##### 1. Calculation and payment of tax-equivalents

[all local government local water utilities must pay this dividend for tax equivalents]

(i)	Calculated tax equivalents	65,000
(ii)	Number of assessments multiplied by \$3/assessment	17,334
(iii)	Amounts payable for tax equivalents [lesser of (i) and (ii)]	17,334
(iv)	Amounts actually paid for tax equivalents	–

##### 2. Dividend from surplus

(i)	50% of surplus before dividends [calculated in accordance with Best-Practice Management for Water Supply and Sewerage Guidelines]	–
(ii)	Number of assessments multiplied by \$30/assessment, less tax equivalent charges/assessment	156,006
(iii)	Cumulative surplus before dividends for the 3 years to 30 June 2017, less the cumulative dividends paid for the 2 years to 13 May 2016 and 30 June 2015	1,058,341

2017 Surplus (28,000)

(iv)	Maximum dividend from surplus [least of (i), (ii) and (iii) above]	–
(v)	Dividend actually paid from surplus [refer below for required pre-dividend payment criteria]	–
(vi)	Are the overhead reallocation charges to the water business fair and reasonable? <sup>a</sup>	YES

##### 3. Required outcomes for 6 criteria

[to be eligible for the payment of a 'dividend from surplus', all the criteria below need a 'YES']

(i)	Completion of strategic business plan (including financial plan)	YES
(ii)	Full cost recovery, without significant cross subsidies [refer item 2 (a) in table 1 on page 22 of the Best-Practice Guidelines]	YES
	– Complying charges [item 2 (b) in table 1]	YES
	– DSP with commercial developer charges [item 2 (e) in table 1]	NO
	– If dual water supplies, complying charges [item 2 (g) in table 1]	
(iii)	Sound water conservation and demand management implemented	YES
(iv)	Sound drought management implemented	YES
(v)	Complete performance reporting form (by 15 September each year)	YES
(vi)	a. Integrated water cycle management evaluation	YES
	b. Complete and implement integrated water cycle management strategy	YES

## Federation Council

Notes to the Special Purpose Financial Statements  
for the period 13 May 2016 to 30 June 2017Note 2. Water supply business  
best-practice management disclosure requirements (continued)

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Dollars amounts shown below are in whole dollars (unless otherwise indicated) 2017


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## National Water Initiative (NWI) financial performance indicators

NWI F1	Total revenue (water) Total income (w13) – grants for the acquisition of assets (w11a) – interest income (w9) – Aboriginal Communities W&S Program income (w10a)	\$'000	4,129
NWI F4	Revenue from residential usage charges (water) Income from residential usage charges (w6b) x 100 divided by the sum of [income from residential usage charges (w6a) + income from residential access charges (w6b)]	%	77.44%
NWI F9	Written down replacement cost of fixed assets (water) Written down current cost of system assets (w47)	\$'000	41,402
NWI F11	Operating cost (OMA) (water) Management expenses (w1) + operational and maintenance expenses (w2)	\$'000	3,089
NWI F14	Capital expenditure (water) Acquisition of fixed assets (w16)	\$'000	1,626
NWI F17	Economic real rate of return (water) [total income (w13) – interest income (w9) – grants for acquisition of assets (w11a) – operating costs (NWI F11) – current cost depreciation (w3)] x 100 divided by [written down current cost of system assets (w47) + plant and equipment (w33b)]	%	-0.16%
NWI F26	Capital works grants (water) Grants for the acquisition of assets (w11a)	\$'000	213

- Notes:
1. References to w (e.g. w12) refer to item numbers within Special Schedules 3 and 4 of Council's Annual Financial Statements.
  2. The NWI performance indicators are based upon the National Performance Framework Handbook for Urban Performance Reporting Indicators and Definitions.
    - a refer to 3.2 (2) on page 15 of the Best-Practice Management of Water Supply and Sewerage Guidelines, 2007

## Federation Council

Notes to the Special Purpose Financial Statements  
for the period 13 May 2016 to 30 June 2017Note 3. Sewerage business  
best-practice management disclosure requirements

Dollars amounts shown below are in whole dollars (unless otherwise indicated)

2017

**1. Calculation and payment of tax-equivalents**

[all local government local water utilities must pay this dividend for tax equivalents]

(i)	Calculated tax equivalents	52,000
(ii)	Number of assessments multiplied by \$3/assessment	17,157
(iii)	Amounts payable for tax equivalents [lesser of (i) and (ii)]	17,157
(iv)	Amounts actually paid for tax equivalents	–

**2. Dividend from surplus**

(i)	50% of surplus before dividends [calculated in accordance with Best-Practice Management for Water Supply and Sewerage Guidelines]	–
(ii)	Number of assessments x (\$30 less tax equivalent charges per assessment)	154,413
(iii)	Cumulative surplus before dividends for the 3 years to 30 June 2017, less the cumulative dividends paid for the 2 years to 13 May 2016 and 30 June 2015	377,674

2017 Surplus (584,000)

(iv)	Maximum dividend from surplus [least of (i), (ii) and (iii) above]	–
(v)	Dividend actually paid from surplus [refer below for required pre-dividend payment criteria]	–
(vi)	Are the overhead reallocation charges to the sewer business fair and reasonable? <sup>a</sup>	YES

**3. Required outcomes for 4 criteria**

[to be eligible for the payment of a 'dividend from surplus', all the criteria below need a 'YES']

(i)	Completion of strategic business plan (including financial plan)	YES
(ii)	Pricing with full cost-recovery, without significant cross subsidies [refer item 2 (a) in table 1 on page 22 of the Best-Practice Guidelines]	YES
	Complying charges	
	(a) Residential [item 2 (c) in table 1]	YES
	(b) Non-residential [item 2 (c) in table 1]	YES
	(c) Trade waste [item 2 (d) in table 1]	YES
	DSP with commercial developer charges [item 2 (e) in table 1]	NO
	Liquid trade waste approvals and policy [item 2 (f) in table 1]	YES
(iii)	Complete performance reporting form (by 15 September each year)	YES
(iv)	a. Integrated water cycle management evaluation	YES
	b. Complete and implement integrated water cycle management strategy	YES

## Federation Council

Notes to the Special Purpose Financial Statements  
for the period 13 May 2016 to 30 June 2017Note 3. Sewerage business  
best-practice management disclosure requirements (continued)

Dollars amounts shown below are in whole dollars (unless otherwise indicated)

2017

## National Water Initiative (NWI) financial performance indicators

NWI F2	Total revenue (sewerage) Total income (s14) – grants for acquisition of assets (s12a) – interest income (s10) – Aboriginal Communities W&S Program income (w10a)	\$'000	3,581
NWI F10	Written down replacement cost of fixed assets (sewerage) Written down current cost of system assets (s48)	\$'000	42,377
NWI F12	Operating cost (sewerage) Management expenses (s1) + operational and maintenance expenses (s2)	\$'000	3,082
NWI F15	Capital expenditure (sewerage) Acquisition of fixed assets (s17)	\$'000	781
NWI F18	Economic real rate of return (sewerage) [total income (s14) – interest income (s10) – grants for acquisition of assets (s12a) – operating cost (NWI F12) – current cost depreciation (s3)] x 100 divided by [written down current cost (i.e. WDCC) of system assets (s48) + plant and equipment (s34b)]	%	-1.20%
NWI F27	Capital works grants (sewerage) Grants for the acquisition of assets (12a)	\$'000	–

National Water Initiative (NWI) financial performance indicators  
Water and sewer (combined)

NWI F3	Total income (water and sewerage) Total income (w13 + s14) + gain/loss on disposal of assets (w14 + s15) minus grants for acquisition of assets (w11a + s12a) – interest income (w9 + s10)	\$'000	7,710
NWI F8	Revenue from community service obligations (water and sewerage) Community service obligations (NWI F25) x 100 divided by total income (NWI F3)	%	0.58%
NWI F16	Capital expenditure (water and sewerage) Acquisition of fixed assets (w16 + s17)	\$'000	2,407
NWI F19	Economic real rate of return (water and sewerage) [total income (w13 + s14) – interest income (w9 + s10) – grants for acquisition of assets (w11a + s12a) – operating cost (NWI F11 + NWI F12) – current cost depreciation (w3 + s3)] x 100 divided by [written down replacement cost of fixed assets (NWI F9 + NWI F10) + plant and equipment (w33b + s34b)]	%	-0.69%
NWI F20	Dividend (water and sewerage) Dividend paid from surplus (2 (v) of Note 2 + 2 (v) of Note 3)	\$'000	–
NWI F21	Dividend payout ratio (water and sewerage) Dividend (NWI F20) x 100 divided by net profit after tax (NWI F24)	%	0.00%

## Federation Council

Notes to the Special Purpose Financial Statements  
for the period 13 May 2016 to 30 June 2017Note 3. Sewerage business  
best-practice management disclosure requirements (continued)

Dollars amounts shown below are in whole dollars (unless otherwise indicated)

2017

National Water Initiative (NWI) financial performance indicators  
Water and sewer (combined)

<b>NWI F22</b>	Net debt to equity (water and sewerage) Overdraft (w36 + s37) + borrowings (w38 + s39) – cash and investments (w30 + s31) x 100 divided by [total assets (w35 + s36) – total liabilities (w40 + s41)]	%	-11.03%
<b>NWI F23</b>	Interest cover (water and sewerage) Earnings before interest and tax (EBIT) divided by net interest  Earnings before interest and tax (EBIT): Operating result (w15a + s16a) + interest expense (w4a + s4a) – interest income (w9 + s10) – gain/loss on disposal of assets (w14 + s15) + miscellaneous expenses (w4b + w4c + s4b + s4c)  Net interest: Interest expense (w4a + s4a) – interest income (w9 + s10)		-
<b>NWI F24</b>	Net profit after tax (water and sewerage) Surplus before dividends (w15a + s16a) – tax equivalents paid (Note 2-1 (iv) + Note 3-1 (iv))	\$'000	(455)
<b>NWI F25</b>	Community service obligations (water and sewerage) Grants for pensioner rebates (w11b + s12b)	\$'000	45

- Notes:
- References to w (eg. s12) refer to item numbers within Special Schedules 5 and 6 of Council's Annual Financial Statements.
  - The NWI performance indicators are based upon the National Performance Framework Handbook for Urban Performance Reporting Indicators and Definitions.
- a refer to 3.2 (2) on page 15 of the Best-Practice Management of Water Supply and Sewerage Guidelines, 2007



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the special purpose financial statements**  
**Federation Council**

To the Councillors of the Federation Council

### **Opinion**

I have audited the accompanying special purpose financial statements (the financial statements) of Federation Council's (the Council) Declared Business Activities, which comprise the statement of financial position of each Declared Business Activity as at 30 June 2017, the income statement of each Declared Business Activity for the period 13 May 2016 to 30 June 2017, notes comprising a summary of significant accounting policies and other explanatory information for the Business Activities declared by Council, and the Statement by Councillors and Management.

The Declared Business Activities of the Council are:

- Water Supply
- Sewerage
- Domestic Waste.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2017, and their financial performance for the period 13 May 2016 to 30 June 2017, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting (LG Code).

My opinion should be read in conjunction with the rest of this report and in particular, the Emphasis of Matter referring to the basis of accounting.

### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to Note (1) to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

## **The Councillors' Responsibility for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting, as it affects the Council's Declared Business Activities.

## **Auditor's Responsibility for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at:

[http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf).

The description forms part of my auditor's report.

My opinion does not provide assurance:

- on the best practice management disclosures in Notes 2 and 3 of the financial statements
- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Lawrissa Chan  
Director, Financial Audit Services

30 October 2017  
SYDNEY



# Federation Council

SPECIAL SCHEDULES

for the period 13 May 2016 to 30 June 2017

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**Creating Opportunity, Celebrating  
Community**



## Federation Council

### Special Schedules

for the period 13 May 2016 to 30 June 2017

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<sup>1</sup> Special Schedules are not audited (with the exception of Special Schedule 8).

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#### Background

- (i) These Special Schedules have been designed to meet the requirements of special purpose users such as;
- the NSW Grants Commission
  - the Australian Bureau of Statistics (ABS),
  - the NSW Office of Water (NOW), and
  - the Office of Local Government (OLG).
- (ii) The financial data is collected for various uses including;
- the allocation of Financial Assistance Grants,
  - the incorporation of Local Government financial figures in national statistics,
  - the monitoring of loan approvals,
  - the allocation of borrowing rights, and
  - the monitoring of the financial activities of specific services.

## Federation Council

## Special Schedule 1 – Net Cost of Services

for the period 13 May 2016 to 30 June 2017

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
<b>Governance</b>	<b>2,052</b>	<b>5,002</b>	<b>10,079</b>	<b>13,029</b>
<b>Administration</b>	<b>2,805</b>	<b>507</b>	<b>–</b>	<b>(2,298)</b>
<b>Public order and safety</b>				
Fire service levy, fire protection, emergency services	872	349	–	(523)
Enforcement of local government regulations	40	10	–	(30)
Animal control	114	28	–	(86)
Other	–	–	–	–
<b>Total public order and safety</b>	<b>1,026</b>	<b>387</b>	<b>–</b>	<b>(639)</b>
<b>Health</b>	<b>241</b>	<b>20</b>	<b>–</b>	<b>(221)</b>
<b>Environment</b>				
Noxious plants and insect/vermin control	393	175	–	(218)
Other environmental protection	177	17	–	(160)
Solid waste management	2,387	2,072	–	(315)
Street cleaning	22	–	–	(22)
Drainage	356	–	28	(328)
Stormwater management	54	–	–	(54)
<b>Total environment</b>	<b>3,389</b>	<b>2,264</b>	<b>28</b>	<b>(1,097)</b>
<b>Community services and education</b>				
Administration and education	225	94	–	(131)
Aged persons and disabled	71	25	–	(46)
Children's services	150	163	–	13
<b>Total community services and education</b>	<b>446</b>	<b>282</b>	<b>–</b>	<b>(164)</b>
<b>Housing and community amenities</b>				
Public cemeteries	158	168	–	10
Public conveniences	143	–	–	(143)
Street lighting	242	53	–	(189)
Town planning	227	273	2	48
Other community amenities	104	33	–	(71)
<b>Total housing and community amenities</b>	<b>874</b>	<b>527</b>	<b>2</b>	<b>(345)</b>
<b>Water supplies</b>	<b>4,235</b>	<b>4,374</b>	<b>227</b>	<b>366</b>
<b>Sewerage services</b>	<b>4,281</b>	<b>3,850</b>	<b>26</b>	<b>(405)</b>

## Federation Council

Special Schedule 1 – Net Cost of Services (continued)  
for the period 13 May 2016 to 30 June 2017

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
<b>Recreation and culture</b>				
Public libraries	544	67	–	(477)
Museums	36	13	–	(23)
Art galleries	–	–	–	–
Community centres and halls	152	14	20	(118)
Other cultural services	8	–	–	(8)
Sporting grounds and venues	501	11	50	(440)
Swimming pools	388	22	250	(116)
Parks and gardens (lakes)	908	14	34	(860)
Other sport and recreation	68	–	–	(68)
<b>Total recreation and culture</b>	<b>2,605</b>	<b>141</b>	<b>354</b>	<b>(2,110)</b>
<b>Fuel and energy</b>	–	–	–	–
<b>Agriculture</b>	–	–	–	–
<b>Mining, manufacturing and construction</b>				
Building control	2,477	229	135	(2,113)
Other mining, manufacturing and construction	57	14	–	(43)
<b>Total mining, manufacturing and const.</b>	<b>2,534</b>	<b>243</b>	<b>135</b>	<b>(2,156)</b>
<b>Transport and communication</b>				
Urban roads (UR) – local	1,621	9	62	(1,550)
Urban roads – regional	1,241	–	–	(1,241)
Sealed rural roads (SRR) – local	1,926	1,237	974	285
Sealed rural roads (SRR) – regional	1,789	1,697	1,371	1,279
Unsealed rural roads (URR) – local	4,138	500	–	(3,638)
Parking areas	23	–	–	(23)
Footpaths	315	–	36	(279)
Aerodromes	87	77	–	(10)
Other transport and communication	1,442	873	–	(569)
<b>Total transport and communication</b>	<b>12,582</b>	<b>4,393</b>	<b>2,443</b>	<b>(5,746)</b>
<b>Economic affairs</b>				
Camping areas and caravan parks	155	189	–	34
Other economic affairs	956	1,323	–	367
<b>Total economic affairs</b>	<b>1,111</b>	<b>1,512</b>	–	<b>401</b>
<b>Totals – functions</b>	<b>38,181</b>	<b>23,502</b>	<b>13,294</b>	<b>(1,385)</b>
<b>General purpose revenues</b> <sup>(1)</sup>		<b>17,295</b>		<b>17,295</b>
<b>Share of interests – joint ventures and associates using the equity method</b>	–	–		–
<b>NET OPERATING RESULT</b> <sup>(2)</sup>	<b>38,181</b>	<b>40,797</b>	<b>13,294</b>	<b>15,910</b>

(1) Includes: rates and annual charges (including ex gratia, excluding water and sewer), non-capital general purpose grants, interest on investments (excluding externally restricted assets) and interest on overdue rates and annual charges

(2) As reported in the Income Statement

## Federation Council

## Special Schedule 2(a) – Statement of Long Term Debt (all purpose)

for the period 13 May 2016 to 30 June 2017

\$'000

Classification of debt	Principal outstanding at beginning of the year (former Councils)			New loans raised during the year	Debt redemption during the year		Transfers to sinking funds	Interest applicable for year	Principal outstanding at the end of the year		
	Current	Non-current	Total		From revenue	Sinking funds			Current	Non-current	Total
<b>Loans (by source)</b>											
Commonwealth Government	–	–	–	–	–	–	–	–	–	–	–
NSW Treasury Corporation	–	–	–	–	–	–	–	–	–	–	–
Other State Government	–	–	–	–	–	–	–	–	–	–	–
Public subscription	–	–	–	–	–	–	–	–	–	–	–
Financial institutions	131	4,064	4,195	–	89	–	–	290	95	4,011	4,106
Other	–	–	–	–	–	–	–	–	–	–	–
<b>Total loans</b>	<b>131</b>	<b>4,064</b>	<b>4,195</b>	<b>–</b>	<b>89</b>	<b>–</b>	<b>–</b>	<b>290</b>	<b>95</b>	<b>4,011</b>	<b>4,106</b>
<b>Other long term debt</b>											
Ratepayers advances	–	–	–	–	–	–	–	–	–	–	–
Government advances	–	–	–	–	–	–	–	–	–	–	–
Finance leases	–	–	–	–	–	–	–	–	–	–	–
Deferred payments	–	–	–	–	–	–	–	–	–	–	–
<b>Total long term debt</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total debt</b>	<b>131</b>	<b>4,064</b>	<b>4,195</b>	<b>–</b>	<b>89</b>	<b>–</b>	<b>–</b>	<b>290</b>	<b>95</b>	<b>4,011</b>	<b>4,106</b>

Notes: excludes (i) internal loans and (ii) principal inflows/outflows relating to loan re-financing.

This schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

## Federation Council

## Special Schedule 3 – Water Supply Income Statement

Includes all internal transactions, i.e. prepared on a gross basis  
for the period 13 May 2016 to 30 June 2017

\$'000	Actuals 13/5/16 to 30/6/17
<b>A Expenses and income</b>	
<b>Expenses</b>	
<b>1. Management expenses</b>	
a. Administration	727
b. Engineering and supervision	–
<b>2. Operation and maintenance expenses</b>	
– <b>dams and weirs</b>	
a. Operation expenses	–
b. Maintenance expenses	–
– <b>Mains</b>	
c. Operation expenses	145
d. Maintenance expenses	347
– <b>Reservoirs</b>	
e. Operation expenses	46
f. Maintenance expenses	31
– <b>Pumping stations</b>	
g. Operation expenses (excluding energy costs)	82
h. Energy costs	9
i. Maintenance expenses	198
– <b>Treatment</b>	
j. Operation expenses (excluding chemical costs)	557
k. Chemical costs	123
l. Maintenance expenses	488
– <b>Other</b>	
m. Operation expenses	27
n. Maintenance expenses	309
o. Purchase of water	–
<b>3. Depreciation expenses</b>	
a. System assets	1,106
b. Plant and equipment	–
<b>4. Miscellaneous expenses</b>	
a. Interest expenses	–
b. Revaluation decrements	–
c. Other expenses	133
d. Impairment – system assets	–
e. Impairment – plant and equipment	–
f. Aboriginal Communities Water and Sewerage Program	–
g. Tax equivalents dividends (actually paid)	–
<b>5. Total expenses</b>	<b>4,328</b>

## Federation Council

## Special Schedule 3 – Water Supply Income Statement (continued)

Includes all internal transactions, i.e. prepared on a gross basis  
for the period 13 May 2016 to 30 June 2017

\$'000	Actuals 13/5/16 to 30/6/17
<b>Income</b>	
<b>6. Residential charges</b>	
a. Access (including rates)	546
b. Usage charges	1,874
<b>7. Non-residential charges</b>	
a. Access (including rates)	–
b. Usage charges	1,455
<b>8. Extra charges</b>	34
<b>9. Interest income</b>	250
<b>10. Other income</b>	170
<b>10a. Aboriginal Communities Water and Sewerage Program</b>	–
<b>11. Grants</b>	
a. Grants for acquisition of assets	213
b. Grants for pensioner rebates	35
c. Other grants	–
<b>12. Contributions</b>	
a. Developer charges	15
b. Developer provided assets	–
c. Other contributions	–
<b>13. Total income</b>	<u>4,592</u>
<b>14. Gain (or loss) on disposal of assets</b>	–
<b>15. Operating result</b>	<u>264</u>
<b>15a. Operating result (less grants for acquisition of assets)</b>	51

## Federation Council

### Special Schedule 3 – Water Supply Income Statement (continued)

Includes all internal transactions, i.e. prepared on a gross basis  
for the period 13 May 2016 to 30 June 2017

\$'000	Actuals 13/5/16 to 30/6/17
<b>B Capital transactions</b>	
<b>Non-operating expenditures</b>	
<b>16. Acquisition of fixed assets</b>	
a. New assets for improved standards	–
b. New assets for growth	–
c. Renewals	1,626
d. Plant and equipment	–
<b>17. Repayment of debt</b>	–
<b>18. Totals</b>	<u>1,626</u>
<b>Non-operating funds employed</b>	
<b>19. Proceeds from disposal of assets</b>	–
<b>20. Borrowing utilised</b>	–
<b>21. Totals</b>	<u>–</u>
<b>C Rates and charges</b>	
<b>22. Number of assessments</b>	
a. Residential (occupied)	5,069
b. Residential (unoccupied, ie. vacant lot)	166
c. Non-residential (occupied)	502
d. Non-residential (unoccupied, ie. vacant lot)	41
<b>23. Number of ETs for which developer charges were received</b>	17 ET
<b>24. Total amount of pensioner rebates (actual dollars)</b>	\$ 116,883



## Federation Council

## Special Schedule 4 – Water Supply Statement of Financial Position

Includes internal transactions, i.e. prepared on a gross basis  
as at 30 June 2017

\$'000	Actuals Current	Actuals Non-current	Actuals Total
<b>ASSETS</b>			
<b>25. Cash and investments</b>			
a. Developer charges	210	–	210
b. Special purpose grants	–	–	–
c. Accrued leave	–	–	–
d. Unexpended loans	–	–	–
e. Sinking fund	–	–	–
f. Other	7,528	–	7,528
<b>26. Receivables</b>			
a. Specific purpose grants	–	–	–
b. Rates and availability charges	19	–	19
c. User charges	441	–	441
d. Other	–	–	–
<b>27. Inventories</b>	–	–	–
<b>28. Property, plant and equipment</b>			
a. System assets	–	41,402	41,402
b. Plant and equipment	–	808	808
<b>29. Other assets</b>	–	–	–
<b>30. Total assets</b>	<b>8,198</b>	<b>42,210</b>	<b>50,408</b>
<b>LIABILITIES</b>			
<b>31. Bank overdraft</b>	–	–	–
<b>32. Creditors</b>	–	–	–
<b>33. Borrowings</b>	–	–	–
<b>34. Provisions</b>			
a. Tax equivalents	–	–	–
b. Dividend	–	–	–
c. Other	–	–	–
<b>35. Total liabilities</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>36. NET ASSETS COMMITTED</b>	<b>8,198</b>	<b>42,210</b>	<b>50,408</b>
<b>EQUITY</b>			
<b>37. Accumulated surplus</b>			49,804
<b>38. Asset revaluation reserve</b>			604
<b>39. Other reserves</b>			–
<b>40. TOTAL EQUITY</b>			<b>50,408</b>
<b>Note to system assets:</b>			
<b>41. Current replacement cost</b> of system assets			62,114
<b>42. Accumulated current cost</b> depreciation of system assets			(20,712)
<b>43. Written down current cost</b> of system assets			<b>41,402</b>

## Federation Council

### Special Schedule 5 – Sewerage Service Income Statement

Includes all internal transactions, i.e. prepared on a gross basis  
for the period 13 May 2016 to 30 June 2017

\$'000	Actuals 13/5/16 to 30/6/17
<b>A Expenses and income</b>	
<b>Expenses</b>	
<b>1. Management expenses</b>	
a. Administration	597
b. Engineering and supervision	46
<b>2. Operation and maintenance expenses</b>	
– mains	
a. Operation expenses	122
b. Maintenance expenses	329
– Pumping stations	
c. Operation expenses (excluding energy costs)	260
d. Energy costs	60
e. Maintenance expenses	276
– Treatment	
f. Operation expenses (excl. chemical, energy, effluent and biosolids management costs)	477
g. Chemical costs	139
h. Energy costs	40
i. Effluent management	–
j. Biosolids management	94
k. Maintenance expenses	376
– Other	
l. Operation expenses	26
m. Maintenance expenses	240
<b>3. Depreciation expenses</b>	
a. System assets	1,026
b. Plant and equipment	1
<b>4. Miscellaneous expenses</b>	
a. Interest expenses	218
b. Revaluation decrements	–
c. Other expenses	(37)
d. Impairment – system assets	–
e. Impairment – plant and equipment	–
f. Aboriginal Communities Water and Sewerage Program	–
g. Tax equivalents dividends (actually paid)	–
<b>5. Total expenses</b>	<b>4,290</b>

## Federation Council

## Special Schedule 5 – Sewerage Service Income Statement (continued)

Includes all internal transactions, i.e. prepared on a gross basis  
for the period 13 May 2016 to 30 June 2017

\$'000	Actuals 13/5/16 to 30/6/17
<b>Income</b>	
<b>6. Residential charges</b> (including rates)	2,860
<b>7. Non-residential charges</b>	
a. Access (including rates)	–
b. Usage charges	606
<b>8. Trade waste charges</b>	
a. Annual fees	14
b. Usage charges	48
c. Excess mass charges	–
d. Re-inspection fees	–
<b>9. Extra charges</b>	–
<b>10. Interest income</b>	203
<b>11. Other income</b>	17
<b>11a. Aboriginal Communities Water and Sewerage Program</b>	–
<b>12. Grants</b>	
a. Grants for acquisition of assets	–
b. Grants for pensioner rebates	10
c. Other grants	–
<b>13. Contributions</b>	
a. Developer charges	26
b. Developer provided assets	–
c. Other contributions	–
<b>14. Total income</b>	<b>3,784</b>
<b>15. Gain (or loss) on disposal of assets</b>	–
<b>16. Operating result</b>	<b>(506)</b>
<b>16a. Operating result (less grants for acquisition of assets)</b>	<b>(506)</b>

## Federation Council

## Special Schedule 5 – Sewerage Service Income Statement (continued)

Includes all internal transactions, i.e. prepared on a gross basis  
for the period 13 May 2016 to 30 June 2017

\$'000	Actuals 13/5/16 to 30/6/17
<b>B Capital transactions</b>	
<b>Non-operating expenditures</b>	
<b>17. Acquisition of fixed assets</b>	
a. New assets for improved standards	–
b. New assets for growth	–
c. Renewals	435
d. Plant and equipment	346
<b>18. Repayment of debt</b>	–
<b>19. Totals</b>	<u>781</u>
<b>Non-operating funds employed</b>	
<b>20. Proceeds from disposal of assets</b>	–
<b>21. Borrowing utilised</b>	–
<b>22. Totals</b>	<u>–</u>
<b>C Rates and charges</b>	
<b>23. Number of assessments</b>	
a. Residential (occupied)	5,070
b. Residential (unoccupied, ie. vacant lot)	152
c. Non-residential (occupied)	431
d. Non-residential (unoccupied, ie. vacant lot)	66
<b>24. Number of ETs for which developer charges were received</b>	17 ET
<b>25. Total amount of pensioner rebates (actual dollars)</b>	\$ 122,993

## Federation Council

## Special Schedule 6 – Sewerage Service Statement of Financial Position

Includes internal transactions, i.e. prepared on a gross basis  
as at 30 June 2017

\$'000	Actuals Current	Actuals Non-current	Actuals Total
<b>ASSETS</b>			
<b>26. Cash and investments</b>			
a. Developer charges	226	–	226
b. Special purpose grants	–	–	–
c. Accrued leave	–	–	–
d. Unexpended loans	–	–	–
e. Sinking fund	–	–	–
f. Other	5,483	–	5,483
<b>27. Receivables</b>			
a. Specific purpose grants	–	–	–
b. Rates and availability charges	309	–	309
c. User charges	354	–	354
d. Other	–	–	–
<b>28. Inventories</b>	–	–	–
<b>29. Property, plant and equipment</b>			
a. System assets	–	42,377	42,377
b. Plant and equipment	–	1,629	1,629
<b>30. Other assets</b>	–	–	–
<b>31. Total assets</b>	<b>6,372</b>	<b>44,006</b>	<b>50,378</b>
<b>LIABILITIES</b>			
<b>32. Bank overdraft</b>	–	–	–
<b>33. Creditors</b>	–	–	–
<b>34. Borrowings</b>	58	2,562	2,620
<b>35. Provisions</b>			
a. Tax equivalents	–	–	–
b. Dividend	–	–	–
c. Other	–	–	–
<b>36. Total liabilities</b>	<b>58</b>	<b>2,562</b>	<b>2,620</b>
<b>37. NET ASSETS COMMITTED</b>	<b>6,314</b>	<b>41,444</b>	<b>47,758</b>
<b>EQUITY</b>			
<b>38. Accumulated surplus</b>			47,102
<b>39. Asset revaluation reserve</b>			656
<b>40. Other reserves</b>			–
<b>41. TOTAL EQUITY</b>			<b>47,758</b>
<b>Note to system assets:</b>			
<b>42. Current replacement cost</b> of system assets			59,237
<b>43. Accumulated current cost</b> depreciation of system assets			(16,860)
<b>44. Written down current cost</b> of system assets			42,377

## Federation Council

### Notes to Special Schedules 3 and 5 for the period 13 May 2016 to 30 June 2017

#### Administration <sup>(1)</sup>

(item 1a of Special Schedules 3 and 5) comprises the following:

- Administration staff:
  - Salaries and allowance
  - Travelling expenses
  - Accrual of leave entitlements
  - Employment overheads.
- Meter reading
- Bad and doubtful debts
- Other administrative/corporate support services

#### Engineering and supervision <sup>(1)</sup>

(item 1b of Special Schedules 3 and 5) comprises the following:

- Engineering staff:
  - Salaries and allowance
  - Travelling expenses
  - Accrual of leave entitlements
  - Employment overheads.
- Other technical and supervision staff:
  - Salaries and allowance
  - Travelling expenses
  - Accrual of leave entitlements
  - Employment overheads.

**Operational expenses** (item 2 of Special Schedules 3 and 5) comprise the day to day operational expenses excluding maintenance expenses.

**Maintenance expenses** (item 2 of Special Schedules 3 and 5) comprise the day to day repair and maintenance expenses. (Refer to Section 5 of the Local Government Asset Accounting Manual regarding capitalisation principles and the distinction between capital and maintenance expenditure).

**Other expenses** (item 4c of Special Schedules 3 and 5) includes all expenses not recorded elsewhere.

**Revaluation decrements** (item 4b of Special Schedules 3 and 5) is to be used when I,PP&E decreases in FV.

**Impairment losses** (item 4d and 4e of Special Schedules 3 and 5) are to be used when the carrying amount of an asset exceeds its recoverable amount (refer to page D-31).

**Aboriginal Communities Water and Sewerage Program** (item 4f of Special Schedules 3 and 5) is to be used when operation and maintenance work has been undertaken on behalf of the Aboriginal Communities Water and Sewerage Program. Similarly, income for item 11a of Special Schedule 3 and item 12a of Special Schedule 5 are for services provided to the Aboriginal Communities Water and Sewerage Program and is not part of Council's water supply and sewerage revenue.

**Residential charges** <sup>(2)</sup> (items 6a, 6b and item 6 of Special Schedules 3 and 5 respectively) include all income from residential charges. Item 6 of Schedule 3 should be separated into 6a access charges (including rates if applicable) and 6b usage charges.

**Non-residential charges** <sup>(2)</sup> (items 7a, 7b of Special Schedules 3 and 5) include all income from non-residential charges separated into 7a access charges (including rates if applicable) and 7b usage charges.

**Trade waste charges** (item 8 of Special Schedule 5) include all income from trade waste charges separated into 8a annual fees, 8b usage charges and 8c excess mass charges and 8d re-inspection fees.

**Other income** (items 10 and 11 of Special Schedules 3 and 5 respectively) include all income not recorded elsewhere.

**Other contributions** (items 12c and 13c of Special Schedules 3 and 5 respectively) including capital contributions for water supply or sewerage services received by Council under Section 565 of the *Local Government Act*.

#### Notes:

<sup>(1)</sup> Administration and engineering costs for the development of capital works projects should be reported as part of the capital cost of the project and not as part of the recurrent expenditure (ie. in item 16 for water supply and item 17 for sewerage, and **not** in items 1a and 1b).

<sup>(2)</sup> To enable accurate reporting of **residential revenue from usage charges**, it is essential for councils to accurately separate their residential (item 6) charges and non-residential (item 7) charges.

## Federation Council

## Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017

\$'000

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance <sup>a</sup>	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
<b>Buildings</b>	Garbage Depots	5	5	20	4	266	470	0%	82%	17%	1%	0%
	Buildings – non-specialised	40	40	35	8	2,205	4,362	0%	92%	0%	8%	0%
	Buildings – specialised	307	307	107	142	6,507	17,468	11%	82%	2%	5%	0%
	Council Works Depot	–	–	60	95	758	1,389	14%	78%	5%	3%	0%
	Council Halls/Community	–	–	110	76	8,932	23,352	0%	4%	81%	15%	0%
	Health Centres	–	–	15	12	305	724	0%	0%	100%		0%
	Museum	–	–	20	6	912	2,072	0%	71%	0%	29%	0%
	Pre Schools	–	–	10	10	711	1,918	0%	0%	82%	18%	0%
	Rural Fire Service Building	–	–	3	2	1,302	1,668	33%	66%	0%	1%	0%
	Saleyards	36	36	30	46	1,839	3,263	11%	7%	81%	0%	1%
	Other	227	227	40	35	6,251		19%	42%	31%	6%	
	<b>Sub-total</b>	<b>615</b>	<b>615</b>	<b>450</b>	<b>436</b>	<b>29,988</b>	<b>56,686</b>	<b>5.3%</b>	<b>41.5%</b>	<b>43.0%</b>	<b>10.1%</b>	<b>0.1%</b>
<b>Other structures</b>	Other structures	34	34	25	27	708	2,529	0%	95%	5%	0%	0%
	Balldale Water Supply	576	576	5	8	457	1,173	51%	41%	5%	0%	3%
	<b>Sub-total</b>	<b>610</b>	<b>610</b>	<b>30</b>	<b>35</b>	<b>1,165</b>	<b>3,702</b>	<b>16.2%</b>	<b>77.9%</b>	<b>5.0%</b>	<b>0.0%</b>	<b>1.0%</b>

## Federation Council

## Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017 (continued)

\$'000

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance <sup>a</sup>	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Roads	Sealed roads	9,656	9,656	1,855	1,918	141,550	178,218	59%	22%	15%	3%	1%
	Unsealed roads	710	710	1,620	1,601	28,228	36,100	69%	19%	10%	1%	1%
	Bridges	90	90	34	26	14,376	20,180	56%	38%	6%	0%	0%
	Footpaths	–	–	37	26	5,624	6,544	71%	28%	1%	0%	0%
	Bulk earthworks	–	–	–	–	68,961	68,961	100%	0%	0%	0%	0%
	Bikepath	–	–	15	8	904	1,018	85%	15%	0%	0%	0%
	Kerb and Gutter	29	29	20	28	16,239	18,238	87%	11%	1%	1%	0%
	Car Parks	446	446	30	12	1,098	1,768	84%	13%	0%	1%	2%
	Other	–	–	–	–	1,579	2,281	40%	50%	10%	0%	0%
	<b>Sub-total</b>	<b>10,931</b>	<b>10,931</b>	<b>3,611</b>	<b>3,619</b>	<b>278,559</b>	<b>333,308</b>	<b>70.2%</b>	<b>17.7%</b>	<b>9.6%</b>	<b>1.8%</b>	<b>0.7%</b>
Water supply network	Water supply network											
	Mains	2,345	2,345	355	181	25,919	37,614	57%	37%	4%	1%	1%
	Reservoirs	36	36	20	8	4,071	6,477	2%	79%	19%	0%	0%
	Pumping Stations	1,052	1,052	40	25	685	2,696	14%	9%	72%	4%	1%
	Treatment Plants	832	832	140	170	9,347	15,662	27%	45%	27%	1%	0%
	Other	–	–	–	–	168	230	0%	100%	0%	0%	0%
<b>Sub-total</b>	<b>4,265</b>	<b>4,265</b>	<b>555</b>	<b>384</b>	<b>40,190</b>	<b>62,679</b>	<b>41.8%</b>	<b>42.4%</b>	<b>14.2%</b>	<b>1.0%</b>	<b>0.6%</b>	



## Federation Council

## Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017 (continued)

\$'000

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance <sup>a</sup>	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Sewerage network	Sewerage network	40	40	94	35	7,054	8,692	0%	100%	0%	0%	0%
	Mains	127	127	115	136	15,263	20,886	65%	33%	0%	2%	0%
	Pumping Stations	423	423	60	91	1,539	2,817	45%	42%	10%	3%	0%
	Treatment	1,375	1,375	140	160	13,835	20,777	64%	23%	13%	0%	0%
	Manholes	744	744	15	8	4,338	6,324	57%	37%	6%	0%	0%
	<b>Sub-total</b>	<b>2,709</b>	<b>2,709</b>	<b>424</b>	<b>430</b>	<b>42,029</b>	<b>59,496</b>	<b>53.4%</b>	<b>40.1%</b>	<b>5.7%</b>	<b>0.8%</b>	<b>0.0%</b>
Stormwater	Stormwater drainage	58	58	168	145	31,282	36,072	94%	6%	0%	0%	0%
	<b>Sub-total</b>	<b>58</b>	<b>58</b>	<b>168</b>	<b>145</b>	<b>31,282</b>	<b>36,072</b>	<b>94.0%</b>	<b>6.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Open space/recreational assets	Swimming pools	1,576	1,576	76	43	1,853	6,240	6%	20%	59%	10%	5%
	Boat Ramps	15	15	15	12	131	341	20%	20%	55%	5%	0%
	Playground Equipment	80	80	36	35	475	660	0%	45%	40%	15%	0%
	<b>Sub-total</b>	<b>1,671</b>	<b>1,671</b>	<b>127</b>	<b>90</b>	<b>2,459</b>	<b>7,241</b>	<b>6.1%</b>	<b>22.3%</b>	<b>57.1%</b>	<b>10.2%</b>	<b>4.3%</b>
<b>TOTAL – ALL ASSETS</b>	<b>20,859</b>	<b>20,859</b>	<b>5,365</b>	<b>5,139</b>	<b>425,672</b>	<b>559,184</b>	<b>59.0%</b>	<b>25.0%</b>	<b>13.0%</b>	<b>2.4%</b>	<b>0.5%</b>	

## Notes:

a Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

1	<b>Excellent</b>	No work required (normal maintenance)
2	<b>Good</b>	Only minor maintenance work required
3	<b>Average</b>	Maintenance work required
4	<b>Poor</b>	Renewal required
5	<b>Very poor</b>	Urgent renewal/upgrading required

## Federation Council

Special Schedule 7 – Report on Infrastructure Assets (continued)  
for the period 13 May 2016 to 30 June 2017

\$ '000	Amounts 2017	Indicator 2017
<b>Infrastructure asset performance indicators * consolidated</b>		
<b>1. Infrastructure renewals ratio</b>		
Asset renewals <sup>(1)</sup>	<u>11,630</u>	<b>108.51%</b>
Depreciation, amortisation and impairment	<u>10,718</u>	
<b>2. Infrastructure backlog ratio</b>		
Estimated cost to bring assets to a satisfactory standard	<u>20,859</u>	<b>5.81%</b>
Net carrying amount of infrastructure assets	<u>359,289</u>	
<b>3. Asset maintenance ratio</b>		
Actual asset maintenance	<u>5,139</u>	<b>0.96</b>
Required asset maintenance	<u>5,365</u>	
<b>4. Cost to bring assets to agreed service level</b>		
Estimated cost to bring assets to an agreed service level set by Council	<u>20,859</u>	<b>3.73%</b>
Gross replacement cost	<u>559,184</u>	

## Notes

\* All asset performance indicators are calculated using the asset classes identified in the previous table.

<sup>(1)</sup> Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

## Federation Council

Special Schedule 7 – Report on Infrastructure Assets (continued)  
for the period 13 May 2016 to 30 June 2017

\$ '000	Water 2017	Sewer 2017	General <sup>(1)</sup> 2017
<b>Infrastructure asset performance indicators by fund</b>			
<b>1. Infrastructure renewals ratio</b>			
Asset renewals <sup>(2)</sup>	<b>132.69%</b>	<b>63.26%</b>	<b>110.85%</b>
Depreciation, amortisation and impairment			
<b>2. Infrastructure backlog ratio</b>			
Estimated cost to bring assets to a satisfactory standard	<b>10.61%</b>	<b>6.45%</b>	<b>5.01%</b>
Net carrying amount of infrastructure assets			
<b>3. Asset maintenance ratio</b>			
Actual asset maintenance	<b>0.69</b>	<b>1.01</b>	<b>0.99</b>
Required asset maintenance			
<b>4. Cost to bring assets to agreed service level</b>			
Estimated cost to bring assets to an agreed service level set by Council	<b>6.80%</b>	<b>4.55%</b>	<b>3.18%</b>
Gross replacement cost			

## Notes

- (1) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.
- (2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

## Federation Council

## Special Schedule 8 – Permissible Income Calculation

for the year ended 30 June 2018

\$'000		Calculation 2017/18	Calculation 2017/18	Calculation 2017/18
		Former Corowa Shire Council	Former Urana Shire Council	Total
<b>Notional general income calculation</b> <sup>(1)</sup>				
Last year notional general income yield	a	5,517	1,649	7,166
Plus or minus adjustments <sup>(2)</sup>	b	–	–	–
<b>Notional general income</b>	c = (a + b)	<b>5,517</b>	<b>1,649</b>	<b>7,166</b>
<b>Permissible income calculation</b>				
Special variation percentage <sup>(3)</sup>	d	7.00%	0.00%	
Or rate peg percentage	e	0.00%	1.50%	
Or crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%	
Less expiring special variation amount	g	–	–	–
Plus special variation amount	h = d x (c – g)	386	–	386
Or plus rate peg amount	i = c x e	–	25	25
Or plus Crown land adjustment and rate peg amount	j = c x f	–	–	–
<b>Sub-total</b>	k = (c + g + h + i + j)	<b>5,903</b>	<b>1,674</b>	<b>7,577</b>
Plus (or minus) last year's carry forward total	l	–	2	2
Less valuation objections claimed in the previous year	m	–	–	–
<b>Sub-total</b>	n = (l + m)	<b>–</b>	<b>2</b>	<b>2</b>
<b>Total permissible income</b>	o = k + n	<b>5,903</b>	<b>1,676</b>	<b>7,579</b>
Less notional general income yield	p	5,903	1,676	7,579
<b>Catch-up or (excess) result</b>	q = o – p	<b>–</b>	<b>–</b>	<b>–</b>
Plus income lost due to valuation objections claimed <sup>(4)</sup>	r	–	–	–
Less unused catch-up <sup>(5)</sup>	s	–	–	–
<b>Carry forward to next year</b>	t = q + r – s	<b>–</b>	<b>–</b>	<b>–</b>

## Federation Council

### Special Schedule 8 – Permissible Income Calculation

for the year ended 30 June 2018

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\$'000

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#### Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916*.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Special Schedule 8 in the financial data return (FDR) to administer this process.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule No. 8

### Federation Council

To the Councillors of Federation Council

#### Opinion

I have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 8) of Federation Council (the Council) for the year ending 30 June 2018.

In my opinion, Special Schedule No. 8 of Federation Council for 30 June 2018 is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting (LG Code) issued by the Office of Local Government (OLG), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report, and in particular the Emphasis of Matter paragraph, which describes the basis of accounting.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of Special Schedule No.8' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the notes and explanations in Special Schedule No. 8 that instruct councils in its preparation so it complies with OLG's requirements as described in the LG Code. As a result, Special Schedule No. 8 may not be suitable for another purpose.

## **Councillors' Responsibility for Special Schedule No. 8**

The Councillors of the Council are responsible for the preparation of Special Schedule No. 8 in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of Special Schedule No. 8 that is free from material misstatement, whether due to fraud or error.

In preparing Special Schedule No.8, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

## **Auditor's Responsibility for the Audit of Special Schedule No. 8**

My objectives are to:

- obtain reasonable assurance whether Special Schedule No. 8 as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on Special Schedule No.8.

A description of my responsibilities for the audit of Special Schedule No.8 is located at the Auditing and Assurance Standards Board website at [http://www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Special Schedule No.8 on any website where they may be presented
- about any other information which may have been hyperlinked to/from Special Schedule No 8.



Lawrissa Chan  
Director, Financial Audit Services

30 October 2017  
SYDNEY

Attachment 7.4.1

# Quarterly Budget Review

For the period 1 July 2017 to  
30 September 2017

Record No: 17/31525

Version Number: 1

federationcouncil.nsw.gov.au






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**Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

30 September 2017

It is my opinion that the Quarterly Budget Review Statement for Federation Council for the quarter ended 30/09/17 indicates that Council's projected financial position at 30/6/18 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

**Signed:**   
\_\_\_\_\_

**Date:** 13/11/2017

Shane Norman  
Responsible Accounting Officer

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Income &amp; Expenses - Council Consolidated

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS					
<b>Income</b>								
Rates and Annual Charges	13,276	-	-	13,276	-		13,276	10,703
User Charges and Fees	7,948	-	-	7,948	-		7,948	3,630
Interest and Investment Revenues	927	-	-	927	-		927	55
Other Revenues	492	-	-	492	-		492	69
Grants & Contributions - Operating	10,946	-	-	10,946	410	1	11,356	1,729
Grants & Contributions - Capital	1,475	-	-	1,475	-		1,475	58
Net gain from disposal of assets	50	-	-	50	-		50	-
Share of Interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Income from Continuing Operations</b>	<b>35,114</b>	-	-	<b>35,114</b>	<b>410</b>		<b>35,524</b>	<b>16,244</b>
<b>Expenses</b>								
Employee Costs	11,317	-	-	11,317	-		11,317	2,543
Borrowing Costs	435	-	-	435	-		435	-
Materials & Contracts	10,358	-	-	10,358	-		10,358	1,899
Depreciation	8,916	-	-	8,916	-		8,916	2,229
Legal Costs	-	-	-	-	-		-	-
Consultants	-	-	-	-	-		-	-
Other Expenses	3,014	-	-	3,014	-		3,014	1,036
Interest & Investment Losses	-	-	-	-	-		-	-
Net Loss from disposal of assets	-	-	-	-	-		-	-
Share of interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Expenses from Continuing Operations</b>	<b>34,040</b>	-	-	<b>34,040</b>	-		<b>34,040</b>	<b>7,707</b>
<b>Net Operating Result from Continuing Operation</b>	<b>1,074</b>	-	-	<b>1,074</b>	<b>410</b>		<b>1,484</b>	<b>8,537</b>
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-		-	-
<b>Net Operating Result from All Operations</b>	<b>1,074</b>	-	-	<b>1,074</b>	<b>410</b>		<b>1,484</b>	<b>8,537</b>
<b>Net Operating Result before Capital Items</b>	<b>(401)</b>	-	-	<b>(401)</b>	<b>410</b>		<b>9</b>	<b>8,479</b>

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Income &amp; Expenses - General Fund

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS					
<b>Income</b>								
Rates and Annual Charges	7,656	-	-	7,656	-		7,656	7,582
User Charges and Fees	3,356	-	-	3,356	-		3,356	2,357
Interest and Investment Revenues	434	-	-	434	-		434	17
Other Revenues	462	-	-	462	-		462	68
Grants & Contributions - Operating	10,735	-	-	10,735	410	1	11,145	1,729
Grants & Contributions - Capital	1,375	-	-	1,375	-		1,375	36
Net gain from disposal of assets	50	-	-	50	-		50	-
Share of Interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Income from Continuing Operations</b>	<b>24,068</b>	-	-	<b>24,068</b>	<b>410</b>		<b>24,478</b>	<b>11,789</b>
<b>Expenses</b>								
Employee Costs	9,334	-	-	9,334	-		9,334	2,101
Borrowing Costs	242	-	-	242	-		242	-
Materials & Contracts	2,452	-	-	2,452	-		2,452	1,145
Depreciation	6,859	-	-	6,859	-		6,859	1,715
Legal Costs	-	-	-	-	-		-	-
Consultants	-	-	-	-	-		-	-
Other Expenses	2,743	-	-	2,743	-		2,743	932
Interest & Investment Losses	-	-	-	-	-		-	-
Net Loss from disposal of assets	-	-	-	-	-		-	-
Share of interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Expenses from Continuing Operations</b>	<b>21,630</b>	-	-	<b>21,630</b>	-		<b>21,630</b>	<b>5,893</b>
<b>Net Operating Result from Continuing Operation</b>	<b>2,438</b>	-	-	<b>2,438</b>	<b>410</b>		<b>2,848</b>	<b>5,896</b>
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-		-	-
<b>Net Operating Result from All Operations</b>	<b>2,438</b>	-	-	<b>2,438</b>	<b>410</b>		<b>2,848</b>	<b>5,896</b>
<b>Net Operating Result before Capital Items</b>	<b>1,063</b>	-	-	<b>1,063</b>	<b>410</b>		<b>1,473</b>	<b>5,860</b>

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Income &amp; Expenses - Water Fund

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS					
<b>Income</b>								
Rates and Annual Charges	597	-	-	597	-		597	202
User Charges and Fees	3,805	-	-	3,805	-		3,805	1,076
Interest and Investment Revenues	250	-	-	250	-		250	26
Other Revenues	30	-	-	30	-		30	1
Grants & Contributions - Operating	65	-	-	65	-		65	-
Grants & Contributions - Capital	50	-	-	50	-		50	10
Net gain from disposal of assets	-	-	-	-	-		-	-
Share of Interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Income from Continuing Operations</b>	<b>4,797</b>	-	-	<b>4,797</b>	-		<b>4,797</b>	<b>1,315</b>
<b>Expenses</b>								
Employee Costs	993	-	-	993	-		993	204
Borrowing Costs	-	-	-	-	-		-	-
Materials & Contracts	1,998	-	-	1,998	-		1,998	83
Depreciation	1,089	-	-	1,089	-		1,089	272
Legal Costs	-	-	-	-	-		-	-
Consultants	-	-	-	-	-		-	-
Other Expenses	142	-	-	142	-		142	62
Interest & Investment Losses	-	-	-	-	-		-	-
Net Loss from disposal of assets	-	-	-	-	-		-	-
Share of interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Expenses from Continuing Operations</b>	<b>4,222</b>	-	-	<b>4,222</b>	-		<b>4,222</b>	<b>621</b>
<b>Net Operating Result from Continuing Operation</b>	<b>575</b>	-	-	<b>575</b>	-		<b>575</b>	<b>694</b>
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-		-	-
<b>Net Operating Result from All Operations</b>	<b>575</b>	-	-	<b>575</b>	-		<b>575</b>	<b>694</b>
<b>Net Operating Result before Capital Items</b>	<b>525</b>	-	-	<b>525</b>	-		<b>525</b>	<b>684</b>

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Income &amp; Expenses - Sewer Fund

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs					
<b>Income</b>								
Rates and Annual Charges	3,327	-	-	3,327	-		3,327	1,363
User Charges and Fees	787	-	-	787	-		787	197
Interest and Investment Revenues	231	-	-	231	-		231	9
Other Revenues	-	-	-	-	-		-	-
Grants & Contributions - Operating	71	-	-	71	-		71	-
Grants & Contributions - Capital	50	-	-	50	-		50	12
Net gain from disposal of assets	-	-	-	-	-		-	-
Share of Interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Income from Continuing Operations</b>	<b>4,466</b>	-	-	<b>4,466</b>	-		<b>4,466</b>	<b>1,581</b>
<b>Expenses</b>								
Employee Costs	951	-	-	951	-		951	223
Borrowing Costs	193	-	-	193	-		193	-
Materials & Contracts	1,894	-	-	1,894	-		1,894	181
Depreciation	967	-	-	967	-		967	242
Legal Costs	-	-	-	-	-		-	-
Consultants	-	-	-	-	-		-	-
Other Expenses	126	-	-	126	-		126	42
Interest & Investment Losses	-	-	-	-	-		-	-
Net Loss from disposal of assets	-	-	-	-	-		-	-
Share of interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Expenses from Continuing Operations</b>	<b>4,131</b>	-	-	<b>4,131</b>	-		<b>4,131</b>	<b>688</b>
<b>Net Operating Result from Continuing Operation</b>	<b>335</b>	-	-	<b>335</b>	-		<b>335</b>	<b>893</b>
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-		-	-
<b>Net Operating Result from All Operations</b>	<b>335</b>	-	-	<b>335</b>	-		<b>335</b>	<b>893</b>
<b>Net Operating Result before Capital Items</b>	<b>285</b>	-	-	<b>285</b>	-		<b>285</b>	<b>881</b>

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Income &amp; Expenses - Domestic Waste

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS					
<b>Income</b>								
Rates and Annual Charges	1,696	-	-	1,696	-		1,696	1,556
User Charges and Fees	-	-	-	-	-		-	-
Interest and Investment Revenues	12	-	-	12	-		12	3
Other Revenues	-	-	-	-	-		-	-
Grants & Contributions - Operating	75	-	-	75	-		75	-
Grants & Contributions - Capital	-	-	-	-	-		-	-
Net gain from disposal of assets	-	-	-	-	-		-	-
Share of Interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Income from Continuing Operations</b>	<b>1,783</b>	-	-	<b>1,783</b>	-		<b>1,783</b>	<b>1,559</b>
<b>Expenses</b>								
Employee Costs	39	-	-	39	-		39	15
Borrowing Costs	-	-	-	-	-		-	-
Materials & Contracts	1,743	-	-	1,743	-		1,743	283
Depreciation	1	-	-	1	-		1	-
Legal Costs	-	-	-	-	-		-	-
Consultants	-	-	-	-	-		-	-
Other Expenses	-	-	-	-	-		-	-
Interest & Investment Losses	-	-	-	-	-		-	-
Net Loss from disposal of assets	-	-	-	-	-		-	-
Share of interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,783</b>	-	-	<b>1,783</b>	-		<b>1,783</b>	<b>298</b>
<b>Net Operating Result from Continuing Operation</b>	-	-	-	-	-		-	<b>1,261</b>
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-		-	
<b>Net Operating Result from All Operations</b>	-	-	-	-	-		-	<b>1,261</b>
<b>Net Operating Result before Capital Items</b>	-	-	-	-	-		-	<b>1,261</b>

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Income &amp; Expenses - Implementation &amp; Stronger Communities

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS					
<b>Income</b>								
Rates and Annual Charges	-	-	-	-	-		-	-
User Charges and Fees	-	-	-	-	-		-	-
Interest and Investment Revenues	-	-	-	-	-		-	-
Other Revenues	-	-	-	-	-		-	-
Grants & Contributions - Operating	-	-	-	-	-		-	-
Grants & Contributions - Capital	-	-	-	-	-		-	-
Net gain from disposal of assets	-	-	-	-	-		-	-
Share of Interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Income from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>
<b>Expenses</b>								
Employee Costs	-	-	-	-	-		-	-
Borrowing Costs	-	-	-	-	-		-	-
Materials & Contracts	2,271	-	-	2,271	-		2,271	207
Depreciation	-	-	-	-	-		-	-
Legal Costs	-	-	-	-	-		-	-
Consultants	-	-	-	-	-		-	-
Other Expenses	3	-	-	3	-		3	-
Interest & Investment Losses	-	-	-	-	-		-	-
Net Loss from disposal of assets	-	-	-	-	-		-	-
Share of interests in Joint Ventures	-	-	-	-	-		-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,274</b>	<b>-</b>	<b>-</b>	<b>2,274</b>	<b>-</b>		<b>2,274</b>	<b>207</b>
<b>Net Operating Result from Continuing Operation</b>	<b>(2,274)</b>	<b>-</b>	<b>-</b>	<b>(2,274)</b>	<b>-</b>		<b>(2,274)</b>	<b>(207)</b>
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-		-	-
<b>Net Operating Result from All Operations</b>	<b>(2,274)</b>	<b>-</b>	<b>-</b>	<b>(2,274)</b>	<b>-</b>		<b>(2,274)</b>	<b>(207)</b>
<b>Net Operating Result before Capital Items</b>	<b>(2,274)</b>	<b>-</b>	<b>-</b>	<b>(2,274)</b>	<b>-</b>		<b>(2,274)</b>	<b>(207)</b>



**Income & Expenses Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

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1    Extra Contribution from Roads to Recovery

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## Capital Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Capital Budget - Council Consolidated

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs					
<b>Capital Expenditure</b>								
New Assets								
- Plant & Equipment	-	-	-	-	-		-	-
- Land & Buildings	100	-	-	100	-		100	-
- Other	-	-	-	-	-		-	-
Renewal Assets (Replacement)								
- Plant & Equipment	1,856	-	-	1,856	-		1,856	420
- Land & Buildings	2,229	-	-	2,229	-		2,229	83
- Roads, Bridges, Footpaths	10,522	400	-	10,922	508	1	11,430	366
- Drainage	445	-	-	445	-		445	34
- Water Infrastructure	2,579	1,406	-	3,985	-		3,985	185
- Sewer Infrastructure	2,919	176	-	3,095	-		3,095	187
- Stronger Communities	3,404	-	-	3,404	-		3,404	289
Loan Repayments (Principal)	279	-	-	279	-		279	-
<b>Total Capital Expenditure</b>	<b>24,333</b>	<b>1,982</b>	<b>-</b>	<b>26,315</b>	<b>508</b>		<b>26,823</b>	<b>1,564</b>
<b>Capital Funding</b>								
Rates & Other Untied Funding	10,888	-	-	10,888	410	1	11,298	1,142
Capital Grants & Contributions	1,475	-	-	1,475	-		1,475	58
Reserves:								
- External Resrtictions/Reserves	5,936	1,582	-	7,518	-		7,518	289
- Internal Restrictions/Reserves	-	400	-	400	98	1	498	75
New Loans	1,600	-	-	1,600	-		1,600	-
Receipts from Sale of Assets								
- Plant & Equipment	-	-	-	-	-		-	-
- Land & Buildings	50	-	-	50	-		50	-
<b>Total Capital Funding</b>	<b>19,949</b>	<b>1,982</b>	<b>-</b>	<b>21,931</b>	<b>508</b>		<b>22,439</b>	<b>1,564</b>
<b>Net Capital Funding - Surplus/(Deficit)</b>	<b>(4,384)</b>	<b>-</b>	<b>-</b>	<b>(4,384)</b>	<b>-</b>		<b>(4,384)</b>	<b>-</b>

**Capital Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

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1 Being increase in road works budgets with funding from Roads to Recovery and internal roads reserve

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## Cash &amp; Investments Budget Review Statement

Budget review for the quarter ended 30 September 2017

## Cash &amp; Investments - Council Consolidated

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS					
<b>Externally Restricted</b> <sup>(1)</sup>								
Developer Contributions - General	484	-	-	484	-		484	484
Developer Contributions - Water	260	-	-	260	-		260	260
Developer Contributions - Sewer	276	-	-	276	-		276	276
Water Supplies	5,528	-	-	5,528	-		5,528	8,375
Sewerage Services	4,110	-	-	4,110	-		4,110	5,672
Domestic Waste	44	-	-	44	-		44	576
Implementation & Stronger Communities Fund	7,331	-	-	7,331	-		7,331	13,410
<b>Total Externally Restricted</b>	<b>18,033</b>	-	-	<b>18,033</b>	-		<b>18,033</b>	<b>29,053</b>
(1) Funds that must be spent for a specific purpose								
<b>Internally Restricted</b> <sup>(2)</sup>								
Plant & vehicle replacement	548	-	-	548	-		548	2,284
Employees leave entitlement	1,196	-	-	1,196	-		1,196	1,915
Buildings / office equipment	400	-	-	400	-		400	601
Gravel pits restoration	702	-	-	702	-		702	852
Waste Depot Restoration	498	-	-	498	-		498	575
Urana aquatic centre - upgrade	202	-	-	202	-		202	202
Cemetery	31	-	-	31	-		31	31
Economic Development	84	-	-	84	-		84	94
Insurance	200	-	-	200	-		200	300
Urana walkways - drs network	1	-	-	1	-		1	1
Bridge infrastructure	65	-	-	65	-		65	65
Billabidgee aged care units	118	-	-	118	-		118	118
Road infrastructure reserve	300	-	-	300	(98)	1	202	202
Combined town and recreation S355	107	-	-	107	-		107	107
Weir repairs reserve	28	-	-	28	-		28	28
Windmill restoration	7	-	-	7	-		7	7
<b>Total Internally Restricted</b>	<b>4,487</b>	-	-	<b>4,487</b>	<b>(98)</b>		<b>4,389</b>	<b>7,382</b>
(2) Funds that Council has earmarked for a specific purpose								
<b>Unrestricted</b> (ie. available after the above Restrictic	339	-	-	339	-		339	9,136
<b>Total Cash &amp; Investments</b>	<b>22,859</b>	-	-	<b>22,859</b>	<b>(98)</b>		<b>22,761</b>	<b>45,571</b>

**Cash & Investments Budget Review Statement**

**Investments**

Investments have been invested in accordance with Council's Investment Policy.

**Cash**

The Cash at Bank figure included in the Cash & Investment Statement totals \$94,352

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
The date of completion of this bank reconciliation is 30/09/17

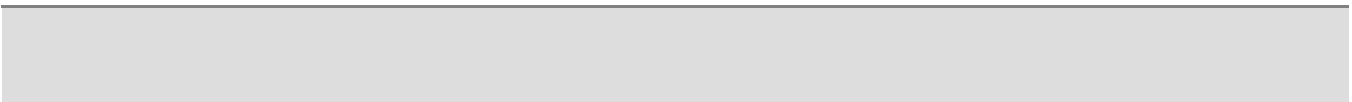
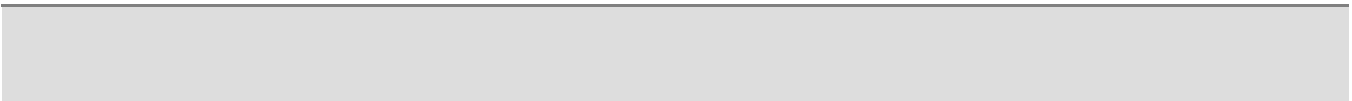
**Reconciliation Status**

The YTD Cash & Investment figure reconciles to the actual balances held as follows:		<b>\$ 000's</b>
Cash at Bank (as per bank statements)		94
Investments on Hand		45,366
less: Unpresented Cheques	(Timing Difference)	-
add: Undeposited Funds	(Timing Difference)	111
<b>Reconciled Cash at Bank &amp; Investments</b>		<b>45,571</b>
<b>Balance as per Review Statement:</b>		<b>45,571</b>
Difference:		-

**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

<b>Notes</b>	<b>Details</b>
1	Used for Capital Expenditure on Roads



**Contracts Budget Review Statement**

Budget review for the quarter ended 30 September 2017

**Part A - Contracts Listing** - contracts entered into during the quarter

<b>Contractor</b>	<b>Contract detail &amp; purpose</b>	<b>Contract Value</b>	<b>Start Date</b>	<b>Duration of Contract</b>	<b>Budgeted (Y/N)</b>	<b>Notes</b>
Abergeldie Watertech P/L	Reline Sewer Mains	157,749	03/07/17	3 Months	Y	
Judd & Sons Pty Ltd	Flood damage work	75,007	05/07/17	3 Months	N	Funded
Judd & Sons Pty Ltd	Flood damage work	66,988	05/07/17	3 Months	N	Funded

## Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

**Consultancy & Legal Expenses Budget Review Statement**

Consultancy & Legal Expenses Overview

<b>Expense</b>	<b>YTD Expenditure (Actual Dollars)</b>	<b>Budgeted (Y/N)</b>
Consultancies	10,395	Y
Legal Fees	16,880	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 assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

**Comments**

Expenditure included in the above YTD figure but not budgeted includes:

**Details**

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## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
<b>Buildings, Land Improvements, Land &amp; Recreation</b>						
Required Building Renewal Fund	130,000			130,000	8,409	-
Howlong Preschool - upgrade of buildings	100,000			100,000	-	-
Corowa - Lions Park boating facilities	245,000			245,000	-	-
Rowers Park Retaining Wall - Rehabilitation	75,000			75,000	50,694	7,585
Mulwala Civic Centre (garden upgrade)	-	7,000		7,000	6,971	-
Insurance Claims Under Excess	16,000			16,000	815	-
Lift for Corowa Civic Centre	300,000			300,000	266	4,000
Howlong Memorial Park Playground	75,000			75,000	-	46,360
Howlong Lowe Square Playground	120,000			120,000	-	61,126
Mulwala Cemetery - Sprinkler System	15,000			15,000	-	-
Corowa Cemetery - Upgrade Lake	10,000			10,000	-	-
Urana Caravan Park - TV Access Installation	30,000			30,000	-	-
Ball Park Caravan Park - Lease Agreement Requirements	50,000			50,000	-	-
Rural Fire Service - Land & Sheds	20,000			20,000	-	-
Corowa Lions Park - Sprinkler System	35,000			35,000	-	-
Public Art Trail - Structures Urana & Other Villages	30,000			30,000	-	-
Masterplan (Review & Update) - Urana Caravan Park / Urana Victoria Park Precinct	35,000			35,000	-	-
Playground Staged Implementation Recreation Strategy	65,000			65,000	-	-
Corowa Civic Centre Upgrade - Under Carpark Concrete Floor	25,000			25,000	-	-
Urana Office Upgrade	10,000			10,000	-	-
Corowa Lagoon Upgrade	15,000			15,000	-	-
Corowa - Recreation BMX Track (remodel)	20,000			20,000	-	-
Aquatic Centre Project Urana - Pump Shed, Track Reseal, etc	35,000			35,000	-	-
Lonsdale Reserve - Earthworks drainage shaping	180,000			180,000	-	-
Lonsdale Reserve - Bay 13 removal	175,000			175,000	350	-
Lonsdale Reserve - Irrigation	75,000			75,000	-	-
Lonsdale Reserve - Trees	50,000			50,000	-	-
Lonsdale Reserve - Pathways	50,000			50,000	-	-
Lonsdale Reserve - Landscaping	70,000			70,000	-	-
Urana Buildings Asbestos Risk Audit	15,000			15,000	15,000	-
Smaller Communities Tourism Signage	15,000			15,000	-	-
Basketball Rings & Pads (Youth)	8,000			8,000	-	-
Corowa Depot Master Plan	20,000			20,000	-	-
Urana Depot Master Plan	15,000			15,000	-	-
Corowa Depot Upgrade	50,000			50,000	-	-
<b>Buildings, Land Improvements, Land &amp; Recreation Total</b>	<b>2,179,000</b>	<b>7,000</b>	<b>-</b>	<b>2,186,000</b>	<b>82,506</b>	<b>119,071</b>



## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
<b>Information Technology</b>						
IT Capex - General Staff PCs & Tablets	45,575			45,575	9,567	-
IT Capex - Library public access PCs	9,000			9,000	7,710	-
IT Capex - Water and Sewer PCs	6,000			6,000	-	-
IT Capex - Networking	15,000			15,000	10,108	-
IT Capex - Printers	36,700			36,700	-	-
IT CapEx - Servers	17,000			17,000	3,264	3,192
IT Capex - Video Conferencing	20,000			20,000	-	-
IT Capex - Security System	10,000			10,000	315	-
IT Capex - Customer Kiosks	10,000			10,000	-	-
IT Capex - Software	14,964			14,964	-	-
Software Compliance Register LGSS	5,000			5,000	-	-
<b>Information Technology Total</b>	<b>189,239</b>	<b>-</b>	<b>-</b>	<b>189,239</b>	<b>30,964</b>	<b>3,192</b>
<b>Roads, Footpaths, Bridges, Kerb &amp; Gutting, Drainage</b>						
Mulwala Industrial Land Upgrade - Loan & Grant Funded	-			-	71,553	11,473
Corowa - replace brick gutter (Betterment Pde - Arnott to Wanstead w side 2)	510,000			510,000	2,480	-
Corowa - Honour Ave Service Rd (dish drain - Carson Pl to Ash Ave (230m), west of Ash Ave (65m) + shoulder)	-	31,000		31,000	30,585	400
Corowa Tower St (High School project)	10,000			10,000	3,526	-
Corowa - Urban Design Framework (Implementation Stage 1)	600,000			600,000	-	24,727
Mulwala - Inglis St / Pool Park Car Park (provide boating facilities in Inglis and seal / layout at Park)	-			-	66,771	74,703
Mulwala - Melbourne St (pavement rehab - Havelock to canal - RMS funding)	175,000			175,000	250	-
Mulwala - Melbourne St (Purtle Park frontage and parking lane rehab - Havelock to canal)	480,000			480,000	-	27,600
Footpath Restoration Program - Corowa	100,000			100,000	55,107	36,000
Bull Plain Road Upgrade (RNSW922) - Fixing Country Roads Program - Grant Funded	-			-	36,719	-
Daysdale Walbundrie Road Floodway (RNSW923) - Fixing Country Roads Program	213,000			213,000	753	-
Howlong Industrial Park	500,000			500,000	875	-
Howlong-Burrumbuttock Road (3.3km) from Walbundrie Rd	700,000	67,825	350,175	1,118,000	1,354	-
Railway St COROWA - Church St to Nixon St - Road Reconstruction	256,000		60,000	316,000	1,504	-
Whitehead St - 4km road sealing	-	162,000		162,000	34,674	94,982
Back Berrigan Road Upgrade (4 km)	829,825	132,175	98,000	1,060,000	32,398	17,561
Howlong - Hawkins St Howlong - reconstruction incl drainage Sturt St to Hammer St	180,000			180,000	2,180	-
Corowa Drainage & Flood Study/Plans	100,000			100,000	-	-
Bridge Structural Assessment Program 17/18	15,000			15,000	1,125	-
Urana Drainage Strategy	40,000			40,000	-	-
Signage (Directional)	25,000			25,000	-	-
Freyers Roads - rehab 3.2km, from 800m s of Merton Rd (17/18)	607,000			607,000	6,600	-
Bull Plain Rd - rehab & drainage nr Old Corowa Rd (17/18)	365,000			365,000	702	-
Balldale Main Intersection - R2R - 17/18	250,000			250,000	3,230	-
RMS Repair Program - Regional Roads	773,000			773,000	-	-
Resheet Program North - 17/18	550,000			550,000	12,466	60,000
Resheet Program - South - 17/18	750,000			750,000	31,128	7,200

## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
Rural Reseal/ Heavy Patching Program - North - 17/18	343,000			343,000	-	-
Rural Reseal/ Heavy Patching Program - South - 17/18	541,000			541,000	-	-
Urban Reseal Program - North - 17/18	100,000			100,000	-	-
Urban Reseal Program - South - 17/18	346,000			346,000	-	-
RMS - Regional - Reseals - 17/18	401,000			401,000	-	-
Cadell Street South Corowa - Hume St - Seal & Turnaround	52,000			52,000	-	-
Narrow Plains Road - Flood Works - Funded	-			-	2,994	291
Howlong Drainage & Flood Study/Plans	60,000			60,000	-	-
Footpaths - Restoration Program	640,000			640,000	-	-
Road Safety Projects	10,120			10,120	-	-
Sealed Roads Various drainage and other improvements	100,000			100,000	-	-
Unsealed Roads Various drainage and other improvements	100,000			100,000	-	-
Urana Flood Implementation - Other Works	245,000			245,000	-	-
<b>Roads, Footpaths, Bridges, Kerb &amp; Gutting, Drainage Total</b>	<b>10,966,945</b>	<b>393,000</b>	<b>508,175</b>	<b>11,868,120</b>	<b>398,973</b>	<b>354,937</b>
<b>Balldale Water</b>						
Balldale Reservoir - Site rehab	10,000			10,000	-	-
Balldale Reservoir - Roof	20,000			20,000	-	-
Balldale Mains - Non Potable supply Tags	2,000			2,000	-	-
<b>Balldale Water Total</b>	<b>32,000</b>	<b>-</b>	<b>-</b>	<b>32,000</b>	<b>-</b>	<b>-</b>
<b>Plans &amp; Reserves</b>						
Implement Disability Access and Inclusion Plan	40,000			40,000	-	-
Saleyards - Transfer to Reserve	100,000			100,000	-	-
<b>Plans &amp; Reserves Total</b>	<b>140,000</b>	<b>-</b>	<b>-</b>	<b>140,000</b>	<b>-</b>	<b>-</b>
<b>Plant &amp; Equipment</b>						
Works Plant Replacement Program	1,200,000			1,200,000	296,851	-
Light Fleet Replacement Program	240,000			240,000	91,793	-
Road Traffic Counters	5,000			5,000	-	-
Corowa - Message Board (Fixed)	50,000			50,000	-	-
<b>Plant &amp; Equipment Total</b>	<b>1,495,000</b>	<b>-</b>	<b>-</b>	<b>1,495,000</b>	<b>388,644</b>	<b>-</b>
<b>General Fund Total</b>	<b>15,002,184</b>	<b>400,000</b>	<b>508,175</b>	<b>15,910,359</b>	<b>901,086</b>	<b>477,200</b>

## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
<b>Sewerage</b>						
Corowa sewer mains (reline)	-	141,000		141,000	140,260	-
STP (Lab upgrade (Corowa), equipment, computers)	10,000			10,000	-	-
STP Corowa (Odour control)	25,000			25,000	1,870	5,965
STP Corowa (Effluent recycling)	50,000			50,000	93	-
STP Corowa (Pond rehabilitation)	35,000			35,000	-	-
STP Howlong (Groundwater monitoring)	5,000			5,000	-	-
STP Mulwala (Aeration diffusers)	10,000			10,000	-	826
STP Mulwala (Recycled water - chlorinate)	50,000			50,000	-	16,200
STP Mulwala (Effluent Drain- ponding)	10,000			10,000	3,600	-
Sewer Telemetry (Pump Stations, Treatment Plants - new radio spectrum)	-	35,000		35,000	16,470	2,392
Sewerage Equipment Plant - Sewer camera	40,000			40,000	24,315	-
Corowa Sewerage Pump Stations - Aerodrome pump	20,000			20,000	-	-
Corowa Sewerage Pump Stations - Chivell St pump	20,000			20,000	-	-
Corowa Sewerage Pump Stations - Corowa WTP	10,000			10,000	-	-
Corowa Sewerage Pump Stations - Dock St pumps	20,000			20,000	-	-
Corowa Sewerage Pump Stations - Edward St pumps	50,000			50,000	-	-
Corowa Sewerage Pump Stations - Hay St pump	20,000			20,000	-	-
Corowa Sewerage Pump Stations - Telemetry	10,000			10,000	-	-
Corowa Sewerage Pump Stations - Pump wells	25,000			25,000	-	-
Corowa Sewerage Pump Stations Switchboards - Albury Rd	15,000			15,000	-	-
Corowa Sewerage Pump Stations switchboards - Corowa WTP	10,000			10,000	-	-
Corowa Sewerage Pump Stations switchboards - Federation Ave	10,000			10,000	-	-
Corowa Sewerage Pump Stations Switchboards - Orford St	15,000			15,000	-	-
Corowa Sewerage Pump Stations Switchboards - Pinot Cres SW	15,000			15,000	-	-
Corowa Sewerage Pump Stations Switchboards - Saleyards	15,000			15,000	-	-
Corowa Sewerage Treatment Works - Computers	5,000			5,000	-	-
Corowa Sewerage Treatment Works - Fence	250,000			250,000	-	-
Corowa Sewerage Treatment Works - Landscaping trees	5,000			5,000	-	-
Corowa Sewerage Treatment Works - RTU Upgrade	15,000			15,000	-	-
Corowa Sewerage Treatment Works - Telemetry	10,000			10,000	-	-
Howlong Sewerage Pump Stations - Bank St pumps	20,000			20,000	-	-
Howlong Sewerage Pump Stations - Hovell St pumps	20,000			20,000	-	-
Howlong Sewerage Pump Stations - Hume St P/S septicity	35,000			35,000	-	-
Howlong Sewerage Pump Stations - Switchboards	15,000			15,000	-	-
Howlong Sewerage Pump Stations - Pump wells	10,000			10,000	-	-
Howlong Sewerage Pump Stations - Read St pumps	20,000			20,000	-	-
Howlong Sewerage Pump Stations - RTU upgrade	52,000			52,000	-	-
Howlong Sewerage Pump Stations - Telemetry	5,000			5,000	-	-
Howlong Sewerage Treatment Works - Effluent disposal	500,000			500,000	-	-
Howlong Sewerage Treatment Works - Roadworks	10,000			10,000	-	-
Howlong Sewerage Treatment Works - RTU upgrade	4,000			4,000	-	-

## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
Howlong Sewerage Treatment Works - Solar 10kW	25,000			25,000	-	-
Howlong Sewerage Treatment Works - Telemetry	5,000			5,000	-	-
Mulwala Sewerage Pump Stations - Amaroo pumps	20,000			20,000	-	-
Mulwala Sewerage Pump Stations - Boat Ramp pumps x1	10,000			10,000	-	-
Mulwala Sewerage Pump Stations - Cemetery x1 pump	5,000			5,000	-	-
Mulwala Sewerage Pump Stations - Gulai Rd pump	20,000			20,000	-	-
Mulwala Sewerage Pump Stations - Hicks St x1 pump	10,000			10,000	-	-
Mulwala Sewerage Pump Stations - McKee St pumps	20,000			20,000	-	-
Mulwala Sewerage Pump Stations - Payne St pumps	20,000			20,000	-	-
Mulwala Sewerage Pump Stations - Pump Wells	25,000			25,000	-	-
Mulwala Sewerage Pump Stations - Telemetry	10,000			10,000	-	-
Mulwala Sewerage Pump Stations Switchboard - ADI Ave	15,000			15,000	-	-
Mulwala Sewerage Pump Stations Switchboard - Dunmore St	20,000			20,000	-	-
Mulwala Sewerage Pump Stations switchboard - Savernake Rd Mulwala	10,000			10,000	-	-
Mulwala Sewerage Pump Stations switchboard - The Anabranch Mulwala	10,000			10,000	-	-
Mulwala Sewerage Pump Stations Switchboard - Wing Cres	15,000			15,000	-	-
Mulwala Sewerage Treatment Works - Effluent reuse	10,000			10,000	-	-
Mulwala Sewerage Treatment Works - Lab equipment	5,000			5,000	-	-
Mulwala Sewerage Treatment Works - Landscaping	7,500			7,500	-	-
Mulwala Sewerage Treatment Works - Pond vacuum replace	30,000			30,000	-	-
Mulwala Sewerage Treatment Works - RTU upgrade	15,000			15,000	-	-
Mulwala Sewerage Treatment Works - Telemetry	10,000			10,000	-	-
Oaklands Sewerage Pump Stations - Telemetry install	15,000			15,000	-	-
Oaklands Sewerage Treatment Works - Magflow meter inflow	15,000			15,000	-	-
Oaklands Sewerage Treatment Works - Sludge survey	10,000			10,000	-	-
Oaklands Sewerage Treatment Works - Telemetry install	5,000			5,000	-	-
Study/Plan Sewerage Strategic Planning	90,000			90,000	-	-
Urana Sewerage Pump Stations - Switchboards	10,000			10,000	-	-
Urana Sewerage Pump Stations - Pump wells	10,000			10,000	-	-
Urana Sewerage Pump Stations - Telemetry install	30,000			30,000	-	-
Urana Sewerage Pump Stations - Pumps	15,000			15,000	-	-
Urana Sewerage Treatment Works - Telemetry install	5,000			5,000	-	-
Urana Sewerage Treatment Works - Magflow meter inflow	15,000			15,000	-	-
Urana Sewerage Treatment Works - Sludge survey	10,000			10,000	-	-
Corowa Sewerage Mains	50,000			50,000	-	-
Sewer Telemetry - Pump Stations, Treatment Plants - new radio spectrum	35,000			35,000	-	-
Items Budgeted Twice	820,000			820,000	-	-
<b>Sewerage Total</b>	<b>2,918,500</b>	<b>176,000</b>	<b>-</b>	<b>3,094,500</b>	<b>186,608</b>	<b>25,384</b>

## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
<b>Water</b>						
Corowa Water - Pump Stations - Victoria St P/S	-	1,338,000		1,338,000	118,367	22,050
Corowa - Lone Pine Ave	-	60,000		60,000	55,830	5,900
Corowa - Armour St	-	8,000		8,000	6,325	211
Corowa Water Mains - Bow St - Gitchell to Whitehead	30,000			30,000	-	-
Corowa Water Mains - Brocklesby St - Adam to Church	15,000			15,000	-	-
Corowa Water Mains - Cemetery Ln - Redlands to Tower	40,000			40,000	-	-
Corowa Water Mains - Federation Av - Birdwood to River	350,000			350,000	-	-
Corowa Water Mains - Guy St - Redlands to Evelyn	30,000			30,000	-	-
Corowa Water Mains - John St- Bow to Wanstead	82,500			82,500	230	-
Corowa Water Mains - Lucan St - Church to River	45,000			45,000	-	-
Corowa Water Mains - Master meters	10,000			10,000	-	-
Corowa Water Mains - Redlands Rd - Whitehead to Vera	20,000			20,000	-	-
Corowa Water Mains - Vera St - Redlands to Evelyn	40,000			40,000	267	8,591
Corowa Water Pump Stations - Ball Park P/S Rehab	5,000			5,000	-	-
Corowa Water Pump Stations - Netherby PS 2 pumps	10,000			10,000	-	-
Corowa Water Pump Stations - Netherby PS intake, shed	100,000			100,000	-	-
Corowa Water Pump Stations - RTU upgrades	12,000			12,000	-	-
Corowa Water Pump Stations - Victoria St 1 pump	15,000			15,000	-	-
Corowa Water Reserviors - RTU upgrade	8,000			8,000	-	-
Corowa Water Treatment Plant - Alum system replace	30,000			30,000	-	-
Corowa Water Treatment Plant - Depot Shed	20,000			20,000	-	-
Corowa Water Treatment Plant - Lab equipment	5,000			5,000	-	-
Corowa Water Treatment Plant - Manganese treatment	40,000			40,000	-	-
Corowa Water Treatment Plant - Reservoir in-line chlorine monitoring	15,000			15,000	-	-
Corowa Water Treatment Plant - RTU upgrade	20,000			20,000	-	-
Corowa Water Treatment Plant - Telemetry	15,000			15,000	-	-
Corowa Water Treatment Plant - Valve actuators x20(4/yr)	10,000			10,000	-	-
Howlong Water Mains - Courts - High to Hume	50,000			50,000	258	-
Howlong Water Mains - James Cook Av	60,000			60,000	-	-
Howlong Water Mains - Kennedy St - Hovell to Hume	50,000			50,000	459	-
Howlong Water Mains - Master meters	5,000			5,000	-	-
Howlong Water Pump Stations - raw water intake	50,000			50,000	-	-
Howlong Water Pump Stations - raw water pump station fence	5,000			5,000	-	-
Howlong Water Reserviors - Cathodic Protection	10,000			10,000	-	-
Howlong Water Reserviors - Reservoir in-line chlorine	10,000			10,000	-	-
Howlong Water Reserviors - RTU upgrade	4,000			4,000	-	-
Howlong Water Reserviors - Elevated steel res demolish	5,000			5,000	-	-
Howlong Water Treatment Plant - Clear well reservoir	100,000			100,000	-	-
Howlong Water Treatment Plant - Computers	5,000			5,000	-	-
Howlong Water Treatment Plant - Control system - upgrade	150,000			150,000	2,411	1,665
Howlong Water Treatment Plant - Filter upgrade	10,000			10,000	-	-

## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
Howlong Water Treatment Plant - Flocc tank outlet valves	10,000			10,000	-	-
Howlong Water Treatment Plant - Irrigation system	25,000			25,000	-	-
Howlong Water Treatment Plant - Lab equipment	5,000			5,000	-	-
Howlong Water Treatment Plant - Landscape & fence	15,000			15,000	-	-
Howlong Water Treatment Plant - Pac enclosure	10,000			10,000	-	-
Howlong Water Treatment Plant - RTU upgrade	4,000			4,000	186	-
Howlong Water Treatment Plant - Telemetry	15,000			15,000	-	-
Mulwala Water Treatment Plant - Access Road	25,000			25,000	-	-
Mulwala Water Mains - Bayly St -Lucan to closed rd	50,000			50,000	258	21,673
Mulwala Water Mains - Master meters	5,000			5,000	-	-
Mulwala Water Pump Stations - Low lift pumps x2	30,000			30,000	-	-
Mulwala Water Reserviors - Cathodic protection	10,000			10,000	-	-
Mulwala Water Reserviors - RTU upgrade	8,000			8,000	-	-
Mulwala Water Treatment Plant - Access Road	25,000			25,000	-	-
Mulwala Water Treatment Plant - Computers	5,000			5,000	-	-
Mulwala Water Treatment Plant - Concrete structure	10,000			10,000	-	-
Mulwala Water Treatment Plant - Headloss meters replace	5,000			5,000	-	-
Mulwala Water Treatment Plant - Lab equipment	5,000			5,000	-	-
Mulwala Water Treatment Plant - Low lift pumps x2	30,000			30,000	-	-
Mulwala Water Treatment Plant - New plant investigation / design	150,000			150,000	-	-
Mulwala Water Treatment Plant - PAC enclosure	10,000			10,000	-	-
Mulwala Water Treatment Plant - RTU upgrade	15,000			15,000	-	-
Mulwala Water Treatment Plant - Sludge waste manifold & magflow	15,000			15,000	-	-
Mulwala Water Treatment Plant - Telemetry	10,000			10,000	-	-
Study/Plan Water Strategic Planning	90,000			90,000	-	-
Telemetry Water Equipment - Corowa, Mulwala, Howlong - radio spectrum upgrade	120,000			120,000	-	-
Water Equipment Plant - Sluice valve actuator & generator	10,000			10,000	-	-
Water Treatment Plant Lab equipment - Corowa, Howlong, Mulwala, PLC upgrade (Howlong, Mulwala), computers	15,000			15,000	-	-
Items Budgeted Twice	370,000			370,000	-	-
<b>Water Total</b>	<b>2,578,500</b>	<b>1,406,000</b>	<b>-</b>	<b>3,984,500</b>	<b>184,590</b>	<b>60,090</b>

## Detailed Capital Expenditure 2017-2018

Description	Original Budget	C/F	Qrt 1 - 30 Sept 17	Revised Budget	Actual Spent	Commitments
<b>Stronger Communities &amp; Merger</b>						
Playground Bangerang Corowa upgrades	500,963			500,963	5,843	-
Corowa Swimming Pool Renewal	1,500,000			1,500,000	10,895	24,256
Howlong - Lowe Sq (BMX track / skate park)	150,000			150,000	500	12,304
Communication & connectivity between sites	20,584			20,584	12,625	-
Boree Creek Community Committee - Memorial Hall Repairs	19,636			19,636	3,182	13,887
Savernake School of Arts Reserve Trust - Savernake Hall - Facilities Upgrade	2,400			2,400	-	1,518
Rand Sports Ground - Rand Community Playground	50,000			50,000	-	38,280
Urana Progress Association - Urana Adventure and Skate Park	40,000			40,000	1,935	68,450
Urana Hall Committee - Painting Urana Soldiers Memorial Hall	40,000			40,000	20,000	-
Corowa Skate Park	333,170			333,170	6,280	2,483
Office remodelling	60,000			60,000	56,374	-
Howlong Cricket Club - Cricket Roller	13,000			13,000	13,000	-
Victoria Park Urana - Vintage Machinery	17,180			17,180	-	13,558
Victoria Park Urana - Campdraft	33,504			33,504	213	-
Victoria Park Urana - Airstrip	11,158			11,158	6,531	-
Mulwala Football Netball Club Inc - Solar Power Generation	10,000			10,000	10,980	-
Corowa Golf Club - Cinema Project	585,000			585,000	131,374	-
Daysdale Memorial Hall - Restoration of Flooring	10,469			10,469	-	9,569
Urana progress Association - Bird Aviary	16,000			16,000	9,515	-
Corowa RSL Park Playground Renewal - Stronger Community Project	140,451			140,451	-	138,639
<b>Stronger Communities &amp; Merger Total</b>	<b>3,553,515</b>	-	-	<b>3,553,515</b>	<b>289,247</b>	<b>322,944</b>

# Federation Council

2011 Census results

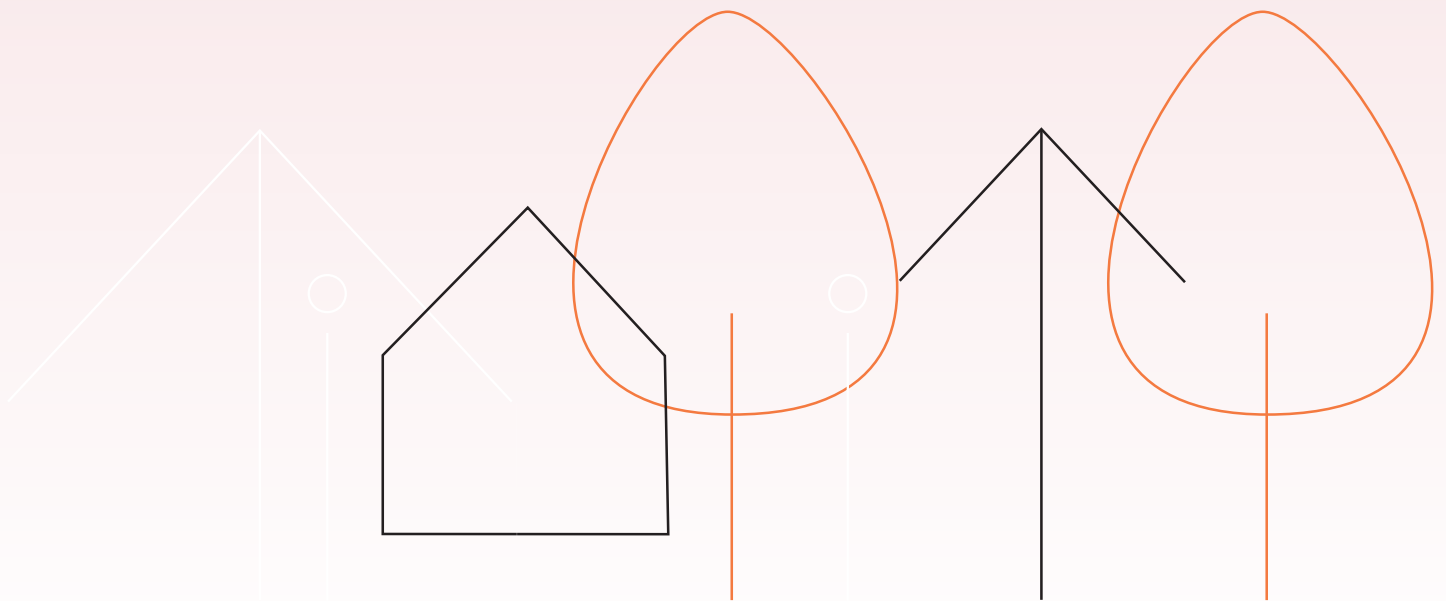
Federation Council area

Comparison year: 2011

Benchmark area: Regional NSW

Community profile reports Federation Council area

community profile



**FEDERATION  
COUNCIL**



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# Welcome to the Federation Council area

## Community Profile

The Federation Council area is located in southern New South Wales, about 560-600 kilometres south-west of the Sydney CBD, 350-400 kilometres south-west of the Canberra CBD, and 300-380 kilometres north of the Melbourne CBD.

The Federation Council area Community Profile provides demographic analysis for the Council and its suburbs based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures.

### Important Statistics

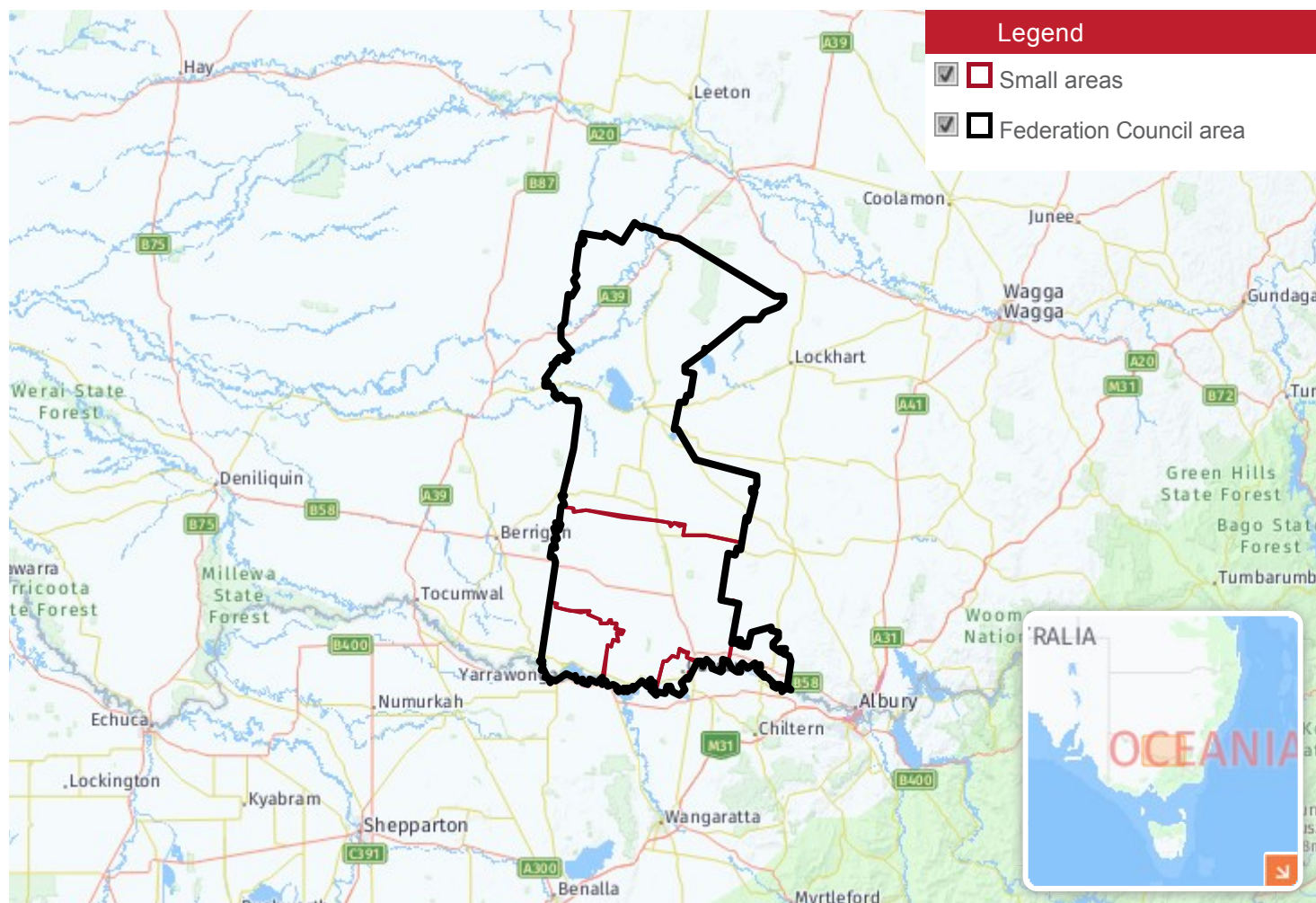
**Population**  
**12,411**  
ABS ERP 2016

**Land area**  
**568,500**  
hectares (5,685 Km<sup>2</sup>)

**Population density**  
**0.02**  
persons per hectare

### Profile areas

Federation Council area



Compiled and presented in profile.id by .id, the population experts.

# Federation Council area

## Population highlights

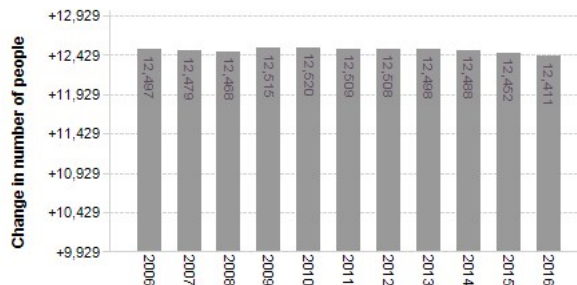
### Population

**12,411**

ERP, 2016

▼ Declined by 41 from the previous year.

### Estimated Resident Population Federation Council area



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts

- ◆ No significant change since previous Census (less than  $\pm 0.5\%$ )    ▲ Increased since previous Census  
 ▼ Decreased since previous Census

### Median age

**49** ▲(3)

Regional NSW	43 ▲
NSW	38 ◆
Australia	38 ▲

### Indigenous population

**1.7%** ◆(0.3%)

Regional NSW	5.5% ▲
NSW	2.9% ◆
Australia	2.8% ◆

### Couples with children

**21%** ▼(-2.5%)

Regional NSW	25% ▼
NSW	32% ◆
Australia	30% ◆

### Older couples without children

**17%** ▲(0.6%)

Regional NSW	13% ▲
NSW	10% ▲
Australia	10% ▲

### Lone person households

**28%** ▲(1.2%)

Regional NSW	26% ◆
NSW	22% ▼
Australia	23% ◆

### Medium and high density Housing

**11%** ▼(-2.0%)

Regional NSW	17% ▲
NSW	33% ▲
Australia	27% ▲

### Median weekly household income

**\$1,020**

▲(\$179)

Regional NSW	\$1,166 ▲
NSW	\$1,481 ▲
Australia	\$1,431 ▲

### Median weekly mortgage repayment

**\$285**

Regional NSW	\$366
NSW	\$456
Australia	\$409

### Median weekly rent

**\$205**

Regional NSW	\$278
NSW	\$384
Australia	\$339

### Households renting

**21%** ◆(0.0%)

Regional NSW	26% ◆
NSW	30% ▲
Australia	29% ▲

### Households with a mortgage

**27%** ▼(-2.1%)

Regional NSW	29% ▼
NSW	30% ▼
Australia	32% ▼

### Overseas born

**7%** ◆(-0.4%)

Regional NSW	11% ◆
NSW	28% ▲
Australia	26% ▲

### Language at home other than English

**2%** ◀▶(0.2%)

Regional NSW	6% ▲
NSW	25% ▲
Australia	21% ▲

### University attendance

**1%** ◀▶(0.1%)

Regional NSW	3% ◀▶
NSW	5% ▲
Australia	5% ▲

# Federation Council area

About the profile areas

## Location and boundaries

The Federation Council area is located in southern New South Wales, about 560-600 kilometres south-west of the Sydney CBD, 350-400 kilometres south-west of the Canberra CBD, and 300-380 kilometres north of the Melbourne CBD. The Federation Council area is bounded by Narrandera Shire in the north, Lockhart Shire and Greater Hume Shire in the east, the Murray River and the Victorian border in the south, and Berrigan Shire and the Murrumbidgee Council area in the west.

Important

Statistics

Population

**12,411**

2016 ABS ERP

Land area

**568,500**

hectares (5,685 Km<sup>2</sup>)

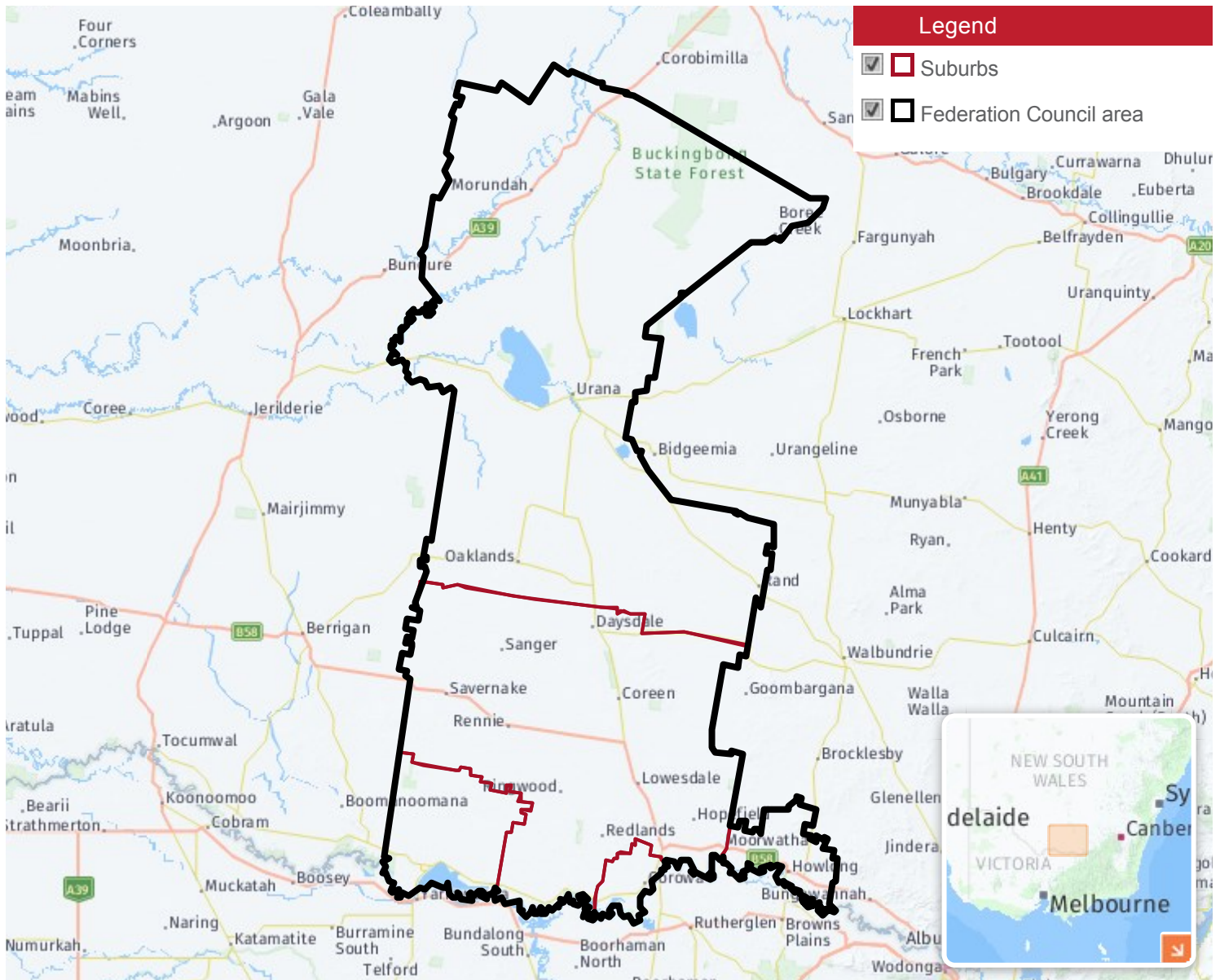
Population density

**0.02**

persons per hectare

# Profile areas

Federation Council area



Compiled and presented in profile.id by .id, the population experts.

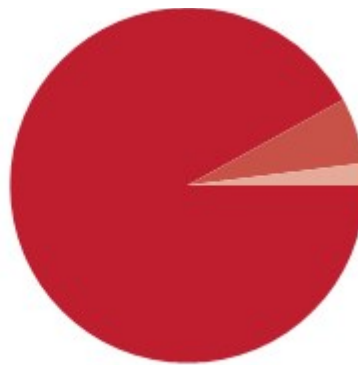
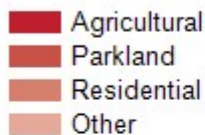
## Settlement history

European settlement dates from the late 1830s, with land used mainly for grazing. Population was minimal until the late 1850s when the townships of Corowa, Howlong, Mulwala and Urana were established. Growth took place during the late 1800s and early 1900s, spurred by gold mining in nearby areas and the opening of the railway line. In 1939 Lake Mulwala was constructed by damming the Murray River, providing irrigation water storage. The population was fairly stable from the post-war years to the 1970s. Some growth took place between the 1970s and the 1990s. The population was then relatively stable between 1991 and 2011, at about 12,000 people.

## Land use

The Federation Council area is predominantly rural, with several townships. The largest township is Corowa, with smaller townships at Boree Creek, Howlong, Morundah, Mulwala, Oaklands, Rand and Urana, and several small villages. The Council area encompasses a total land area of about 5,700 square kilometres. Rural land is used largely for agriculture, particularly sheep and cattle grazing, with some wheat and cereal growing, pig rearing and timber production. Tourism is also an important industry.

## Land use



## Transport

The Federation Council area is served by the Newell Highway, the Riverina Highway and the Corowa Airport.

## Major features

Major features of the Council area include the Murray River, Murray Valley National Park, Murray Valley Regional Park, Lake Urana Nature Reserve, Lake Mulwala, Lake Urana, Corowa Golf Club, Howlong Country Golf Club, Oaklands Golf Club, Rand Golf Club, Urana Golf Club, Yarrowonga Mulwala Golf Club Resort, Mulwala Waterslide, Urana Aquatic Centre, Corowa Federation Museum, Oaklands Vintage Machinery Museum, Urana Court House Museum, Yarrowonga-Mulwala Pioneer Museum, Corowa District Hospital, Urana Multi Purpose Service (Hospital), Corowa Ponds Wildlife Sanctuary, J M Smith Flora and Fauna Reserve, Australian Soaring Centre, TAFE NSW Riverina Institute (Corowa Campus) and various state forests.

## Indigenous background

The original inhabitants of the Federation Council area were the Bangerang and Wiradjuri Aboriginal people.

## Included areas

The Federation Council area includes the localities of Balldale (part), Boree Creek (part), Collendina, Coreen, Corowa, Daysdale, Hopefield, Howlong, Lowesdale, Morundah (part), Mulwala (part), Oaklands (part), Redlands, Rennie, Ringwood, Sanger, Savernake (part), Rand (part) and Urana (part).

# Federation Council area

## Population and dwellings

### Population

Federation Council area - Total persons	NEW 2016			2011			Change
Population	Number	%	Regional NSW %	Number	%	Regional NSW %	2011 to 2016
Estimated Resident Population	12,411	--	--	12,509	--	--	-98
Enumerated Population	12,129	--	--	12,110	--	--	+19
Usual Resident Population	12,277	--	--	12,149	--	--	+128

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented in profile.id by .id, the population experts.

### Selected subpopulation categories

Federation Council area - Total people (Usual residence)	NEW 2016			2011			Change
Population group	Number	%	Regional NSW %	Number	%	Regional NSW %	2011 to 2016
Males	6,102	49.8	49.2	6,082	50.1	49.3	+20
Females	6,174	50.4	50.8	6,067	49.9	50.7	+107
Aboriginal and Torres Strait Islander population	212	1.7	5.5	172	1.4	4.7	+40
Australian citizens	10,967	89.5	88.7	11,288	92.9	90.8	-321
Eligible voters (citizens aged 18+)	8,648	70.5	68.3	8,739	71.9	69.1	-91
Population over 15	10,161	82.9	81.6	9,873	81.3	80.6	+288
Overseas visitors (enumerated)	23	--	--	12	--	--	+11

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

### Dwellings

Federation Council area - Households (Enumerated)	NEW 2016			2011			Change
Dwellings	Number	%	Regional NSW %	Number	%	Regional NSW %	2011 to 2016
Total dwellings	6,378	100.0	100.0	6,291	100.0	100.0	+87
Occupied private dwellings	5,274	82.7	87.3	5,085	80.8	86.9	+189
Population in non-private dwellings	367	--	--	437	--	--	-70
Average household size (persons per dwelling)	2.23	--	2.41	2.30	--	2.43	-0.07

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Enumerated). Compiled and presented in profile.id by .id, the population experts.

\*Note that this is an estimate based on ERP at the SA1 level. It is subject to review after the next Census data release and may not match .id's population forecasts.



# Federation Council area

## Estimated Resident Population (ERP)

The Estimated Resident Population is the OFFICIAL Federation Council area population for 2016. For areas within the Federation Council area, the ERP is not an official count but an experimental estimate which is subject to review after the next Census.

Populations are counted and estimated in various ways. The most comprehensive population count available in Australia is derived from the Census of Population and Housing conducted by the Australian Bureau of Statistics every five years. However the Census count is generally an under-estimate of the actual population, due to people missed in the Census and people overseas on Census night. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces "Estimated Resident Population" (ERP) numbers for the Federation Council area. Estimates for areas within the Federation Council area are based on aggregates of SA1s derived from population distributions applicable at the 2011 Census. Actual populations may vary slightly where population growth has not been uniform since the previous Census.

See [data notes](#) for a detailed explanation of different population types, how they are calculated and when to use each one.

## Estimated Resident Population (ERP)

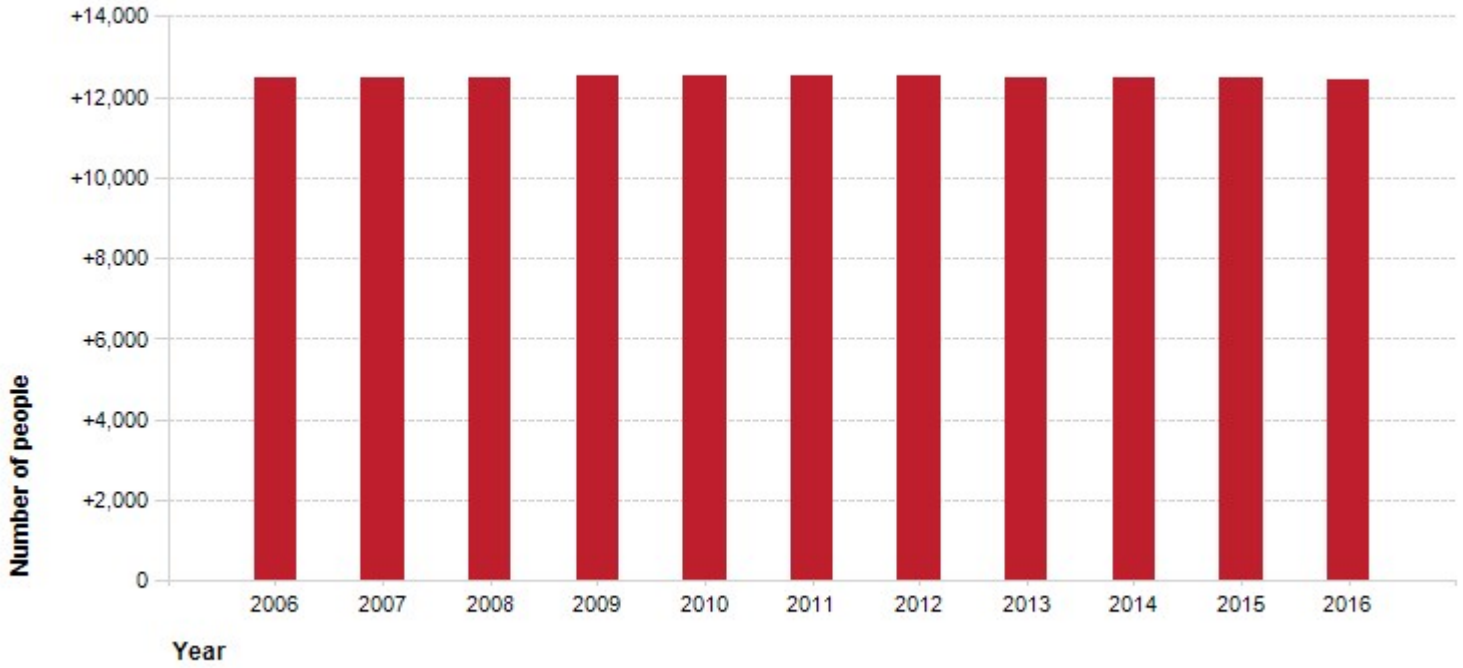
Federation Council area			
Year (ending June 30)	Number	Change in number	Change in percent
2006	12,497	--	--
2007	12,479	-18	-0.14
2008	12,468	-11	-0.09
2009	12,515	+47	+0.38
2010	12,520	+5	+0.04
2011	12,509	-11	-0.09
2012	12,508	-1	-0.01
2013	12,498	-10	-0.08
2014	12,488	-10	-0.08
2015	12,452	-36	-0.29
2016	12,411	-41	-0.33

Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in profile.id by [.id](#), the population experts.

 [ERP benchmarked to New South Wales and Australia](#)

# Estimated Resident Population (ERP)

Federation Council area

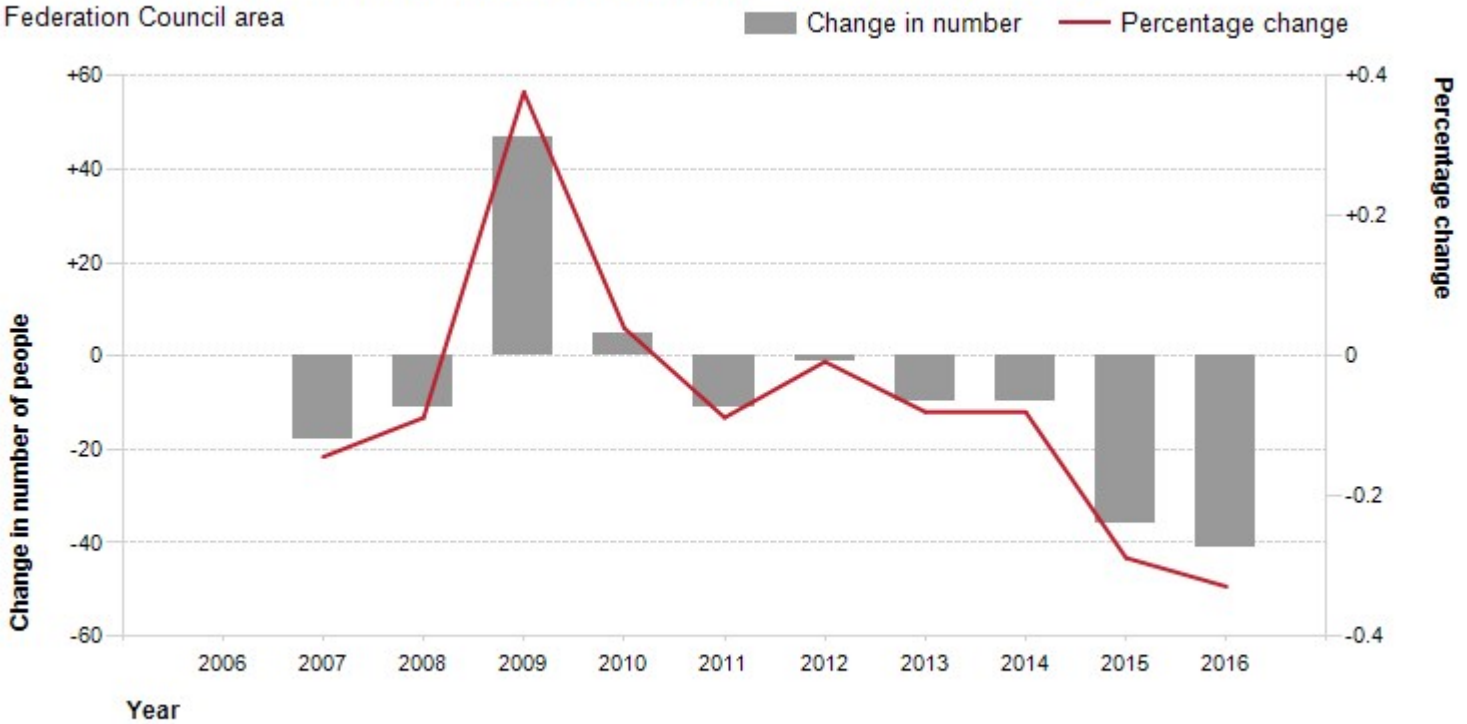


Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts



# Annual change in Estimated Resident Population (ERP)

Federation Council area



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts



# Federation Council area

## Service age groups

The Age Structure of the Federation Council area provides key insights into the level of demand for age based services and facilities such as child care. It is an indicator of the Federation Council area's residential role and function and how it is likely to change in the future.

Service age groups divide the population into age categories that reflect typical life-stages. They indicate the level of demand for services that target people at different stages in life and how that demand is changing.

To get a more complete picture the Federation Council area's Age Structure should be viewed in conjunction with [Household Types](#) and [Dwelling Types](#).

Source: Australian Bureau of Statistics, [Census of Population and Housing 2011 and 2016](#). Compiled and presented by [.id](#), the population experts.

[Please refer to specific data notes for more information](#)

Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by [.id](#), the population experts.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 and 2016 (Usual residence data). Compiled and presented in profile.id by [.id](#), the population experts.

## Dominant groups

Analysis of the service age groups of the Federation Council area in 2016 compared to Regional NSW shows that there was a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 20.4% of the population was aged between 0 and 17, and 35.2% were aged 60 years and over, compared with 22.1% and 27.2% respectively for Regional NSW.

The major differences between the age structure of the Federation Council area and Regional NSW were:

- A *larger* percentage of 'Seniors (70 to 84)' (15.5% compared to 11.4%)
- A *larger* percentage of 'Empty nesters and retirees (60 to 69)' (16.4% compared to 13.1%)
- A *smaller* percentage of 'Young workforce (25 to 34)' (8.0% compared to 11.0%)
- A *smaller* percentage of 'Parents and homebuilders (35 to 49)' (15.6% compared to 18.0%)

## Emerging groups

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From 2011 to 2016, Federation Council area's population increased by 121 people (1.0%). This represents an average annual population change of 0.2% per year over the period.

The largest changes in the age structure in this area between 2011 and 2016 were in the age groups:

- Empty nesters and retirees (60 to 69) (+228 people)
- Parents and homebuilders (35 to 49) (-197 people)
- Secondary schoolers (12 to 17) (-192 people)
- Seniors (70 to 84) (+137 people)

# Federation Council area

## Five year age groups

The Age Structure of the Federation Council area provides key insights into the level of demand for age based services and facilities such as child care. It is also an indicator of the Federation Council area's residential role and function and how it is likely to change in the future.

Five year age groups present a classic age profile of the population. Each age group covers exactly five years, which enables direct comparison between each group.

To get a more complete picture the Federation Council area's Age Structure should be viewed in conjunction with [Household Types](#) and [Dwelling Types](#).

Source: Australian Bureau of Statistics, [Census of Population and Housing 2011 and 2016](#). Compiled and presented by [.id](#), the population experts.

[Please refer to specific data notes for more information](#)

Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by [.id](#), the population experts.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 and 2016 (Usual residence data). Compiled and presented in profile.id by [.id](#), the population experts.

## Dominant groups

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Analysis of the five year age groups of the Federation Council area in 2016 compared to Regional NSW shows that there was a lower proportion of people in the younger age groups (under 15) and a higher proportion of people in the older age groups (65+).

Overall, 17.1% of the population was aged between 0 and 15, and 27.5% were aged 65 years and over, compared with 18.4% and 20.6% respectively for Regional NSW.

**The major differences between the age structure of the Federation Council area and Regional NSW were:**

- A *larger* percentage of persons aged 65 to 69 (8.7% compared to 6.4%)
- A *larger* percentage of persons aged 70 to 74 (6.6% compared to 5.0%)
- A *larger* percentage of persons aged 75 to 79 (5.3% compared to 3.7%)
- A *smaller* percentage of persons aged 30 to 34 (4.1% compared to 5.5%)

## Emerging groups

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From 2011 to 2016, Federation Council area's population increased by 109 people (0.9%). This represents an average annual population change of 0.18% per year over the period.

The largest changes in age structure in this area between 2011 and 2016 were in the age groups:

- 65 to 69 (+213 persons)
- 0 to 4 (-120 persons)
- 85 and over (+97 persons)
- 15 to 19 (-90 persons)

# Federation Council area

## Employment status

The Federation Council area's employment statistics are an important indicator of socio-economic status. The levels of full or part-time employment, unemployment and labour force participation indicate the strength of the local economy and social characteristics of the population. Employment status is linked to a number of factors including [Age Structure](#), which influences the number of people in the workforce; the economic base and employment opportunities available in the area and; the education and skill base of the population ([Occupations](#), [Industries](#), [Qualifications](#)).

## Employment status

Federation Council area - Persons (Usual residence)		2011			2006			Change
Employment status	Number	%	Regional NSW %	Number	%	Regional NSW %	2006 to 2011	
Employed	5,133	96.8	93.9	5,202	95.1	92.9	-69	
▪ Employed full-time	3,239	61.1	56.7	3,328	60.9	56.5	-89	
▪ Employed part-time	1,806	34.0	35.0	1,714	31.3	33.8	+92	
▪ Hours worked not stated	88	1.7	2.1	160	2.9	2.6	-72	
Unemployed (Unemployment rate)	172	3.2	6.1	266	4.9	7.1	-94	
▪ Looking for full-time work	97	1.8	3.8	174	3.2	4.6	-77	
▪ Looking for part-time work	75	1.4	2.4	92	1.7	2.5	-17	
<b>Total Labour Force</b>	<b>5,305</b>	<b>100.0</b>	<b>100.0</b>	<b>5,468</b>	<b>100.0</b>	<b>100.0</b>	<b>-163</b>	

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2006 and 2011. Compiled and presented by [.id](#), the population experts.

## Labour force status

Federation Council area - Persons aged 15+ (Usual residence)		2011			2006			Change
Labour force status	Number	%	Regional NSW %	Number	%	Regional NSW %	2006 to 2011	
Total labour force (Participation rate)	5,305	53.8	56.4	5,468	55.5	55.9	-163	
Not in the labour force	4,035	41.0	38.5	3,899	39.6	38.6	+136	
Labour force status not stated	513	5.2	5.2	479	4.9	5.4	+34	
<b>Total persons aged 15+</b>	<b>9,853</b>	<b>100.0</b>	<b>100.0</b>	<b>9,846</b>	<b>100.0</b>	<b>100.0</b>	<b>+7</b>	

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2006 and 2011. Compiled and presented by [.id](#), the population experts.

[e Annual employed resident totals \(2001-2013\)](#)

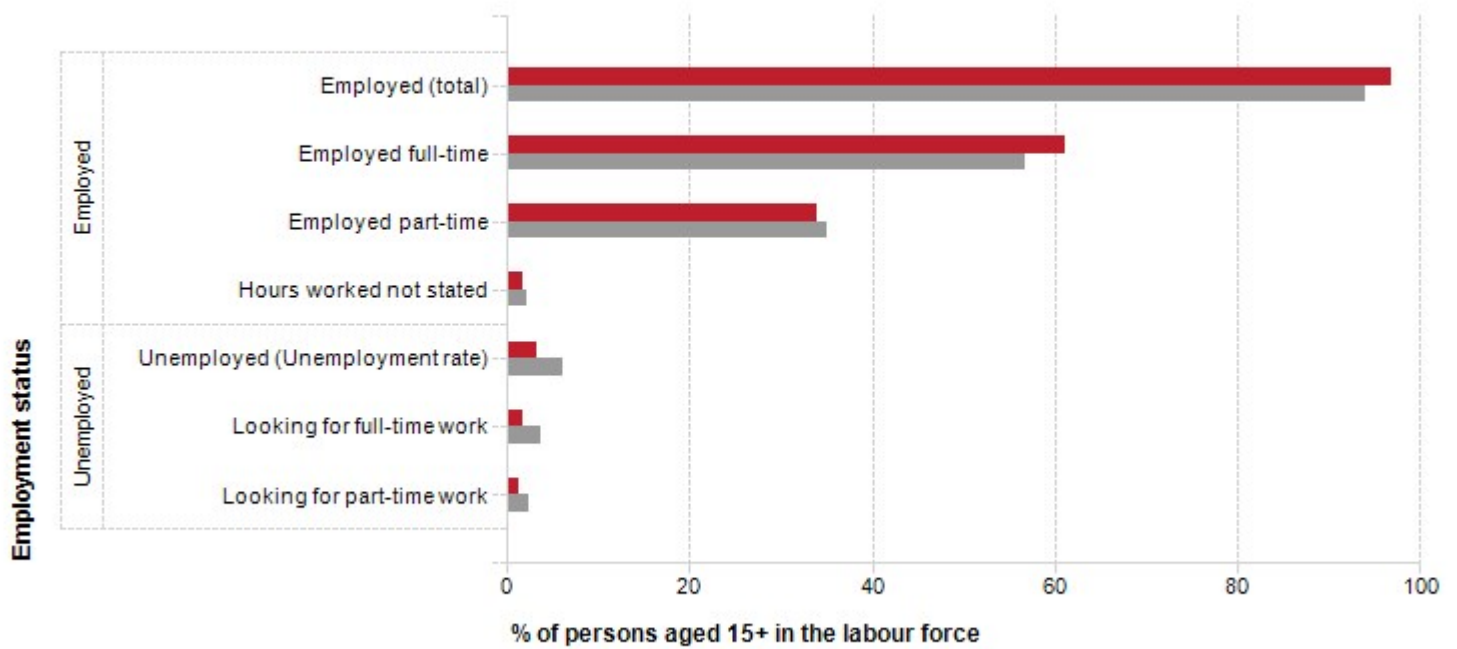
[e Quarterly unemployment totals \(2004-2013\)](#)

[e Map of employment locations by industry](#)

# Employment status, 2011

Total persons in the labour force

■ Federation Council area ■ Regional NSW

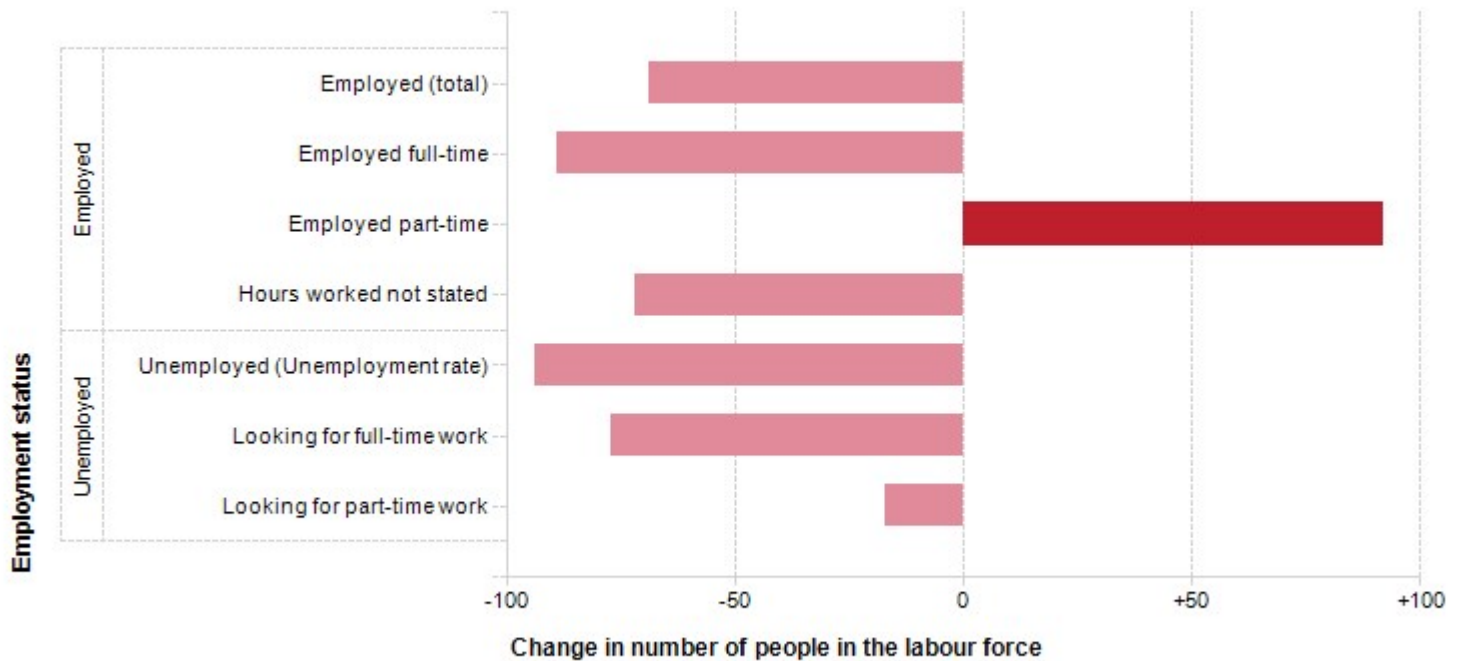


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)  
Compiled and presented in profile.id by .id, the population experts.



# Change in employment status, 2006 to 2011

Federation Council area - Total persons in the labour force



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data)  
Compiled and presented in profile.id by .id, the population experts.





## Dominant groups

The size of the Federation Council area's labour force in 2011 was 5,305, of which 1,806 were employed part-time and 3,239 were full time workers.

Analysis of the employment status (as a percentage of the labour force) in the Federation Council area in 2011 compared to Regional NSW shows that there was a higher proportion in employment, and a lower proportion unemployed. Overall, 96.8% of the labour force was employed (52.1% of the population aged 15+), and 3.2% unemployed (1.7% of the population aged 15+), compared with 93.9% and 6.1% respectively for Regional NSW.

The labour force participation rate refers to the proportion of the population aged 15 years and over that was employed or actively looking for work. *"The labour force is a fundamental input to domestic production. Its size and composition are therefore crucial factors in economic growth. From the viewpoint of social development, earnings from paid work are a major influence on levels of economic well-being."* (Australian Social Trends 1995).

Analysis of the labour force participation rate of the population in the Federation Council area in 2011 shows that there was a lower proportion in the labour force (53.8%) compared with Regional NSW (56.4%).

## Emerging groups

Between 2006 and 2011, the number of people employed in the Federation Council area showed a decrease of 69, and the number unemployed showed a decrease of 94. In the same period, the number of people in the labour force showed a decrease of 163 or 3.0%.

# Federation Council area

## Industry sector of employment

The Federation Council area's industry statistics identify the industry sectors in which the residents work (which may be within the residing area or elsewhere). This will be influenced by the skill base and socio-economic status of the residents as well as the industries and employment opportunities present in the region.

When viewed in conjunction with [Residents Place of Work](#) data and [Method of Travel to Work](#), industry sector statistics provide insights into the relationship between the economic and residential role of the area.

## Industry sector of employment

Federation Council area - Employed persons (Usual residence)			2011			2006			Change
Industry sector	Number	%	Regional NSW %	Number	%	Regional NSW %	2006 to 2011		
Agriculture, Forestry and Fishing	779	15.3	5.8	1,050	20.2	7.0	-271		
Mining	0	0.0	2.5	3	0.1	1.7	-3		
Manufacturing	915	18.0	8.3	727	14.0	9.2	+188		
Electricity, Gas, Water and Waste Services	41	0.8	1.5	33	0.6	1.3	+8		
Construction	359	7.1	7.9	345	6.6	7.7	+14		
Wholesale trade	140	2.8	2.8	155	3.0	3.1	-15		
Retail Trade	518	10.2	11.4	582	11.2	12.3	-64		
Accommodation and Food Services	444	8.7	7.7	459	8.8	7.5	-15		
Transport, Postal and Warehousing	308	6.0	4.2	269	5.2	4.3	+39		
Information Media and Telecommunications	3	0.1	1.0	19	0.4	1.2	-16		
Financial and Insurance Services	40	0.8	2.2	56	1.1	2.3	-16		
Rental, Hiring and Real Estate Services	36	0.7	1.4	34	0.7	1.5	+2		
Professional, Scientific and Technical Services	112	2.2	4.6	144	2.8	4.4	-32		
Administrative and Support Services	102	2.0	2.8	93	1.8	2.5	+9		
Public Administration and Safety	216	4.2	7.2	221	4.2	6.9	-5		
Education and Training	268	5.3	8.6	263	5.1	8.2	+5		
Health Care and Social Assistance	502	9.9	13.0	410	7.9	11.5	+92		
Arts and Recreation Services	33	0.6	1.2	34	0.7	1.2	-1		
Other Services	137	2.7	3.9	179	3.4	3.8	-42		
Inadequately described or not stated	138	2.7	2.1	126	2.4	2.3	+12		
<b>Total employed persons aged 15+</b>	<b>5,091</b>	<b>100.0</b>	<b>100.0</b>	<b>5,202</b>	<b>100.0</b>	<b>100.0</b>	<b>-111</b>		

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2006 and 2011. Compiled and presented by [.id](#), the population experts.

[e](#) [Full-time equivalent \(FTE\) local jobs by industry \(NIEIR modelled\)](#)

[e](#) [Total local jobs by industry \(NIEIR modelled\)](#)

[e](#) [Ratio of local jobs to employed residents by industry](#)

[e](#) [Employed residents who are employed in the LGA by industry](#)

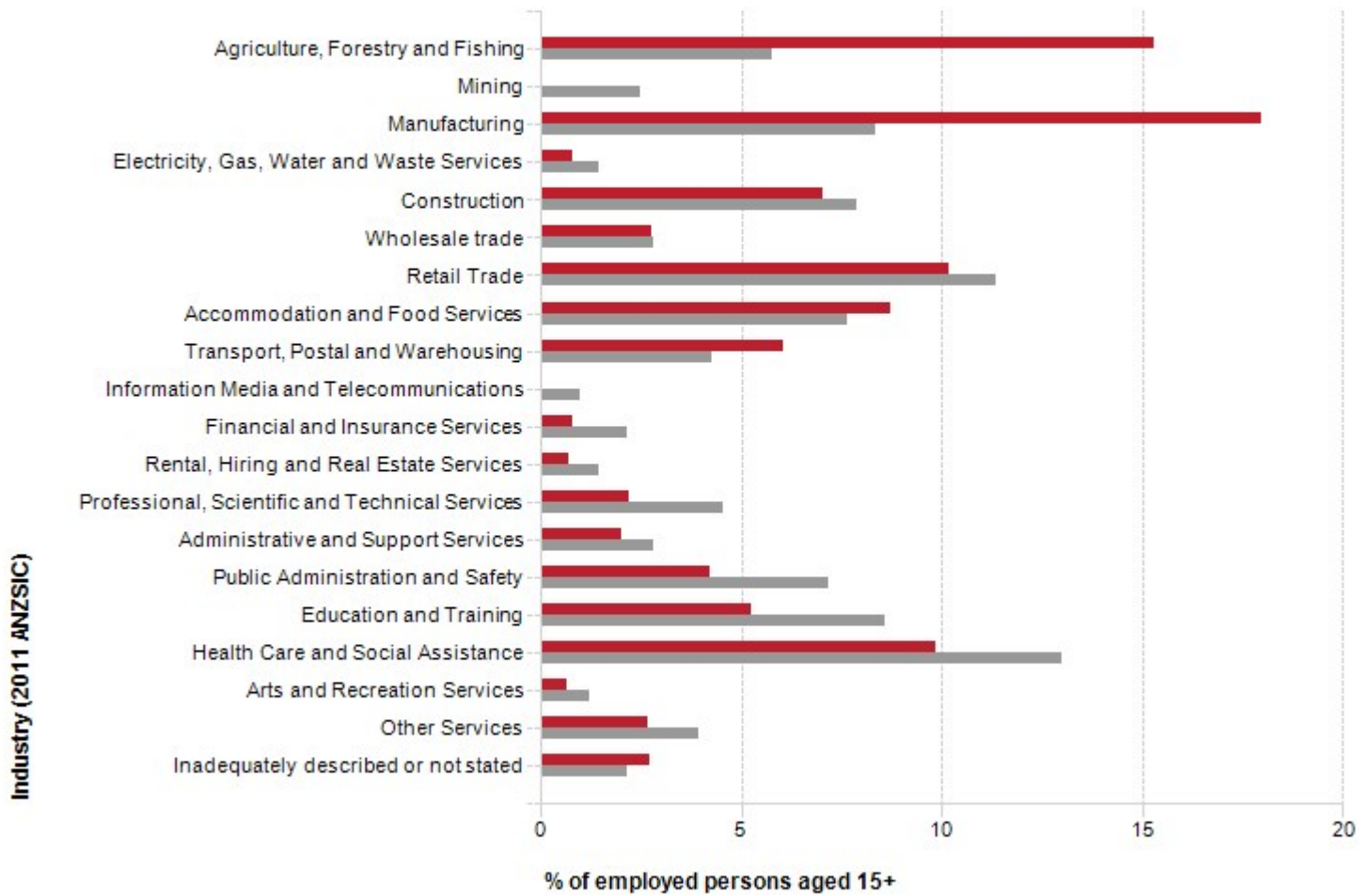
[e](#) [Residents who work in the LGA by industry](#)

[e](#) [Total employment by industry \(Census\)](#)

# Industry sector of employment, 2011

Total employed persons

■ Federation Council area   ■ Regional NSW

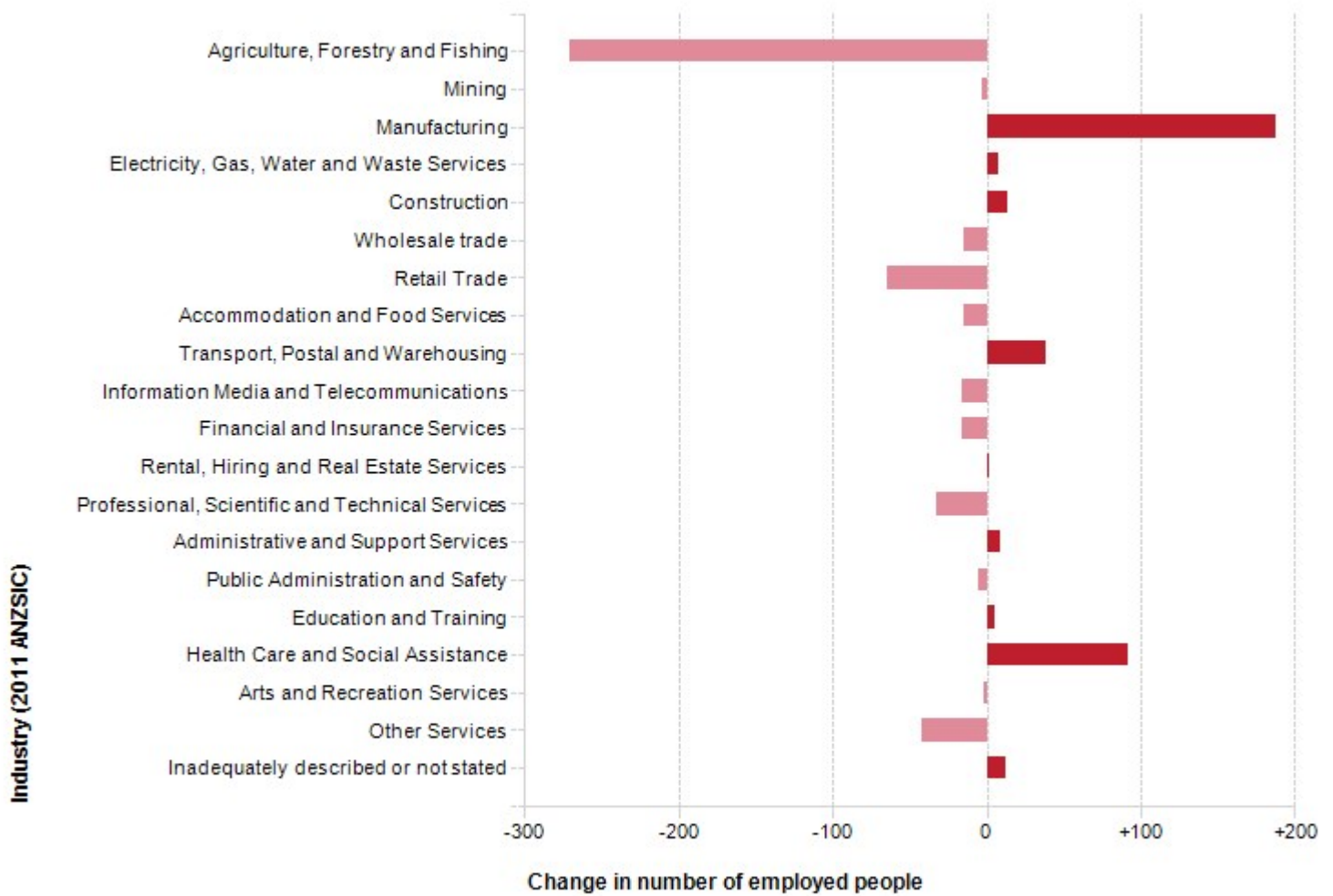


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)  
 Compiled and presented in profile.id by .id, the population experts.

**.id** the population experts

# Change in industry sector of employment, 2006 to 2011

Federation Council area - Total employed persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data)  
 Compiled and presented in profile.id by .id, the population experts.



# Federation Council area

## Occupation of employment

The Federation Council area's occupation statistics quantify the occupations in which the residents work (which may be within the residing area or elsewhere). This will be influenced by the economic base and employment opportunities available in the area, education levels, and the working and social aspirations of the population. When viewed with other indicators, such as [Educational Qualifications](#) and [Individual Income](#), Occupation is a key measure for evaluating the Federation Council area's socio-economic status and skill base.

## Occupation of employment

Federation Council area - Employed persons (Usual residence)	2011			2006			Change 2006 to 2011
	Number	%	Regional NSW %	Number	%	Regional NSW %	
Managers	952	18.6	13.4	1,029	19.8	14.5	-77
Professionals	536	10.5	17.4	523	10.1	16.3	+13
Technicians and Trades Workers	762	14.9	15.2	815	15.7	15.4	-53
Community and Personal Service Workers	469	9.2	10.7	406	7.8	9.6	+63
Clerical and Administrative Workers	469	9.2	13.0	487	9.4	12.9	-18
Sales Workers	400	7.8	9.7	416	8.0	10.0	-16
Machinery Operators And Drivers	421	8.2	7.6	405	7.8	7.3	+16
Labourers	999	19.6	11.3	1,026	19.7	12.3	-27
Inadequately described	99	1.9	1.6	95	1.8	1.6	+4
<b>Total employed persons aged 15+</b>	<b>5,107</b>	<b>100.0</b>	<b>100.0</b>	<b>5,202</b>	<b>100.0</b>	<b>100.0</b>	<b>-95</b>

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2006 and 2011. Compiled and presented by [.id](#), the population experts.

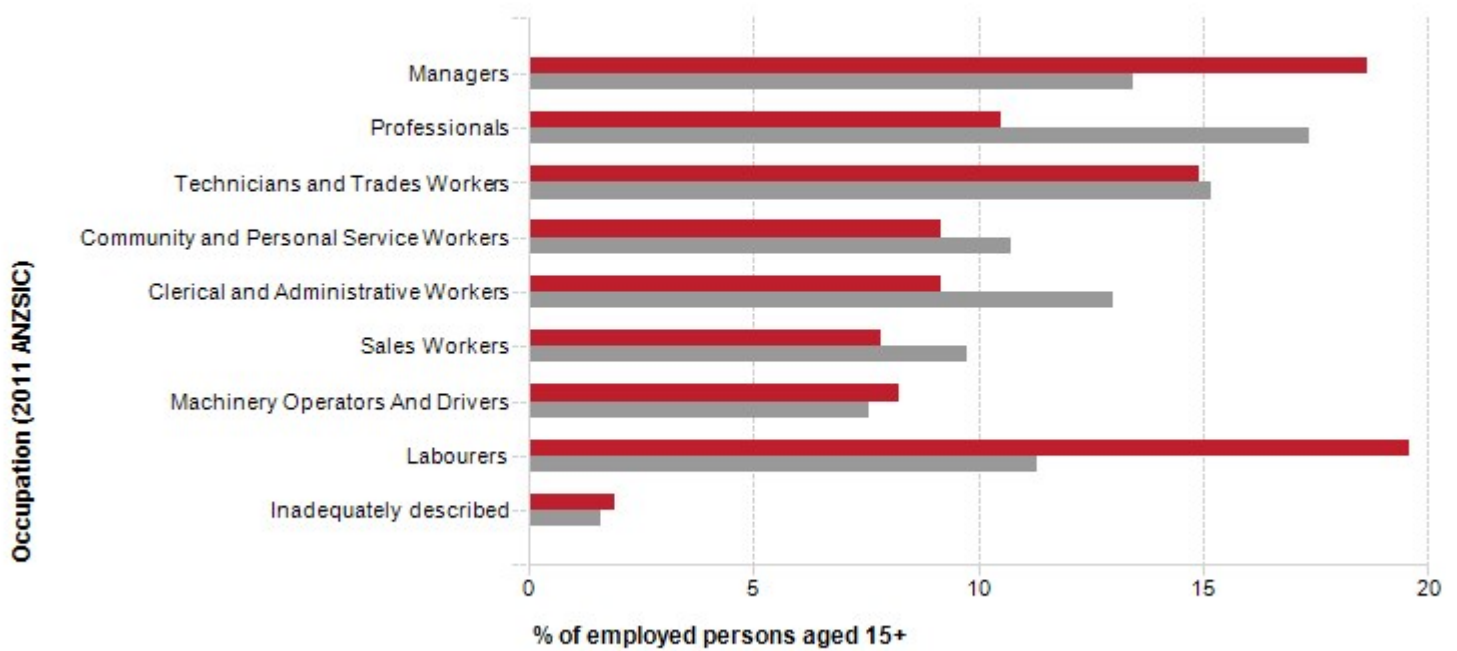
[e Workforce occupations by industry](#)

[e Local labour force occupations by industry](#)

# Occupation of employment, 2011

Total employed persons

■ Federation Council area ■ Regional NSW

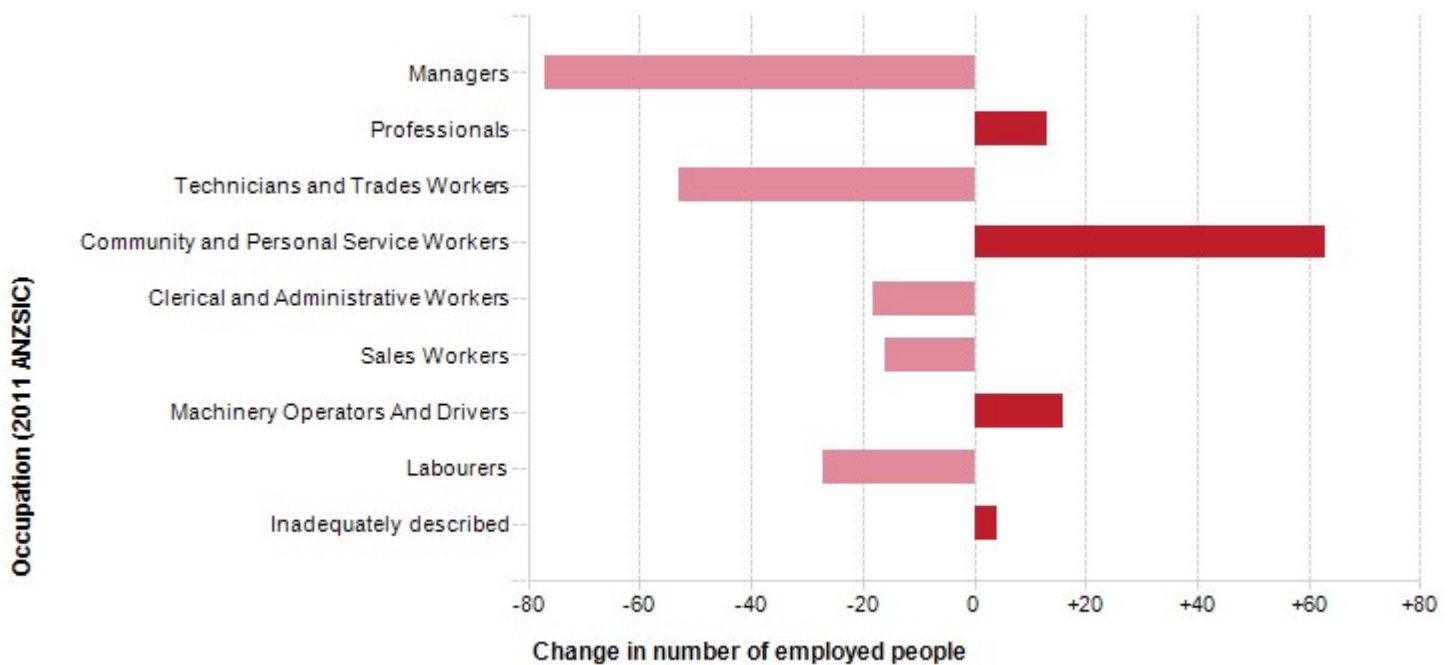


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)  
Compiled and presented in profile.id by .id, the population experts.



# Change in occupation of employment, 2006 to 2011

Federation Council area - Total employed persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data)  
Compiled and presented in profile.id by .id, the population experts.



## Dominant groups

An analysis of the jobs held by the resident population in Federation Council area in 2011 shows the three most popular occupations were:

- Labourers (999 people or 19.6%)
- Managers (952 people or 18.6%)
- Technicians and Trades Workers (762 people or 14.9%)

In combination these three occupations accounted for 2,713 people in total or 53.1% of the employed resident population.

In comparison, Regional NSW employed 11.3% in Labourers; 13.4% in Managers; and 15.2% in Technicians and Trades Workers.

**The major differences between the jobs held by the population of the Federation Council area and Regional NSW were:**

- A *larger* percentage of persons employed as Labourers (19.6% compared to 11.3%)
- A *larger* percentage of persons employed as Managers (18.6% compared to 13.4%)
- A *smaller* percentage of persons employed as Professionals (10.5% compared to 17.4%)
- A *smaller* percentage of persons employed as Clerical and Administrative Workers (9.2% compared to 13.0%)

## Emerging groups

The number of employed people in Federation Council area decreased by 95 between 2006 and 2011.

**The largest changes in the occupations of residents between 2006 and 2011 in the Federation Council area were for those employed as:**

- Managers (-77 persons)
- Community and Personal Service Workers (+63 persons)
- Technicians and Trades Workers (-53 persons)

# Federation Council area

## Method of travel to work

The Federation Council area's commuting statistics reveal the main modes of transport by which residents get to work. There are a number of reasons why people use different modes of transport to get to work including the availability of affordable and effective public transport options, the number of motor vehicles available within a household, and the distance travelled to work.

Commuting data is very useful in transport planning as it informs decision-makers about the availability, effectiveness and utilisation of local transport options, particularly when analysed with [Residents Place of Work](#) data and [Car Ownership](#).

## Method of travel to work

Federation Council area - Employed persons (Enumerated)		2011			2006			Change
Main method of travel	Number	%	Regional NSW %	Number	%	Regional NSW %	2006 to 2011	
Train	0	0.0	0.8	0	0.0	0.8	0	
Bus	7	0.1	0.9	32	0.6	0.9	-25	
Tram or Ferry	0	0.0	0.0	0	0.0	0.0	0	
Taxi	0	0.0	0.1	3	0.1	0.2	-3	
Car - as driver	3,395	65.7	65.2	3,168	60.2	61.6	+227	
Car - as passenger	273	5.3	5.9	295	5.6	6.6	-22	
Truck	69	1.3	1.6	96	1.8	2.0	-27	
Motorbike	5	0.1	0.7	23	0.4	0.7	-18	
Bicycle	50	1.0	0.7	75	1.4	0.8	-25	
Walked only	234	4.5	4.0	289	5.5	4.7	-55	
Other	83	1.6	1.3	70	1.3	1.2	+13	
Worked at home	418	8.1	5.7	519	9.9	6.4	-101	
Did not go to work	545	10.6	11.4	594	11.3	12.2	-49	
Not stated	86	1.7	1.6	100	1.9	1.9	-14	
<b>Total employed persons aged 15+</b>	<b>5,165</b>	<b>100.0</b>	<b>100.0</b>	<b>5,264</b>	<b>100.0</b>	<b>100.0</b>	<b>-99</b>	

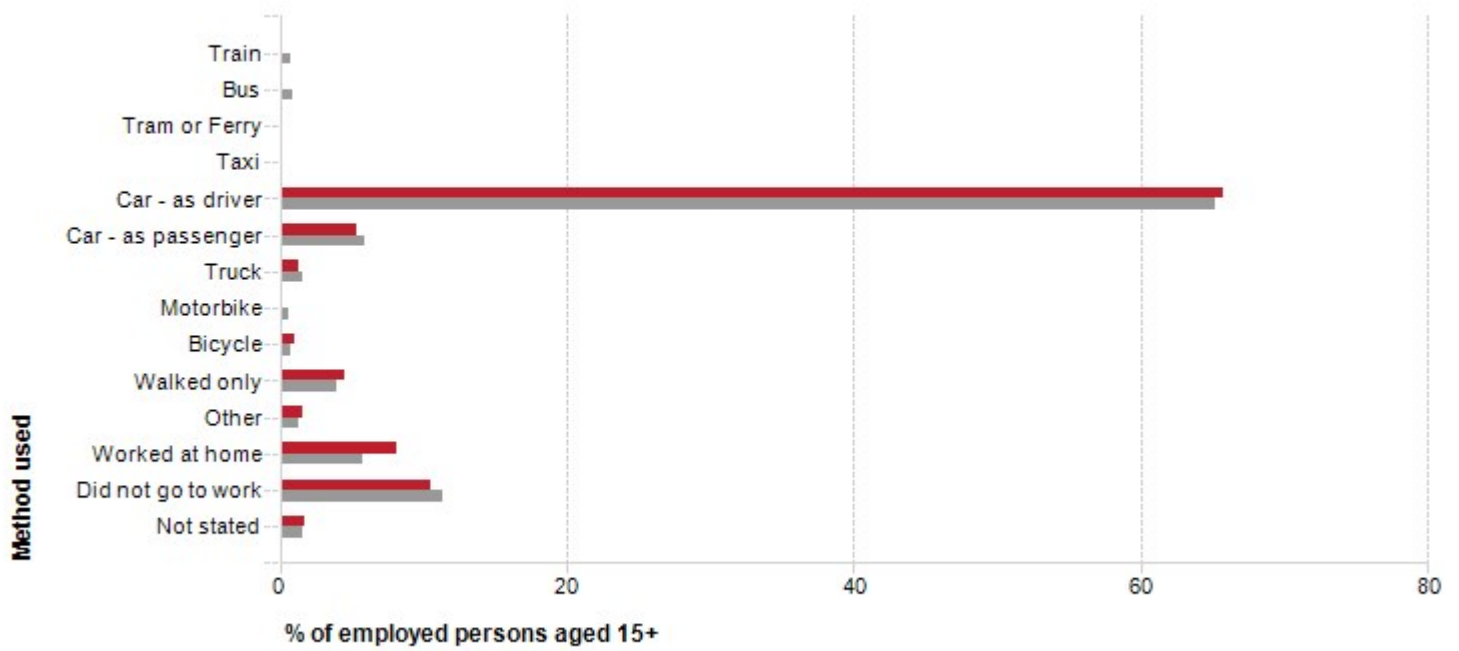
Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2006 and 2011. Compiled and presented by [.id](#), the population experts.



# Method of travel to work, 2011

Total employed persons

Federation Council area    Regional NSW

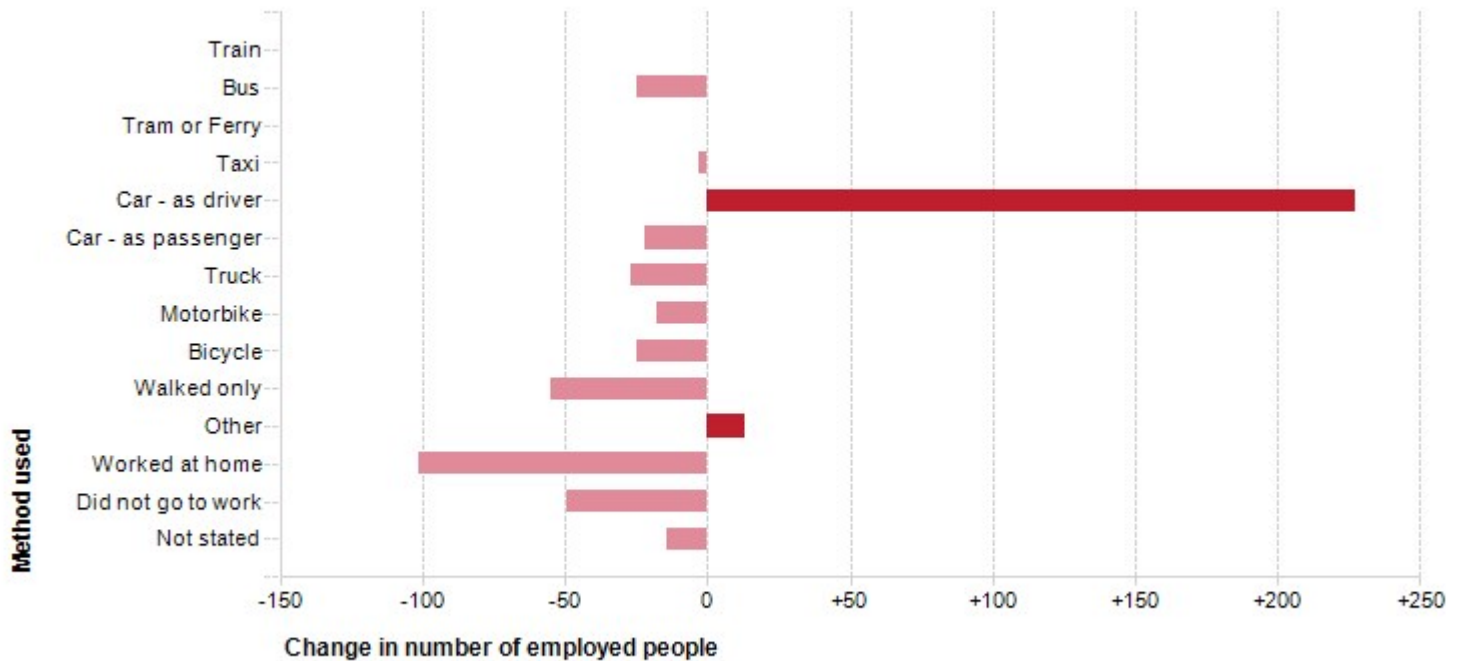


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)  
Compiled and presented in profile.id by .id, the population experts.



# Change in method of travel to work, 2006 to 2011

Federation Council area - Total employed persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Enumerated data)  
Compiled and presented in profile.id by .id, the population experts.



## Dominant groups

In 2011, there were 7 people who caught public transport to work (train, bus, tram or ferry) in Federation Council area, compared with 3,742 who drove in private vehicles (car – as driver, car – as passenger, motorbike, or truck). Analysis of the method of travel to work of the residents in the Federation Council area in 2011, compared to Regional NSW, shows that 0.1% used public transport, while 72.4% used a private vehicle, compared with 1.7% and 73.4% respectively in Regional NSW.

**The major difference in persons between the method of travel to work of the Federation Council area and Regional NSW was:**

- A *larger* percentage of persons who worked at home (8.1% compared to 5.7%)

## Emerging groups

The number of employed people in Federation Council area decreased by 99 between 2006 and 2011.

**The largest changes in the method of travel to work by resident population in the Federation Council area between 2006 and 2011 were for those nominated:**

- Car - as driver (+227 persons)
- Worked at home (-101 persons)
- Walked only (-55 persons)

# Federation Council area

## Workers' place of residence

Where does the Federation Council area's workforce come from? Journey to Work data sheds light on how many workers live locally, how many commute from other areas and which areas they commute from. Some areas attract a large external workforce because they have major employment centres or because local residents have a different set of skills or aspirations than the local jobs require. Understanding where workers reside assists in planning and advocacy for roads and public transport provision. It also helps to clarify economic and employment drivers across areas and assists in understanding the degree to which the Federation Council area provides local employment.

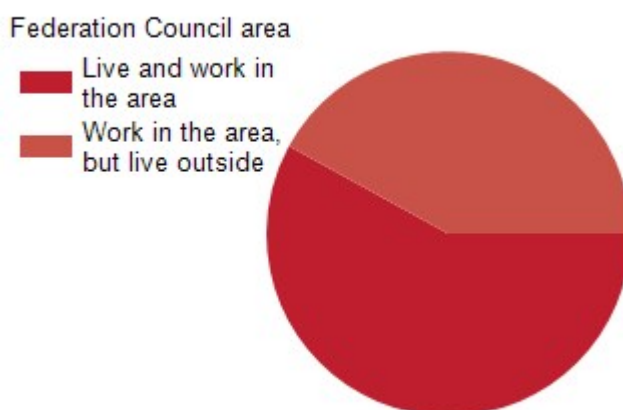
### Overview

#### Residential location of local workers

Federation Council area		NEW	2016
Location	Number	%	
Live and work in the area	2,805	58.0	
Work in the area, but live outside	2,031	42.0	
<b>Total workers in the area</b>	<b>4,836</b>	<b>100.0</b>	

Source: Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in economy.id by .id, the population experts.

#### Residential location of local workers, 2016



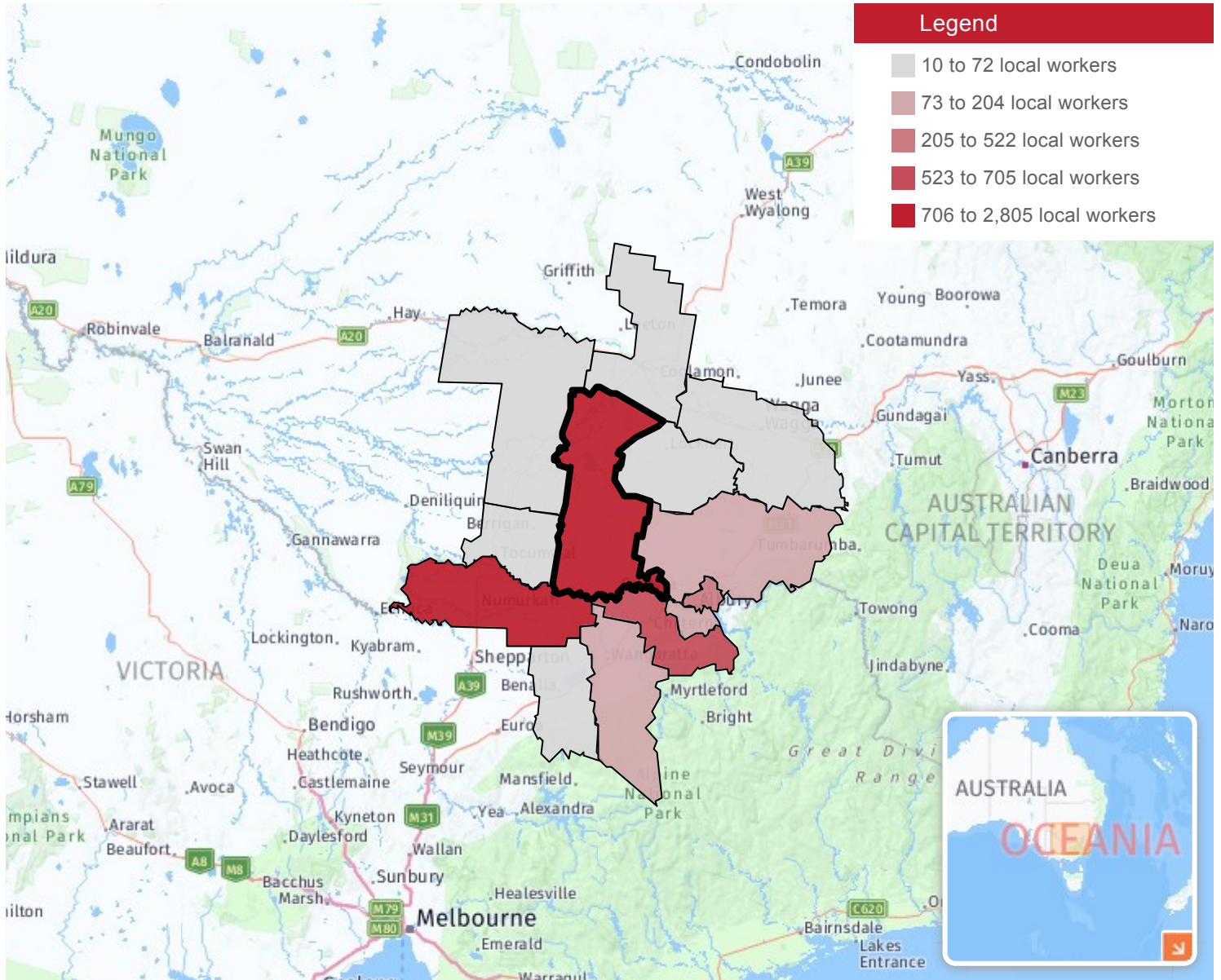
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data) Compiled and presented in profile.id by .id, the population experts.

**.id** the population experts

#### Detailed breakdown by LGA

# Residential locations of workers by LGA, 2016

Federation Council area



Source: Australian Bureau of Statistics, Census of Population and Housing 2016.  
Compiled and presented in profile.id by .id, the population experts.

## Residential location of local workers by LGA

Federation Council area	NEW 2016	
LGA	Number	%
Federation (A)	2,805	58.0
Moira (S)	706	14.6
Indigo (S)	523	10.8
Albury (C)	205	4.2
Wodonga (C)	119	2.5
Wangaratta (RC)	88	1.8
Greater Hume Shire (A)	73	1.5
Lockhart (A)	24	0.5
Berrigan (A)	21	0.4
Narrandera (A)	21	0.4
Wagga Wagga (C)	15	0.3
Wollongong (C)	13	0.3
Benalla (RC)	13	0.3
Randwick (C)	12	0.2
Murrumbidgee (A)	10	0.2

Source: Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in profile.id by .id, the population experts.

Excludes residential locations with fewer than 10 people.

[e Workers' place of residence by industry](#)

[e Workers' place of residence by occupation](#)

**NOTE:** Table totals may not equate with other similar tables due to randomisation of small numbers. Please refer to the specific data notes for more information.

# Federation Council area

## Residents' place of work

Where do the Federation Council area's residents go to work? Journey to Work data shows how many residents work locally, and how many commute out of the area and where they commute to. Some areas consist mainly of dormitory suburbs and the majority of the residents commute out to work. Other areas have large employment centres which attract a local workforce. Understanding where the Federation Council area's residents go to work assists in planning and advocacy for roads and public transport provision. It also helps to clarify the economic and employment drivers across areas and assists in understanding the degree of employment self-containment within the Federation Council area.

### Overview

#### Employment location of resident workers

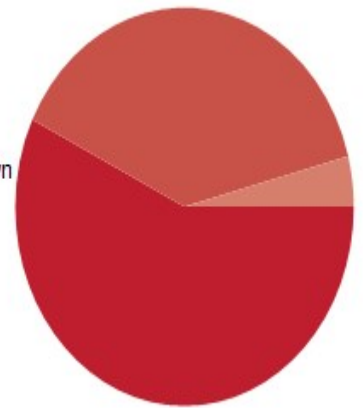
Federation Council area		NEW	2016
Location	Number		%
Live and work in the area	2,805		57.2
Live in the area, but work outside	1,897		38.7
Work location unknown	201		4.1
<b>Total employed residents in the area</b>	<b>4,903</b>		<b>100.0</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in economy.id by .id, the population experts.

#### Employment location of resident workers, 2016

Federation Council area

- Live and work in the area
- Live in the area, but work outside
- Work location unknown



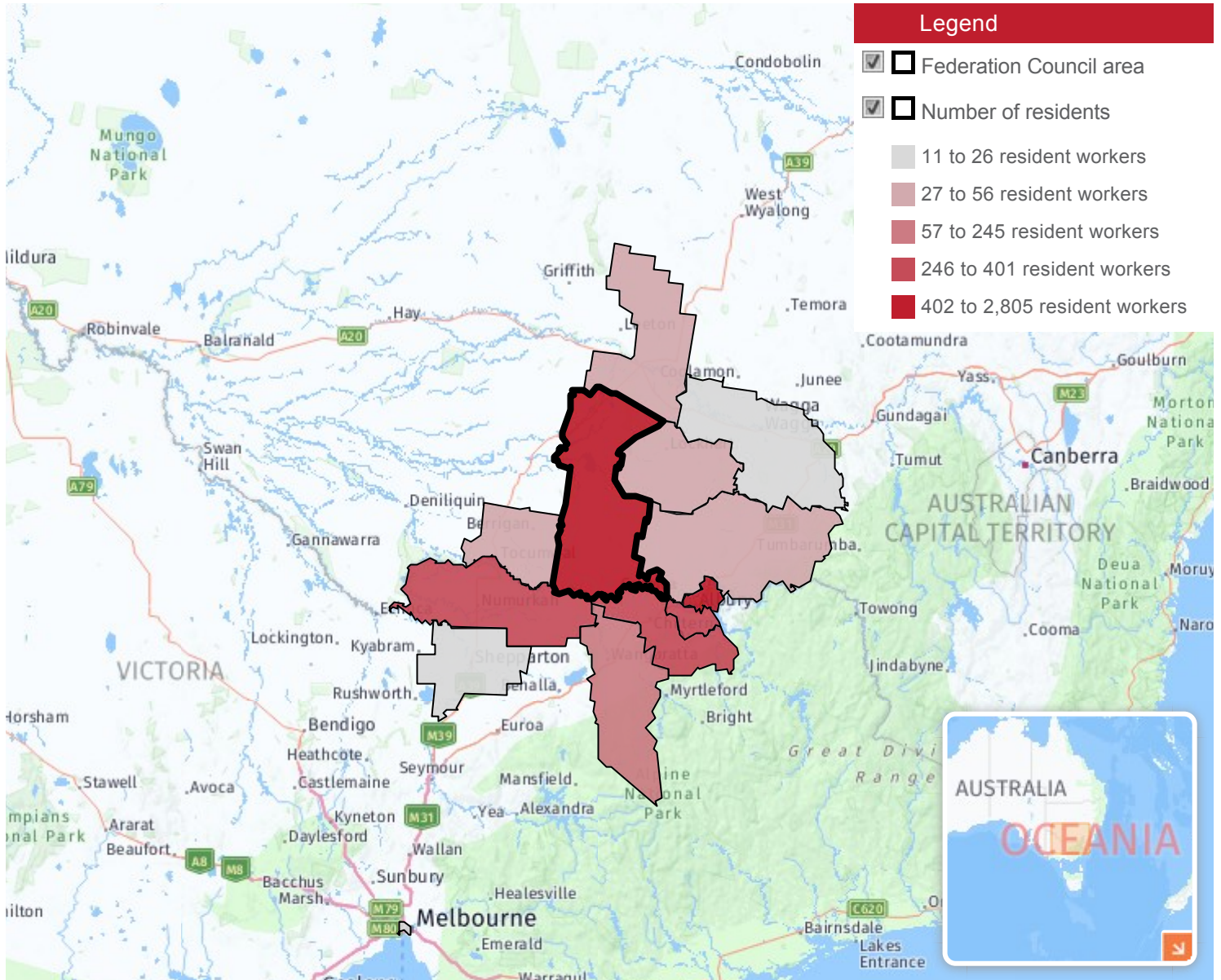
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data) Compiled and presented in profile.id by .id, the population experts.

**.id** the population experts

#### Detailed breakdown by LGA

# Employment locations of residents by LGA, 2016

Federation Council area



Source: Australian Bureau of Statistics, Census of Population and Housing 2016.  
 Compiled and presented in profile.id by .id, the population experts.

## Employment location of resident workers by LGA

Federation Council area	NEW	2016
LGA	Number	%
Federation (A)	2,805	57.2
Albury (C)	402	8.2
Moira (S)	357	7.3
Indigo (S)	356	7.3
Wodonga (C)	246	5.0
No Fixed Address (NSW)	201	4.1
Wangaratta (RC)	57	1.2
Greater Hume Shire (A)	54	1.1
Narrandera (A)	36	0.7
Berrigan (A)	32	0.7
Lockhart (A)	27	0.6
Mid-Western Regional (A)	19	0.4
Melbourne (C)	16	0.3
Wagga Wagga (C)	15	0.3
Liverpool (C)	15	0.3
Greater Shepparton (C)	14	0.3
Wollongong (C)	13	0.3
Ryde (C)	12	0.2
Cumberland (A)	11	0.2

Source: Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in profile.id by .id, the population experts.

Excludes employment locations with fewer than 10 people.

[e Residents' place of work by industry](#)

[e Residents' place of work by occupation](#)

**NOTE:** Table totals may not equate with other similar tables due to randomisation of small numbers. Please refer to the specific data notes for more information.



# Federation Council area

## About the community profile

Demographic change across Australia is recorded by the Australian Bureau of Statistics (ABS) in the Census collections every five years. [Population experts, .id](#), analyse and convert these raw figures into stories of place to inform council staff, community groups, investors, business, students and the general public.

The Federation Council area Community Profile provides demographic analysis for the Council and its suburbs based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures such as the annual Estimated Resident Population (ERP).

Suburb boundaries and Census questions change over time, but .id manages the data to ensure that there is an accurate time series provided for the current geographic boundaries. You can read more about this in the [Geography Notes](#) section.

Results for the Federation Council area include population, age structure, ethnicity, ancestry, religion, income, qualifications, occupations, employment, unemployment, disability, disadvantage, volunteering, childcare, family structure, household structure, housing tenure, mortgage and rental payments, and the size and type of the dwellings people live in.

The Community Profile presents this information in clear maps, tables and charts with concise factual commentary to answer three important questions:

1. What are the characteristics of the people who live here?
2. How are they changing?
3. How do they compare to other areas?

This provides the basis for making evidence-based decisions about how to provide services for the community as it changes.

You can be confident about the quality of the information as it is derived from Australian Bureau of Statistics data, analysed and presented by population experts and funded by the Federation Council area.

### Council and Howlong Community Committee Meeting – Minutes

17/31485

#### ATTENDEES:

Council: Mayor – Councillor P Bourke, Councillors Longley, Thomas and Wales and Mr Peter Gall (Director Infrastructure and Environment)

Howlong Community Committee: Mark Shields and Stuart Sizer

#### MINUTES:

Councillor Bourke outlined the intent of Council to listen to the HCC concerns and to have open discussions (as much as legally possible) with the HCC.

Stuart outlined why the meeting was required from the perspective of the HCC. Points made include:

- The legal advice provided to the HCC was to continue with the legal appeal through the Land & Environment Court.
- The HCC understood that they had 28 days to appeal.
- The HCC understood that the “heads of Agreement” was sufficient to show an intent by Council to enter a lease arrangement. Therefore an appeal must proceed.
- Due to issues with the notification process the HCC has potentially 1 week only to submit their appeal.
- The HCC has met with the Minister for LG.
- The HCC appeal is against Council and Cleanaway.
- The HCC strongly suggested that Council confirm the legal status of the process.

Mark strongly supported the above comments.

Councillor Bourke advised that:

- Council has not received any further correspondence from Cleanaway at this stage regarding Cleanaways next steps.
- Council would continue to seek legal advice regarding an appeal.

Councillor Longley clarified and reinforced Councils need to establish its legal status in regards to appeal.

A general round table discussion occurred offering various perspectives from the position of the HCC and Council. In general terms they reiterated the above points. Additional points raised included:

- Implications for Council in terms of records kept of the process the work with Cleanaway.
- Discussion on implicit and explicit terms within the contract process.
- The strength of the DA conditions was raised and the potential conflict within the DA conditions.
- The HCC felt there were implications for them based on Councils decisions.
- Land status was discussed. Confirmed that Council was in the process of having the land transferred to Council regardless of the outcome of the Cleanaway issue.

The conversation continued around the same points and was rounded up by Councillor Bourke stating that “as Mayor, he would not commit Council to support the appeal without a decision from all Councillors”.

**Flood Committee Meeting – Minutes**

URANA OFFICE  
Ref:82&85:PC (17/29209)

<b>Meeting</b>	Progress Meeting – Stage 4
<b>Chairman</b>	Pat Bourke
<b>Recorder</b>	Penny Craig
<b>Date/Time</b>	10:30 am 24 October 2017
<b>Location</b>	Federation Council Office – Urana Meeting Room

<b>ATTENDEES</b>		
Pat Bourke	Angus Macneil	Michael Dore
John Geppert	Rebecca Willcox	Peter Gall
Penny Craig		
<b>APOLOGIES</b>		
	Ian Burns	Adrian Butler

<b>ITEM</b>	<b>DESCRIPTION</b>		<b>ACTION</b>
		Meeting commenced at 10:40 am	
1.	Welcome	* Chair Pat Bourke welcomed members	
2.	Apologies	Apologies from I Burns and A Butler	
3.	Acceptance previous minutes	Previous minutes were accepted	Moved: P Gall Seconded: J Geppert
4.	Overview of study	<ul style="list-style-type: none"> <li>* Penny gave a summary of the Flood Study including tender/contract/data survey/modelling and series of reports</li> <li>* Penny presented copies of the Minutes from the Public exhibition community meeting and outlined the numbers present/questions/Jacobs response.</li> </ul>	
5.	Draft Flood Study Reports – comments / consultant response	* Penny handed out copies of the spreadsheet which contained comments and Jacobs responses from stage 2, 3, 4, community meeting, public exhibition period and the committee. Jacobs responses have been reviewed by Ian and Penny and accepted.	
		* Pat thanked Penny for work	
6.	Recommendation for Final Flood Study Report	The Committee moved a motion – “The Committee endorses the Draft Flood Study Reports and acknowledge comments and associated changes and recommends that the final Flood Study Report be presented to Council for consideration.”	Moved: A McNeil Seconded J Geppert
7.	What is next?	* Next stage grant yet to be announced by OEH	
8.	Close of Meeting	11:30 am	