



**Edward
River**
COUNCIL

Date: Tuesday, 18 April 2023
Time: 10:00 AM
**Location: Council Chambers, Estates Building Cressy
Street Deniliquin**

AGENDA

Ordinary Council Meeting

Tuesday, 18 April 2023

Philip Stone
Chief Executive Officer

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1. OPENING MEETING**2. ATTENDANCE****3. LIVE STREAMING STATEMENT**

Edward River 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 [Councils Website](#). All care will be taken to maintain the privacy of those in attendance, however As a visitor in the public gallery, your presence may be recorded. By remaining In the public gallery, it is assumed your consent is given in the event your image is broadcast. This includes any filming by television cameras if attendance is approved by the Chief Executive Officer or Mayor.

4. ACKNOWLEDGEMENT OF COUNTRY

Edward River Council acknowledges and embraces the First Nations Peoples - the Wamba Wamba Perrepa Perrepa peoples as the Traditional Owners of the Lands within the Edward River Council area and also recognises the diversity of different cultures within our community and their contribution.

5. STATEMENT OF PURPOSE

I have come here as a Councillor freely and without bias to:

- Represent the views of the community in considering the matters before us today
- To vote in a matter I consider to be in the best interest of the community
- To observe the Code of Conduct and respect the rule of the chair and views of my fellow Councillors

6. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

That the leave of absence requested by Cr Shannon Sampson be accepted.

7. CONFIRMATION OF MINUTES

7.1. EDWARD RIVER COUNCIL DRAFT MINUTES ORDINARY COUNCIL MEETING 21 MARCH 2023

Author: Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council accept the Draft Minutes of the Ordinary Council Meeting held 21 March 2023 as a true and correct record.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

ATTACHMENTS



MINUTES

Ordinary Council Meeting

Tuesday, 21 March 2023

**Philip Stone
Chief Executive Officer**

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ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

1. OPENING MEETING

Meeting opened at 10.00am

2. ATTENDANCE

Present: Mayor Cr Peta Betts, Deputy Mayor Cr Paul Fellows, Cr Linda Fawns, Cr Pat Fogarty, Cr Shirlee Burge, Cr Marc Petersen, Cr Tarria Moore, Cr Shannon Sampson.

In attendance: Chief Executive Officer, Director Corporate Services, Director Infrastructure, Manager Economic Development and Tourism, Executive Assistant to the CEO, Mayor and Councillors.

Via Teams: Acting Chief Financial Officer, Senior Governance Officer

Gallery members - 6

3. LIVE STREAMING STATEMENT

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6. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

Moved: Cr Tarria Moore

Seconded: Cr Marc Petersen

RESOLUTION 2023/0321/6

That Council accept the leave of absence requested by Cr Harold Clapham.

CARRIED UNANIMOUSLY

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

7. CONFIRMATION OF MINUTES

7.1. EDWARD RIVER COUNCIL DRAFT MINUTES 21 FEBRUARY 2023

Moved: Cr Marc Petersen

Seconded: Cr Tarria Moore

RESOLUTION 2023/0321/7.1

That Council accept the Draft Minutes of the Ordinary Council Meeting held 21 February 2023 as a true and correct record.

CARRIED UNANIMOUSLY

8. DISCLOSURES OF INTERESTS

Nil

9. MAYORAL MINUTE(S)

Nil

10. URGENT ITEMS OF BUSINESS

Nil

11. REPORTS OF COMMITTEES

11.1. EDWARD RIVER COUNCIL HEALTH ADVOCACY COMMITTEE MINUTES

Moved: Cr Tarria Moore

Seconded: Cr Shannon Sampson

RESOLUTION 2023/0321/11.1

That Council

1. Note the minutes of the Health Services Advisory Committee held 27 February 2023.
2. Approve the Committee's recommendation to Council to change the name of the committee from the Edward River Council Health Advocacy Committee to the Edward River Health Services Advisory Committee.
3. Note that the Committee is in the process of revising its terms of reference for future consideration of Council.

CARRIED UNANIMOUSLY

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

11.2. ABORIGINAL LIAISON COMMITTEE MINUTES 15 FEBRUARY 2023

Moved: Cr Linda Fawns

Seconded: Deputy Mayor Cr Paul Fellows

RESOLUTION 2023/0321/11.2

That Council

1. Note the minutes of the Aboriginal Liaison Committee meeting held 15 February 2023
2. The Committee made a recommendation to Council that the Tyakuwala Cultural Festival becomes an annual event.

CARRIED UNANIMOUSLY

11.3. EDWARD RIVER VILLAGE COMMITTEE MINUTES 14 FEBRUARY 2023

Moved: Cr Tarria Moore

Seconded: Cr Linda Fawns

RESOLUTION 2023/0321/11.3

That Council note the minutes of the Edward River Village Committee Meeting held 14 February 2023.

CARRIED UNANIMOUSLY

11.4. AIRPORT ADVISORY COMMITTEE MEETING MINUTES - 1ST FEBRUARY 2023

Moved: Deputy Mayor Cr Paul Fellows

Seconded: Cr Marc Petersen

RESOLUTION 2023/0321/11.4

That Council receive and note the Minutes of the Airport Advisory Committee, held on the 1st of February 2023.

CARRIED UNANIMOUSLY

Cr Linda Fawns left the Chambers at 10.21am

12. REPORTS TO COUNCIL**12.1. REVISION OF COUNCILLOR & STAFF INTERACTION POLICY**

Cr Linda Fawns returned to the Council Chambers at 10.23am

Moved: Cr Linda Fawns

Seconded: Cr Tarria Moore

RESOLUTION 2023/0321/12.1

That Council endorse the updated Councillor and Staff Interaction Policy that reflects the Model Councillor and Staff Interaction Policy as issued by the NSW Office of Local Government in April 2022.

CARRIED UNANIMOUSLY

12.2. 22-23 ERC COMMUNITY GRANTS - REQUEST FOR VARIATION - DENILIQVIN BOAT CLUB

RECOMMENDATION

That Council:

1. Notifies the Deniliquin Boat Club that it does not accept its request for variation on the basis that it is in breach of sections 3.1, 3.2 and 3.6(b) of its Community Grant Agreement,
2. Seeks remedy of the breach by requesting the Deniliquin Boat Club either deliver an event in accordance with the Community Grant Agreement within 12 months of this resolution, or reimburses Council within 30 days.

Alternative Motion:-

Moved: Cr Tarria Moore

Seconded: Cr Marc Petersen

RESOLUTION 2023/0321/12.2

That Council:

1. Notifies the Deniliquin Boat Club that it does not accept its request for variation on the basis that it is in breach of sections 3.1, 3.2 and 3.6(b) of its Community Grant Agreement,
2. Seeks remedy of the breach by requesting the Deniliquin Boat Club either deliver an event in accordance with the Community Grant Agreement by 1 December 2023, or reimburses Council within 30 days.

Against: Cr Pat Fogarty, Cr Shirlee Burge

CARRIED

Members of the gallery left the Chambers at 10.47am. Manager Economic Development and Tourism left the Chambers at 10.47am.

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

12.3. INVESTMENTS & RESERVES REPORT - FEBRUARY 2023

Deputy Mayor Cr Paul Fellows left the Chambers at 10.49am

Moved: Cr Linda Fawns

Seconded: Cr Marc Petersen

RESOLUTION 2023/0321/12.3

That Council:

1. Note and receive the February 2023 report on Investments totalling \$47,812,442 inclusive of cash at bank for day-to-day operations.
2. Note that actual interest earned in the month of February 2023 was \$71,685.
3. Note that total interest earned for the year to 28 February 2023 is \$469,199.
4. Note the Certificate of the Responsible Accounting Officer and adopt the Investment Report.

CARRIED UNANIMOUSLY

12.4. MAJOR PROJECTS UPDATE - FEB23

Moved: Cr Tarria Moore

Seconded: Cr Linda Fawns

RESOLUTION 2023/0321/12.4

That Council note the Major Projects update for February 2023.

CARRIED UNANIMOUSLY

Deputy Mayor Cr Paul Fellows returned to the Chambers at 10.52am.

12.5. MAYOR, COUNCILLOR, CEO MEETINGS FEBRUARY 2023

Moved: Cr Marc Petersen

Seconded: Cr Tarria Moore

RESOLUTION 2023/0321/12.5

That Council

1. Note the Mayor, Councillor and Chief Executive Officer meetings attended on behalf of Council during the month of February 2023, undertaken either remotely, or adhering to current health guidelines.
2. Continue to advise the Chief Executive Officer's Executive Assistant of their meeting diaries and activities attendance.

Councillors provided further meetings attended.

CARRIED UNANIMOUSLY

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

12.6. RESOLUTIONS OF COUNCIL

Moved: Deputy Mayor Cr Paul Fellows

Seconded: Cr Marc Petersen

RESOLUTION 2023/0321/12.6

That Council note the information in the Resolutions of Council as at 13 March 2023.

CARRIED UNANIMOUSLY

Cr Sampson left the Chambers at 11.05am, returned at 11.07am.

13. NOTICES OF MOTIONS

Nil

14. QUESTIONS WITH NOTICE**14.1. QUESTIONS WITH NOTICE - CR MARC PETERSEN**

Moved: Deputy Mayor Cr Paul Fellows

Seconded: Cr Marc Petersen

RESOLUTION 2023/0321/14.1

That Council note and receive the responses in relation to the following questions submitted by Councillor Marc Petersen.

CARRIED UNANIMOUSLY

Cr Tarria Moore left the Chambers at 11.13am and returned at 11.15am.

QUESTIONS WITH NOTICE**CR MARC PETERSEN****From Wanganella Hall and Village: -**

1. Maintenance: The outside disabled toilet is leaking - could this please be addressed prior to Anzac Day? Who will be responsible?

Maintenance requests can be submitted by any member of the public, or a member of the Hall Committee through the Customers Request System. A request has been submitted on your behalf relating to both questions one and two. Request RM2022/1598.IJX

2. The picture frame cabinet on the inside south west wall of the Hall needs securing as the glass can fall out - records show ERC was notified last year but no follow up has occurred.

Request RM2022/1598.IJX

3. Noxious Weeds - Khaki weed is spreading in the village along the roadside and Spiny Burr Grass is becoming an increasing problem opposite the General Store along the northern approach to the bridge. Could this be addressed as a priority as it will be out of control by Easter.

A Service Request has been submitted on your behalf. Request RM2022/1599.EHK

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ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

4. Anzac Day - Several committee members will be away at this time, could ERC do more of the organising this year please. Susie Wallace usually is the liaison with ERC, it is anticipated she will still be available to assist as needed.

The Deniliquin RSL Sub-Branch arranges the ANZAC Day Ceremony with assistance from Council, if a member of the Hall Committee cannot assist as in previous years, they should contact the Deniliquin RSL Sub-Branch President Mr John Harris.

From Deniliquin constituents:-

5. Has there been any progress regarding the trees along Crispe Street, ie. replacement of those that have died and the regular watering of the surviving trees?

A proposal has been included in the 23/24 Capital Works program to upgrade trees and landscaping, including watering systems, for the trees along Crispe Street. This will also address the replacement of trees as required.

6. With the recent reopening of the Deniliquin Town Hall, what days will it be open on a regular basis for the general public to view as part of the tourism drive in town?

We are not currently resourced to staff the Deniliquin Town Hall (DTH) for tours. Staff are currently working on operationalising the DTH, including establishing a volunteer group to enable the facility to be open for regular tours from 1 July, should funds be allocated through the budget process for this purpose.

7. The chime of the bell in the clock tower is muted compared to previous times. Will it be fixed to be heard across town again?

Council picked this up as feedback when the clock was originally "turned on", and the volume has been subsequently increased. Anecdotally, the bell can be heard from at least two blocks away, which is considered adequate.

8. With the donation of the ticket stub from P&A Society Chairwoman Chantelle Shevels, has a placement been decided on for display in the town hall and has an official thank you been sent from ERC for the generous gift of local history?

The placement for the display of this generous donation has not been decided, nor have any other works of art currently belonging to Edward River Council. It will be a decision once resourcing is finalised.

An official letter of thanks has been drafted and will be sent shortly.

9. Has ERC begun plans for ANZAC Day and related services in consultation with the RSL Sub Branch?

The Deniliquin RSL Sub-Branch have been in touch with Edward River Council and all plans are well in hand.

10. Will ERC be holding a gala event over the weekend of May 6th for the coronation of King Charles III and Queen Consort Camilla? Other communities have begun discussions about what will be possible with sponsorship and volunteers and it would be a shame for this area to miss out on the chance to host what will be a historic event.

Council has no plans, staff resources or funds to deliver additional events in this financial year. This request could be considered should appropriate funding be allocated through a Notice of Motion for a QBR adjustment to support additional team resourcing and associated activities.

11. What date has been set for the town meeting regarding the Davidson Street Flood Mitigation planning? Where will the meeting be held?

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

Council has engaged WMA Water to undertake the review of the 2022 Flood and are working with WMA Water to confirm a date for consultation with Council and the community as part of this project.

From myself:

12. The General Managers 6 monthly appraisal is now overdue. At the last meeting the Mayor said she would work on a date and have it out within the week for the Councillors to form quorum and meet. It has been 4 weeks and no date or plan has been sent out. What is happening?

The General Manager Performance Review Policy outlines the framework for managing the performance of the General Manager. The last performance review of the General Manager was held in August 2022; therefore, an annual review is not required by the policy until August 2023.

A six-monthly review is an option in which council can take, and it is understood that the mayor will be seeking the views of councillors as to whether this is desired and what form a six-monthly review would entail.

The policy is due for review and a revised draft will be tabled at the next councillor briefing in April 2023.

13. The Deniliquin Boat Club was allocated money from the Community Grants for a NYE community event. Due to flooding this event was changed but the tender for the grant was also changed. Was the funding still allocated and did the new event meet the tender requirements for the community grants funding?

The Deniliquin Boat Club received their Community Grant of \$5,000 on 8 December 2022. The event delivered did not comply with the funding agreement signed by the Boat Club with Council. Councillors received a report earlier in this Council Meeting.

14.2. QUESTIONS ON NOTICE - CR SHIRLEE BURGE

Moved: Cr Tarria Moore

Seconded: Cr Linda Fawns

RESOLUTION 2023/0321/14.2

That Council note and receive the responses in relation to the following questions submitted by Councillor Shirlee Burge.

CARRIED UNANIMOUSLY

QUESTIONS WITH NOTICE**CR SHIRLEE BURGE**

1. What date will the December resolution regarding a town meeting to address the feedback and damage caused by the recent flooding be implemented.

Council has engaged WMA Water to undertake the review of the 2022 Flood and are working with WMA Water to confirm a date for consultation with Council and the community as part of this project.

2. When will the resolution from the December meeting regarding the formation of a Blue Tree Project committee be implemented.

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

The Blue Tree project is not a funded project in the 2022-23 budget. Council resolved in February to support the project, but no indication was given on council funding to support its implementation. It was understood that the notice of motion was to seek the support for a councillor facilitated project (see resolution below) and council did not resolve to form a Blue Tree Project Committee.

If council funding and resources are now desired by a councillor, then this change would need to be by way of a resolution for the project's funding for delivery in the 2023-24 financial year.

3. When did the Mayor place herself on the Long Paddock committee and when will the next meeting regarding this committee be held as there appears to have been no action on this committee for over 15 months. If there has been discussion or a meeting could the councillors please be informed of the result of such a meeting.

The Mayor is not a member of the Long Paddock committee by formal resolution.

RESOLUTION: 2022/0120/9.3.2 appointed Cr Burge as the Councillor delegate to the Long Paddock Committee.

A further report to council in August 2022 confirmed Cr Burge as the councillor delegate and noted that the committee status was 'to be determined' after failing to meet for many months. After investigation, the Long Paddock committee has been in recess following COVID and flood events.

In response to Cr Burge's enquiry, a report was put to the December 2022 briefing and as an outcome, ERC staff requested and attended a meeting with Hay and Murray River.

On a subsequent list of committees and delegates circulated internally, the mayor's name was inadvertently added to that committee. This is an error that is now rectified.

4. Could all councillors be informed of the stage of development of stage one of Edward village and the expected date of lockup on the 6 units and the expected cost of the first 6 units.

The Edward River Village Committee Minutes contained within the Council Meeting Agenda provide an update on this project.

5. Could you please supply Councillors with copies of the Mayoral credit card statements for this financial year 22-23 in private business.

It is not appropriate that credit card statements be circulated in an ordinary Council meeting, especially via a question with notice, as Council should be concerned with strategic policy setting, not operational concerns.

Council receives councillor expense information on a six-monthly basis in accordance with the councillor facilities and expenses policy, and the next report to Council will be tabled in April.

As the mayor was supportive of this information being public, I can confirm that the total costs on the mayor's credit card since the mayor was elected is \$361.64 for three transactions in October, of which only one is considered a mayoral expense. This expense was for accommodation to attend a local government conference in November, however due to flooding, this transaction was refunded as the mayor could not attend. The other two transactions were not mayoral expenses – one was to support the ride for dementia and the other was purchasing of flowers for a funeral on behalf of the Council.

6. Would you please provide a date for the CEO 6 monthly revue which is already 2 months overdue and can you please provide a reason for this delay. Can Council have a discussion on whom will be present at that revue.

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 21 MARCH 2023

The General Manager Performance Review Policy outlines the framework for managing the performance of the General Manager. The last performance review of the General Manager was held in August 2022; therefore, an annual review is not required by the policy until August 2023.

A six-monthly review is an option in which council can take, and it is understood that the mayor will be seeking the views of councillors as to whether this is desired and what form a six-monthly review would take.

The policy is due for review and a revised draft will be tabled at the next Councillor briefing in April 2023.

15. CONFIDENTIAL MATTERS

Nil

16. CLOSE OF MEETING

Mayor Cr Peta Betts closed the meeting at 11.28am.

8. DISCLOSURES OF INTERESTS

9. MAYORAL MINUTE(S)

10. URGENT ITEMS OF BUSINESS

NOTE: Business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:

- a. a motion is passed to have the business considered at the meeting, and
- b. the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

Only the mover of a motion can speak to the motion before it is put.

A motion of dissent cannot be moved against a ruling by the chairperson.

11. REPORTS OF COMMITTEES

11.1. ARIC DRAFT MINUTES - MEETING NO 21, THURSDAY 16 MARCH 2023

Author: Executive Assistant Corporate Services

Authoriser: Director Corporate Services

RECOMMENDATION

That Council receives the draft Minutes of the Audit, Risk & Improvement Committee meeting held on 16 March 2023, and endorse the resolutions of that meeting.

BACKGROUND

The Audit, Risk & Improvement Committee (ARIC) is a committee of Council, established to provide independent oversight and review to support Council to continually improve, appropriately address risks, and work towards sustainability.

The previous ARIC meeting was held on 6 October 2022.

ISSUE/DISCUSSION

The March ARIC meeting included discussion on the following:

- setting a schedule of meeting dates for 2023
- reviewing new Guidelines for ARICs from the Office of Local Government
- a review of ARIC's membership
- training options for ARIC members
- an updated ARIC Terms of Reference.

The meeting also received updates and presentations regarding:

- treatment of GST
- progress of the Financial Sustainability Review
- Flood Reconstruction Works progress
- Projects update
- Risk Appetite Statements
- 2021-22 Financial Statements and Management Letter

STRATEGIC IMPLICATIONS

Refreshing the ARIC's Terms of Reference and subsequently its membership will ensure that Council has in place an ARIC that is best suited to provide the independent governance and improvement oversight that will serve it into the coming years.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

LEGISLATIVE IMPLICATIONS

Maintaining a well-functioning ARIC supports Council to meet its statutory and legislative obligations.

ATTACHMENTS

Attachment 1 - Draft - Public Minutes for Audit Risk and Improvement Committee Meeting 8-30 AM - Thursday 16 March 2023



I hereby give notice that an Ordinary Meeting of Audit Risk and Improvement Committee will be held on:

Date: Thursday, 16 March 2023

Time: 8:30 AM

Location: Council Chambers, Wanderer Street Deniliquin

MINUTES

Audit, Risk and Improvement Committee Meeting No 21

Thursday, 16 March 2023

**Philip Stone
Chief Executive Officer**

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES THURSDAY, 16 MARCH 2023

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| 5.3. Audit, Risk & Improvement Committee membership review | 4 |
| 5.4. Audit Risk and Improvement Committee training | 4 |
| 5.5. Updated Audit, Risk & Improvement Committee Terms of Reference | 5 |
| 5.6. 9:30am Guest Speaker Pat McCarthy, Genesis Accounting | 5 |
| 5.7. Financial Sustainability Project Update - 10am Guest Speakers Graham Jarvis and Leticia O'Donovan, AEC Group | 5 |
| 5.8. Update of Flood Reconstruction Works | 5 |
| 5.9. Projects Update | 6 |
| 5.10. Update on 2021-22 Financial Statements and Management Letter - 11:30am Guest Speaker Brad Bohun, Crowe | 6 |
| 5.11. Risk Appetite Statements Updated | 6 |
| 6. CONFIDENTIAL MATTERS | 7 |
| 7. CLOSE OF MEETING | 7 |

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES THURSDAY, 16 MARCH 2023

1. OPENING MEETING

Present: Chief Executive Officer, Director Corporate Services, Director Infrastructure, Acting Chief Financial Officer, Acting Senior Governance Officer, Chair Peter Rae, Graham Bradley, John Tuschuizen (from 8.43am)

Via Teams: nil

In attendance: Executive Assistant to the Chief Executive Officer, Executive Assistant to the Director Corporate Services, Tim Brown (Governance Advisor),

Apologies: Deputy Mayor Cr Paul Fellows

Meeting opened at 8.33am

2. ACKNOWLEDGEMENT OF COUNTRY**3. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS****4. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING****4.1. MINUTES AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING 6 OCTOBER 2022**

Moved: Peter Rae

Seconded: Cr Harold Clapham

RESOLUTION 2023/0316/4.1

That the Audit, Risk and Improvement Committee approve the minutes of the Committee Meeting held 6 October 2022.

CARRIED UNANIMOUSLY

5. REPORTS FROM OFFICERS**5.1. 2023 SCHEDULE OF MEETING DATES**

Moved: Justine Keech

Seconded: Graham Bradley

RESOLUTION 2023/0316/5.1

That the Audit, Risk and Improvement Committee:

1. Confirm the proposed schedule of 2023 meeting dates being:

- Meeting 1: 16 March (in lieu of February meeting)
- Meeting 2: 11 May
- Meeting 3: 10 August
- Meeting 4: 12 October

Meetings to commence at 8.30am.

2. Note the provision for the Chair to call a special meeting to consider items considered urgent or to better align with the schedule of preparation of the annual financial statements.

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES THURSDAY, 16 MARCH 2023

CARRIED UNANIMOUSLY

Action: CFO to confirm with the auditors timing for the October meeting.

Action: Develop an internal audit program

5.2. NEW GUIDELINES FOR AUDIT, RISK & IMPROVEMENT COMMITTEES

Moved: Peter Rae

Seconded: Justine Keech

RESOLUTION 2023/0316/5.2

That the Audit, Risk and Improvement Committee receives and notes the report for information.

CARRIED UNANIMOUSLY

5.3. AUDIT, RISK & IMPROVEMENT COMMITTEE MEMBERSHIP REVIEW

Moved: Harold Clapham

Seconded: Graham Bradley

RESOLUTION 2023/0316/5.3

That the Audit, Risk and Improvement Committee:

1. receive and note the report;
2. endorse the proposal to revise the new Committee to be in place February 2024.

CARRIED UNANIMOUSLY

5.4. AUDIT RISK AND IMPROVEMENT COMMITTEE TRAINING

Moved: Peter Rae

Seconded: Justine Keech

RESOLUTION 2023/0316/5.4

That the Audit, Risk and Improvement Committee:

1. Receive and note the report
2. Review and discuss the options for investment in training of Audit Risk and Improvement Committee members given the current review of membership.

CARRIED UNANIMOUSLY

Action: Circulate to current ARIC members options for online training. Discuss with neighbouring RAMJO councils if there is interest in arranging in-house training for multiple ARICs' members.

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES THURSDAY, 16 MARCH 2023**5.5. UPDATED AUDIT, RISK & IMPROVEMENT COMMITTEE TERMS OF REFERENCE**

Moved: Peter Rae

Seconded: John Tushuizen

RESOLUTION 2023/0316/5.5

That the Audit, Risk and Improvement Committee:

1. receive and note the revised Terms of Reference;
2. endorse the provision of the revised Terms of Reference to Council for formal adoption.

CARRIED UNANIMOUSLY

Action: Suggest revising membership to include a sitting councillor. Note that having two councillors would be ideal to report to and from the ARIC Committee.

5.6. 9:30AM GUEST SPEAKER PAT MCCARTHY, GENESIS ACCOUNTING

Moved: Peter Rae

Seconded: Graham Bradley

RESOLUTION 2023/0316/5.6

The Committee receive and note the presentation of the Guest Speaker Pat McCarthy of Genesis Accounting on the treatment of GST around Edward River Village.

CARRIED UNANIMOUSLY

5.7. FINANCIAL SUSTAINABILITY PROJECT UPDATE - 10AM GUEST SPEAKERS GRAHAM JARVIS AND LETICIA O'DONOVAN, AEC GROUP

Moved: Peter Rae

Seconded: Justine Keech

RESOLUTION 2023/0316/5.7

That the Audit, Risk and Improvement Committee:

1. Note the progress report from AEC Group of the financial sustainability review of Council
2. Note the updated modelling of Edward River Retirement Village (ERV) acknowledging the preliminary nature of the figures.

CARRIED UNANIMOUSLY

Action: AEC Group requested to provide additional forecast that considers financial outcome if Edward River Village (ERV) only achieves 80% occupancy, a lower sale price etc.

5.8. UPDATE OF FLOOD RECONSTRUCTION WORKS

Moved: Harold Clapham

Seconded: John Tushuizen

RESOLUTION 2023/0316/5.8

Page 5

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES THURSDAY, 16 MARCH 2023

That the Audit, Risk and Improvement Committee note the update on Flood reconstruction works.

CARRIED UNANIMOUSLY

5.9. PROJECTS UPDATE

Moved: Peter Rae

Seconded: Graham Bradley

RESOLUTION 2023/0316/5.9

That the Audit, Risk and Improvement Committee note the Projects Program update report.

CARRIED UNANIMOUSLY

5.10. UPDATE ON 2021-22 FINANCIAL STATEMENTS AND MANAGEMENT LETTER - 11:30AM GUEST SPEAKER BRAD BOHUN, CROWE.

Moved: John Tushuizen

Seconded: Justine Keech

RESOLUTION 2023/0316/5.10

That the Audit, Risk and Improvement Committee:

1. Note the Financial Statements for 2021-22 were completed on 27 February 2023 and posted on Councils website.
2. Note the enclosed Auditors management letter for 2021-22 and managements comments.
3. Note that Council will meet with the auditors to agree and improve the financial statement process for 2022-23

CARRIED UNANIMOUSLY

Action: CFO to provide to next meeting the plan going forward to ensure that the audited financial statements are prepared and available to Council on time.

5.11. RISK APPETITE STATEMENTS UPDATED

Moved: Harold Clapham

Seconded: Justine Keech

RESOLUTION 2023/0316/5.11

That the Audit, Risk and Improvement Committee:

1. Receive and note the updated Risk Appetite Statements as developed by councillors.
2. Review and discuss the updated Risk Appetite Statements.

CARRIED UNANIMOUSLY

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES THURSDAY, 16 MARCH 2023

6. CONFIDENTIAL MATTERS

7. CLOSE OF MEETING

Meeting closed at 12.24pm

11.2. AIRPORT ADVISORY COMMITTEE MEETING MINUTES 28 MARCH 2023

Author: Executive Assistant

Authoriser: Director Infrastructure

RECOMMENDATION

That Council note the minutes of the Airport Advisory Committee Meeting held 28 March 2023.

BACKGROUND

ISSUE/DISCUSSION

STRATEGIC IMPLICATIONS

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

LEGISLATIVE IMPLICATIONS

ATTACHMENTS

Edward River Airport Advisory Committee Minutes

Attachment 1 - Airport Advisory Committee meeting minutes - 28 March 2023 (002)



Meeting Minutes/Action Items

| | | | |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|
| Group | Edward River Airport Advisory Committee | | |
| Date | 28 March 2023 | Time | 5.30pm |
| Location | Deniliquin Aero Club Building | | |
| Prepared By | Libby Braybon – Executive Assistant | | |
| Attendees | <u>Committee Members</u> The Mayor Cr Peta Betts, Angus Catt, Mark Rogan, John Macknight, Simon Thomas, Paul Thomas, Nigel Wettenhall, Steve Holloway and Tony Whitehorn. <u>Council Staff</u> Philip Stone, Mark Dalzell, Justin Learmonth, Mark Goode and George Edwards. | | |
| Apologies | Jy Brown, Chris Wright, Cr Linda Fawns and Cr Shannon Sampson | | |
| Additional Distribution | N/A | | |

Chair of Meeting

Mark Dalzell chaired the meeting

Declaration of Meeting Open

Mark Dalzell declared the meeting open at 5.30pm

Previous Minutes

Minutes from the 1st February 2023 were tabled at the meeting. The Committee noted that there were three items from the general business discussion that were not part of the minutes. These included:

- Cleaning up of pallets from the area utilised by SES during the flood. The Committee requested that Council complete the clean-up following flood response activity, including removal of pallets. Council noted that it will organise for this to occur,
- Clean up of the Airport Residence. The Committee requested that Council clean up the residence area prior to upcoming public holidays. Council noted that it will organise for this to occur,
- Works on taxiways. The Committee noted that work on the private hangar taxiway is required and that this has been outstanding for some time. Council noted that it would look at doing renewal work of the taxiway as part of the Airport Runway Reconstruction project as there will be suitable plant and equipment on site to undertake the required work.

Airport Runway Project

Mark Dalzell advised the Committee that council was unsuccessful in securing an additional \$4M for the Airport Runway Project from the State Government. Mark noted that council will be proceeding with only Stage 1 of the project with Stage 2, being the extension of the runway, to be completed later when additional funding is secured.



Mark Goode advised that works will commence in June 2023 with sealing to be completed in September prior to the Deni Ute Muster.

Mark Goode noted that he is currently determining what types of aircraft will be using the airport in future. He advised that he has been speaking to Rex and Qantas Link regarding further RPT and to acquire what aircraft they use now and may use in the future at the Deniliquin Airport.

The Committee queried whether Council could consider including the lighting upgrade in Stage 1 rather than in Stage 2 as they are concerned the longer it is left the more expensive the upgrade will be. Mark Goode advised the Committee that this would be dependent of project funding.

Mark Goode advised the Committee that an updated CTAF notification will be provided to ensure information about the Airport upgrade works is provided to pilots during the construction phase. Committee noted that Swam Hill Aerodrome are currently undertaking a lighting upgrade and have a CTAF message.

Mark Goode noted that he has been discussing with airport users the impacts on airport use during construction and how this can be minimised. A Method of Works Plan (MOWP) has been prepared and will be further discussed with airport users prior to and during construction. As the Works Safety Officer, George Edwards will have the authority to work with users during construction and amend the MWOP as needed, including the use of displaced thresholds along the grass runway.

General Business

Airport Residence

Mark Dalzell provided an update regarding the status of the insurance claim for refurbishment of the Airport house. The Committee request that council ensure the house is tidied up prior to Anzac Day, Mark advised that clean-up would be completed by this deadline.

Sky Park

Mark Dalzell provided an update regarding the SkyPark development and noted that there is still support for this project from Council. Information regarding the project will be provided to Council at its April briefing. Mark noted that Council failed to erect a sign as per actions from previous Minutes, this is now a priority and will be up after Easter.

Anzac Day

The Committee raised concerns regarding the upcoming Anzac Day celebrations to be held at the Airport as there is a lot of maintenance and cleaning up to do prior to this day. Mark Dalzell advised that Council would address these issues prior to Anzac Day.

Hangars – Drainage, Ramp and Door Refurbishment

Mark Dalzell provided an update on this project. The Committee noted that they have seen progress on this project.

General Maintenance and Cleaning up

The Committee raised concerns over the general lack of cleaning and maintenance issues currently outstanding at the Airport, including the terminal building, stormwater drains and grounds. Mark Dalzell noted the concerns of the Committee and advised that Council will be prioritising commencement and completion of any outstanding maintenance issues.



Next meeting

The Committee discussed that they would like the meeting on a quarterly basis with updates as required between meetings.

Declaration of Meeting Closed

Mark Dalzell declared the meeting closed at 6:30pm.



Actions

| Action Ref | Outcomes/Decisions/Actions | Who | When | Status |
|-------------------|-------------------------------------------------------------------------------------------------|--------------|-------------|---------------|
| 01/02/23 | Sky Park development signage to be erected | Mark Dalzell | ASAP | |
| 02/02/23 | Update on lighting around the terminal building | Mark Dalzell | 10/03/23 | |
| 03/02/23 | Develop a plan for a longer runway with higher PCN and with costing. | Mark Goode | 10/03/23 | Complete |
| 04/02/23 | Advise Committee if funding application was successful or not | Philip Stone | 10/03/23 | Complete |
| 05/02/23 | Draft MOWP to be distributed to Committee members. | Mark Goode | ASAP | Complete |
| 06/02/23 | Confirm if grass runway will be available for use during construction, if not, seek alternative | Mark Goode | 10/03/23 | Complete |
| 01/03/23 | Airport house to be tidied up prior to Anzac Day. | Mark Dalzell | ASAP | |
| 02/03/23 | Maintenance and general cleaning up at the Airport to be completed prior to Anzac Day. | Mark Dalzell | ASAP | |

11.3. ROTARY PARK USERS GROUP MEETING 5 APRIL 2023

Author: Executive Assistant

Authoriser: Director Infrastructure

RECOMMENDATION

That Council note the minutes from the Rotary Park Users Group meeting of 5 April 2023.

BACKGROUND

ISSUE/DISCUSSION

STRATEGIC IMPLICATIONS

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

LEGISLATIVE IMPLICATIONS

ATTACHMENTS

Minutes Rotary Park Users Group Meeting of 5 April 2023

Attachment 1 - Rotary Park User Group - 5th April 2023



Rotary Park Advisory Committee

Meeting Minutes/Action Items

| | | | |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|
| Group | Rotary Park Advisory Committee | | |
| Date | 5 th April 2023 | Time | 4pm |
| Location | Rotary Park - Deniliquin | | |
| Prepared By | Libby Braybon – Executive Assistant | | |
| Attendees | <u>Committee Members</u> Cr Shirlee Burge, Craig Druitt, Paul Marshall, and Leanne Mulham. <u>Council Staff</u> Mark Dalzell – Director Infrastructure, Joe Gogarty – Project Manager, and Libby Braybon – Executive Assistant | | |
| Apologies | Michael Pisasale, Peter Thompson and Matthew Crothers. | | |
| Additional Distribution | | | |

Chair of Meeting

Mark Dalzell

Declaration of Meeting Open

Mark Dalzell declared the meeting open at 3pm

Discussion and Current Action Items

Action item reference is in the form of meeting date (mddd) and sequential number. DI refers to a discussion item only – no specific action required.

| Action Ref | Outcomes/Decisions/Actions | Whom | When | Status |
|-------------------|------------------------------------------------------------------------------------------------------------|---------------|-----------------------|---------------|
| 052022-1 | Information to User Group - options for entrances. | Mark Dalzell | Prior to next meeting | Complete |
| 052022-2 | Contact John Arthur re solar panels on top of stadium and potential grant funding. | Mark Dalzell | Prior to next meeting | |
| 052022-3 | Confirm with Project Manager that all works within the scope are complete regarding Rotary Park funding. | Libby Braybon | Prior to next meeting | Complete |
| 052022-4 | Follow up Purchase Order for stadium floor and approve. | Mark Dalzell | ASAP | Complete |
| 052022-5 | Quote for resealing the stadium floors. | John Arthur | Prior to next meeting | Complete |
| 052022-6 | Contact the company that installed the floor and request they come and inspect the condition of the floor. | Libby Braybon | Prior to next meeting | Complete |
| 052022-7 | Basketball ring to be looked at, mechanics not working. | Libby Braybon | ASAP | |



| Action Ref | Outcomes/Decisions/Actions | Whom | When | Status |
|-------------------|------------------------------------------------------------------------------------------------------------|--------------|-----------------------|---------------|
| 042023-1 | Council created a traffic control plan at memorial oval, Council to investigate doing one for rotary park. | Mark Dalzell | Prior to next meeting | |
| 042023-2 | Council investigate the potential for another access point on the other side of the oval. | Mark Dalzell | Prior to next meeting | |
| 042023-03 | Provide drainage information for potential budget submission. | Joe Gogarty | ASAP | |
| 042023-04 | Council to investigate levee bank around construction site next to Rotary Park and ensure compliant. | Mark Dalzell | ASAP | |
| 042023-05 | Council to investigate dust complaint from construction site next to Rotary Park. | Mark Dalzell | ASAP | |

Minutes of Meeting

Item 2. Previous Minutes

- Read and received.

Item 3. Rotary Park Master Plan

- Mark Dalzell tabled the current adopted Master Plan for Rotary Park for discussion.
- Mark Dalzell advised the committee that Council is currently going through their budget period and that the committee should review works outlined in the plan for potential submissions for council to consider including in next year's budget.
- Mark Dalzell advised the committee that the Budget will going out for public exhibition in May and that the Committee should review the Budget and provide a submission to Council for works outlined in the Master Plan to be considered by the Councillors.
- Paul Marshall request that Council create a Traffic Management Plan for Rotary Park with the inclusion of line markings denoting parking due to the large volume of visitors to the park of a weekend. The major issue is overflow parking, primarily for the soccer. The Committee noted that there is km signage, but it is not visible. Mark Dalzell advised that Council would have signage erected prior to the commencement of soccer and rugby.
- Mark Dalzell advised the committee that the front entrance works are scheduled to commence in the coming months but is unable to confirm a date for when works will commence.
- The Committee requested that Council investigate the potential for another access point on the other side of the oval. Mark Dalzell advised he would investigate this.
- The Committee noted that one of the major issues at Rotary Park is the drainage. Joe Gogarty advised that he will provide drainage information for potential budget submission by the Committee.
- Craig Druitt advised the Committee of the potential to use funds accumulated from pool and the stadium to put towards a project at Rotary Park. Craig noted that these funds could be potentially used to resolve the drainage issue.
- Craig Druitt raised concerns over the levee bank on the construction taking place next to Rotary Park. Mark Dalzell advised that Council will investigate and ensure that will not to flood Rotary Park or the Stadium.
- Leanne Mulham raised concerns over the dust accumulating from the construction next to Rotary Park. Leanne noted that Rotary Park is used regularly by schools and that the high volume of dust could cause health issues for visitors using the Park. Mark Dalzell advised Council will investigate.
- Paul Marshall noted that the lighting at Rotary Park needs to be upgraded but noted that this project is a medium/low priority. Mark Dalzell advised that Council will have an engineer look at Rotary Park to better understand the position for these upgrades.

**Item 4. Update on Completed Works at Rotary Park**

- Joe Gogarty provided an update to the committee on works completed at Rotary Park for comment.
- The Committee noted that they are pleased with the works completed at Rotary Park.

Item 5. General Business**Seating**

- Leanne Mulham noted that there is no scope of works for seating at the soccer ovals and would like this to be included in the Master Plan. Mark Dalzell advised that Council has committed funds for seating at the rugby oval, however, there is potential to have these as moveable seating that can be shared between the two pitches.
- Paul Marshall advised the Committee that he has received quotes for seating at the rugby pitch and that he would forward to Council for consideration.

Funding Opportunities

- Leanne Mulham queried if the Committee should be investigating the potential for funding or if this responsibility lies with Council. Mark Dalzell advised the committee that they should be investigating potential funding outside of Council. Mark noted that Council is lacking resources in this space and that other committees have been sourcing granting funding with the support of Council.

Stadium Tender

- Craig Druitt advised the committee that the operational lease for the stadium will be going out for open Tender.
- Mark Dalzell and Craig Druitt resolved to meet to discuss what is included in the maintenance and operation of the Stadium to be included in the open Tender.

Next Meeting

Next Meeting to be held on Wednesday 31st May 2023.

Meeting Close

Meeting closed 5:15pm

11.4. SALEYARDS COMMITTEE MINUTES

Author: Executive Assistant

Authoriser: Director Infrastructure

RECOMMENDATION

That Council note the minutes of the Saleyards Advisory Committee Meeting of 30 March 2023.

BACKGROUND

ISSUE/DISCUSSION

STRATEGIC IMPLICATIONS

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

LEGISLATIVE IMPLICATIONS

ATTACHMENTS

Saleyards Advisory Committee Minutes of 30 March 2023

Attachment 1 - Saleyards Advisory Committee Minutes of Meeting - 30 March 2023 (002)



| | | | |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|
| Group | Saleyards Advisory Committee Meeting | | |
| Date | 30 th March 2023 | Time | 3pm |
| Location | Council Chambers – Wanderer Street | | |
| Prepared By | Libby Braybon – Executive Assistant | | |
| Attendees | <u>Committee Members</u> The Mayor Cr Peta Betts (observing), Cr Shirlee Burge, Cr Harold Clapham, Cr Linda Fawns (observing) Justin Barker, Bill O'Brien, Ken Crossley, Jason Andrews and Russell Walker. <u>Council Staff</u> Phil Stone – Chief Executive Officer, Mark Dalzell – Director Infrastructure, Libby Braybon – Executive Assistant | | |
| Apologies | Steve Arentz and Amanda Barlow. | | |

Chair of Meeting – Mark Dalzell

Declaration of Meeting Open – 3pm

Discussion and Current Action Items

| <i>Action Ref</i> | <i>Outcomes/Decisions/Actions</i> | <i>Whom</i> | <i>When</i> | <i>Status</i> |
|-------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------|---------------|
| 2022/05/01 | Complete the new Lease Agreement | Mark Dalzell | To be completed | In progress |
| 2022/09/01 | Cost of WHS Report | Libby Braybon | Sent via email | Complete |
| 2022/09/02 | Council to investigate large funding for new facilities. | Libby Braybon | Advise at next meeting | In progress |
| 2022/09/03 | Council to follow up Jukes re completion of cleaning. | Mark Dalzell/ Libby Braybon | ASAP | In progress |
| 2023/03/01 | Lease for Maintenance and Operation of the Saleyards to go out for Tender Tuesday, 4 th April 2023 | Mark Dalzell | April | Complete |
| 2023/03/02 | Contract for Saleyards Refurbishment to go out for Tender Tuesday, 4 th April 2023. | Mark Dalzell | April | Complete |
| 2023/03/03 | 5 years' worth of numbers from ScanClear. | Mark Dalzell | Prior to next meeting | |
| 2023/03/04 | Report to Councillor Briefing regarding Truck Wash/Hub. | Mark Dalzell | Prior to next meeting | |
| 2023/03/05 | Discuss with Brendan (ScanClear) regarding potential electronic tagging requirements. | Mark Dalzell | Prior to next meeting | |

Minutes of Meeting

Item 2. Previous Minutes

- Received and noted.

**Item 4. Saleyards Lease**

- Mark Dalzell advised the Committee that the Tender for the Maintenance and Operation of The Saleyards is in position to go out for public submissions on Tuesday. Submissions are open for a 4 week period with the deadline for submissions being the 2nd May 2023.
- The Committee requested that council implement a 6 monthly performance review of the operator and that this be included in the lease agreement. Mark Dalzell advised he would update to include this in the Lease Agreement.
- The Committee requested that council implement a termination by default clause in the lease agreement. Mark Dalzell advised he would update to include this in the Lease Agreement.
- The Committee requested that a map of the area included in the lease to be included in the tender documents. Mark Dalzell noted that he would update the lease agreement to include this.
- Bill O'Brien queried Council on what, if any, input does the Advisory Committee have with regard to awarding the winner tender. Phillip Stone advised the Committee they will not be involved during this process due to the potential of conflict of interest and Council's pecuniary process policy requires a non-bias opinion when awarding a winning tender.
- Bill O'Brien queried if the Cattle Yards are included in the Lease Agreement. Mark Dalzell advised that the Cattle Yards are included in the Agreement.
- Cr Shirlee Burge noted that the WHS Report highlighted a lot of issues with the Cattle Yards that require a lot of money to be rectified. Shirlee queried if the Cattle Yards should be included in the Lease Agreement considering they are in a state that they cannot be used. Mark Dalzell advised that Council could issue an adjustment to tender during the process to exclude them.
- The Committee queried if there is potential for the operator to use some of the cattle yards for transient cattle, Mark Dalzell advised that he does not see an issue with this, however, Council would have to complete a standard risk assessment prior do allowing this.
- Russell Walker queried if the current state of the yards will be brought up to the standard noted in the Lease prior to Lease commencing. Mark Dalzell advised that council would ensure that the current state of the yards will be brought up to the standards noted in lease prior to the lease commencing and that should anything need fixing, council will undertake these works prior to the commencement of the Lease.
- Ken Crossley noted that there is a lot of maintenance to be done to bring the yards up to the standard prior to the new operator commencing.
- The Committee noted that at least 3 individuals/organisation have approached them regarding the Lease.

Item 5. Tender for Saleyards Refurbishment Project

- Mark Dalzell noted that following the completion of the WHS Report the Committee met to discuss what would be the number 1 priority projects for the Saleyards. Subsequently, the works highlighted as high priority have been included in the Tender document. Mark advised that the Tender is in a position to be out for public submissions from the 4th April 2023.
- Mark Dalzell ran the Committee through the scope of works included in the Tender for comment by the Committee.
- The Committee raised some concerns about the scope of works, Council to appoint a time to meet at the Saleyards to ensure the scope of works correlates to works that need to be completed. The Committee raised concerns over which ramps need to be refurbished and which ramps can be destroyed.
- Mark Dalzell noted the Committee's concerns but advised the Committee that we should still go out for tender as planned and should adjustments need to be made, this can be done as an addendum to the Tender.
- Mark Dalzell advised the Committee that this is an Open Tender process and that Council has no preference for who they wish to award the Tender to.

**Item 6. General Business****Truck Wash/Hub**

- Jason Andrews asked Councillor Shirlee Burge if there had been any discussions with regard to the potential for a new trucking hub out at the Truck Wash Cr Shirlee Burge advised that there had been no more discussions between Councillors regarding this matter. Shirlee advised that she attempted to contact Purtils to discuss the potential for GrainCorp and Purtils to work together on this project, however, to no avail.
- Mark Dalzell noted that he would bring this back to Council for discussion at an upcoming Councillor Briefing.

Compulsory Electronic Tags

- Ken Crossley advised the Committee of the potential for compulsory electronic tags coming by the year 2025.
- The Committee queried if Council is responsible for the infrastructure to implement this or if this is a cost to be absorbed by the operator?
- Mark Dalzell advised the Committee that if this becomes a legislative requirement that there would be potential for grant funding to complete these works.
- Mark Dalzell noted that he would speak to Brendan from ScanClear to obtain current information on the potential legislative requirement for electronic scanners.

Next Meeting

Next Meeting to be held on Thursday, 25th May 2023 at 3pm.

Meeting Close

Meeting closed 4:15pm

12. REPORTS TO COUNCIL

12.1. FINANCIAL SUSTAINABILITY REVIEW DRAFT REPORT

Author: Acting Chief Financial Officer

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council

1. Note the Report and findings of the Financial Sustainability Review and strategies to achieve a financially sustainable Council.
2. Adopt the Financial Sustainability Review report and recommendations and action plan contained within the report.
3. Adopt the draft Long Term Financial Plan for public exhibition alongside the draft 2023-24 draft Operational Plan and Budget

BACKGROUND

Council commissioned AEC Group Ltd to undertake an independent review of its financial sustainability, following a strategic objective set by Council to plan for the long-term financial sustainability of Council and whether Council's current position is appropriate to meet the current and future needs of the organisation and community it serves.

The primary objective of the Financial Sustainability Review (FSR) is to facilitate sustainable long-term planning and avert potential issues from emerging in the future.

Although Edward River Council's recent financial performance has produced operating surpluses and cash has accumulated, there are apprehensions that an underlying financial or infrastructure deficit could prompt a high reliance on unknown external funding sources, such as grants, into the future.

The draft report presents the findings of the review and provides strategies to improve Council's financial sustainability and comply with the Local Government Act 1993. The report also analyses the potential impacts of the findings on the Council's future financial position, as well as the local community and stakeholders, to ensure the Council's sustainable and efficient operation in the future.

In addition, AEC Group also as part of the FSR updated Councils LTFFP.

ISSUE/DISCUSSION

AEC have provided a very comprehensive FSR draft report which provides an assessment of all aspects of Council's financial performance, and demonstrates the capacity to delivery financial sustainability through the following:

- the ability to generate sufficient revenue and control the cost of services and infrastructure to produce sufficient cash from operations to meet investment and financing requirements.
- the ability to maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- the ability to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

The draft report recommends 8 key strategies for improving Council's long-term financial sustainability. In summary these recommendations are:

1. Improve the operating position of the general fund. This will likely require a Special Rate Variation (SRV)
2. Enhance the governance and financial controls to integrate the Project Management Framework, Asset Management Planning and Long-Term Financial Plan (LTFP)
3. Review the cash reserves and ensure reserves are still required i.e., by consolidating reserves
4. Introduce productivity measures to the Operational Plan and Annual Budget.
5. Introduce a service planning approach as part of the development of Integrated Planning and Reporting Framework.
6. Pursue a path of improving the asset management maturity, as outlined in the Asset Management Strategy.
7. Market and promote the Edward River Village with the aim of achieving the target entry price on the Village residential units with aim to fill the units as soon as possible.
8. Council should seek opportunities to encourage and facilitate economic and population growth to increase the economy of scale in provision of local government services and infrastructure.

AEC also updated Councils LTFP, which includes 3 scenarios for Councils consideration, in summary:

The Base Model (scenario one) is a planned approach to the continued delivery of services and provision of infrastructure based on a revenue base that does not increase the rate above the projected rate peg (as set by IPART) and current service charges only increasing each year by the projected annual CPI.

The Enhanced Asset Investment Model (scenario two) includes increased investment in the renewal and replacement of assets to a level of investment that is expected to maintain assets at an acceptable level of service into the future. There is an increased investment in resealing of roads, in gravel re-sheeting for unsealed roads, improved stormwater drainage, increased replacement of kerb and gutter and the replacement of the sewerage treatment plant in Deniliquin. This model is funded through the introduction of a special variation in the rates increasing the general rate by for six consecutive years (a permanent increase) before returning to the rate peg.

The Enhanced Asset Investment and Growth Model (scenario three) includes increased investment in the renewal and replacement of assets as per scenario two, with additional investment made from Councils existing cash reserves and expected grant funding to improve the level of service of Council assets and grow the assets to encourage population growth within the region. Investment in parks, open spaces, the swimming pool and other assets is expected to increase the liveability of the region and encourage more people to live in our region. This model is funded through the introduction of a special variation in the rates in scenario two. In addition, to fund the sewerage plant upgrade the sewerage charges are required to be increase for six consecutive years and then increasing by the projected annual CPI.

STRATEGIC IMPLICATIONS

The draft FSR presents Councillors with the information to decide a financially sustainable vision for Council, as outlined in the report, as does the LTFP.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

FINANCIAL IMPLICATIONS

The financial implications are identified in detail in the report and depend on what strategies Council decides to adopt.

LEGISLATIVE IMPLICATIONS

The report is in compliance with Local Government Act 1993

ATTACHMENTS

1. Financial Sustainability Review - Summary (under separate cover)
2. Draft Financial Sustainability Review report (under separate cover)
3. Draft Long Term Financial Plan for public exhibition



Long Term Financial Plan DRAFT

2023/2024 – 2032/2033

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Record Of Versions

Please note, this is an uncontrolled document when printed. Please refer to the published document on Council's website for the controlled document.

| Version | Date Published | Reason for Amendments | Resolution | Author/Document Owner |
|---------|----------------|-----------------------|------------|-----------------------|
| 1.0 | | Draft | | |
| 1.1 | | | | |
| 1.2 | | | | |
| 1.4 | | | | |
| 1.5 | | | | |
| 1.6 | | | | |
| 1.7 | | | | |

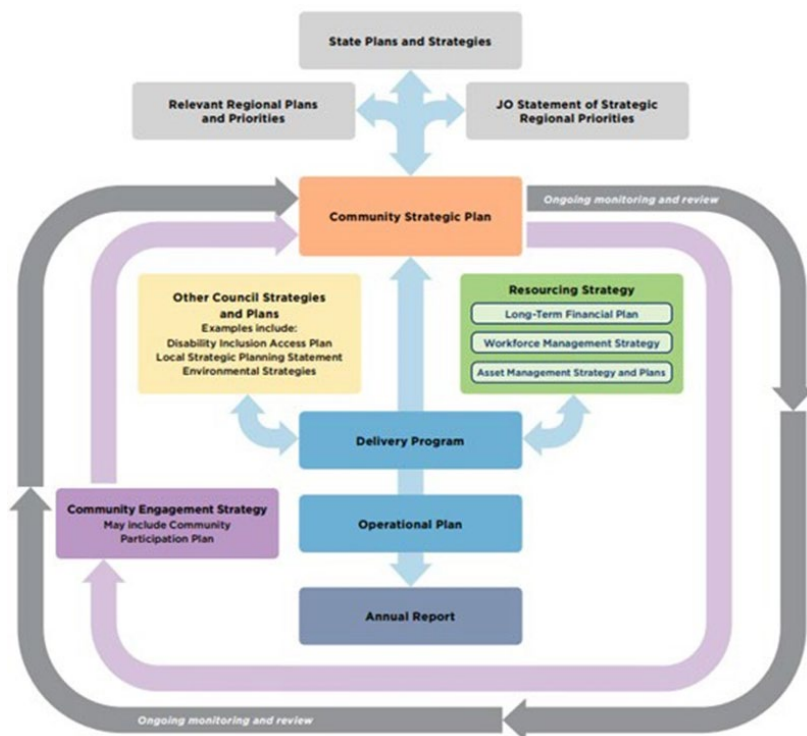
Introduction

The NSW Integrated Planning and Reporting framework (see Figure 1 below) requires councils to prepare a suite of long-term strategic documents, including a Community Strategic Plan, Resourcing Strategy and Delivery Program, as well as an annual Operational Plan. Integration of these strategic documents is key to effective long-term planning and provides an agreed roadmap for delivering and resourcing community priorities and aspirations.

As one of three components of the resourcing strategy, the Long-Term Financial Plan (LTFP) is situated within the framework to emphasize the important role that resource planning plays in delivering Council’s strategic objectives. The LTFP tests community aspirations as contained in the Community Strategic Plan against the financial realities of delivering on those aspirations. The LTFP integrates with Edward River 2022 - 2050 through the Delivery Program and one-year Operational Plan.

The LTFP provides a roadmap for maintaining long-term financial sustainability and affordability for current and future generations and this therefore an important part of Council’s strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on their responsibilities.

Figure 1 - NSW Integrated Planning and Reporting Framework



Purpose of Long-Term Financial Planning

The development of a LTFP allows Council to take a proactive approach to its financial management. Long-term planning gives Council the ability to model what the future could look like given different policy settings, Council decisions, external circumstances and assumptions. It allows Council to identify future financial threats or opportunities and to put measures in place over the short term to reduce the impact or produce benefits.

Long term planning also allows Council to look at the future financial implications of today's decisions before they are implemented. While a decision to change policy or strategy, introduce a new service or undertake capital works may seem to have no adverse financial impact in the short term, the longer-term implication may show a very different picture.

By having a long-term planning process in place, Council is much better placed to manage the expectations of the community in terms of what levels of services it can provide. Council is constantly faced with demands for increases to services and/or continuation of existing services. Through longer term financial plans, Council will be able to better explain the decisions that it makes.

Development of the Plan

In development the LTFP the Council has fulfilled the general requirements for long-term financial planning, as outlined in the Integrated Planning and Reporting Framework, as follows:

- The Council has prepared the LTFP to be used to inform decision-making during the future preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.
- In developing the LTFP, due regard has been given to promoting the financial sustainability of the council through:
 - the progressive elimination of operating deficits
 - the establishment of a clear revenue path for all categories of rates linked to specific expenditure proposals
 - ensuring that any proposed increase in services and assets is within the financial means of the council
 - ensuring the adequate funding of infrastructure maintenance and renewal
 - the use of borrowing, where appropriate and financially responsible, and
 - the fair and equitable distribution of the rate burden across all categories of rate payers.

Objectives

The LTFP is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. It is an annual process and part of the continuous improvement cycle.

Primarily, Council's LTFP provides a framework, on a 10-year rolling horizon, to assess its revenue generating capacity towards meeting the activities and level of services outlined in its Community Strategic Plan.

In developing the LTFP, Edward River Council has within that framework:

- addressed how various plans fit together;
- set greater transparency and accountability of Council to the community;
- provided prospects for early identification of financial issues and any likely impacts in the longer term to the delivery program of the Community Strategic Plan.

The LTFP is thus a tool to complement decision making that continuously reviews what Council may deliver as outcomes given the level of resources.

Timeframes

The Office of Local Government has set the minimum timeframe of ten years. In this report, Edward River Council's LTFP covers the time period from 2022/2023 to 2031/2032.

Financial Sustainability Policy

The Council is committed to fulfilling all responsibilities outlined in the Local Government Act 1993 – in particular Section 8B which outlines the principles of sound financial management. The Council considers that the responsibilities under the Local Government Act 1993 will be filled, and that the Council can demonstrate financial sustainability, if it can deliver the Community Strategic Plan and Delivery Program while demonstrating capacity to maintain financial capital and infrastructure capital over the short (1-4 years), medium (4-10 years) and long term (10-25 years).

Council will remain financially sustainable into the future based on the following Financial Sustainability Objectives.

- **Operating position** – Council will generate sufficient revenue and control the costs of services and infrastructure to produce sufficient cash from operations to invest in assets and meet the servicing of borrowings. This must be demonstrated over the 10 year period, acknowledging that annual budgets will vary, with some annual budgets necessarily producing higher or lower operating positions. Annual budgets must not burden future budget decisions with unfunded commitments and must not unnecessarily defer decisions that could be made to correct the operating position within the current budget.
- **Availability of cash** – Council will maintain sufficient cash (or access to cash) to meet the current and future needs of operating, investing and financing activities as needed to maintain the desired levels of services and infrastructure. This must be demonstrated over the 10 year period. Council will use reserves to quarantine cash earned for material future commitments and maintain a balance of unconstrained revenue to mitigate risk of unplanned or shocks to the annual budget. Borrowings are to be used where appropriate to spread the burden of funding assets over the generations that will consume the asset.
- **Investment in assets** – Council prioritises the renewal or replacement of assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services. New assets that increase levels of service or add new services must be supported by a business case that demonstrates the new investment will not increase the risk to Council's financial sustainability.
- **Responsible use of public finances** - Spending by the Council will be responsible and sustainable, aligning general revenue and expenses.

Through implementing the Financial Sustainability Objectives, Council aims to be in a financial position to invest in developing and growing the local economy, and can withstand, react and adapt to unplanned shocks. The Council must maintain a financial position to manage likely developments and unexpected financial changes in future periods without unplanned increases in rates and charges or disruptive cuts to services. It is also important that Council provides a degree of stability and predictability in the overall rate burden allowing for an equitable distribution of council resources between current and future ratepayers.

In adopting this LTFP, the Council understands that being financially sustainable ensures future generations are not burdened with excessively high debt, rates charges or assets in serious disrepair.

Council's long-term strategic and financial planning is aimed at Council achieving and maintaining financial sustainability over a period of time, through engagement with the community regarding agreed service levels, and consideration of the community's capacity to contribute to Council's rating revenue.

Capital expenditure regarding infrastructure assets will be guided by principles outlined in the Asset Management Strategy. The focus of Council's capital expenditure will be renewal of existing assets. Consideration of new assets will be assessed through Council's project management framework, including the development of a business case to support the expenditure.

Where grant funding is available to Council for the creation of new assets, Council will undertake an assessment of the proposed expenditure through the development of a business case. The business case will consider the initial investment and the whole of life cost of the asset, including additional depreciation, maintenance costs and future asset renewal or replacement. If the net impact of the asset on Council's

future operating results and cash availability is adverse, Council will consider not accepting the funding, or if accepting the funding, future long-term financial plans are adjusted to reflect the impact of the new asset.

Council will explore financing assets through loan borrowings to achieve inter-generational equity, for assets that will serve present and future ratepayers. Loan borrowings will be based on Council's capacity to service the borrowings over the applicable term.

Services Provided By Fund Type

The services and infrastructure provided by Council to the community are planned and managed through the use of different fund types. Creating fund types enables the Council to consider separately the financial sustainability of different grouped services, and to avoid subsidisation of the general rate for services that should be funded by separate user charges. The LTFP outlines the resource planning for the following five fund types:

- **General Fund** – Primarily for services and infrastructure funded by general rate revenue and untied grant funding. It is also used for all other services that are not included in the defined use of the other four fund types.
- **Sewer Fund** – only services and infrastructure used in the provision of the sewer network.
- **Waste Fund** – only services and infrastructure used in the provision of the treated water network.
- **Waste Fund** - only service and infrastructure used in the provision of waste management, including the provision of domestic waste collection.
- **Village Fund** – used to quarantine the financial management of the Deniliquin Retirement Village.

The following Figure outlines the service provided from within each fund type:

Figure 2 – Services provided by each fund type

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>General Fund</p> <p>Library Service</p> <p>Community Development and Events</p> <p>Economic Development and Business Support</p> <p>Visitor Information, Gallery and Museum</p> <p>Town Hall Regional Theatre</p> <p>Customer Services</p> <p>Planning and Development Services</p> <p>Health and Building Services</p> <p>Ranger Services</p> <p>Roads and Transport</p> <p>Road Safety</p> <p>Airport</p> | <p>Water Fund</p> <p>Provision of safe, reliable, compliant and sustainable water supply services 24 hours a day, seven days a week</p> |
| | <p>Sewer Fund</p> <p>Provision of safe, compliant, reliable and sustainable sewer services 24 hours a day, seven days a week.</p> |
| | <p>Waste Fund</p> <p>Management of waste transfer facilities and waste disposal to landfill, collection of general waste, recyclables and green waste from commercial and domestic premises, special events, bulk kerbside</p> |
| | <p>Village Fund</p> <p>Management of an independent living village that supports aging in place.</p> |

Description Of Scenarios

Across the Resourcing Strategy documents, Council has outlined three scenarios that have been considered by Council as options for forward resource planning. Each scenario is described below, including a summary of the increase in rating and service charges, programmed capital works and the projected cash balances of Council.

The Base Model is the status quo – does not include changes to the current rating approach – that is, does not plan for a Special Rate Variation Application to increase the rate revenue collected above the anticipated rate peg set by IPART.

In the Appendix the following detailed analysis is provided for each Scenario:

- Operating Statement
- Balance Sheet
- Cashflow Statement
- Capital Works Plan
- Performance Indicators
- Sensitivity Analysis

Scenario One – Base Model

The Base Model (Scenario One) is a planned approach to the continued delivery of services and provision of infrastructure based on a revenue base that does not increase the rate above the projected rate peg (as set by IPART) and current service charges only increasing each year by the projected annual CPI.

The capital works program, being constrained by the cash generated from operations (including rates, grants and charges) and borrowings, is below what is considered to be necessary to maintain the current levels of service provided by the infrastructure. Assets such as roads, buildings and the sewer network are expected to deteriorate over time, requiring future Councils to make decisions on rationalisation of assets when assets begin to fail. This approach is not considered to be a sustainable approach over the long term.

Scenario Two – Enhanced Asset Investment Model

The Enhanced Asset Investment Model includes increased investment in the renewal and replacement of assets to a level of investment that is expected to maintain assets at an acceptable level of service into the future. There is an increased investment in resealing of roads, in gravel resheeting for unsealed roads, improved stormwater drainage, increased replacement of kerb and gutter and the replacement of the sewerage treatment plant in Deniliquin.

The Enhanced Asset Investment Model is funded through the introduction of a special variation in the rates increasing the general rate by 7% for six consecutive years (a permanent increase) and then returning to the projected rate peg approved by IPART. To fund the sewerage treatment plant, the sewerage charges need to increase by 6% for consecutive years and then increasing by the projected annual CPI.

Scenario Three – Enhanced Asset Investment and Growth Model

The Enhanced Asset Investment and Growth Model includes increased investment in the renewal and replacement of assets as per Scenario Two, with additional investment made from Councils existing cash reserves and expected grant funding to improve the level of service of Council assets and grow the assets to encourage population growth within the region. Investment in parks, open spaces, the swimming pool and other assets is expected to increase the livability of the region and encourage more people to live in our region.

The Enhanced Asset Investment Model is funded through the introduction of a special variation in the rates increasing the general rate by 7% for six consecutive years (a permanent increase) and then returning to the

projected rate peg approved by IPART. To fund the sewerage treatment plant, the sewerage charges need to increase by 6% for consecutive years and then increasing by the projected annual CPI.

Investment in the enhancement of assets and extension of infrastructure necessary for growth if funded through drawing down on the Council's available cash reserves, as well as some reliance on grant funding (particularly for a new swimming pool).

Comparison of Operating Position by Scenario

Consolidated

| CONSOLIDATED | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-----------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net operating result for the year before grants and contributions provided for capital purposes (\$'000) | | | | | | | | | | | | |
| Base Case | 10,236 | 774 | 2,059 | 3,157 | 2,815 | 3,246 | 4,564 | 666 | 698 | 1,699 | 2,034 | 2,820 |
| Enhanced Asset Management | 10,236 | 774 | 2,034 | 3,532 | 3,524 | 4,415 | 4,414 | 974 | 1,165 | 2,235 | 2,673 | 3,603 |
| Enhanced Asset Management and Growth | 10,236 | 774 | 2,034 | 3,468 | 3,476 | 4,355 | 1,816 | (1,756) | (1,617) | (533) | (107) | 844 |

General Fund

| GENERAL FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-----------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net operating result for the year before grants and contributions provided for capital purposes (\$'000) | | | | | | | | | | | | |
| Base Case | 6,863 | (651) | (2,880) | (2,276) | (2,465) | (2,181) | (2,078) | (1,959) | (2,101) | (1,728) | (1,598) | (1,479) |
| Enhanced Asset Management | 6,863 | (651) | (2,905) | (2,020) | (2,008) | (1,408) | (839) | (198) | (213) | 195 | 392 | 619 |
| Enhanced Asset Management and Growth | 6,863 | (651) | (2,905) | (2,084) | (2,056) | (1,468) | (3,441) | (2,936) | (3,006) | (2,588) | (2,406) | (2,163) |

Water Fund

| WATER FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-----------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net operating result for the year before grants and contributions provided for capital purposes (\$'000) | | | | | | | | | | | | |
| Base Case | 2,257 | 420 | 703 | 848 | 896 | 928 | 975 | 1,033 | 1,091 | 1,152 | 1,214 | 1,274 |
| Enhanced Asset Management | 2,257 | 420 | 703 | 848 | 896 | 928 | 975 | 1,033 | 1,091 | 1,152 | 1,214 | 1,274 |
| Enhanced Asset Management and Growth | 2,257 | 420 | 703 | 848 | 896 | 928 | 977 | 1,036 | 1,096 | 1,158 | 1,221 | 1,283 |

Sewer Fund

| SEWER FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-----------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net operating result for the year before grants and contributions provided for capital purposes (\$'000) | | | | | | | | | | | | |
| Base Case | 1,118 | 1,031 | 1,497 | 1,720 | 1,725 | 1,788 | 1,875 | 1,965 | 2,056 | 2,151 | 2,248 | 2,350 |
| Enhanced Asset Management | 1,118 | 1,031 | 1,497 | 1,839 | 1,977 | 2,184 | 486 | 512 | 635 | 764 | 897 | 1,035 |
| Enhanced Asset Management and Growth | 1,118 | 1,031 | 1,497 | 1,839 | 1,977 | 2,184 | 488 | 517 | 641 | 773 | 908 | 1,049 |

Waste Fund

| WASTE FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-----------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net operating result for the year before grants and contributions provided for capital purposes (\$'000) | | | | | | | | | | | | |
| Base Case | | 123 | 63 | 168 | 176 | 184 | 201 | 220 | 238 | 257 | 278 | 298 |
| Enhanced Asset Management | | 123 | 63 | 168 | 176 | 184 | 201 | 220 | 238 | 257 | 278 | 298 |
| Enhanced Asset Management and Growth | | 123 | 63 | 168 | 176 | 184 | 201 | 220 | 238 | 257 | 278 | 298 |

Village Fund

| VILLAGE FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-----------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net operating result for the year before grants and contributions provided for capital purposes (\$'000) | | | | | | | | | | | | |
| Base Case | - | (149) | 2,676 | 2,697 | 2,483 | 2,527 | 3,591 | (593) | (586) | (133) | (108) | 377 |
| Enhanced Asset Management | - | (149) | 2,676 | 2,697 | 2,483 | 2,527 | 3,591 | (593) | (586) | (133) | (108) | 377 |
| Enhanced Asset Management and Growth | - | (149) | 2,676 | 2,697 | 2,483 | 2,527 | 3,591 | (593) | (586) | (133) | (108) | 377 |

Comparison of Cash Balances by Scenario

Consolidated

| CONSOLIDATED | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net increase/(decrease) in cash and cash equivalents | | | | | | | | | | | | |
| Base Case | 781 | 3,256 | 1,997 | 623 | 1,100 | 2,129 | 1,409 | 3,713 | 2,573 | 2,796 | 3,018 | 3,103 |
| Enhanced Asset Management | 781 | 3,056 | (942) | 2,799 | (329) | 1,346 | (8,324) | 707 | 1,830 | 842 | 1,291 | 1,490 |
| Enhanced Asset Management and Growth | 781 | 3,056 | 58 | 1,653 | 538 | 4,429 | (6,053) | 3,065 | 1,122 | - | 1,577 | 782 |
| Total cash, cash equivalents and investments | | | | | | | | | | | | |
| Base Case | 50,116 | 53,372 | 55,369 | 55,992 | 57,092 | 59,221 | 60,630 | 62,343 | 64,916 | 67,712 | 69,730 | 70,833 |
| Enhanced Asset Management | 50,116 | 53,172 | 52,230 | 50,029 | 49,700 | 51,046 | 38,480 | 39,187 | 41,017 | 41,859 | 43,150 | 43,640 |
| Enhanced Asset Management and Growth | 50,116 | 53,172 | 52,230 | 48,883 | 48,421 | 49,850 | 33,555 | 31,620 | 30,742 | 27,742 | 26,319 | 24,101 |

General Fund

| GENERAL FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net increase/(decrease) in cash and cash equivalents | | | | | | | | | | | | |
| Base Case | - | 2,012 | (314) | (492) | (16) | (149) | (1,700) | 1,063 | (217) | (419) | (183) | (400) |
| Enhanced Asset Management | - | 1,812 | (3,253) | 1,565 | (1,697) | (1,328) | (2,260) | (165) | 826 | (578) | (107) | (200) |
| Enhanced Asset Management and Growth | - | 1,812 | (2,253) | 419 | (830) | 1,527 | (227) | 1,945 | (139) | (1,688) | (97) | (1,197) |
| Total cash, cash equivalents and investments | | | | | | | | | | | | |
| Base Case | 35,906 | 37,918 | 37,604 | 37,112 | 37,096 | 36,947 | 35,247 | 34,310 | 34,093 | 33,674 | 32,491 | 30,091 |
| Enhanced Asset Management | 35,906 | 37,718 | 34,465 | 31,030 | 29,333 | 28,005 | 24,745 | 24,580 | 25,406 | 24,828 | 24,721 | 23,521 |
| Enhanced Asset Management and Growth | 35,906 | 37,718 | 34,465 | 29,884 | 28,054 | 26,581 | 19,354 | 16,299 | 14,160 | 9,472 | 6,375 | 2,178 |

Water Fund

| WATER FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net increase/(decrease) in cash and cash equivalents | | | | | | | | | | | | |
| Base Case | - | (561) | 811 | 926 | (179) | 381 | 1,008 | 1,020 | 1,083 | 1,055 | 941 | 1,201 |
| Enhanced Asset Management | - | (561) | 811 | 926 | (179) | 381 | 1,008 | 1,020 | 1,083 | 1,055 | 941 | 1,201 |
| Enhanced Asset Management and Growth | - | (561) | 811 | 926 | (179) | 475 | 1,106 | 1,122 | 1,189 | 1,165 | 1,054 | 1,319 |
| Total cash, cash equivalents and investments | | | | | | | | | | | | |
| Base Case | 7,486 | 6,925 | 7,736 | 8,662 | 8,483 | 8,864 | 9,872 | 10,892 | 11,975 | 13,030 | 13,971 | 15,172 |
| Enhanced Asset Management | 7,486 | 6,925 | 7,736 | 8,662 | 8,483 | 8,864 | 9,872 | 10,892 | 11,975 | 13,030 | 13,971 | 15,172 |
| Enhanced Asset Management and Growth | 7,486 | 6,925 | 7,736 | 8,662 | 8,483 | 8,958 | 10,064 | 11,186 | 12,375 | 13,540 | 14,594 | 15,913 |

Sewer Fund

| SEWER FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net increase/(decrease) in cash and cash equivalents | | | | | | | | | | | | |
| Base Case | - | 1,067 | 1,374 | 273 | 250 | 1,648 | 1,710 | 1,775 | 1,839 | 1,907 | 1,977 | 2,050 |
| Enhanced Asset Management | - | 1,067 | 1,374 | 392 | 502 | 2,044 | (7,463) | (3) | 53 | 112 | 174 | 237 |
| Enhanced Asset Management and Growth | - | 1,067 | 1,374 | 392 | 502 | 2,178 | (7,323) | 143 | 204 | 270 | 337 | 408 |
| Total cash, cash equivalents and investments | | | | | | | | | | | | |
| Base Case | 5,361 | 6,428 | 7,802 | 8,075 | 8,325 | 9,973 | 11,683 | 13,458 | 15,297 | 17,204 | 19,181 | 21,231 |
| Enhanced Asset Management | 5,361 | 6,428 | 7,802 | 8,194 | 8,696 | 10,740 | 35 | 32 | 85 | 197 | 371 | 608 |
| Enhanced Asset Management and Growth | 5,361 | 6,428 | 7,802 | 8,194 | 8,696 | 10,874 | 309 | 452 | 656 | 926 | 1,263 | 1,671 |

Waste Fund

| WASTE FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net increase/(decrease) in cash and cash equivalents | | | | | | | | | | | | |
| Base Case | - | 307 | (359) | (229) | (236) | 368 | 385 | 404 | 422 | 441 | 462 | (38) |
| Enhanced Asset Management | - | 307 | (359) | (229) | (236) | 368 | 385 | 404 | 422 | 441 | 462 | (38) |
| Enhanced Asset Management and Growth | - | 307 | (359) | (229) | (236) | 368 | 385 | 404 | 422 | 441 | 462 | (38) |
| Total cash, cash equivalents and investments | | | | | | | | | | | | |
| Base Case | 1,363 | 1,670 | 1,311 | 1,082 | 846 | 1,214 | 1,599 | 2,003 | 2,425 | 2,866 | 3,328 | 3,290 |
| Enhanced Asset Management | 1,363 | 1,670 | 1,311 | 1,082 | 846 | 1,214 | 1,599 | 2,003 | 2,425 | 2,866 | 3,328 | 3,290 |
| Enhanced Asset Management and Growth | 1,363 | 1,670 | 1,311 | 1,082 | 846 | 1,214 | 1,599 | 2,003 | 2,425 | 2,866 | 3,328 | 3,290 |

Village Fund

| VILLAGE FUND | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net increase/(decrease) in cash and cash equivalents | | | | | | | | | | | | |
| Base Case | | 431 | 485 | 145 | 1,281 | (119) | 6 | (549) | (554) | (188) | (179) | 290 |
| Enhanced Asset Management | - | 431 | 485 | 145 | 1,281 | (119) | 6 | (549) | (554) | (188) | (179) | 290 |
| Enhanced Asset Management and Growth | - | 431 | 485 | 145 | 1,281 | (119) | 6 | (549) | (554) | (188) | (179) | 290 |
| Total cash, cash equivalents and investments | | | | | | | | | | | | |
| Base Case | | 431 | 916 | 1,061 | 2,342 | 2,223 | 2,229 | 1,680 | 1,126 | 938 | 759 | 1,049 |
| Enhanced Asset Management | - | 431 | 916 | 1,061 | 2,342 | 2,223 | 2,229 | 1,680 | 1,126 | 938 | 759 | 1,049 |
| Enhanced Asset Management and Growth | - | 431 | 916 | 1,061 | 2,342 | 2,223 | 2,229 | 1,680 | 1,126 | 938 | 759 | 1,049 |

Comparison of Capital Works Plan by Scenario

| Service | Scenario One | Scenario Two | Scenario Three |
|---------------------------------|--------------------|--------------------|--------------------|
| Planned Capital Works | | | |
| Bridges | 1,000,000 | 1,000,000 | 1,000,000 |
| Buildings | 0 | 4,949,460 | 4,949,460 |
| Buildings Non-specialised | 746,173 | 746,173 | 746,173 |
| Buildings Specialised | 20,786,380 | 20,786,380 | 20,786,380 |
| Footpath | 773,100 | 1,546,200 | 1,546,200 |
| Furniture & Fittings | 237,200 | 294,217 | 294,217 |
| Information Technology | 1,065,800 | 1,065,800 | 1,065,800 |
| Land fill | 2,084,396 | 2,084,396 | 2,084,396 |
| Land Improvements - depreciable | 286,896 | 286,896 | 286,896 |
| Levees | 2,000,000 | 2,000,000 | 2,000,000 |
| Library Books | 400,000 | 400,000 | 400,000 |
| Office Equipment | 734,100 | 749,100 | 749,100 |
| Open Space | 0 | 0 | 800,000 |
| Other Assets | 649,989 | 649,989 | 649,989 |
| Other Open Space & Recreation | 1,579,200 | 1,579,200 | 2,479,200 |
| Other Road Assets | 466,250 | 466,250 | 466,250 |
| Other Structures | 0 | 340,000 | 340,000 |
| Plant & Equipment (incl Fleet) | 15,896,750 | 15,896,750 | 15,896,750 |
| Roads | 40,930,750 | 52,600,625 | 54,970,625 |
| Sewerage Network | 11,900,000 | 36,900,000 | 36,900,000 |
| Stormwater Drainage | 1,500,000 | 4,500,000 | 4,950,000 |
| Swimming Pools | 216,900 | 616,900 | 15,616,900 |
| Water Supply Network | 9,556,645 | 9,556,645 | 9,556,645 |
| Water Treatment Plant | 0 | 0 | 16,500,000 |
| TOTAL | 112,810,529 | 159,014,981 | 195,034,981 |
| Type of Investment | | | |
| New | 19,586,562 | 24,148,039 | 27,918,039 |
| Upgrade | 4,984,396 | 33,784,396 | 66,034,396 |
| Renewal | 88,239,571 | 100,682,546 | 100,682,546 |
| Funding | | | |
| General Fund - General Revenue | 50,680,626 | 68,303,478 | 80,460,478 |
| General Fund - Grant Funding | 3,600,000 | 6,600,000 | 14,100,000 |
| General Fund - Borrowings | 2,000,000 | 2,000,000 | 2,000,000 |
| General Fund - Reserves | 15,896,750 | 16,478,350 | 16,341,350 |
| Water Fund - Reserves | 9,561,645 | 9,561,645 | 17,811,645 |
| Water Fund - Grant Funding | 0 | 0 | 8,250,000 |
| Sewer Fund - Borrowings | | 15,599,932 | 15,599,932 |
| Sewer Fund - Reserves | 11,904,100 | 21,304,168 | 21,304,168 |
| Waste Fund - Reserves | 2,084,396 | 2,084,396 | 2,084,396 |
| Village Fund - Borrowings | 4,542,574 | 4,542,574 | 4,542,574 |
| Village Fund - Reserves | 11,540,437 | 11,540,437 | 11,540,437 |
| Village Fund - Grant Funding | 1,000,000 | 1,000,000 | 1,000,000 |
| TOTAL | 112,810,529 | 159,014,981 | 195,034,981 |

Planning Assumptions

Rates and Annual Charges

Council major source of operating income is via the levying of rates. Section 492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates.

By virtue of section 494 of the Act, Council is required to make and levy an ordinary rate for each year on all ratable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four broad categories provided by Section 493 of the Act are:

- Farmland
- Residential
- Business
- Mining

All rateables land is classed within one of the four categories unless it is deemed non-ratable, such as a church or school or similar institution, as specified in the Local Government Act.

Council has discretion to levy special rates. Special rates must be made pursuant to section 495 of the Local Government Act 1993 but may be levied under either section 495 or the provisions of Division 2 of Part 5 of Chapter 15 of the act. ERC does not currently plan to collect any special rates.

The limitation on rates income is set by the Independent Pricing and Regulatory Tribunal (IPART). This limitation is known as Rate Pegging and involves a percentage cap on the income raised from ordinary and special rates from one year to another. It is important to note that this limit (in the form of a percentage cap) does not apply to an individual's rate levy but rather the total rate levies raised from ordinary and special rates. IPART advises Councils of the allowable rate increase in December each year for the coming financial year.

Council can apply for a Special Rate Variation under section 508A of the Local Government Act 1993, should Council and community adopt an approved program of works funded by the levy. A Special Rate Variation, if approved, overrides the rate pegging limit.

Unless otherwise stated in the Scenarios outlined above, Council has assumed rates will increase by the rate peg each year plus a growth factor. The growth factor for the Base Case and Enhanced Asset Investment Model is 0.2% each year. The Enhanced Asset Investment and Growth Model assumes a growth rates in rates of 0.2% for the first three years, and then growth rate of 0.5% for the remaining forward years.

User Charges & Fees

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision and use of sewerage, water and domestic waste services. Council aims to set user charges and fees at a full cost recovery rate.

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services.

See Table below for the annual increases in the user charges and fees for each Scenario.

Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates.

Most statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.

Other Fees

User fees and charges include library fees (photocopying, binding etc.), fees for use of Council facilities (hall hire etc.) and fees for private works undertaken.

Grants & Contributions

Council has assumed recurrent grant revenue will continue with an increase determined by projected CPI.

The Financial Assistance Grant is calculated using a formula that considers the population of the Local Government areas, road lengths and other factors. Given the complexity of the formula, Council has assumed that these grants will increase in line with the forecast CPI in the budget year.

Investment Revenue

Council's investment strategy is to undertake investment of surplus funds, maximising earnings from term deposit investments, whilst ensuring the security of Council funds.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the early redemption of an investment.

Forecast returns on Council's investment portfolio are based on current actual year average return plus a small margin to reflect strategic investments in longer-term investment products.

Other Revenues

Other revenues include recoup of work compensation, commission and agency fees, rental of Council properties, and diesel fuel rebate from the Australian Taxation Office.

Commission and agency fees are likely to continue in line with CPI over the long term, as will rental of Council properties.

Salaries and Wages

For the purpose of projecting future salary, wage and employee leave costs to Council a percentage increase in line with CPI. This is assumed to account for future Award increases and staff competency/performance increases.

Further details about Council's staffing are included in the Workforce Plan.

Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating costs has been generally based on CPI. The exceptions to this are expenditures that are either:

- not recurrent every year, or
- have been identified as increasing by an amount different to CPI e.g., Insurance premiums

Borrowings costs

Council had anticipated new borrowings where necessary to enable sufficient access to cash and to ensure responsibility for funding assets is born by current and future users of the services and infrastructure.

Interest rate on borrowings is outlined below in the assumptions for each Scenario.

Capital Expenditure

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans.

Assets will be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

The long-term capital works program for each Scenario is outlined below.

Council utilises both capital grant and own-sourced cash to fund renewal of existing assets, based on current asset management planning.

Performance Management And Reporting

Quarterly Budget Review Statement

Council prepares a Quarterly Budget Review Statement (QBRS) which forms part of its performance management. The QBRS presents a summary of Council financial position at the end of each quarter.

The report informs Councillors and the community about the progress versus the Operational plan (original budget) and the latest revised budget.

Annual Financial Statements

Within four months of the end of each financial year, Council prepares the Annual Report that contains a copy of the financial reports.

The Annual report details progress against the performance measures in implementing the Delivery Program and activities undertaken to deliver on the objectives of the Community Strategic Plan.

NSW Local Government Indicators

As detailed in the Appendix, Council uses the NSW Local Government Indicators as metrics to highlight and report Council performance to the community.

Appendix A – NSW Local Government Indicators

NSW Local Government Performance Monitoring Indicators

| MEASURE | WHAT IS MEASURED | TARGET | CALCULATION |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operating Performance Ratio | It <i>measures</i> a council's achievement in containing operating expenditure within operating income | >0% | The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) excluding capital grants and contributions, less operating expenses, divided by total continuing operating revenue (excluding capital grants and contributions). |
| Own Source Operating Revenue Ratio | It indicates the degree of reliance on external funding sources such as grants, and contributions received by councils | >60% | The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) less all grants and contributions divided by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) inclusive of capital grants and contributions. |
| Unrestricted Current Ratio | It measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term. It does not include externally restricted activities such as water, sewer or specific grants and contributions. | >1.5x | The ratio is calculated by current assets less all external restrictions divided by current liabilities less specific purpose liabilities. |
| Debt Service Cover Ratio | It measures the availability of operating cash to service debt including interest, principal and lease payments | >2.0x | The ratio is calculated by operating results (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) before capital, excluding interest and depreciation/ impairment / amortisation divided by principal repayments (from Statement of Cashflow) and interest on loans. |
| Cash Expense Cover Ratio | It indicates the number of months a council can continue paying for its immediate | >3 months | The ratio is calculated by current year's cash, cash equivalents and term deposits divided by payments |

| MEASURE | WHAT IS MEASURED | TARGET | CALCULATION |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | expenses without additional cash inflow | | from the cash flow of operating and financing activities, multiplied by 12. |
| Rates & Annual Charges Outstanding Ratio | It assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of councils' debt recovery. | <10% | This ratio is calculated by rates and annual charges outstanding divided by rates and annual charges levied by council. |
| Building and Infrastructure Renewal Ratio | It assesses the rate at which assets are being renewed against the rate at which they are depreciating. Renewal is defined as the replacement of existing assets to equivalent capacity or performance capability, as opposed to the acquisition of new assets. | >100% | The ratio is calculated by asset renewals (infrastructure assets) divided by depreciation, amortisation and impairment (infrastructure assets). |
| Infrastructure Backlog Ratio | It shows the infrastructure backlog in proportion to the total written down value (the value of an asset after accounting for depreciation, reflecting the asset's present worth) of a council's infrastructure. | <2% | The ratio is calculated by the estimated cost to bring assets to a satisfactory condition divided by the total value written down value of roads, water, sewer, buildings and other infrastructure assets. |
| Asset Maintenance Ratio | It compares a council's actual asset maintenance expenditure against its estimated required annual asset maintenance expenditure. | >100% | The ratio is calculated by actual asset maintenance expenditure divided by required asset maintenance expenditure. |

Appendix B – Summary Of Key Assumptions And Indices

Table 1- Assumptions for additional depreciation and operating costs for new assets

| Asset Group | Useful life | WOL cost |
|-----------------------------------------|-------------|----------|
| Bridges | 100 | 1.00% |
| Buildings | 75 | 2.00% |
| Buildings - non-specialised | 75 | 2.00% |
| Buildings - specialised | 75 | 2.00% |
| Bulk earthworks (non-depreciable) | N/A | 0.00% |
| Community land | N/A | 2.00% |
| Crown land | N/A | 2.00% |
| Footpath | 50 | 1.00% |
| Furniture & Fittings | 10 | 1.00% |
| Heritage Collections | N/A | 2.50% |
| Infrastructure | 50 | 2.50% |
| Information Technology | 3 | 2.50% |
| Land Improvements - depreciable | 50 | 2.00% |
| Land Improvements - non-depreciable | N/A | 2.00% |
| Land under roads (post 30/6/08) | N/A | 0.00% |
| Land under roads (pre 1/7/08) | N/A | 0.00% |
| Landfill | N/A | 0.00% |
| Levees | 70 | 1.00% |
| Library Books | 7 | 0.00% |
| Office Equipment | 10 | 1.00% |
| Operational land | N/A | 2.00% |
| Other Assets | 10 | 1.00% |
| Other Infrastructure | 50 | 2.50% |
| Other Open Space/Recreational Assets | 50 | 1.00% |
| Other road assets | 50 | 1.00% |
| Other Structures | 10 | 1.00% |
| Plant & Equipment | 10 | 5.00% |
| Plant & Equipment (under Finance Lease) | 10 | 5.00% |
| Roads | 50 | 0.75% |
| Sewerage Network | 50 | 2.00% |
| Stormwater Drainage | 70 | 1.00% |
| Swimming Pools | 50 | 10.00% |
| Water Supply Network | 50 | 2.00% |

Table 2 Growth and indexation assumptions

| Natural Account | 2023/ 24 | 2024/ 25 | 2025/ 26 | 2026/ 27 | 2027/ 28 | 2028/ 29 | 2029/ 30 | 2030/ 31 | 2031/ 32 | 2032/3 3 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| INCOME | | | | | | | | | | |
| Rates and Annual charges | | | | | | | | | | |
| Indexation | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Growth | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% |
| User Charges and Fees | | | | | | | | | | |
| Sewer indexation | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Sewer growth | 0.70% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% |
| Water indexation | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Water growth | 0.70% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% | 0.20% |
| Other indexation | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Other growth | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Other Revenue | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Grants and Contributions | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| EXPENSES | | | | | | | | | | |
| Employee benefits and on-costs | | | | | | | | | | |
| Salary, wages and oncosts | 3.00% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Superannuation | 7.76% | 7.05% | 6.85% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Other labour related expenses | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Materials and Services | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| Other Expenses | 3.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |

Appendix C - Financial Statements And Performance Indicators – Base Scenario

Operating Statement (Consolidated)

| INCOME STATEMENT - CONSOLIDATED | ACTUAL | BUDGET | FORWARD PLAN | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 | 2024/25 \$'000 | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 | 2029/30 \$'000 | 2030/31 \$'000 | 2031/32 \$'000 | 2032/33 \$'000 |
| Income from continuing operations | | | | | | | | | | | | |
| Rates and annual charges | 13,716 | 13,953 | 14,924 | 15,314 | 15,714 | 16,124 | 16,545 | 16,978 | 17,419 | 17,875 | 18,341 | 18,822 |
| User charges and fees | 4,934 | 3,868 | 4,224 | 4,335 | 4,448 | 4,563 | 4,682 | 4,804 | 4,928 | 5,057 | 5,189 | 5,323 |
| Other revenue | 620 | 567 | 3,441 | 3,561 | 3,678 | 3,793 | 4,984 | 803 | 821 | 1,284 | 1,316 | 1,805 |
| Grants and contributions provided for operating purposes | 11,202 | 12,954 | 9,502 | 9,714 | 9,931 | 10,153 | 10,381 | 10,614 | 10,853 | 11,099 | 11,350 | 11,608 |
| Grants and contributions provided for capital purposes | 8,767 | 10,319 | 3,190 | 1,784 | 90 | 92 | 94 | 97 | 99 | 101 | 104 | 106 |
| Interest and investment revenue | 356 | 321 | 1,912 | 1,944 | 1,954 | 1,973 | 2,005 | 2,028 | 2,005 | 2,045 | 2,089 | 2,096 |
| Other income | 7,062 | - | - | - | - | - | - | - | - | - | - | - |
| Net gains from the disposal of assets | - | 477 | 235 | 241 | 247 | 253 | 259 | 266 | 273 | 279 | 286 | 293 |
| Internal Revenue | - | 2,186 | 10,587 | 10,851 | 11,123 | 11,401 | 11,686 | 11,978 | 12,277 | 12,584 | 12,899 | 13,221 |
| Rental income | - | - | - | - | - | - | - | - | - | - | - | - |
| Total income from continuing operations | 46,657 | 44,645 | 48,015 | 47,744 | 47,185 | 48,352 | 50,636 | 47,568 | 48,675 | 50,324 | 51,574 | 53,274 |
| Expenses from continuing operations | | | | | | | | | | | | |
| Employee benefits and on-costs | 9,551 | 10,197 | 11,964 | 12,275 | 12,639 | 12,970 | 13,314 | 13,647 | 13,987 | 14,337 | 14,697 | 15,063 |
| Materials and services | 7,234 | 9,991 | 9,131 | 8,487 | 9,065 | 9,176 | 9,485 | 9,712 | 10,169 | 10,184 | 10,436 | 10,686 |
| Borrowing costs | - | 230 | 315 | 307 | 465 | 448 | 431 | 413 | 394 | 374 | 354 | 333 |
| Depreciation, amortisation and impairment of non-financial assets | 9,886 | 10,263 | 11,026 | 11,146 | 11,260 | 11,296 | 11,347 | 11,348 | 11,350 | 11,351 | 11,365 | 11,366 |
| Other expenses | 789 | 686 | 685 | 702 | 719 | 737 | 756 | 774 | 794 | 814 | 834 | 855 |
| Internal expenditure | - | 2,185 | 9,645 | 9,886 | 10,132 | 10,387 | 10,645 | 10,911 | 11,184 | 11,464 | 11,750 | 12,045 |
| Net losses from the disposal of assets | 194 | - | - | - | - | - | - | - | - | - | - | - |
| Total expenses from continuing operations | 27,654 | 33,552 | 42,766 | 42,803 | 44,280 | 45,014 | 45,978 | 46,805 | 47,878 | 48,524 | 49,436 | 50,348 |
| Operating result from continuing operations | 19,003 | 11,093 | 5,249 | 4,941 | 2,905 | 3,338 | 4,658 | 763 | 797 | 1,800 | 2,138 | 2,926 |
| Net operating result for the year before grants and contributions provided for capital purposes | 10,236 | 774 | 2,059 | 3,157 | 2,815 | 3,246 | 4,564 | 666 | 698 | 1,699 | 2,034 | 2,820 |

Balance Sheet (Consolidated)

| STATEMENT OF FINANCIAL POSITION - CONSOLIDATED | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|---------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | |
| Cash and Cash Equivalents | 7,616 | 10,872 | 12,869 | 13,492 | 14,592 | 16,721 | 18,130 | 21,843 | 24,416 | 27,212 | 30,230 | 33,333 |
| Investments | 27,500 | - | - | - | - | - | 2,000 | - | - | 1,000 | 2,000 | - |
| Receivables | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 |
| Inventories | - | - | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 |
| Total Current Assets | 38,053 | 13,809 | 15,806 | 16,429 | 17,529 | 19,658 | 23,067 | 24,780 | 27,353 | 31,149 | 35,167 | 36,270 |
| Non-Current Assets | | | | | | | | | | | | |
| Investments | 15,000 | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | 40,500 | 40,500 | 40,500 | 39,500 | 37,500 | 37,500 |
| Receivables | - | - | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 464,485 | 467,858 | 474,249 | 478,438 | 483,618 | 484,501 | 487,409 | 486,103 | 483,955 | 482,570 | 482,283 | 483,681 |
| Investments accounted for using the equity method | - | - | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 |
| Right of use assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 480,753 | 511,626 | 518,017 | 522,206 | 527,386 | 528,269 | 529,177 | 527,871 | 525,723 | 523,338 | 521,051 | 522,449 |
| TOTAL ASSETS | 518,806 | 525,435 | 533,823 | 538,635 | 544,915 | 547,927 | 552,244 | 552,651 | 553,076 | 554,487 | 556,218 | 558,719 |
| LIABILITIES | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | |
| Payables | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 4,464 | - | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - | - | - |
| Borrowings | - | - | 129 | 135 | 326 | 341 | 356 | 372 | 389 | 407 | 425 | 443 |
| Employee benefit provision | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 |
| Provisions | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 |
| Total Current Liabilities | 10,737 | 6,273 | 6,402 | 6,408 | 6,599 | 6,614 | 6,629 | 6,645 | 6,662 | 6,680 | 6,698 | 6,716 |
| Non-Current Liabilities | | | | | | | | | | | | |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - | - | - |
| Payables | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| Borrowings | - | - | 3,010 | 2,876 | 6,059 | 5,718 | 5,362 | 4,990 | 4,601 | 4,194 | 3,769 | 3,326 |
| Employee benefit provision | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 |
| Provisions | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 |
| Total Non-Current Liabilities | 1,767 | 1,767 | 4,777 | 4,643 | 7,826 | 7,485 | 7,129 | 6,757 | 6,368 | 5,961 | 5,536 | 5,093 |
| TOTAL LIABILITIES | 12,504 | 8,040 | 11,179 | 11,051 | 14,425 | 14,099 | 13,758 | 13,402 | 13,030 | 12,641 | 12,234 | 11,809 |
| NET ASSETS | 506,302 | 517,395 | 522,644 | 527,584 | 530,490 | 533,828 | 538,486 | 539,249 | 540,046 | 541,846 | 543,984 | 546,910 |
| EQUITY | | | | | | | | | | | | |
| Accumulated surplus | 454,184 | 465,277 | 470,526 | 475,467 | 478,372 | 481,710 | 486,368 | 487,131 | 487,928 | 489,728 | 491,866 | 494,792 |
| Revaluation reserves | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 |
| Other reserves | - | - | - | - | - | - | - | - | - | - | - | - |
| Council equity interest | 506,302 | 517,395 | 522,644 | 527,585 | 530,490 | 533,828 | 538,486 | 539,249 | 540,046 | 541,846 | 543,984 | 546,910 |
| Total equity | 506,302 | 517,395 | 522,644 | 527,585 | 530,490 | 533,828 | 538,486 | 539,249 | 540,046 | 541,846 | 543,984 | 546,910 |

Cashflow Statement (Consolidated)

| STATEMENT OF CASH FLOWS - CONSOLIDATED | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|-------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Cash Flows from operating activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| Rates and annual charges | 13,894 | 13,953 | 14,924 | 15,314 | 15,714 | 16,124 | 16,545 | 16,978 | 17,419 | 17,875 | 18,341 | 18,822 |
| User charges and fees | 5,071 | 3,868 | 4,224 | 4,335 | 4,448 | 4,563 | 4,682 | 4,804 | 4,928 | 5,057 | 5,189 | 5,323 |
| Investment and interest revenue received | 331 | 321 | 1,912 | 1,944 | 1,954 | 1,973 | 2,005 | 2,028 | 2,005 | 2,045 | 2,089 | 2,096 |
| Grants and contributions | 18,709 | 18,809 | 12,692 | 11,498 | 10,021 | 10,245 | 10,475 | 10,711 | 10,952 | 11,200 | 11,454 | 11,714 |
| Bonds, deposits and retention amounts received | - | - | - | - | - | - | - | - | - | - | - | - |
| Internal revenue | - | 2,186 | 10,587 | 10,851 | 11,123 | 11,401 | 11,686 | 11,978 | 12,277 | 12,584 | 12,899 | 13,221 |
| Other | 2,734 | 1,044 | 3,676 | 3,802 | 3,925 | 4,046 | 5,243 | 1,069 | 1,094 | 1,563 | 1,602 | 2,098 |
| <i>Payments:</i> | | | | | | | | | | | | |
| Employee benefits and on-costs | (9,763) | (10,197) | (11,964) | (12,275) | (12,639) | (12,970) | (13,314) | (13,647) | (13,987) | (14,337) | (14,697) | (15,063) |
| Materials and services | (7,763) | (9,991) | (9,131) | (8,487) | (9,065) | (9,176) | (9,485) | (9,712) | (10,169) | (10,184) | (10,436) | (10,686) |
| Borrowing costs | - | (230) | (315) | (307) | (465) | (448) | (431) | (413) | (394) | (374) | (354) | (333) |
| Bonds, deposits and retention amounts refunded | (65) | - | - | - | - | - | - | - | - | - | - | - |
| Internal expenses | - | (2,185) | (9,645) | (9,886) | (10,132) | (10,387) | (10,645) | (10,911) | (11,184) | (11,464) | (11,750) | (12,045) |
| Other | (3,914) | (686) | (685) | (702) | (719) | (737) | (756) | (774) | (794) | (814) | (834) | (855) |
| Net cash provided (or used in) operating activities | 19,234 | 16,892 | 16,275 | 16,087 | 14,165 | 14,634 | 16,005 | 12,111 | 12,147 | 13,151 | 13,503 | 14,292 |
| Cash Flows from investing activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| Sale of investments | 250 | - | - | - | - | - | - | 2,000 | - | - | 1,000 | 2,000 |
| Sale of infrastructure, property, plant and equipment | 201 | - | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Payments:</i> | | | | | | | | | | | | |
| Purchase of investment securities | - | - | - | - | - | - | - | - | - | - | - | - |
| Purchase of infrastructure, property, plant and equipment | (18,563) | (13,636) | (17,417) | (15,335) | (16,440) | (12,179) | (14,255) | (10,042) | (9,202) | (9,966) | (11,078) | (12,764) |
| Purchase of intangible assets | (341) | - | - | - | - | - | - | - | - | - | - | - |
| Purchase of real estate assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Deferred debtors and advances made | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) investing activities | (18,453) | (13,636) | (17,417) | (15,335) | (16,440) | (12,179) | (14,255) | (8,042) | (9,202) | (9,966) | (10,078) | (10,764) |
| Cash Flows from financing activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| New Residential Accommodation Bonds | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from borrowings | - | - | 3,262 | - | 3,687 | - | - | - | - | - | - | - |
| <i>Payments:</i> | | | | | | | | | | | | |
| Repayment of borrowings and advances | - | - | (123) | (129) | (312) | (326) | (341) | (356) | (372) | (389) | (407) | (425) |
| Principal component of lease payments | - | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of Residential Accommodation Bonds | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) financing activities | - | - | 3,139 | (129) | 3,375 | (326) | (341) | (356) | (372) | (389) | (407) | (425) |
| Net increase/(decrease) in cash and cash equivalents | 781 | 3,256 | 1,997 | 623 | 1,100 | 2,129 | 1,409 | 3,713 | 2,573 | 2,796 | 3,018 | 3,103 |
| Cash and cash equivalents - beginning of year | 6,835 | 7,616 | 10,872 | 12,869 | 13,492 | 14,592 | 16,721 | 18,130 | 21,843 | 24,416 | 27,212 | 30,230 |
| Cash and cash equivalents - end of the year | 7,616 | 10,872 | 12,869 | 13,492 | 14,592 | 16,721 | 18,130 | 21,843 | 24,416 | 27,212 | 30,230 | 33,333 |
| Investments on hand - end of year | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | 40,500 | 40,500 | 40,500 | 39,500 | 37,500 |
| Total cash, cash equivalents and investments | 50,116 | 53,372 | 55,369 | 55,992 | 57,092 | 59,221 | 60,630 | 62,343 | 64,916 | 67,712 | 69,730 | 70,833 |

Performance Indicators

ORDINARY COUNCIL MEETING AGENDA

TUESDAY, 18 APRIL 2023

| Indicator | Target | Fund | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|---------------------------------------------|------------------|--------------|------------------------|---------|---------|---------|---------|---------|----------|----------|---------|---------|---------|
| Local Government Industry Indicators | | | | | | | | | | | | | |
| Operating Performance Ratio | Greater than 0% | TARGET | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| | | Consolidated | 0.88% | 4.09% | 6.38% | 5.48% | 6.23% | 8.56% | 0.85% | 0.88% | 2.84% | 3.42% | 4.78% |
| | | General | -4.46% | -9.71% | -7.67% | -8.07% | -7.08% | -6.64% | -6.18% | -6.45% | -5.32% | -4.88% | -4.49% |
| | | Water | 12.32% | 17.88% | 20.99% | 21.57% | 21.83% | 22.36% | 23.04% | 23.68% | 24.32% | 24.93% | 25.47% |
| | | Sewer | 29.66% | 39.45% | 44.02% | 43.08% | 43.57% | 44.37% | 45.15% | 45.89% | 46.63% | 47.34% | 48.05% |
| | | Village | 0.00% | 90.50% | 87.99% | 78.30% | 76.76% | 80.37% | -217.22% | -217.84% | -18.73% | -14.94% | 31.57% |
| | | Waste | 7.45% | 3.43% | 8.95% | 9.17% | 9.37% | 9.96% | 10.61% | 11.17% | 11.74% | 12.35% | 12.88% |
| Own Source Operating Revenue Ratio | Greater than 60% | TARGET | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% |
| | | Consolidated | 47.31% | 73.44% | 75.80% | 78.65% | 78.70% | 79.21% | 77.36% | 77.37% | 77.62% | 77.67% | 77.89% |
| | | General | 35.36% | 66.10% | 66.95% | 70.44% | 70.48% | 70.52% | 70.53% | 70.52% | 70.56% | 70.59% | 70.59% |
| | | Water | 98.98% | 99.12% | 99.12% | 99.12% | 99.11% | 99.11% | 99.12% | 99.12% | 99.12% | 99.12% | 99.13% |
| | | Sewer | 98.38% | 98.70% | 98.71% | 98.69% | 98.70% | 98.72% | 98.71% | 98.72% | 98.74% | 98.73% | 98.75% |
| | | Village | 0.00% | 74.07% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Waste | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Unrestricted Current Ratio | Greater than 1.5 | TARGET | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| | | Consolidated | -0.16 | -0.17 | -0.27 | -0.11 | -0.10 | 0.00 | -0.16 | -0.22 | -0.10 | 0.06 | -0.26 |
| | | General | -0.38 | -0.45 | -0.46 | -0.61 | -0.56 | -0.45 | -0.46 | -0.35 | -0.16 | 0.09 | -0.30 |
| | | Water | -44.08 | -44.08 | -44.08 | -44.07 | -44.06 | -44.05 | -44.04 | -44.04 | -44.03 | -44.03 | -44.03 |
| | | Sewer | -20.54 | -20.54 | -20.54 | -20.54 | -20.53 | -20.52 | -20.51 | -20.52 | -20.52 | -20.53 | -20.53 |
| | | Village | No Current Liabilities | 15.27 | 16.84 | 9.33 | 8.48 | 8.14 | 5.87 | 3.77 | 3.00 | 2.32 | 3.08 |
| | | Waste | 0.00 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 |
| Debt Service Cover Ratio | Greater than 2.0 | TARGET | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | | Consolidated | 90.77 | 34.47 | 34.13 | 16.64 | 17.27 | 19.05 | 14.02 | 14.07 | 15.40 | 15.86 | 16.92 |
| | | General | 346.79 | 29.19 | 30.64 | 21.17 | 22.64 | 23.09 | 23.74 | 23.01 | 25.05 | 25.87 | 26.57 |
| | | Water | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| | | Sewer | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| | | Village | 6.95 | 34.56 | 25.75 | 5.98 | 6.16 | 8.61 | -0.61 | -0.59 | 0.41 | 0.46 | 1.53 |
| | | Waste | 5.31 | 4.16 | 5.06 | 5.18 | 5.30 | 5.49 | 5.70 | 5.90 | 6.12 | 6.35 | 6.58 |
| Debt Service Ratio | Less than 15% | TARGET | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% |
| | | Consolidated | 0.7% | 1.3% | 1.3% | 2.2% | 2.1% | 2.0% | 2.2% | 2.1% | 2.0% | 2.0% | 1.9% |
| | | General | 0.2% | 0.9% | 0.9% | 0.9% | 0.8% | 0.8% | 0.8% | 0.8% | 0.7% | 0.7% | 0.7% |
| | | Water | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| | | Sewer | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| | | Village | 0.0% | 3.8% | 3.6% | 14.3% | 13.8% | 10.2% | 166.3% | 168.8% | 63.9% | 62.9% | 38.1% |
| | | Waste | 7.6% | 6.8% | 6.7% | 6.5% | 6.4% | 6.2% | 6.0% | 5.9% | 5.7% | 5.6% | 5.4% |

ORDINARY COUNCIL MEETING AGENDA

TUESDAY, 18 APRIL 2023

| Indicator | Target | Fund | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|----------------------------------------------------|-------------------|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Infrastructure Asset Performance Indicators | | | | | | | | | | | | | |
| Infrastructure Renewals Ratio | Greater than 100% | TARGET | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Consolidated | 135.76% | 112.59% | 69.68% | 78.20% | 79.19% | 90.95% | 81.62% | 74.20% | 82.48% | 88.04% | 105.27% |
| | | General | 131.15% | 118.34% | 64.11% | 59.94% | 68.42% | 91.71% | 78.64% | 68.74% | 76.86% | 81.23% | 105.85% |
| | | Water | 220.67% | 87.02% | 90.38% | 223.01% | 162.27% | 95.66% | 100.95% | 100.29% | 110.46% | 130.51% | 107.62% |
| | | Sewer | 88.12% | 121.71% | 120.75% | 119.82% | 122.82% | 125.89% | 129.03% | 132.26% | 135.57% | 138.96% | 142.43% |
| | | Village | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 29.46% | 30.19% | 30.95% |
| | | Waste | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Infrastructure Backlog Ratio | Less than 2% | TARGET | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| | | Consolidated | 1.76% | 1.50% | 2.04% | 2.39% | 2.73% | 2.86% | 3.16% | 3.59% | 3.87% | 4.06% | 3.99% |
| | | General | 1.70% | 1.37% | 1.99% | 2.67% | 3.19% | 3.32% | 3.66% | 4.14% | 4.48% | 4.75% | 4.67% |
| | | Water | 2.17% | 2.47% | 2.69% | -0.07% | -1.43% | -1.34% | -1.36% | -1.36% | -1.57% | -2.17% | -2.31% |
| | | Sewer | 2.17% | 1.61% | 1.07% | 0.55% | -0.03% | -0.68% | -1.39% | -2.16% | -2.98% | -3.86% | -4.80% |
| | | Village | 0.00% | 1.31% | 2.22% | 2.80% | 3.83% | 4.63% | 6.31% | 8.11% | 9.51% | 10.99% | 12.52% |
| | | Waste | 0.00% | 4.21% | 5.43% | 4.91% | 5.49% | 5.61% | 6.95% | 8.36% | 9.83% | 11.36% | 12.98% |
| Asset Maintenance Ratio | Greater than 100% | TARGET | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Consolidated | 95.99% | 96.04% | 96.11% | 96.22% | 96.35% | 96.49% | 96.63% | 96.75% | 96.86% | 96.96% | 97.05% |
| | | General | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% |
| | | Water | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% |
| | | Sewer | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% |
| | | Village | 0.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Waste | 0.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Cost to bring assets to agreed service level | No Benchmark | TARGET | | | | | | | | | | | |
| | | Consolidated | 1.24% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% |
| | | General | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% |
| | | Water | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% |
| | | Sewer | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% |
| | | Village | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |
| | | Waste | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

Capital Works Plan

| Scenario One - Capital Works Plan - 2023/24 - 2032/33 (\$) | | | | | | | | | | | |
|------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Service | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | Total |
| Planned Capital Works | | | | | | | | | | | |
| Bridges | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 1,000,000 |
| Buildings Non-specialised | 209,654 | 14,3426 | 0 | 0 | 33,670 | 0 | 43,459 | 25,139 | 54,650 | 236,175 | 746,173 |
| Buildings Specialised | 2,851,409 | 2,637,104 | 3,390,401 | 2,850,835 | 5,000,806 | 884,338 | 115,430 | 575,711 | 689,313 | 1,791,033 | 20,786,380 |
| Footpath | 77,310 | 77,310 | 77,310 | 77,310 | 77,310 | 77,310 | 77,310 | 77,310 | 77,310 | 77,310 | 773,100 |
| Furniture & Fittings | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 237,200 |
| Information Technology | 75,000 | 63,000 | 225,000 | 94,900 | 0 | 225,000 | 63,000 | 0 | 319,900 | 0 | 1,065,800 |
| Landfill | 585,527 | 548,114 | 548,114 | 0 | 0 | 0 | 0 | 0 | 0 | 402,642 | 2,084,396 |
| Land Improvements - depreciable | 116,690 | 116,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 286,896 |
| Levees | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 |
| Library Books | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 400,000 |
| Office Equipment | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 734,100 |
| Other Assets | 649,989 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 649,989 |
| Other Open Space & Recreation | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 1,579,200 |
| Other Road Assets | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 466,250 |
| Other Structures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Plant & Equipment (incl Fleet) | 1,614,720 | 1,784,520 | 1,642,920 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,636,670 | 1,536,320 | 15,896,750 |
| Roads | 8,325,575 | 3,500,575 | 4,600,575 | 3,500,575 | 3,500,575 | 3,500,575 | 3,500,575 | 3,500,575 | 3,500,575 | 3,500,575 | 40,930,750 |
| Sewerage Network | 940,000 | 2,190,000 | 2,190,000 | 940,000 | 940,000 | 940,000 | 940,000 | 940,000 | 940,000 | 940,000 | 11,900,000 |
| Storm water Drainage | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 1,500,000 |
| Swimming Pools | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 216,900 |
| Water Supply Network | 770,000 | 780,485 | 1,824,251 | 1,307,939 | 770,000 | 792,379 | 770,000 | 825,326 | 946,265 | 770,000 | 9,556,645 |
| TOTAL | 16,829,239 | 14,454,589 | 15,118,626 | 10,927,934 | 12,478,736 | 8,575,976 | 7,666,149 | 8,100,435 | 8,784,737 | 9,874,109 | 112,810,529 |
| Type of Investment | | | | | | | | | | | |
| New | 4,428,006 | 4,763,601 | 4,612,001 | 2,405,401 | 3,202,202 | 15,000 | 15,000 | 15,000 | 115,350 | 15,000 | 19,586,562 |
| Upgrade | 625,527 | 1,838,114 | 1,838,114 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 442,642 | 4,984,396 |
| Renewal | 11,775,706 | 7,852,874 | 8,668,510 | 8,482,533 | 9,236,534 | 8,520,976 | 7,611,149 | 8,045,435 | 8,629,387 | 9,416,467 | 88,239,571 |
| Funding | | | | | | | | | | | |
| General Fund - General Revenue | 4,583,476 | 5,050,159 | 4,422,030 | 4,752,363 | 6,044,304 | 5,306,367 | 4,418,919 | 4,737,879 | 5,200,893 | 6,164,237 | 50,680,626 |
| General Fund - Grant Funding | 2,000,000 | 1,600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,600,000 |
| General Fund - Borrowings | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 |
| General Fund - Reserves | 1,614,720 | 1,784,520 | 1,642,920 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,636,670 | 1,536,320 | 15,896,750 |
| Water Fund - Reserves | 770,500 | 780,985 | 1,824,751 | 1,308,439 | 770,500 | 792,879 | 770,500 | 825,826 | 946,765 | 770,500 | 9,561,645 |
| Sewer Fund - Reserves | 940,410 | 2,190,410 | 2,190,410 | 940,410 | 940,410 | 940,410 | 940,410 | 940,410 | 940,410 | 940,410 | 11,904,100 |
| Waste Fund - Reserves | 585,527 | 548,114 | 548,114 | 0 | 0 | 0 | 0 | 0 | 0 | 402,642 | 2,084,396 |
| Village Fund - Borrowings | 1,152,173 | 0 | 3,390,401 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,542,574 |
| Village Fund - Reserves | 2,182,433 | 2,500,401 | 1,100,000 | 2,390,401 | 3,187,202 | 0 | 0 | 60,000 | 60,000 | 60,000 | 11,540,437 |
| Village Fund - Grant Funding | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 |
| TOTAL | 16,829,239 | 14,454,589 | 15,118,626 | 10,927,934 | 12,478,736 | 8,575,976 | 7,666,149 | 8,100,435 | 8,784,737 | 9,874,109 | 112,810,529 |

Sensitivity Analysis

| Income Statement Item | 10% lower than expected | Expected in 2023/24 | 10% higher than expected |
|-------------------------------------------|-------------------------|---------------------|--------------------------|
| Revenue | | | |
| General Rates Income | \$13,431,600 | \$14,924,000 | \$16,416,400 |
| Investment Interest | \$1,720,800 | \$1,912,000 | \$2,103,200 |
| Fees and Charges | \$3,801,600 | \$4,224,000 | \$4,646,400 |
| Expenditure | | | |
| Loan Interest Rate | \$283,500 | \$315,000 | \$346,500 |
| Materials & Contracts Expense (operating) | \$8,217,900 | \$9,131,000 | \$10,044,100 |

Appendix C - Financial Statements And Performance Indicators – Scenario Two – Enhanced Asset Investment Model

Operating Statement (Consolidated)

| INCOME STATEMENT - CONSOLIDATED | ACTUAL | | FORWARD PLAN | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income from continuing operations | | | | | | | | | | | | |
| Rates and annual charges | 13,716 | 13,953 | 14,924 | 15,805 | 16,744 | 17,743 | 18,807 | 19,942 | 20,463 | 20,999 | 21,548 | 22,113 |
| User charges and fees | 4,934 | 3,868 | 4,224 | 4,335 | 4,448 | 4,563 | 4,682 | 4,804 | 4,928 | 5,057 | 5,189 | 5,323 |
| Other revenue | 620 | 567 | 3,441 | 3,561 | 3,678 | 3,793 | 4,984 | 803 | 821 | 1,284 | 1,316 | 1,805 |
| Grants and contributions provided for operating purposes | 11,202 | 12,954 | 9,502 | 9,714 | 9,931 | 10,153 | 10,381 | 10,614 | 10,853 | 11,099 | 11,350 | 11,608 |
| Grants and contributions provided for capital purposes | 8,767 | 10,319 | 3,190 | 1,784 | 90 | 3,436 | 94 | 97 | 99 | 101 | 104 | 106 |
| Interest and investment revenue | 356 | 321 | 1,909 | 1,908 | 1,743 | 1,756 | 1,798 | 1,543 | 1,558 | 1,576 | 1,600 | 1,622 |
| Other income | 7,062 | - | - | - | - | - | - | - | - | - | - | - |
| Net gains from the disposal of assets | - | 477 | 235 | 241 | 247 | 253 | 259 | 266 | 273 | 279 | 286 | 293 |
| Internal Revenue | - | 2,186 | 10,587 | 10,851 | 11,123 | 11,401 | 11,686 | 11,978 | 12,277 | 12,584 | 12,899 | 13,221 |
| Rental income | - | - | - | - | - | - | - | - | - | - | - | - |
| Total income from continuing operations | 46,657 | 44,645 | 48,012 | 48,199 | 48,004 | 53,098 | 52,691 | 50,047 | 51,272 | 52,979 | 54,292 | 56,091 |
| Expenses from continuing operations | | | | | | | | | | | | |
| Employee benefits and on-costs | 9,551 | 10,197 | 11,964 | 12,275 | 12,639 | 12,970 | 13,314 | 13,647 | 13,987 | 14,337 | 14,697 | 15,063 |
| Materials and services | 7,234 | 9,991 | 9,142 | 8,518 | 9,103 | 9,288 | 10,180 | 10,410 | 10,866 | 10,894 | 11,146 | 11,397 |
| Borrowing costs | - | 230 | 315 | 307 | 465 | 448 | 1,233 | 1,176 | 1,117 | 1,055 | 991 | 924 |
| Depreciation, amortisation and impairment of non-financial assets | 9,886 | 10,263 | 11,037 | 11,195 | 11,332 | 11,417 | 12,055 | 12,058 | 12,060 | 12,079 | 12,097 | 12,098 |
| Other expenses | 789 | 686 | 685 | 702 | 719 | 737 | 756 | 774 | 794 | 814 | 834 | 855 |
| Internal expenditure | - | 2,185 | 9,645 | 9,886 | 10,132 | 10,387 | 10,645 | 10,911 | 11,184 | 11,464 | 11,750 | 12,045 |
| Net losses from the disposal of assets | 194 | - | - | - | - | - | - | - | - | - | - | - |
| Total expenses from continuing operations | 27,654 | 33,552 | 42,788 | 42,883 | 44,390 | 45,247 | 48,183 | 48,976 | 50,008 | 50,643 | 51,515 | 52,382 |
| Operating result from continuing operations | 19,003 | 11,093 | 5,224 | 5,316 | 3,614 | 7,851 | 4,508 | 1,071 | 1,264 | 2,336 | 2,777 | 3,709 |
| Net operating result for the year before grants and contributions provided for capital purposes | 10,236 | 774 | 2,034 | 3,532 | 3,524 | 4,415 | 4,414 | 974 | 1,165 | 2,235 | 2,673 | 3,603 |

Balance Sheet (Consolidated)

| STATEMENT OF FINANCIAL POSITION - CONSOLIDATED | ACTUAL | BUDGET | FORWARD PLAN | | | | | | | | | |
|---------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | |
| Cash and Cash Equivalents | 7,616 | 10,672 | 9,730 | 12,529 | 12,200 | 13,546 | 5,222 | 5,929 | 7,759 | 8,601 | 9,892 | 11,382 |
| Investments | 27,500 | - | 5,000 | - | - | 4,242 | - | - | - | - | 1,000 | - |
| Receivables | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 |
| Inventories | - | - | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 |
| Total Current Assets | 38,053 | 13,609 | 17,667 | 15,466 | 15,137 | 20,725 | 8,159 | 8,866 | 10,696 | 11,538 | 13,829 | 14,319 |
| Non-Current Assets | | | | | | | | | | | | |
| Investments | 15,000 | 42,500 | 37,500 | 37,500 | 37,500 | 33,258 | 33,258 | 33,258 | 33,258 | 33,258 | 32,258 | 32,258 |
| Receivables | - | - | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 464,485 | 468,058 | 477,363 | 484,751 | 492,069 | 498,248 | 531,946 | 531,058 | 529,184 | 529,310 | 529,366 | 531,091 |
| Investments accounted for using the equity method | - | - | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 |
| Right of use assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 480,753 | 511,826 | 516,131 | 523,519 | 530,837 | 532,774 | 566,472 | 565,584 | 563,710 | 563,836 | 562,892 | 564,617 |
| TOTAL ASSETS | 518,806 | 525,435 | 533,798 | 538,985 | 545,974 | 553,499 | 574,631 | 574,450 | 574,406 | 575,374 | 576,721 | 578,936 |
| LIABILITIES | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | |
| Payables | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 4,464 | - | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - | - | - |
| Borrowings | - | - | 129 | 135 | 326 | 341 | 1,252 | 1,308 | 1,368 | 1,430 | 1,494 | 1,560 |
| Employee benefit provision | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 |
| Provisions | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 |
| Total Current Liabilities | 10,737 | 6,273 | 6,402 | 6,408 | 6,599 | 6,614 | 7,525 | 7,581 | 7,641 | 7,703 | 7,767 | 7,833 |
| Non-Current Liabilities | | | | | | | | | | | | |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - | - | - |
| Payables | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| Borrowings | - | - | 3,010 | 2,876 | 6,059 | 5,718 | 21,431 | 20,122 | 18,755 | 17,325 | 15,831 | 14,272 |
| Employee benefit provision | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 |
| Provisions | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 |
| Total Non-Current Liabilities | 1,767 | 1,767 | 4,777 | 4,643 | 7,826 | 7,485 | 23,198 | 21,889 | 20,522 | 19,092 | 17,598 | 16,039 |
| TOTAL LIABILITIES | 12,504 | 8,040 | 11,179 | 11,051 | 14,425 | 14,099 | 30,723 | 29,470 | 28,163 | 26,795 | 25,365 | 23,872 |
| NET ASSETS | 506,302 | 517,395 | 522,619 | 527,934 | 531,549 | 539,400 | 543,908 | 544,980 | 546,243 | 548,579 | 551,356 | 555,064 |
| EQUITY | | | | | | | | | | | | |
| Accumulated surplus | 454,184 | 465,277 | 470,501 | 475,817 | 479,431 | 487,282 | 491,790 | 492,861 | 494,125 | 496,461 | 499,238 | 502,947 |
| Revaluation reserves | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 |
| Other reserves | - | - | - | - | - | - | - | - | - | - | - | - |
| Council equity interest | 506,302 | 517,395 | 522,619 | 527,935 | 531,549 | 539,400 | 543,908 | 544,979 | 546,243 | 548,579 | 551,356 | 555,065 |
| Total equity | 506,302 | 517,395 | 522,619 | 527,935 | 531,549 | 539,400 | 543,908 | 544,979 | 546,243 | 548,579 | 551,356 | 555,065 |

Cashflow Statement (Consolidated)

| STATEMENT OF CASH FLOWS - CONSOLIDATED | ACTUAL | | BUDGET | | FORWARD PLAN | | | | | | | |
|-------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 | 2024/25 \$'000 | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 | 2029/30 \$'000 | 2030/31 \$'000 | 2031/32 \$'000 | 2032/33 \$'000 |
| Cash Flows from operating activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| Rates and annual charges | 13,894 | 13,953 | 14,924 | 15,805 | 16,744 | 17,743 | 18,807 | 19,942 | 20,463 | 20,999 | 21,548 | 22,113 |
| User charges and fees | 5,071 | 3,868 | 4,224 | 4,335 | 4,448 | 4,563 | 4,682 | 4,804 | 4,928 | 5,057 | 5,189 | 5,323 |
| Investment and interest revenue received | 331 | 321 | 1,909 | 1,908 | 1,743 | 1,756 | 1,798 | 1,543 | 1,558 | 1,576 | 1,600 | 1,622 |
| Grants and contributions | 18,709 | 18,809 | 12,692 | 11,498 | 10,021 | 13,589 | 10,475 | 10,711 | 10,952 | 11,200 | 11,454 | 11,714 |
| Bonds, deposits and retention amounts received | - | - | - | - | - | - | - | - | - | - | - | - |
| Internal revenue | - | 2,186 | 10,587 | 10,851 | 11,123 | 11,401 | 11,686 | 11,978 | 12,277 | 12,584 | 12,899 | 13,221 |
| Other | 2,734 | 1,044 | 3,676 | 3,802 | 3,925 | 4,046 | 5,243 | 1,069 | 1,094 | 1,563 | 1,602 | 2,098 |
| <i>Payments:</i> | | | | | | | | | | | | |
| Employee benefits and on-costs | (9,763) | (10,197) | (11,964) | (12,275) | (12,639) | (12,970) | (13,314) | (13,647) | (13,987) | (14,337) | (14,697) | (15,063) |
| Materials and services | (7,763) | (9,991) | (9,142) | (8,518) | (9,103) | (9,288) | (10,180) | (10,410) | (10,866) | (10,894) | (11,146) | (11,397) |
| Borrowing costs | - | (230) | (315) | (307) | (465) | (448) | (1,233) | (1,176) | (1,117) | (1,055) | (991) | (924) |
| Bonds, deposits and retention amounts refunded | (65) | - | - | - | - | - | - | - | - | - | - | - |
| Internal expenses | - | (2,185) | (9,645) | (9,886) | (10,132) | (10,387) | (10,645) | (10,911) | (11,184) | (11,464) | (11,750) | (12,045) |
| Other | (3,914) | (686) | (685) | (702) | (719) | (737) | (756) | (774) | (794) | (814) | (834) | (855) |
| Net cash provided (or used in) operating activities | 19,234 | 16,892 | 16,261 | 16,511 | 14,946 | 19,268 | 16,563 | 13,129 | 13,324 | 14,415 | 14,874 | 15,807 |
| Cash Flows from investing activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| Sale of investments | 250 | - | - | 5,000 | - | - | 4,242 | - | - | - | - | 1,000 |
| Sale of infrastructure, property, plant and equipment | 201 | - | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Payments:</i> | | | | | | | | | | | | |
| Purchase of investment securities | - | - | - | - | - | - | - | - | - | - | - | - |
| Purchase of infrastructure, property, plant and equipment | (18,563) | (13,836) | (20,342) | (18,583) | (18,650) | (17,596) | (45,753) | (11,170) | (10,186) | (12,205) | (12,153) | (13,823) |
| Purchase of intangible assets | (341) | - | - | - | - | - | - | - | - | - | - | - |
| Purchase of real estate assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Deferred debtors and advances made | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) investing activities | (18,453) | (13,836) | (20,342) | (13,583) | (18,650) | (17,596) | (41,511) | (11,170) | (10,186) | (12,205) | (12,153) | (12,823) |
| Cash Flows from financing activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| New Residential Accommodation Bonds | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from borrowings | - | - | 3,262 | - | 3,687 | - | 17,822 | - | - | - | - | - |
| <i>Payments:</i> | | | | | | | | | | | | |
| Repayment of borrowings and advances | - | - | (123) | (129) | (312) | (326) | (1,198) | (1,252) | (1,308) | (1,368) | (1,430) | (1,494) |
| Principal component of lease payments | - | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of Residential Accommodation Bonds | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) financing activities | - | - | 3,139 | (129) | 3,375 | (326) | 16,624 | (1,252) | (1,308) | (1,368) | (1,430) | (1,494) |
| Net increase/(decrease) in cash and cash equivalents | 781 | 3,056 | (942) | 2,799 | (329) | 1,346 | (8,324) | 707 | 1,830 | 842 | 1,291 | 1,490 |
| Cash and cash equivalents - beginning of year | 6,835 | 7,616 | 10,672 | 9,730 | 12,529 | 12,200 | 13,546 | 5,222 | 5,929 | 7,759 | 8,601 | 9,892 |
| Cash and cash equivalents - end of the year | 7,616 | 10,672 | 9,730 | 12,529 | 12,200 | 13,546 | 5,222 | 5,929 | 7,759 | 8,601 | 9,892 | 11,382 |
| Investments on hand - end of year | 42,500 | 42,500 | 42,500 | 37,500 | 37,500 | 37,500 | 33,258 | 33,258 | 33,258 | 33,258 | 33,258 | 32,258 |
| Total cash, cash equivalents and investments | 50,116 | 53,172 | 52,230 | 50,029 | 49,700 | 51,046 | 38,480 | 39,187 | 41,017 | 41,859 | 43,150 | 43,640 |

Capital Works Plan

| Scenario Two - Capital Works Plan - 2023/24 - 2032/33 (\$) | | | | | | | | | | | | |
|------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|--------------------|
| Service | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | Total |
| Planned Capital Works | | | | | | | | | | | | |
| Bridges | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 1,000,000 |
| Buildings | 600,000 | 320,140 | 321,800 | 292,200 | 3,289,800 | 137,000 | 143,920 | 243,900 | 200,700 | 0 | 0 | 4,949,460 |
| Buildings Non-specialised | 250,000 | 209,654 | 143,426 | 0 | 0 | 33,670 | 0 | 43,459 | 25,139 | 54,650 | 236,175 | 746,173 |
| Buildings Specialised | 250,000 | 2,851,409 | 2,637,104 | 3,390,401 | 2,850,835 | 5,000,806 | 884,338 | 115,430 | 575,711 | 689,313 | 1,791,033 | 20,786,380 |
| Footpath | 150,000 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 1,546,200 |
| Furniture & Fittings | 0 | 48,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 55,737 | 23,720 | 294,217 |
| Information Technology | 0 | 75,000 | 63,000 | 225,000 | 94,900 | 0 | 225,000 | 63,000 | 0 | 319,900 | 0 | 1,065,800 |
| Landfill | 0 | 585,527 | 548,114 | 548,114 | 0 | 0 | 0 | 0 | 0 | 0 | 402,642 | 2,084,396 |
| Land Improvements - depreciable | 0 | 116,690 | 116,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 286,896 |
| Levees | 0 | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 |
| Library Books | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 400,000 |
| Office Equipment | 40,000 | 88,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 749,100 |
| Other Assets | 100,000 | 649,989 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 649,989 |
| Other Open Space & Recreation | 1,245,000 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 157,920 | 1,579,200 |
| Other Road Assets | 300,000 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 466,250 |
| Other Structures | 200,000 | 0 | 170,000 | 170,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 340,000 |
| Plant & Equipment (incl Fleet) | 1,688,000 | 1,614,720 | 1,784,520 | 1,642,920 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,636,670 | 1,536,320 | 15,896,750 |
| Roads | 6,363,000 | 10,313,625 | 4,993,000 | 6,093,000 | 4,993,000 | 4,993,000 | 4,243,000 | 4,243,000 | 4,243,000 | 4,243,000 | 4,243,000 | 52,600,625 |
| Sewerage Network | 750,000 | 940,000 | 2,190,000 | 2,190,000 | 940,000 | 25,940,000 | 940,000 | 940,000 | 940,000 | 940,000 | 940,000 | 36,900,000 |
| Stormwater Drainage | 350,000 | 150,000 | 115,000 | 150,000 | 150,000 | 115,000 | 150,000 | 150,000 | 115,000 | 150,000 | 150,000 | 4,500,000 |
| Swimming Pools | 0 | 421,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 616,900 |
| Water Supply Network | 1,810,000 | 770,000 | 780,485 | 1,824,251 | 1,307,939 | 770,000 | 792,379 | 770,000 | 825,326 | 946,265 | 770,000 | 9,556,645 |
| TOTAL | 14,236,000 | 19,654,739 | 17,516,124 | 17,150,561 | 15,787,469 | 40,185,471 | 9,539,631 | 8,729,784 | 10,120,870 | 9,636,489 | 10,693,844 | 159,014,981 |
| Type of Investment | | | | | | | | | | | | |
| New | 300,000 | 4,588,146 | 5,055,401 | 4,874,201 | 5,495,201 | 3,339,202 | 158,920 | 258,900 | 215,700 | 147,367 | 15,000 | 24,148,039 |
| Upgrade | 200,000 | 825,527 | 3,038,114 | 2,038,114 | 240,000 | 26,040,000 | 40,000 | 40,000 | 1,040,000 | 40,000 | 442,642 | 33,784,396 |
| Renewal | 13,736,000 | 13,841,066 | 9,422,609 | 10,238,245 | 10,052,268 | 10,806,269 | 9,340,711 | 8,430,884 | 8,865,170 | 9,449,122 | 10,236,202 | 100,682,546 |
| Funding | | | | | | | | | | | | |
| General Fund - General Revenue | 7,988,000 | 7,408,976 | 8,111,694 | 6,453,965 | 6,611,898 | 8,614,039 | 6,270,022 | 5,238,654 | 6,557,614 | 6,052,645 | 6,983,972 | 68,303,478 |
| General Fund - Grant Funding | 2,000,000 | 2,000,000 | 1,600,000 | 0 | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 6,600,000 |
| General Fund - Borrowings | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 |
| General Fund - Reserves | 1,688,000 | 1,614,720 | 1,784,520 | 1,642,920 | 1,536,320 | 1,673,320 | 1,536,320 | 1,780,220 | 1,737,020 | 1,636,670 | 1,536,320 | 16,478,350 |
| Water Fund - Reserves | 1,810,000 | 770,500 | 780,985 | 1,824,751 | 1,308,439 | 770,500 | 792,879 | 770,500 | 825,826 | 946,765 | 770,500 | 9,561,645 |
| Sewer Fund - Reserves | 750,000 | 940,410 | 2,190,410 | 2,190,410 | 940,410 | 10,340,478 | 940,410 | 940,410 | 940,410 | 940,410 | 940,410 | 21,304,168 |
| Sewer Fund - Borrowings | 0 | 0 | 0 | 0 | 0 | 15,599,932 | 0 | 0 | 0 | 0 | 0 | 15,599,932 |
| Waste Fund - Reserves | 0 | 585,527 | 548,114 | 548,114 | 0 | 0 | 0 | 0 | 0 | 0 | 402,642 | 2,084,396 |
| Village Fund - Borrowings | 0 | 1,152,173 | 0 | 3,390,401 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,542,574 |
| Village Fund - Reserves | 0 | 2,182,433 | 2,500,401 | 1,100,000 | 2,390,401 | 3,187,202 | 0 | 0 | 60,000 | 60,000 | 60,000 | 11,540,437 |
| Village Fund - Grant Funding | 0 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 |
| TOTAL | 14,236,000 | 19,654,739 | 17,516,124 | 17,150,561 | 15,787,469 | 40,185,471 | 9,539,631 | 8,729,784 | 10,120,870 | 9,636,489 | 10,693,844 | 159,014,981 |

Performance Indicators

| Indicator | Target | Fund | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|---------------------------------------------|------------------|--------------|------------------------|---------|---------|---------|---------|---------|----------|----------|---------|---------|---------|
| Local Government Industry Indicators | | | | | | | | | | | | | |
| Operating Performance Ratio | Greater than 0% | TARGET | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| | | Consolidated | 0.88% | 4.03% | 7.13% | 6.87% | 8.42% | 7.94% | 1.43% | 1.75% | 3.72% | 4.43% | 5.94% |
| | | General | -4.46% | -9.79% | -6.82% | -6.60% | -4.69% | -2.99% | -1.22% | -1.25% | -0.21% | 0.26% | 0.78% |
| | | Water | 12.32% | 17.88% | 20.99% | 21.57% | 21.83% | 22.36% | 23.04% | 23.68% | 24.32% | 24.93% | 25.47% |
| | | Sewer | 29.66% | 39.45% | 45.68% | 46.45% | 48.53% | 10.17% | 10.66% | 12.90% | 15.13% | 17.33% | 19.50% |
| | | Village | 0.00% | 90.50% | 87.99% | 78.30% | 76.76% | 80.37% | -217.22% | -217.84% | -18.73% | -14.94% | 31.57% |
| | | Waste | 7.45% | 3.43% | 8.95% | 9.17% | 9.37% | 9.96% | 10.61% | 11.17% | 11.74% | 12.35% | 12.88% |
| Own Source Operating Revenue Ratio | Greater than 60% | TARGET | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% |
| | | Consolidated | 47.31% | 73.43% | 76.02% | 79.02% | 74.29% | 80.02% | 78.48% | 78.53% | 78.75% | 78.79% | 79.01% |
| | | General | 35.36% | 66.10% | 67.27% | 70.93% | 65.16% | 71.72% | 72.10% | 72.15% | 72.19% | 72.24% | 72.28% |
| | | Water | 98.98% | 99.12% | 99.12% | 99.12% | 99.11% | 99.11% | 99.12% | 99.12% | 99.12% | 99.12% | 99.13% |
| | | Sewer | 98.38% | 98.70% | 98.75% | 98.77% | 98.81% | 98.86% | 98.83% | 98.84% | 98.84% | 98.84% | 98.85% |
| | | Village | 0.00% | 74.07% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Waste | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Unrestricted Current Ratio | Greater than 1.5 | TARGET | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| | | Consolidated | -0.19 | 0.12 | -0.44 | -0.53 | -0.05 | -0.43 | -0.47 | -0.38 | -0.42 | -0.27 | -0.40 |
| | | General | -0.42 | -0.13 | -0.64 | -1.08 | -1.06 | -1.55 | -1.43 | -1.14 | -1.15 | -0.88 | -1.07 |
| | | Water | -44.08 | -44.08 | -44.08 | -44.07 | -44.06 | -44.05 | -44.04 | -44.04 | -44.03 | -44.03 | -44.03 |
| | | Sewer | -20.54 | -20.54 | -20.55 | -20.54 | 0.93 | 0.14 | 0.13 | 0.13 | 0.12 | 0.12 | 0.11 |
| | | Village | No Current Liabilities | 15.27 | 16.84 | 9.33 | 8.48 | 8.14 | 5.87 | 3.77 | 3.00 | 2.32 | 3.08 |
| | | Waste | 0.00 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 |
| Debt Service Cover Ratio | Greater than 2.0 | TARGET | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | | Consolidated | 90.77 | 34.44 | 35.10 | 17.64 | 23.26 | 6.28 | 4.86 | 4.93 | 5.37 | 5.55 | 5.93 |
| | | General | 346.79 | 29.12 | 32.16 | 23.84 | 44.37 | 30.22 | 33.74 | 33.85 | 36.35 | 37.75 | 39.26 |
| | | Water | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| | | Sewer | No Debt | No Debt | No Debt | No Debt | No Debt | 1.41 | 1.44 | 1.52 | 1.60 | 1.69 | 1.78 |
| | | Village | 6.95 | 34.56 | 25.75 | 5.98 | 6.16 | 8.61 | -0.61 | -0.59 | 0.41 | 0.46 | 1.53 |
| | | Waste | 5.31 | 4.16 | 5.06 | 5.18 | 5.30 | 5.49 | 5.70 | 5.90 | 6.12 | 6.35 | 6.58 |
| Debt Service Ratio | Less than 15% | TARGET | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% |
| | | Consolidated | 0.7% | 1.3% | 1.2% | 2.1% | 2.0% | 6.0% | 6.4% | 6.3% | 6.1% | 5.9% | 5.7% |
| | | General | 0.2% | 0.9% | 0.9% | 0.9% | 0.8% | 0.8% | 0.7% | 0.7% | 0.7% | 0.6% | 0.6% |
| | | Water | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| | | Sewer | No Debt | No Debt | No Debt | No Debt | No Debt | 34.7% | 34.5% | 33.7% | 32.9% | 32.1% | 31.3% |
| | | Village | 0.0% | 3.8% | 3.6% | 14.3% | 13.8% | 10.2% | 166.3% | 168.8% | 63.9% | 62.9% | 38.1% |
| | | Waste | 7.6% | 6.8% | 6.7% | 6.5% | 6.4% | 6.2% | 6.0% | 5.9% | 5.7% | 5.6% | 5.4% |

ORDINARY COUNCIL MEETING AGENDA

TUESDAY, 18 APRIL 2023

| Indicator | Target | Fund | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|----------------------------------------------------|-------------------|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Infrastructure Asset Performance Indicators | | | | | | | | | | | | | |
| Infrastructure Renewals Ratio | Greater than 100% | TARGET | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Consolidated | 135.71% | 140.16% | 87.14% | 95.65% | 96.51% | 102.25% | 85.38% | 78.71% | 86.51% | 91.91% | 108.18% |
| | | General | 131.10% | 153.10% | 86.28% | 82.43% | 90.82% | 114.08% | 90.06% | 80.66% | 88.75% | 93.37% | 117.83% |
| | | Water | 220.67% | 87.02% | 90.38% | 223.01% | 162.27% | 95.66% | 100.95% | 100.29% | 110.46% | 130.51% | 107.62% |
| | | Sewer | 88.12% | 121.71% | 120.75% | 119.82% | 122.82% | 75.40% | 77.28% | 79.22% | 81.20% | 83.23% | 85.31% |
| | | Village | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 29.46% | 30.19% | 30.95% |
| | | Waste | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Infrastructure Backlog Ratio | Less than 2% | TARGET | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| | | Consolidated | 1.75% | 0.98% | 1.20% | 1.26% | 1.31% | 1.26% | 1.52% | 1.89% | 2.12% | 2.26% | 2.13% |
| | | General | 1.70% | 0.76% | 1.00% | 1.30% | 1.45% | 1.22% | 1.38% | 1.68% | 1.85% | 1.95% | 1.69% |
| | | Water | 2.17% | 2.47% | 2.69% | -0.07% | -1.43% | -1.34% | -1.36% | -1.36% | -1.57% | -2.17% | -2.31% |
| | | Sewer | 2.17% | 1.61% | 1.07% | 0.55% | -0.03% | 0.99% | 1.92% | 2.74% | 3.47% | 4.10% | 4.65% |
| | | Village | 0.00% | 1.31% | 2.22% | 2.80% | 3.83% | 4.63% | 6.31% | 8.11% | 9.51% | 10.99% | 12.52% |
| | | Waste | 0.00% | 4.21% | 5.43% | 4.91% | 5.49% | 5.61% | 6.95% | 8.36% | 9.83% | 11.36% | 12.98% |
| Asset Maintenance Ratio | Greater than 100% | TARGET | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Consolidated | 95.99% | 96.04% | 96.11% | 96.22% | 96.35% | 96.49% | 96.63% | 96.75% | 96.86% | 96.96% | 97.05% |
| | | General | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% |
| | | Water | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% |
| | | Sewer | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% |
| | | Village | 0.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Waste | 0.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Cost to bring assets to agreed service level | No Benchmark | TARGET | | | | | | | | | | | |
| | | Consolidated | 1.24% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% |
| | | General | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% |
| | | Water | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% |
| | | Sewer | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% |
| | | Village | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |
| | | Waste | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

Sensitivity Analysis

| Income Statement Item | 10% lower than expected | Expected in 2023/24 | 10% higher than expected |
|-------------------------------------------|-------------------------|---------------------|--------------------------|
| Revenue | | | |
| General Rates Income | \$13,431,600 | \$14,924,000 | \$16,416,400 |
| Investment Interest | \$1,718,100 | \$1,909,000 | \$2,099,900 |
| Fees and Charges | \$3,801,600 | \$4,224,000 | \$4,646,400 |
| Expenditure | | | |
| Loan Interest Rate | \$283,500 | \$315,000 | \$346,500 |
| Materials & Contracts Expense (operating) | \$8,227,800 | \$9,142,000 | \$10,056,200 |

Appendix C - Financial Statements And Performance Indicators – Enhanced Asset Management And Growth

Operating Statement (Consolidated)

| INCOME STATEMENT - CONSOLIDATED | ACTUAL | | BUDGET | | FORWARD PLAN | | | | | | | |
|--------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|---------------|---------------|---------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income from continuing operations | | | | | | | | | | | | |
| Rates and annual charges | 13,716 | 13,953 | 14,924 | 15,805 | 16,771 | 17,800 | 18,899 | 20,129 | 20,749 | 21,392 | 22,054 | 22,738 |
| User charges and fees | 4,934 | 3,868 | 4,224 | 4,335 | 4,448 | 4,563 | 4,682 | 4,804 | 4,928 | 5,057 | 5,189 | 5,323 |
| Other revenue | 620 | 567 | 3,441 | 3,561 | 3,678 | 3,793 | 4,984 | 803 | 821 | 1,284 | 1,316 | 1,805 |
| Grants and contributions provided for operating purposes | 11,202 | 12,954 | 9,502 | 9,714 | 9,931 | 10,153 | 10,381 | 10,614 | 10,853 | 11,099 | 11,350 | 11,608 |
| Grants and contributions provided for capital purposes | 8,767 | 10,319 | 3,190 | 1,784 | 90 | 3,664 | 8,896 | 337 | 345 | 354 | 362 | 372 |
| Interest and investment revenue | 356 | 321 | 1,909 | 1,874 | 1,701 | 1,676 | 1,623 | 1,128 | 976 | 915 | 797 | 703 |
| Other income | 7,062 | - | - | - | - | - | - | - | - | - | - | - |
| Net gains from the disposal of assets | - | 477 | 235 | 241 | 247 | 253 | 259 | 266 | 273 | 279 | 286 | 293 |
| Internal Revenue | - | 2,186 | 10,587 | 10,851 | 11,123 | 11,401 | 11,686 | 11,978 | 12,277 | 12,584 | 12,899 | 13,221 |
| Rental income | - | - | - | - | - | - | - | - | - | - | - | - |
| Total income from continuing operations | 46,657 | 44,645 | 48,012 | 48,165 | 47,989 | 53,303 | 61,410 | 50,059 | 51,222 | 52,964 | 54,253 | 56,063 |
| Expenses from continuing operations | | | | | | | | | | | | |
| Employee benefits and on-costs | 9,551 | 10,197 | 11,964 | 12,275 | 12,639 | 12,970 | 13,314 | 13,647 | 13,987 | 14,337 | 14,697 | 15,063 |
| Materials and services | 7,234 | 9,991 | 9,142 | 8,527 | 9,113 | 9,299 | 11,917 | 12,149 | 12,606 | 12,644 | 12,898 | 13,150 |
| Borrowing costs | - | 230 | 315 | 307 | 465 | 448 | 1,618 | 1,543 | 1,465 | 1,383 | 1,297 | 1,208 |
| Depreciation, amortisation and impairment of non-financial assets | 9,886 | 10,263 | 11,037 | 11,216 | 11,355 | 11,443 | 12,448 | 12,454 | 12,458 | 12,501 | 12,522 | 12,526 |
| Other expenses | 789 | 686 | 685 | 702 | 719 | 737 | 756 | 774 | 794 | 814 | 834 | 855 |
| Internal expenditure | - | 2,185 | 9,645 | 9,886 | 10,132 | 10,387 | 10,645 | 10,911 | 11,184 | 11,464 | 11,750 | 12,045 |
| Net losses from the disposal of assets | 194 | - | - | - | - | - | - | - | - | - | - | - |
| Total expenses from continuing operations | 27,654 | 33,552 | 42,788 | 42,913 | 44,423 | 45,284 | 50,698 | 51,478 | 52,494 | 53,143 | 53,998 | 54,847 |
| Operating result from continuing operations | 19,003 | 11,093 | 5,224 | 5,252 | 3,566 | 8,019 | 10,712 | (1,419) | (1,272) | (179) | 255 | 1,216 |
| Net operating result for the year before grants and contributions provided for capital purposes | 10,236 | 774 | 2,034 | 3,468 | 3,476 | 4,355 | 1,816 | (1,756) | (1,617) | (533) | (107) | 844 |

Balance Sheet (Consolidated)

| STATEMENT OF FINANCIAL POSITION - CONSOLIDATED | ACTUAL | | FORWARD PLAN | | | | | | | | | |
|---------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | |
| Cash and Cash Equivalents | 7,616 | 10,672 | 10,730 | 12,383 | 12,921 | 17,350 | 11,297 | 14,362 | 15,484 | 15,484 | 17,061 | 17,843 |
| Investments | 27,500 | 1,000 | 5,000 | 1,000 | 3,000 | 10,242 | 5,000 | 2,000 | 3,000 | 3,000 | 3,000 | - |
| Receivables | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 | 2,834 |
| Inventories | - | - | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | 103 |
| Total Current Assets | 38,053 | 14,609 | 18,667 | 16,320 | 18,858 | 30,529 | 19,234 | 19,299 | 21,421 | 21,421 | 22,998 | 20,780 |
| Non-Current Assets | | | | | | | | | | | | |
| Investments | 15,000 | 41,500 | 36,500 | 35,500 | 32,500 | 22,258 | 17,258 | 15,258 | 12,258 | 9,258 | 6,258 | 6,258 |
| Receivables | - | - | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 464,485 | 468,058 | 477,363 | 485,833 | 493,236 | 499,500 | 551,287 | 550,120 | 547,968 | 548,951 | 548,708 | 550,134 |
| Investments accounted for using the equity method | - | - | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 |
| Right of use assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 480,753 | 510,826 | 515,131 | 522,601 | 527,004 | 523,026 | 569,813 | 566,646 | 561,494 | 559,477 | 556,234 | 557,660 |
| TOTAL ASSETS | 518,806 | 525,435 | 533,798 | 538,921 | 545,862 | 553,555 | 589,047 | 585,945 | 582,915 | 580,898 | 579,232 | 578,440 |
| LIABILITIES | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | |
| Payables | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 | 3,195 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 4,464 | - | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - | - | - |
| Borrowings | - | - | 129 | 135 | 326 | 341 | 1,683 | 1,758 | 1,838 | 1,921 | 2,008 | 2,097 |
| Employee benefit provision | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 | 2,913 |
| Provisions | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 |
| Total Current Liabilities | 10,737 | 6,273 | 6,402 | 6,408 | 6,599 | 6,614 | 7,956 | 8,031 | 8,111 | 8,194 | 8,281 | 8,370 |
| Non-Current Liabilities | | | | | | | | | | | | |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - | - | - |
| Payables | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| Borrowings | - | - | 3,010 | 2,876 | 6,059 | 5,718 | 29,156 | 27,397 | 25,560 | 23,638 | 21,630 | 19,534 |
| Employee benefit provision | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 | 146 |
| Provisions | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 | 1,566 |
| Total Non-Current Liabilities | 1,767 | 1,767 | 4,777 | 4,643 | 7,826 | 7,485 | 30,923 | 29,164 | 27,327 | 25,405 | 23,397 | 21,301 |
| TOTAL LIABILITIES | 12,504 | 8,040 | 11,179 | 11,051 | 14,425 | 14,099 | 38,879 | 37,195 | 35,438 | 33,599 | 31,678 | 29,671 |
| NET ASSETS | 506,302 | 517,395 | 522,619 | 527,870 | 531,437 | 539,456 | 550,168 | 548,750 | 547,477 | 547,299 | 547,554 | 548,769 |
| EQUITY | | | | | | | | | | | | |
| Accumulated surplus | 454,184 | 465,277 | 470,501 | 475,753 | 479,319 | 487,338 | 498,050 | 496,631 | 495,359 | 495,180 | 495,435 | 496,651 |
| Revaluation reserves | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 | 52,118 |
| Other reserves | - | - | - | - | - | - | - | - | - | - | - | - |
| Council equity interest | 506,302 | 517,395 | 522,619 | 527,871 | 531,437 | 539,456 | 550,168 | 548,749 | 547,477 | 547,298 | 547,553 | 548,769 |
| Total equity | 506,302 | 517,395 | 522,619 | 527,871 | 531,437 | 539,456 | 550,168 | 548,749 | 547,477 | 547,298 | 547,553 | 548,769 |

Cashflow Statement (Consolidated)

| STATEMENT OF CASH FLOWS - CONSOLIDATED | ACTUAL | | BUDGET | | FORWARD PLAN | | | | | | | |
|-------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 | 2024/25 \$'000 | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 | 2029/30 \$'000 | 2030/31 \$'000 | 2031/32 \$'000 | 2032/33 \$'000 |
| Cash Flows from operating activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| Rates and annual charges | 13,894 | 13,953 | 14,924 | 15,805 | 16,771 | 17,800 | 18,899 | 20,129 | 20,749 | 21,392 | 22,054 | 22,738 |
| User charges and fees | 5,071 | 3,868 | 4,224 | 4,335 | 4,448 | 4,563 | 4,682 | 4,804 | 4,928 | 5,057 | 5,189 | 5,323 |
| Investment and interest revenue received | 331 | 321 | 1,909 | 1,874 | 1,701 | 1,676 | 1,623 | 1,128 | 976 | 915 | 797 | 703 |
| Grants and contributions | 18,709 | 18,809 | 12,692 | 11,498 | 10,021 | 13,817 | 19,277 | 10,951 | 11,198 | 11,453 | 11,712 | 11,980 |
| Bonds, deposits and retention amounts received | - | - | - | - | - | - | - | - | - | - | - | - |
| Internal revenue | - | 2,186 | 10,587 | 10,851 | 11,123 | 11,401 | 11,686 | 11,978 | 12,277 | 12,584 | 12,899 | 13,221 |
| Other | 2,734 | 1,044 | 3,676 | 3,802 | 3,925 | 4,046 | 5,243 | 1,069 | 1,094 | 1,563 | 1,602 | 2,098 |
| <i>Payments:</i> | | | | | | | | | | | | |
| Employee benefits and on-costs | (9,763) | (10,197) | (11,964) | (12,275) | (12,639) | (12,970) | (13,314) | (13,647) | (13,987) | (14,337) | (14,697) | (15,063) |
| Materials and services | (7,763) | (9,991) | (9,142) | (8,527) | (9,113) | (9,299) | (11,917) | (12,149) | (12,606) | (12,644) | (12,898) | (13,150) |
| Borrowing costs | - | (230) | (315) | (307) | (465) | (448) | (1,618) | (1,543) | (1,465) | (1,383) | (1,297) | (1,208) |
| Bonds, deposits and retention amounts refunded | (65) | - | - | - | - | - | - | - | - | - | - | - |
| Internal expenses | - | (2,185) | (9,645) | (9,886) | (10,132) | (10,387) | (10,645) | (10,911) | (11,184) | (11,464) | (11,750) | (12,045) |
| Other | (3,914) | (686) | (685) | (702) | (719) | (737) | (756) | (774) | (794) | (814) | (834) | (855) |
| Net cash provided (or used in) operating activities | 19,234 | 16,892 | 16,261 | 16,468 | 14,921 | 19,462 | 23,160 | 11,035 | 11,186 | 12,322 | 12,777 | 13,742 |
| Cash Flows from investing activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| Sale of investments | 250 | - | 1,000 | 5,000 | 1,000 | 3,000 | 10,242 | 5,000 | 2,000 | 3,000 | 3,000 | 3,000 |
| Sale of infrastructure, property, plant and equipment | 201 | - | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Payments:</i> | | | | | | | | | | | | |
| Purchase of investment securities | - | - | - | - | - | - | - | - | - | - | - | - |
| Purchase of infrastructure, property, plant and equipment | (18,563) | (13,836) | (20,342) | (19,686) | (18,758) | (17,707) | (64,235) | (11,287) | (10,306) | (13,484) | (12,279) | (13,952) |
| Purchase of intangible assets | (341) | - | - | - | - | - | - | - | - | - | - | - |
| Purchase of real estate assets | - | - | - | - | - | - | - | - | - | - | - | - |
| Deferred debtors and advances made | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) investing activities | (18,453) | (13,836) | (19,342) | (14,686) | (17,758) | (14,707) | (53,993) | (6,287) | (8,306) | (10,484) | (9,279) | (10,952) |
| Cash Flows from financing activities | | | | | | | | | | | | |
| <i>Receipts:</i> | | | | | | | | | | | | |
| New Residential Accommodation Bonds | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from borrowings | - | - | 3,262 | - | 3,687 | - | 26,390 | - | - | - | - | - |
| <i>Payments:</i> | | | | | | | | | | | | |
| Repayment of borrowings and advances | - | - | (123) | (129) | (312) | (326) | (1,610) | (1,683) | (1,758) | (1,838) | (1,921) | (2,008) |
| Principal component of lease payments | - | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of Residential Accommodation Bonds | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) financing activities | - | - | 3,139 | (129) | 3,375 | (326) | 24,780 | (1,683) | (1,758) | (1,838) | (1,921) | (2,008) |
| Net increase/(decrease) in cash and cash equivalents | 781 | 3,056 | 58 | 1,653 | 538 | 4,429 | (6,053) | 3,065 | 1,122 | - | 1,577 | 782 |
| Cash and cash equivalents - beginning of year | 6,835 | 7,616 | 10,672 | 10,730 | 12,383 | 12,921 | 17,350 | 11,297 | 14,362 | 15,484 | 15,484 | 17,061 |
| Cash and cash equivalents - end of the year | 7,616 | 10,672 | 10,730 | 12,383 | 12,921 | 17,350 | 11,297 | 14,362 | 15,484 | 15,484 | 17,061 | 17,843 |
| Investments on hand - end of year | 42,500 | 42,500 | 41,500 | 36,500 | 35,500 | 32,500 | 22,258 | 17,258 | 15,258 | 12,258 | 9,258 | 6,258 |
| Total cash, cash equivalents and investments | 50,116 | 53,172 | 52,230 | 48,883 | 48,421 | 49,850 | 33,555 | 31,620 | 30,742 | 27,742 | 26,319 | 24,101 |

Capital Works Plan

| Scenario Three - Capital Works Plan - 2023/24 - 2032/33 (\$) | | | | | | | | | | | | |
|--------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|--------------------|
| Service | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | Total |
| Planned Capital Works | | | | | | | | | | | | |
| Bridges | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 1,000,000 |
| Buildings | 600,000 | 320,140 | 321,800 | 292,200 | 3,289,800 | 137,000 | 143,920 | 243,900 | 200,700 | 0 | 0 | 4,949,460 |
| Buildings Non-specialised | 250,000 | 209,654 | 143,426 | 0 | 0 | 33,670 | 0 | 43,459 | 25,139 | 54,650 | 236,175 | 746,173 |
| Buildings Specialised | 250,000 | 2,851,409 | 2,637,104 | 3,390,401 | 2,850,835 | 5,000,806 | 884,338 | 115,430 | 575,711 | 689,313 | 1,791,033 | 20,786,380 |
| Footpath | 150,000 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 154,620 | 1,546,200 |
| Furniture & Fittings | 0 | 48,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 23,720 | 55,737 | 23,720 | 294,217 |
| Information Technology | 0 | 75,000 | 63,000 | 225,000 | 94,900 | 0 | 225,000 | 63,000 | 0 | 319,900 | 0 | 1,065,800 |
| Landfill | 0 | 585,527 | 548,114 | 548,114 | 0 | 0 | 0 | 0 | 0 | 0 | 402,642 | 2,084,396 |
| Land Improvements - depreciable | 0 | 116,690 | 116,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 6,690 | 286,896 |
| Levees | 0 | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 |
| Library Books | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 400,000 |
| Office Equipment | 40,000 | 88,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 73,410 | 749,100 |
| Open Space | 0 | 0 | 0 | 0 | 0 | 0 | 400,000 | 0 | 0 | 400,000 | 0 | 800,000 |
| Other Assets | 100,000 | 649,989 | | | | | | | | | | 649,989 |
| Other Open Space & Recreation | 1,245,000 | 157,920 | 257,920 | 257,920 | 257,920 | 257,920 | 257,920 | 257,920 | 257,920 | 257,920 | 257,920 | 2,479,200 |
| Other Road Assets | 300,000 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 46,625 | 466,250 |
| Other Structures | 200,000 | 0 | 170,000 | 170,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 340,000 |
| Plant & Equipment (incl Fleet) | 1,688,000 | 1,614,720 | 1,784,520 | 1,642,920 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,536,320 | 1,636,670 | 1,536,320 | 15,896,750 |
| Roads | 6,363,000 | 10,313,625 | 5,783,000 | 6,093,000 | 4,993,000 | 5,783,000 | 4,243,000 | 4,243,000 | 5,033,000 | 4,243,000 | 4,243,000 | 54,970,625 |
| Sewerage Network | 750,000 | 940,000 | 2,190,000 | 2,190,000 | 940,000 | 25,940,000 | 940,000 | 940,000 | 940,000 | 940,000 | 940,000 | 36,900,000 |
| Stormwater Drainage | 350,000 | 150,000 | 1,300,000 | 150,000 | 150,000 | 1,300,000 | 150,000 | 150,000 | 1,300,000 | 150,000 | 150,000 | 4,950,000 |
| Swimming Pools | 0 | 421,690 | 21,690 | 21,690 | 21,690 | 15,021,690 | 21,690 | 21,690 | 21,690 | 21,690 | 21,690 | 15,616,900 |
| Water Supply Network | 1,810,000 | 770,000 | 780,485 | 1,824,251 | 1,307,939 | 770,000 | 792,379 | 770,000 | 825,326 | 946,265 | 770,000 | 9,556,645 |
| Water Treatment Plant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 15,000,000 | 16,500,000 |
| TOTAL | 14,236,000 | 19,654,739 | 18,556,124 | 17,250,561 | 15,887,469 | 56,225,471 | 10,039,631 | 8,829,784 | 11,160,870 | 11,636,489 | 25,793,844 | 195,034,981 |
| Type of Investment | | | | | | | | | | | | |
| New | 300,000 | 4,588,146 | 5,845,401 | 4,974,201 | 5,595,201 | 4,129,202 | 658,920 | 358,900 | 1,005,700 | 647,367 | 115,000 | 27,918,039 |
| Upgrade | 200,000 | 825,527 | 3,288,114 | 2,038,114 | 240,000 | 41,290,000 | 40,000 | 40,000 | 1,290,000 | 1,540,000 | 15,442,642 | 66,034,396 |
| Renewal | 13,736,000 | 13,841,066 | 9,422,609 | 10,238,245 | 10,052,268 | 10,806,269 | 9,340,711 | 8,430,884 | 8,865,170 | 9,449,122 | 10,236,202 | 100,682,546 |
| Funding | | | | | | | | | | | | |
| General Fund - General Revenue | 7,988,000 | 7,408,976 | 9,151,694 | 6,553,965 | 6,711,898 | 17,291,039 | 6,770,022 | 5,338,654 | 7,597,614 | 6,552,645 | 7,083,972 | 80,460,478 |
| General Fund - Grant Funding | 2,000,000 | 2,000,000 | 1,600,000 | 0 | 3,000,000 | 7,500,000 | 0 | 0 | 0 | 0 | 0 | 14,100,000 |
| General Fund - Borrowings | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 |
| General Fund - Reserves | 1,688,000 | 1,614,720 | 1,784,520 | 1,642,920 | 1,536,320 | 1,536,320 | 1,536,320 | 1,780,220 | 1,737,020 | 1,636,670 | 1,536,320 | 16,341,350 |
| Water Fund - Reserves | 1,810,000 | 770,500 | 780,985 | 1,824,751 | 1,308,439 | 770,500 | 792,879 | 770,500 | 825,826 | 1,696,765 | 8,270,500 | 17,811,645 |
| Water Fund - Grant Funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 7,500,000 | 8,250,000 |
| Sewer Fund - Borrowings | 0 | 0 | 0 | 0 | 0 | 15,599,932 | 0 | 0 | 0 | 0 | 0 | 15,599,932 |
| Sewer Fund - Reserves | 750,000 | 940,410 | 2,190,410 | 2,190,410 | 940,410 | 10,340,478 | 940,410 | 940,410 | 940,410 | 940,410 | 940,410 | 21,304,168 |
| Waste Fund - Reserves | 0 | 585,527 | 548,114 | 548,114 | 0 | 0 | 0 | 0 | 0 | 0 | 402,642 | 2,084,396 |
| Village Fund - Borrowings | 0 | 1,152,173 | 0 | 3,390,401 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,542,574 |
| Village Fund - Reserves | 0 | 2,182,433 | 2,500,401 | 1,100,000 | 2,390,401 | 3,187,202 | 0 | 0 | 60,000 | 60,000 | 60,000 | 11,540,437 |
| Village Fund - Grant Funding | 0 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 |
| TOTAL | 14,236,000 | 19,654,739 | 18,556,124 | 17,250,561 | 15,887,469 | 56,225,471 | 10,039,631 | 8,829,784 | 11,160,870 | 11,636,489 | 25,793,844 | 195,034,981 |

Performance Indicators

ORDINARY COUNCIL MEETING AGENDA

TUESDAY, 18 APRIL 2023

| Indicator | Target | Fund | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | |
|---------------------------------------------|------------------|--------------|------------------------|---------|---------|---------|---------|---------|----------|----------|---------|---------|---------|--------|
| Local Government Industry Indicators | | | | | | | | | | | | | | |
| Operating Performance Ratio | Greater than 0% | TARGET | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | |
| | | Consolidated | 0.88% | 4.03% | 6.99% | 6.78% | 8.31% | 2.98% | -4.09% | -3.73% | -1.55% | -0.73% | 0.99% | |
| | | General | -4.46% | -9.79% | -7.02% | -6.74% | -4.86% | -10.10% | -8.47% | -8.48% | -7.23% | -6.64% | -5.91% | |
| | | Water | 12.32% | 17.88% | 20.99% | 21.57% | 21.83% | 22.39% | 23.09% | 23.09% | 23.76% | 24.41% | 25.04% | 25.61% |
| | | Sewer | 29.66% | 39.45% | 45.68% | 46.45% | 48.53% | 10.20% | 10.75% | 13.00% | 15.28% | 17.50% | 19.71% | |
| | | Village | 0.00% | 90.50% | 87.99% | 78.30% | 76.76% | 80.37% | -217.22% | -217.84% | -18.73% | -14.94% | 31.57% | |
| | | Waste | 7.45% | 3.43% | 8.95% | 9.17% | 9.37% | 9.96% | 10.61% | 11.17% | 11.74% | 12.35% | 12.88% | |
| Own Source Operating Revenue Ratio | Greater than 60% | TARGET | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | |
| | | Consolidated | 47.31% | 73.43% | 76.01% | 79.01% | 73.95% | 68.48% | 78.01% | 78.02% | 78.26% | 78.30% | 78.52% | |
| | | General | 35.36% | 66.10% | 67.24% | 70.92% | 65.14% | 58.07% | 71.93% | 71.93% | 71.99% | 72.02% | 72.07% | |
| | | Water | 98.98% | 99.12% | 99.12% | 99.12% | 96.99% | 97.00% | 97.00% | 97.01% | 97.01% | 97.03% | 97.04% | |
| | | Sewer | 98.38% | 98.70% | 98.75% | 98.77% | 95.99% | 96.12% | 96.05% | 96.05% | 96.05% | 96.06% | 96.05% | |
| | | Village | 0.00% | 74.07% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | |
| | | Waste | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | |
| Unrestricted Current Ratio | Greater than 1.5 | TARGET | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | |
| | | Consolidated | -0.03 | 0.27 | -0.30 | 0.04 | 1.40 | 0.93 | 0.76 | 0.84 | 0.66 | 0.67 | 0.19 | |
| | | General | -0.24 | 0.03 | -0.50 | -0.45 | 0.56 | 0.22 | 0.19 | 0.47 | 0.29 | 0.37 | -0.26 | |
| | | Water | -44.08 | -44.08 | -44.08 | -44.07 | -44.06 | -44.05 | -44.04 | -44.04 | -44.03 | -44.04 | -44.05 | |
| | | Sewer | -20.54 | -20.54 | -20.55 | -20.54 | 0.93 | 0.13 | 0.13 | 0.13 | 0.12 | 0.12 | 0.11 | |
| | | Village | No Current Liabilities | 15.27 | 16.84 | 9.33 | 8.48 | 8.14 | 5.87 | 3.77 | 3.00 | 2.32 | 3.08 | |
| | | Waste | 0.00 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | -0.01 | |
| Debt Service Cover Ratio | Greater than 2.0 | TARGET | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | |
| | | Consolidated | 90.77 | 34.44 | 35.00 | 17.61 | 23.51 | 6.77 | 3.01 | 3.05 | 3.39 | 3.52 | 3.82 | |
| | | General | 346.79 | 29.12 | 31.95 | 23.72 | 44.20 | 12.31 | 4.12 | 3.99 | 4.41 | 4.56 | 4.75 | |
| | | Water | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | |
| | | Sewer | No Debt | No Debt | No Debt | No Debt | No Debt | 1.50 | 1.52 | 1.61 | 1.70 | 1.79 | 1.88 | |
| | | Village | 6.95 | 34.56 | 25.75 | 5.98 | 6.16 | 8.61 | -0.61 | -0.59 | 0.41 | 0.46 | 1.53 | |
| | | Waste | 5.31 | 4.16 | 5.06 | 5.18 | 5.30 | 5.49 | 5.70 | 5.90 | 6.12 | 6.35 | 6.58 | |
| Debt Service Ratio | Less than 15% | TARGET | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | |
| | | Consolidated | 0.7% | 1.3% | 1.2% | 2.1% | 2.0% | 8.0% | 8.6% | 8.4% | 8.1% | 7.9% | 7.6% | |
| | | General | 0.2% | 0.9% | 0.9% | 0.9% | 0.8% | 4.0% | 3.8% | 3.7% | 3.6% | 3.5% | 3.4% | |
| | | Water | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt | |
| | | Sewer | No Debt | No Debt | No Debt | No Debt | No Debt | 34.7% | 34.5% | 33.7% | 32.8% | 32.0% | 31.2% | |
| | | Village | 0.0% | 3.8% | 3.6% | 14.3% | 13.8% | 10.2% | 166.3% | 168.8% | 63.9% | 62.9% | 38.1% | |
| | | Waste | 7.6% | 6.8% | 6.7% | 6.5% | 6.4% | 6.2% | 6.0% | 5.9% | 5.7% | 5.6% | 5.4% | |

ORDINARY COUNCIL MEETING AGENDA

TUESDAY, 18 APRIL 2023

| Indicator | Target | Fund | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 |
|----------------------------------------------------|-------------------|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Infrastructure Asset Performance Indicators | | | | | | | | | | | | | |
| Infrastructure Renewals Ratio | Greater than 100% | TARGET | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Consolidated | 135.71% | 140.16% | 86.95% | 95.41% | 96.25% | 98.46% | 82.19% | 75.75% | 83.08% | 88.25% | 103.84% |
| | | General | 131.10% | 153.10% | 86.03% | 82.17% | 90.51% | 108.38% | 85.54% | 76.59% | 84.01% | 88.36% | 111.47% |
| | | Water | 220.67% | 87.02% | 90.38% | 223.01% | 162.27% | 95.66% | 100.95% | 100.29% | 110.46% | 130.51% | 107.62% |
| | | Sewer | 88.12% | 121.71% | 120.75% | 119.82% | 122.82% | 75.40% | 77.28% | 79.22% | 81.20% | 83.23% | 85.31% |
| | | Village | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 29.46% | 30.19% | 30.95% |
| | | Waste | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Infrastructure Backlog Ratio | Less than 2% | TARGET | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| | | Consolidated | 1.75% | 0.98% | 1.21% | 1.27% | 1.33% | 1.34% | 1.67% | 2.11% | 2.41% | 2.62% | 2.56% |
| | | General | 1.70% | 0.76% | 1.00% | 1.31% | 1.47% | 1.32% | 1.56% | 1.95% | 2.21% | 2.39% | 2.21% |
| | | Water | 2.17% | 2.47% | 2.69% | -0.07% | -1.43% | -1.34% | -1.36% | -1.36% | -1.57% | -2.17% | -2.31% |
| | | Sewer | 2.17% | 1.61% | 1.07% | 0.55% | -0.03% | 0.99% | 1.92% | 2.74% | 3.47% | 4.10% | 4.65% |
| | | Village | 0.00% | 1.31% | 2.22% | 2.80% | 3.83% | 4.63% | 6.31% | 8.11% | 9.51% | 10.99% | 12.52% |
| | | Waste | 0.00% | 4.21% | 5.43% | 4.91% | 5.49% | 5.61% | 6.95% | 8.36% | 9.83% | 11.36% | 12.98% |
| Asset Maintenance Ratio | Greater than 100% | TARGET | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Consolidated | 95.99% | 96.04% | 96.11% | 96.22% | 96.35% | 96.49% | 96.63% | 96.75% | 96.86% | 96.96% | 97.05% |
| | | General | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% | 95.07% |
| | | Water | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% | 98.12% |
| | | Sewer | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% | 134.78% |
| | | Village | 0.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| | | Waste | 0.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Cost to bring assets to agreed service level | No Benchmark | TARGET | | | | | | | | | | | |
| | | Consolidated | 1.24% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% |
| | | General | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% | 1.28% |
| | | Water | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% | 1.19% |
| | | Sewer | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% | 1.09% |
| | | Village | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |
| | | Waste | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

Sensitivity Analysis

| Income Statement Item | 10% lower than expected | Expected in 2023/24 | 10% higher than expected |
|-------------------------------------------|-------------------------|---------------------|--------------------------|
| Revenue | | | |
| General Rates Income | \$13,431,600 | \$14,924,000 | \$16,416,400 |
| Investment Interest | \$1,718,100 | \$1,909,000 | \$2,099,900 |
| Fees and Charges | \$3,801,600 | \$4,224,000 | \$4,646,400 |
| Expenditure | | | |
| Loan Interest Rate | \$283,500 | \$315,000 | \$346,500 |
| Materials & Contracts Expense (operating) | \$8,227,800 | \$9,142,000 | \$10,056,200 |

Attachment 1 - ERC Long Term Financial Plan DRAFT V1.0

12.2. 2023-24 OPERATIONAL PLAN AND BUDGET

2023-24 Operational Plan and Budget

Author: Senior Governance Advisor and Chief Financial Officer

Authoriser: Director Corporate Services

RECOMMENDATION

That Council:

1. Endorse the attached draft 2023-24 Operational Plan and Budget (including Fees and Charges) for public exhibition,
2. Notes the public exhibition period will run for at least 28 days and will invite members of the community to make a submission on the draft documents,
3. Notes that a community engagement program will be implemented during the exhibition period to enable community consultation and discussion on the draft documents,
4. Notes that all submissions received during the public exhibition period will be considered during finalisation of the 2023-24 Operational Plan and Budget prior to its formal adoption before 30 June 2023.

BACKGROUND

As part of its obligations under the Integrated Planning & Reporting framework of the Local Government Act 1993, Council must prepare an annual Operational Plan and Budget that details the activities and actions to be undertaken by Council during the financial year to achieve its Delivery Program commitments.

The draft Operational Plan and Budget must be publicly exhibited for at least 28 days, and any submissions received during the exhibition period must be considered by Council before the final Operational Plan and Budget is adopted.

ISSUE/DISCUSSION

Over recent months, Council has been considering a range of matters to ensure it has robust, contemporary evidence to support its decision-making. Issues under discussion have included the Financial Sustainability Review (with a focus on Council's long-term financial planning and strategic asset management), as well as the Organisation Roadmap that seeks to ensure Council's structure and resources are best placed to achieve organisational and community objectives.

Along with recent natural disasters and significant investment by other levels of government into major projects and infrastructure works, the proposed approach for the 2023-24 financial year is one of consolidation and completion. Therefore, the draft Operational Plan and Budget does not propose significant new capital works or projects, but rather focuses on maximising outcomes of work that has been in train over the last few years.

The draft Operational Plan has been prepared to align with the five Strategic Outcomes identified in the Edward River Community Strategic Plan, which also carry over into Council's Delivery Program. It demonstrates how the principal functions of Council, and the services Council delivers, work towards achieving community objectives.

During the public exhibition period, Council will seek community and other stakeholder feedback to ensure the proposed Plan is equitable and meets the needs and expectations of residents and ratepayers across the local area. A series of engagement activities will support Council to seek this feedback and shape the final Operational Plan, for adoption by 30 June 2023.

STRATEGIC IMPLICATIONS

The draft 2023-24 Operational Plan supports Council to understand how its day-to-day activities and service provision work towards the achievement of strategic organisation and community objectives.

COMMUNITY STRATEGIC PLAN

The draft Operational Plan and Budget work towards the achievement of all elements of the Community Strategic Plan:

1. Shaping the Future
 - 1.1 Pristine natural environment
 - 1.2 Quality built environment
 - 1.3 Enhanced Active and Passive Open Spaces
 - 1.4 Sustainable Waste Management
2. An open and connected community
 - 2.1 Transport and freight links
 - 2.2 Communications and technology links
 - 2.3 Cultural and personal links
3. Encouraging growth through partnerships
 - 3.1 Education
 - 3.2 Economic development
 - 3.3 The Edward River Experience
 - 3.4 Health
4. Delivering community assets and services
 - 4.1 Vibrant villages and towns
 - 4.2 Reliable Water and Sewerage
 - 4.3 Friendly and Supportive Customer service
5. Accountable leadership and responsive administration
 - 5.1 Collaborative and Engaged
 - 5.2 Financially sustainable
 - 5.3 Professional Workplace culture

FINANCIAL IMPLICATIONS

The 2023-24 Budget component of the Operational Plan identifies Council's forecast revenue and expenditure for the financial year.

The proposed consolidated budget for 2023-24 is a deficit of \$1.13m, before capital grants and contributions. This is mainly due to the General Fund being \$2.95m in deficit, which is the result of increasing Council's staffing capacity to deliver services, the increased cost of materials, and rates income being pegged below the CPI index.

However, in 2024-25, Council is forecasting to return to a consolidated surplus of \$3.157m, which is anticipated to continue on an ongoing basis.

LEGISLATIVE IMPLICATIONS

The development of a draft Operational Plan and Budget for public exhibition prior to final adoption is a requirement of the Local Government Act (section 405) and Integrated Planning & Reporting Guidelines.

ATTACHMENTS

The following attachments are included in this report:

- Draft 2023-24 Operational Plan and Budget
- Draft 2023-24 Fees and Charges
- Detailed Service Budgets



EDWARD RIVER COUNCIL

FEES & CHARGES

2023/2024

Jul-23

FEES & CHARGES 2022/2023

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|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------|-----------|---------------------|---------------------|
| Building/Environmental Planning | | | | | | |
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Development Application Fees (Not Including Inspections) | | | | | | |
| Up to \$5,000 | Development application fee for building, works or demolition | S | N | \$129.00 | \$129.00 | |
| \$5,001 - \$50,000 | \$198 plus \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost | Development application fee for building, works or demolition | S | N | \$198.00 minimum | \$198.00 minimum |
| 50,001 - \$250,000 | \$412 plus \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000 | Development application fee for building, works or demolition | S | N | \$412.00 minimum | \$412.00 minimum |
| \$250,001 - \$500,000 | \$1,356 plus \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 | Development application fee for building, works or demolition | S | N | \$1,356.00 minimum | \$1,356.00 minimum |
| \$500,001 - \$1,000,000 | \$2,041 plus \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000 | Development application fee for building, works or demolition | S | N | \$2,041.00 minimum | \$2,041.00 minimum |
| \$1,000,001 - \$10,000,000 | \$3,058 plus \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 | Development application fee for building, works or demolition | S | N | \$3,058.00 minimum | \$3,058.00 minimum |
| More than \$10,000,000 | \$18,565 plus \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 | Development application fee for building, works or demolition | S | N | \$18,565.00 minimum | \$18,565.00 minimum |
| Construction Certificate Fee (Not including inspections) | | | | | | |
| Not exceeding \$5,000 | Fee for a construction certificate | P | Y | \$104.00 | \$111.00 | |
| \$5,000 - \$100,000 | \$111 plus \$4.50 per \$1,000 or part thereof by which the cost exceeds \$5,000 | Fee for a construction certificate | P | Y | \$104.00 minimum | \$111.00 minimum |
| \$100,001 - \$250,000 | \$718 plus \$3.50 per \$1,000 or part thereof by which the cost exceeds \$100,000 | Fee for a construction certificate | P | Y | \$718.00 minimum | \$718.00 minimum |
| More than \$250,000 | \$1436 plus \$2.50 per \$1,000 or part thereof by which the cost exceeds \$250,000 | Fee for a construction certificate | P | Y | \$1,436.00 minimum | \$1,436.00 minimum |
| Complying Development Certificates (Not including inspections) | | | | | | |
| Not exceeding \$5,000 | Application fee for complying development certificate (CDC) | P | Y | \$103.00 | \$110.00 | |
| \$5,000 - \$100,000 | \$110 plus \$5.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$5,000 | Application fee for complying development certificate (CDC) | P | Y | \$103.00 minimum | \$110 minimum |
| \$100,001 - \$250,000 | \$901.00 plus \$4.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$100,000 | Application fee for complying development certificate (CDC) | P | Y | \$901 minimum | \$901 minimum |
| \$250,001 - \$500,000 | \$1,820 plus \$3.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 | Application fee for complying development certificate (CDC) | P | Y | \$1820 minimum | \$1820 minimum |
| More than \$500,000 | \$3058.00 plus \$2.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000 | Application fee for complying development certificate (CDC) | P | Y | \$3058 minimum | \$3058 minimum |

S = STATUTORY F = FEE P = POLICY R = REFERENCE

| Environmental Services | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------|-----------|------------------|------------------|
| Generic Fee Description | | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Compliance Certificate and Inspect Cl6.5 EP & A Act | | | | | | |
| Inspection | General inspection fee | P | Y | \$111.00 | \$119.00 | |
| Compliance Certificate | Fee for a Compliance Certificate | P | Y | \$111.00 | \$119.00 | |
| Occupation Certificate | | | | | | |
| | Occupation Certificate Fee | P | Y | \$111.00 | \$119.00 | |
| Local Government Approvals (matters requiring approval under Sec 68 of the LGA) | | | | | | |
| Section 68 Application | Fees to carry out activities under Section 68 of the LG Act | P | N | \$179.00 | \$191.00 | |
| Section 68 Compliance Inspection | Fees to carry out water inspection under Section 68 of the LG Act | P | N | \$111.00 | \$119.00 | |
| Development involving Construction of a Dwelling House with an Estimated Value of \$100,000 or Less | | | | | | |
| Development involving construction of a dwelling house with an estimated value of \$100,000 or less (cl247 EP&A Regs) | Development application fee for erection of a dwelling house, where estimated cost is \$100,000 or less | S | N | \$532.00 | \$567.00 | |
| Development involving the Subdivision of Land (cl249 EP&A Regs) | | | | | | |
| New Road | Minimum \$770 Plus \$65 per additional lot | Development application for subdivision of land (not a strata subdivision) involving the opening of a public road | S | N | \$770.00 minimum | \$770.00 minimum |
| No New Road | Minimum \$386 Plus \$53 per additional lot | Development application for subdivision of land (not a strata subdivision) not involving the opening of a public road | S | N | \$386.00 minimum | \$386.00 minimum |
| Strata | Minimum \$386 Plus \$65 per additional lot | Development application fee for a strata subdivision | S | N | \$386.00 minimum | \$386.00 minimum |
| Subdivision Certificate Fee | | Subdivision certificate fee | P | Y | \$145.00 | \$155.00 |
| Subdivision Works Certificate Fee | | | | | | |
| Not exceeding \$5,000 | | Fee for a construction certificate | P | Y | \$104.00 | \$111.00 |
| \$5,000 - \$100,000 | \$111 plus \$4.50 per \$1,000 or part thereof by which the cost | Fee for a construction certificate | P | Y | \$104.00 minimum | \$111.00 minimum |

| | | | | | | |
|-----------------------|------------------------------------------------------------------------------------|------------------------------------|---|---|--------------------|--------------------|
| \$100,001 - \$250,000 | \$718 plus \$3.50 per \$1,000 or part thereof by which the cost | Fee for a construction certificate | P | Y | \$718.00 minimum | \$718.00 minimum |
| More than \$250,000 | \$1436 plus \$2.50 per \$1,000 or part thereof by which the cost exceeds \$250,000 | Fee for a construction certificate | P | Y | \$1,436.00 minimum | \$1,436.00 minimum |

S = STATUTORY F = FEE P = POLICY R = REFERENCE

| Environmental Services | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|------------|-----------|------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Development not Involving the Erection of a Building, the Carrying on of Work, the Subdivision of Land or the Demolition of a Building or Work (cl250 EP&A Regs) | | | | | | |
| Maximum Fee | Development application fee for development not involving the erection of a building, works, subdivision of land or demolition of a building or work | S | N | \$330 min | | \$330 min |
| Additional Fee for a Designated Development | | | | | | |
| In addition to any fee payable under Part 15 Division 1 of the EPA Regs (cl251 EP&A Regs) | Additional fee - designated development | S | N | \$1,076.00 | | \$1,076.00 |
| Advertising Fees for Development Applications (cl252 EP&A Regs) - maximum fee applicable | | | | | | |
| Advertised Development | Maximum fee for giving notice required for | S | N | \$1,292.00 | | \$1,292.00 |
| Prohibited Development | Maximum fee for giving notice required for the prohibited development | S | N | \$1,292.00 | | \$1,292.00 |
| Council must refund any part of the above fees paid for advertising under cl252 EP&A Reg that is not spent in advertising the development | | | | | | |

| Additional Fees for Concurrence | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---|---|-----------|--|-----------|
| An additional processing fee up to a maximum of \$164, plus a concurrence fee of \$374 for payment to each concurrence authority, in respect of an application for development that requires concurrence | Additional processing fee for development requiring concurrence | S | N | \$ 164.00 | | \$ 164.00 |
| Additional fee for Integrated Development | | | | | | |
| An additional processing fee of up to a maximum of \$164 plus an approval fee of \$374 for payment to each approval body are payable in respect of an application for integrated development | Additional processing fee for development that is integrated development | S | N | \$ 164.00 | | \$ 164.00 |
| Concept Development Applications (cl256B EP&A Regs) | Fee payable for a concept development application | S | N | As Quoted | | As Quoted |
| Maximum fee payable for a concept development application and for any subsequent development application for any part of the site, is the maximum fee that would be payable as if a single development application only was required for | | | | | | |

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| Environmental Services | | | | | |
|---------------------------------------------------------------------------------------------------|----------------|---------------|-----------|-----------|--|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Fees for Review of Decision to Reject a Development Application (cl257A EP&A Reg 2000) | | | | | |
| Fee for an application under section s8.2(1)(c) for a review of a decision is as follows: | | | | | |
| Estimated cost of development is under \$100,000 | S | N | \$64.00 | \$64.00 | |
| Estimated cost of development is between \$100,000 and \$1,000,000 | S | N | \$175.00 | \$175.00 | |
| Estimated cost of development is over \$1,000,000 | S | N | \$292.00 | \$292.00 | |

Request for Review of Determination (cl257 EP&A Reg 2000)

S = STATUTORY F = FEE P = POLICY R = REFERENCE

| Environmental Services | | | | | | |
|-------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------|-----------|------------------|------------------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | | |
| Up to \$5,000 | Review of determination of a development application | S | N | \$64.00 | \$64.00 | |
| \$5,001 - \$250,000 | \$100.00 plus \$1.50 for each \$1,000 (or part of \$1,000) of the | Review of determination of a development | S | N | \$100.00 minimum | \$100.00 minimum |
| \$250,001 - \$500,000 | \$585.00 plus \$0.85 for each \$1,000 (or part of \$1,000) by which | Review of determination of a development | S | N | \$585.00 minimum | \$585.00 minimum |
| \$500,001 - \$1,000,000 | \$833.00 plus \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000 | Review of determination of a development application | S | N | \$833.00 minimum | \$833.00 minimum |

| | | | | | | |
|----------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---|---|--------------------|--------------------|
| \$1,000,001 - \$10,000,000 | \$1,154.00 plus \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 | Review of determination of a development application | S | N | \$1,154.00 minimum | \$1,154.00 minimum |
| More than \$10,000,000 | \$5,540.00 plus \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 | Review of determination of a development application | S | N | \$5,540.00 minimum | \$5,540.00 minimum |

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| Environmental Services | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------|------------------|--------------------|--------------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Application for a Modification of Consent (cl258 EP&A Reg 2000) | | | | | | |
| The maximum fee for an application under section 4.55(1) of the Act | Fee for modification of consent | S | N | \$83.00 | \$83.00 | \$83.00 |
| The maximum fee for an application under section 4.55(1A) or 4.56(1) of | \$754.00 or 50% of the fee for the original DA, whichever is the lesser | Fee for modification of consent | S | N | As Quoted | As Quoted |
| The maximum fee for an application under section 4.55(2) or 4.56(1) of the Environmental Planning and Assessment Act 1979 for the modification of a | | | | | | |
| 1) If the original fee for the application was less than \$100.00, 50% of that fee; or | | S | N | As Quoted | As Quoted | As Quoted |
| 2) If the fee for the original application was \$100.00 or more: | | | | | | |
| a) in the case of an application with respect to a development application that does not involve the erection of a building, the carrying out of a work or | | S | N | As Quoted | As Quoted | As Quoted |
| b) in the case of an application with respect to a development application that involves the erection of a dwelling house with an estimated cost of | | S | N | \$220.00 | \$220.00 | \$220.00 |
| c) in the case of an application with respect to any other development application as set out in the table below | | | | | | |
| Application for a Modification of Consent (cl258 EP&A Reg 2000) | | | | | | |
| Up to \$5,000 | Fee for modification of consent | S | N | \$64.00 | \$64.00 | \$64.00 |
| \$5,001 - \$250,000 | \$99.00 plus \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost | Fee for modification of consent | S | N | \$99.00 minimum | \$99.00 minimum |
| \$250,001 - \$500,000 | \$585.00 plus \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 | Fee for modification of consent | S | N | \$585.00 minimum | \$585.00 minimum |
| \$500,001 - \$1,000,000 | \$833.00 plus \$0.50 for each \$1,000 (or part of \$1,000) by which | Fee for modification of consent | S | N | \$833.00 minimum | \$833.00 minimum |
| \$1,000,001 - \$10,000,000 | \$1,154.00 plus \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 | Fee for modification of consent | S | N | \$1,154.00 minimum | \$1,154.00 minimum |
| More than \$10,000,000 | \$5,440.00 plus \$0.27 for each \$1,000 (or part of \$1,000) by which | Fee for modification of consent | S | N | \$5,440 minimum | \$5,440 minimum |
| An additional fee, not exceeding \$778 is notice of the application is required to be given under section 4.55(2) or 4.56(1) of the Environmental Planning and Assessment Act | Fee for modification of consent | S | N | \$ 778.00 | \$778.00 | \$778.00 |
| An additional fee, not exceeding \$889.00 is payable for development to which clause 115(3) applies | Fee for modification of consent | S | N | \$889.00 minimum | \$889.00 minimum | \$889.00 minimum |
| Review of Modification Application | | | | | | |
| Review of modification application fee - an application under S8.9 for a review of a decision is 50% of the | | S | N | | | |
| Modification of a Construction Certificate | | | | | | |
| Minor Change - e.g. Rearrangement of a window or change in area | Fee for modification of consent, plan or certificate | P | N | \$88.00 | \$94.00 | \$94.00 |
| Major Area | \$756.00 or 50% of the fee for the original construction certificate, whichever is the lesser | Fee for modification of consent, plan or certificate | P | N | \$709.00 | \$756.00 |

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| Environmental Services | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------|-----------|------------------|------------------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | | |
| Modification of a Complying Development Certificate | | | | | | |
| Minor Change - e.g. Rearrangement of a window or change in area | Fee for modification of consent, plan or certificate | P | N | \$90.00 | \$96.00 | |
| Major Area | \$774 or 50% of the fee for the original Complying Development Certificate, whichever is lesser | Fee for modification of consent, plan or certificate | P | N | \$726.00 | \$774.00 |
| Building Certificate (cl260 EP&A Reg 2000) | | | | | | |
| For Class 1 and Class 10 Buildings - \$250 for each dwelling contained in the building or in any other building on the allotment (noe a reference to a class 1 building includes a reference to a class 2 building | Application fee for building certificate | S | N | \$250.00 | \$250.00 | |
| In a case where the application relates to a part of a building and that | Application fee for building certificate | S | N | \$250.00 | \$250.00 | |
| Any other class of building - not exceeding 200 square metres | Application fee for building certificate | S | N | \$250.00 | \$250.00 | |
| Any other class of building - exceeding 200 square metres and less than 2,000 square metres | Plus an additional 50 cents per square metre over 200 square metres | Application fee for building certificate | S | N | \$250.00 minimum | \$250.00 minimum |

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| Environmental Services | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---|-----------|-----------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | | | |
| Building Certificate (cl260 EP&A Reg 2000) | | | | | |
| c) where order 2, 3, 10, 11 or 14 in Part 1 Schedule 5 of the Act has been given in relation to the building unless the order has been revoked on appeal | | F | N | As Quoted | As Quoted |
| d) where person has been found guilty of an offence under the Act in relation to the erection of the building | | F | N | As Quoted | As Quoted |
| e) where the court has made a finding that the building was erected in contravention of a provision of the | | F | N | As Quoted | As Quoted |
| Additional fee payable for the above in the total of the following amounts | | | | | |
| a) the amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate (if appropriate), authorising the erection or alteration of any part of the building to which the application relates that has been erected or | | F | N | As Quoted | As Quoted |
| b) the amount of the maximum fee that would be payable if the application were an application to Council for a construction certificate relating to the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application (cl260 (3A&3B) EP&A Reg 2000) | | F | N | As Quoted | As Quoted |

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| Environmental Services | | | | | |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------|-----------|------------|------------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Copy of Building Certificate (cl261 EP&A Reg 2000) | | | | | |
| Copy of building certificate | Copy of a building certificate | S | N | \$13.00 | \$13.00 |
| Certified copy of Document Map or Plan held by Council (cl262 EP&A Reg 2000) | | | | | |
| Certified copy of document map or | Fee for certified copy of document, map or | S | N | \$53.00 | \$53.00 |
| Land Rezoning Application & Change of Precinct (DCP) | | | | | |
| LEP amendment | All costs to be paid by proponent once the \$1395.00 has been Amendment fee - LEP | P | N | \$1,309.00 | \$1,395.00 |
| Registration of Certificates where Council is not the Certifying Authority (cl263(2) EP&A Reg | | | | | |
| Registration of Complying Development Certificate or a Part 6 Certificate being a Construction | Registration fee | S | N | \$40.00 | \$40.00 |
| Principal Certifying Authority Appointment | | | | | |
| Where Council is not the consent authority | Fee to appoint Council as PCA | F | Y | \$106.00 | \$113.00 |
| Compliance Inspection as per Consent Conditions | | | | | |
| Compliance inspection as per consent conditions | Development consent compliance inspection fee | F | Y | \$111.00 | \$120.00 |
| Planning and Policy Fees | | | | | |
| Provision of planning, health and building documentation (copies) | Fee for accessing or printing required information | P | N | As quoted | As quoted |
| Temporary Suspension of Alcohol Free Zones or Alcohol Prohibited Areas | | | | | |
| Development application for temporary suspension of alcohol free zones or alcohol prohibited areas - | Fee for temporary suspension of alcohol | F | N | \$750.00 | \$799.00 |

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| Environmental Services | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------|---------------|------------------|------------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Caravan Park and Manufactured Home Estate Inspections (per S608(s) Local Government Act 1993) | | | | | |
| Determination of application for approval to operate a caravan park, camping ground or manufactured home estate (greater than 12 sites). Fee per site. Minimum Fee \$106.50 | Fee to operate a caravan park, camping ground or manufactured home estate | F | N | \$10.00 per site | \$10.00 per site |
| OR | | | | | |
| Caravan Park and Manufactured Home Estate Inspections (per S608(s) Local Government Act 1993) | | | | | |
| Inspection fee for manufactured homes, unregistrable moveable homes or associated structures and issuing a Certificate of Compliance | Fee to operate a caravan park, camping ground or manufactured home estate | F | Y | \$111.00 | \$119.00 |
| Re-inspection because of non-compliance | Fee to operate a caravan park, camping ground or manufactured home estate | F | Y | \$111.00 | \$119.00 |
| Health Inspection Fees | | | | | |
| Hairdresser/Barber Shop Annual License for | | | | | |
| Skin penetration inspection | Skin penetration registration - annual fee | F | N | \$141.00 | \$151.00 |
| Other Charges - Bonds | | | | | |
| Landscaping | Bond | R | N | \$1,279.00 | \$1,363.00 |
| Relocation of a building | Bond | R | N | \$3,866.00 | \$4,118.00 |
| Food Premises and Miscellaneous Inspections | | | | | |
| Food premises inspection fee | Food premises inspection fee | F | Y | \$167.00 | \$178.00 |
| Food premises re-inspection fee | Food premises re-inspection fee | S | | \$100.00 | \$100.00 |
| Improvement notice | Food premises improvement notice fee including inspection | S | Y | \$330.00 | \$330.00 |
| Community / Charity / Non-Profit | General food premises inspection fee | N/A | Y | | |
| Mobile food vendors (prescribed under LG Act 1993) | General food premises inspection fee | F | Y | \$103.00 | \$110.00 |
| Private Swimming Pools - Council Inspection Program - Swimming Pools Amendment Act | | | | | |
| Initial inspection - Swimming Pool Program | | N/A | N/A | No charge | No charge |
| First follow up inspection | | S | N | \$50.00 | \$50.00 |
| Second follow up inspection | | S | N | \$100.00 | \$100.00 |
| Registration of private swimming pool on NSW Swimming Pool Register | Fee for registration of private swimming pool | S | N | \$10.00 | \$10.00 |
| Private Swimming Pools - For Sale/Lease- Swimming Pools Amendment Act | | | | | |
| Inspections for properties being sold or leased | | | | | |
| Initial inspection | Fee under NSW Swimming Pools Amendment Act 2012 | S | N | \$150.00 | \$150.00 |
| First follow up inspection | Fee under NSW Swimming Pools | S | N | \$100.00 | \$100.00 |
| Duplicate certificate of compliance | | S | N | \$13.00 | \$13.00 |

| | | | | | |
|---------------------------------|-----------------------|---|---|----------------------------------------------|----------------------------------------------|
| Resuscitation chart | Fee for signs | F | N | \$29.00 | \$31.00 |
| Miscellaneous Inspection | | | | | |
| Inspecton (fire safety, etc) | Fire Safety Audit Fee | P | Y | \$211.00 per hour or \$156.00 Minimum Fee | \$225.00 per hour or \$166.00 Minimum Fee |

S = STATUTORY F = FEE P = POLICY R = REFERENCE

| Aerodrome | | | | | |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------|---------------|------------------------|------------------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Arrival tax (on restoration of regular passenger transport service) | Use of facilities - airport | P | Y | \$8.00 | \$9.00 |
| Casual hangarage per night | Use of facilities - airport | P | Y | \$29.00 | \$31.00 |
| Departure tax (on restoration of regular passenger transport service) | Use of facilities - airport | P | Y | \$8.00 | \$9.00 |
| Hangarage per annum | Use of facilities - airport | P | Y | \$2,135.00 | \$2,274.00 |
| Hangar site annual lease costs - single | Use of facilities - airport | P | Y | as per Lease agreement | as per Lease agreement |
| Hangar site annual lease costs - double | Use of facilities - airport | P | Y | as per Lease agreement | as per Lease agreement |
| Parking of aircraft in open - per annum | Use of facilities - airport | P | Y | \$811.00 | \$864.00 |
| Permit fees per plane per annum (maximum \$1,600.00) | Use of facilities - airport | P | Y | \$535.00 | \$570.00 |
| Flying school up to 2x aircraft operated by the business from the airport | Use of facilities - airport | P | Y | \$3,068.00 | \$3,268.00 |
| Flying school up to 5x aircraft operated by business from the airport | Use of facilities - airport | P | Y | \$11,262.00 | \$11,995.00 |
| Flying school over 5x aircraft operated by business from the airport | Use of facilities - airport | P | Y | \$22,514.00 | \$23,978.00 |
| Flying school (itinerate) not operating business from airport per plane plus permit fee | Use of facilities - airport | P | Y | \$733.00 | \$781.00 |
| Hangar connection to electricity access fee per annum | Connection fee for power (additional to infrastructure contribution and does not include power usage) | P | Y | \$72.00 | \$77.00 |
| Fire Training Facility (Nsw Fire & Rescue) | Lease of Facility | P | Y | as per Lease agreement | as per Lease agreement |
| Aerodrome Residence | Lease of Residence | P | Y | \$10,139.00 | \$10,799.00 |
| Land Leased | Lease of Aerodrome Land | P | Y | as per Lease agreement | as per Lease agreement |
| Fuel site lease | Lease of Fuel site | P | Y | \$620.00 | \$661.00 |

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| Civic Services | | | | | |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------|----------------|---------------|-----------|-----------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Land Information Fees | | | | | |
| Section 603 rates & charges due (in accordance with Section 603 of the LGA) | Fee for accessing or printing required information | S | N | \$90.00 | \$90.00 |
| Urgent request applicable to all certificates (in addition to certificate fee) | Fee for accessing or printing required information | F | N | \$99.00 | \$106.00 |
| Special water meter reading - Section 603 | Fee for accessing or printing required information | F | Y | \$55.00 | \$59.00 |
| Copy of rates notice (first copy free/ current year only) | Fee for accessing or printing required information per notice | F | N | \$3.00 | \$4.00 |
| Copy of rates notice (Historic notice / per individual notice copy) | Fee for accessing or printing required information per notice | F | N | \$19.00 | \$21.00 |
| Copy of Rate Account transactions | Fee for accessing or printing required information per notice | F | N | \$6.00 | \$7.00 |
| Copy of Property Transfers on a monthly Basis (Per Annum) Certified Valuers only. | Fee for accessing or printing required information per notice | F | Y | \$375.00 | \$400.00 |
| Extract from valuation book | Fee for accessing or printing required information | F | Y | \$19.00 | \$21.00 |
| Section 10.7 (2) Planning certificate | Fee for accessing or printing required information | S | N | \$62.00 | \$62.00 |
| Section 10.7(2) & 10.7 (5) Planning certificate | Fee for accessing or printing required information | S | N | \$94.00 | \$156.00 |
| Dwelling entitlement search | Fee for accessing or printing required information | P | N | \$92.00 | \$98.00 |
| Development approvals information | Fee for accessing or printing required information | F | N | \$62.00 | \$67.00 |
| Section 121ZP Certificate | Fee for accessing or printing required information | F | N | \$55.00 | \$59.00 |
| Section 735A LG Act | Fee for accessing or printing required information | F | N | \$55.00 | \$59.00 |
| Combined Section 121ZP & 735A LG Act Certificate | Fee for accessing or printing required information | F | N | \$107.00 | \$114.00 |
| Government Information Public Access Act (GIPA) | | | | | |
| Application Fee | Fees for accessing or printing required information | S | N | \$30.00 | \$30.00 |
| Processing Rate | Fee for accessing or printing required information | S | N | \$30.00 | \$30.00 |
| Internal Review | Fee for accessing or printing required information | S | N | \$40.00 | \$40.00 |

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| Civic Services | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------|---------------|-------------------------------------------------|-------------------------------------------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| General Fees | | | | | |
| Refund of overpayment and/or movement between Rates & Water accounts | Fee for accessing and processing the payment | F | Y | \$31.00 | \$34.00 |
| Returned Cheque Fee | Dishonoured Cheque/Payment/Credit Card incl Fee | F | Y | Bank dishonoured charges plus \$17.00 admin Fee | Bank dishonoured charges plus \$19.00 admin Fee |
| Photocopying | | | | | |
| Photocopying A4 - Black & white (per page) | Use of General equipment- Civic or other | F | Y | \$1.00 | \$1.00 |
| Photocopying A4 - Colour (per page) | Use of General equipment- Civic or other | F | Y | \$3.00 | \$3.00 |
| Photocopying A3 - Black & white (per page) | Use of General equipment- Civic or other | F | Y | \$2.00 | \$2.00 |
| Photocopying A3 - Colour (per page) | Use of General equipment- Civic or other | F | Y | \$5.00 | \$5.00 |
| Plan Copying A2 - Black & white (per page) | Use of General equipment- Civic or other | F | Y | \$10.00 | \$10.00 |
| Plan Copying A1 - Black & white (per page) | Use of General equipment- Civic or other | F | Y | \$12.00 | \$12.00 |
| Plan Copying AO - Black & white (per page) | Use of General equipment- Civic or other | F | Y | \$18.00 | \$18.00 |
| Sundry Debtors Overdue Interest | | | | | |
| Sundry Debtor charges that remain due and payable after the due date will incur interest calculated on a daily basis, in accordance with section 566(3) of the Act | Administration fee | F | Y | \$1.00 | \$2.00 |
| Hire of Portable Audio Visual Screen and Equipment - Community Groups only | | | | | |
| Hire of Portable Audio Visual Screen & Equipment | Fee for hiring of Audio Visual Screen & equip | F | Y | \$203.00 | \$220.00 |
| Bond For Hire of portable Audio Visual Screen & Equipment | Bond | R | Y | \$288.00 | \$350.00 |

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| Civic Services | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------|-----------------------------------------------------|--|
| Generic Fee Description | | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Merchant Card Surcharge (based on percentage of total amount transacted by credit card) | | | | | | |
| Merchant Credit Card Surcharge (other than Customer Service Centre) | Merchant service fee recoverable | F | Y | Full recovery of charge from Financial institution. | Full recovery of charge from Financial institution. | |
| DEFT Transactions conducted through Macquarie Bank | Administration Fee - as a percentage of the transaction amount - charged by the bank | F | Y | 0.02% | 0.02% | |
| Over the Counter Transactions conducted at Customer Service Centre | Administration Fee - as a percentage of the transaction amount - charged by the bank | F | Y | 0.01% | 0.01% | |
| Hire of Council Facilities | | | | | | |
| Casuals Users insurance for Facilities other than Parks & Gardens | Per Occasion Fee for Public Liability Insurance | F | Y | \$184.00 | \$190.00 | |
| Casuals Users insurance for Parks and Gardens | Per Occasion Fee for Public Liability Insurance | F | Y | \$92.00 | \$95.00 | |
| Cleaning and Rubbish Removal (All Hirings) NB - The cost of cleaning and rubbish will be deducted from the bond. An invoice will be raised for amounts in excess of the bond paid. | Cost of cleaning and rubbish removal | F | Y | At cost | At cost | |
| New Key Issue | Per Key | F | Y | \$31.00 | \$34.00 | |
| Key replacement - lost or not returned | Per Key | F | Y | \$31.00 | \$50.00 | |
| Key Bond | Per Key | F | Y | \$58.00 | \$300.00 | |
| Town Hall | | | | | | |
| Private Use | 1 day hire and 1/2 day for clean up | Use of Facilities - Other - Theatre & Kitchen + chairs & tables (excl. Foyer, Function, Meeting, stage, backstage) | | \$500.00 | \$1,500.00 | |
| Private Use | 1 day hire and 1/2 day for clean up | Use of Facilities - Other - Entire venue - Foyer, Function, Meeting, Kitchen, Theatre + chairs & tables (excl. mezzanine, stage, backstage) | | NA | \$2,000.00 | |
| Private Use | Bond | P | | \$200.00 + Damages at Cost | \$1000 + damages at cost | |
| Commercial and Government Usage | Half Day | Use of Facilities - Other - Entire venue | | \$250.00 | \$650.00 | |
| Commercial and Government Usage | Per Day | Use of Facilities - Other - Entire venue | | \$500.00 | \$1,200.00 | |

| | | | | | |
|---------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------|-------------------------------|
| Community Organisations/NFPs | Half Day | Use of Facilities - Other - Entire venue Foyer, Function, Meeting, Kitchen, Theatre + chairs & tables (Mezzanine, stage, backstage neg. by request) | P | | \$250.00 |
| Community Organisations/NFPs | Per Day | Use of Facilities - Other - Entire venue - Foyer, Function, Meeting, Kitchen, Theatre + chairs & tables (Mezzanine, stage, backstage neg. by request) | P | \$250.00 | \$650.00 |
| Community Organisations/NFPs | Per Day | Use of Facilities - Foyer | | | \$150.00 |
| Community Organisations/NFPs | Per Day | Use of Facilities - Foyer & Function | | | \$200.00 |
| Community Organisations/NFPs | Per Day | Use of Facilities - Foyer, Function, Meeting, Kitchen | | | \$400.00 |
| Community Organisations/NFPs | Bond | | | | \$500 + damages at cost |
| Multi Arts Centre | | | | | |
| Private Use | 1 day hire and 1/2 day for clean up | Use of Facilities - Other - Excluding post- event cleaning of venue and toilets which must be undertaken by hirer | | \$500.00 | \$300.00 |
| Private Use | Bond | | | \$200.00 + Damages at Cost | \$250.00 + Damages at Cost |
| Commercial and Government Usage | Half Day | Use of Facilities - Other - Venue & toilet block | | \$250.00 | \$250.00 |
| Commercial and Government Usage | Per Day | Use of Facilities - Other - Venue & toilet block | | \$500.00 | \$500.00 |
| Community Organisations | Half Day | Use of Facilities - Other - Excluding post- event cleaning of venue and toilets which must be undertaken by hirer | | NA | \$120.00 |
| Community Organisations | Per Day | Use of Facilities - Other - Excluding post- event cleaning of venue and toilets which must be undertaken by hirer | | \$250.00 | \$200.00 |
| Sunday School | Per hour | Use of Facilities - Other | | \$10.00 | \$10.00 |
| User Groups as per lease agreement | | Use of Facilities - Other | P | Y | As Per Lease |
| Peppin Heritage Centre | | | | | |
| Use of Gardens & Reception | | Use of Facilities - Other | P | Y | \$214.00 |
| Use of PHC Grounds for photos or other approved uses | | Use of Facilities - Other | P | Y | \$85.00 |
| Use of PHC Grounds for ceremony (up to 45 chairs) | | Use of Facilities - Other | P | Y | \$128.00 |
| Main Hall Hire - per day or any part there of | | Use of Facilities - Other | P | Y | \$214.00 |
| Cleaning Bond | | Use of Facilities - Other | P | N | \$240.00 |
| Use of Grassed area at PHC | | Use of Facilities - Other | P | N | \$139.00 |
| Electricity Charges for PHC grassed area | | | F | Y | As Below |
| Council Premises Hire | | | | | |

| | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------|---|------------------|----------|----------|
| Council Chambers (per day or part thereof) during office hours Monday to Friday | Use of Facilities - Civic Centre | F | Y | As per agreement | | |
| Recreation Reserves | | | | | | |
| Conargo Memorial Hall | Functions | All Facilities | F | Y | \$400.00 | \$426.00 |
| | | Hall Only | F | Y | \$229.00 | \$244.00 |
| | | Kitchen Only | F | Y | \$171.00 | \$183.00 |
| | | Outside Facilities | F | Y | \$86.00 | \$92.00 |
| | Bond for all bookings | REFERENCE subject to the premises being left clean and no damage | P | N | \$219.00 | \$234.00 |
| | Meeting Hire | Half Day | F | Y | \$57.00 | \$61.00 |
| | | Full Day | F | Y | \$116.00 | \$124.00 |
| Functions booked by schools, Service Clubs and Charities may be discounted by negotiaton with the Management Committee | | | | | | |

S = STATUTORY F = FEE P = POLICY R = REFERENCE

| Civic Services | | | | | | |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---------------|-----------|----------------------------|----------------------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Gardens , Reserves and Sporting Grounds | | | | | | |
| Hardinge Street | Leased to Deniliquin RAMS Football & Netball Club | Use of Facilities - Sport | P | Y | As per Lease | As per Lease |
| Rotary Park | Deniliquin Soccer Club/ Annum | Use of Facilities - Sport | P | Y | \$974.00 | \$1,038.00 |
| | Other approved activities/ Day | Use of Facilities - Sport | P | Y | \$139.00 | \$149.00 |
| | Other approved activities Bond- REFERENCE at Council Discretion | Bond | P | N | \$266.00 | \$284.00 |
| Scott's Park/ Rocket Park | Commercial venture - REFERENCE at Council discretion. Booking form must be completed. Bond and Insurances required. | Use of Facilities - Commercial (less than 200 people. | P | N | \$266.00 | \$284.00 |
| | Commercial venture - REFERENCE at Council discretion . Application in writing. | Use of Facilities - Commercial (more than 200 people | | | Quote for each application | Quote for each application |
| | Commercial venture Bond - REFERENCE at Council discretion . | Bond (more than 200 people) | P | N | Quote for each application | Quote for each application |
| | Per Day community groups (non fee charging activities) No exclusive use. Booking form must be completed. Insurances required. | Use of Facilities - Community groups | | | No charge | No charge |
| | Use by community for personal group recreational activities eg birthdays parties, family gatherings. Does not include exclusive use of facility or council assistance for setting up etc.If any structures to be erected a booking form must be completed. Other bookings will be taken for information. | Use of Facilities - Community personal recreational use | | | No charge | No charge |
| | Other approved activities Bond- REFERENCE at Council Discretion | Bond | P | N | \$266.00 | \$284.00 |
| | Any assistance/resources required from Council will be invoiced at cost plus 30%. | | | | | Cost plus 30% |
| Waring Gardens | Commercial venture - REFERENCE at Council discretion. Application in writing. | Use of Facilities - Commercial (less than 500 people | P | Y | \$266.00 | \$284.00 |
| | Commercial venture - REFERENCE at Council discretion. Application in writing. | Use of Facilities - Commercial (more than 500 participants | P | Y | Quote for each application | Quote for each application |

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| Civic Services | | | | | | |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------|-----------|----------------------------|----------------------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Gardens , Reserves and Sporting Grounds | | | | | | |
| | Commercial venture Bond- REFERENCE at Council discretion | Bond | P | N | Quote for each application | Quote for each application |
| | Commercial venture - Group fitness or training. No bond required. | Use of Facilities - Commercial Group fitness (less than 20 people) | | | No charge | No charge |
| | Community groups (non fee charging activities) Per day. No exclusive use. Booking form must be completed. Insurances required. | Use of Facilities - Community groups | | | No charge | No charge |
| | Community groups (markets charging stall holders fees) Per day. Booking form must be completed. Insurances required. | Use of Facilities - Community groups | P | N | \$128.00 | \$137.00 |
| | Use by community for personal group recreational activities eg birthdays parties, family gatherings, weddings ceremonies (not commercially organised). Does not include exclusive use of facility or council assistance for setting up etc. If any structures to be erected a booking form must be completed. Other bookings will be taken for information. | Use of Facilities - Community personal recreational use | | | No charge | No charge |
| | Any assistance/resources required from Council will be at cost plus 30%. | | | | Cost plus 30% | Cost plus 30% |
| | Other approved activities Bond- REFERENCE at Council Discretion | Bond | P | N | \$266.00 | \$284.00 |
| Edward River Oval | Approved activities/ Day | Use of Facilities - Other | P | Y | \$139.00 | \$149.00 |
| | Bond - REFERENCE at Council Discretion | Bond | P | N | \$252.00 | \$269.00 |
| Memorial Park | P & A Society - Annual Show per annum | Use of Facilities - Other | P | Y | \$1,191.00 | \$1,269.00 |
| | Per Show day | Use of Facilities - Other | P | Y | \$480.00 | \$512.00 |
| | Electricity at cost | Use of Facilities - Other | F | Y | At cost | At cost |
| | Reinstatement of grounds at cost | Use of Facilities - Other | F | Y | At cost | At cost |
| | P A Society Sheep Dog Trials/ Day | Use of Facilities - Other | P | Y | \$214.00 | \$228.00 |
| | Electricity | Use of Facilities - Other | F | Y | | |

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| Civic Services | | | | | | |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------|-----------|--------------|--------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Gardens , Reserves and Sporting Grounds | | | | | | |
| | Knock Out Sports Carnivals Msc Activities upon application | Use of Facilities - Sports | P | Y | As per Quote | As per Quote |
| | Deniliquin District Cricket Association/ Annum | Use of Facilities - Sports | P | Y | \$1,156.00 | \$1,232.00 |
| | Deniliquin Rovers Football & Netball Club | Use of Facilities - Sports | P | Y | \$1,156.00 | \$1,232.00 |
| | Electricity | Use of Facilities - Sports | F | Y | | |
| | Deniliquin Collectors Club | Use of Facilities - Other | P | Y | \$458.00 | \$488.00 |
| | Deniliquin Collectors Club/ day for Rally | Use of Facilities - Other | P | Y | \$217.00 | \$232.00 |
| | Deniliquin Netball Association/Annum | Use of Facilities - Sports | P | Y | \$583.00 | \$621.00 |
| | Equestrian Events Including Tent Pegging/ Day | Use of Facilities - Sports | P | Y | \$458.00 | \$488.00 |
| | Bond - REFERENCE at Council Discretion | Bond | P | N | \$6,629.00 | \$7,060.00 |
| | Circuses and Other approved activities | Use of Facilities, Trade Business or Entertainment | P | Y | \$1,190.00 | \$1,268.00 |
| | Bond - REFERENCE at Council Discretion | Bond | P | Y | \$583.00 | \$621.00 |
| | Electricity Usage | Use of Facilities - Sports | F | Y | At cost | At cost |
| Cleaning & Rubbish removal (all Hirings) | The cost for cleaning & rubbish removal will be deducted from the bond. An invoice will be raised for amounts in excess of the bond paid. | Cleaning & Rubbish removal | F | Y | At cost | At cost |
| Wheelie Bin Hire | Includes delivery and collection only where rubbish collection is available. Any daily servicing of bins is to be arranged by the Hirer | | F | Y | \$20.00 | \$22.00 |
| Power - access and any use within 24- hr period from time of access | | Electricity Usage per Day per Unit accessed | F | Y | \$37.00 | \$40.00 |
| Request for Signage | Depot Staff to drop off and pick up | Signage | F | Y | \$229.00 | \$244.00 |

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| Civic Services | | | | | | |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------|-----------|------------|------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Recreation Reserves | | | | | | |
| Boooroban | Hall Hire Fees - per day | Use of Facilities - Other | F | Y | \$26.00 | \$28.00 |
| Wanganella | Hall Hire Fees - per day | Use of Facilities - Other | F | Y | \$286.00 | \$305.00 |
| Pretty Pine | Hall Hire Fees - per day | Including Kitchen & Cool room | F | Y | \$400.00 | \$426.00 |
| | Hall Hire Fees - per day | Hall only | F | Y | \$229.00 | \$244.00 |
| | Hall Hire Fees - per half day | | F | Y | \$57.00 | \$61.00 |
| | Hall Hire Fees - per day | | F | Y | \$116.00 | \$124.00 |
| | Hall Hire Fees - per day | Kitchen hire Only- Cool room, utensils, crockery, cutlery and toilets | F | Y | \$171.00 | \$183.00 |
| | Hall Hire Fees - per day | BBQ Hire only | F | Y | \$31.00 | \$34.00 |
| Blighty | Club Rents | Club rentals- Blighty Football + Power at cost | F | Y | \$1,715.00 | \$1,827.00 |
| | | Blighty Netball | F | Y | \$2,287.00 | \$2,436.00 |
| | | Blighty Tennis | F | Y | \$1,145.00 | \$1,220.00 |
| | | Extra Club functions per event | F | Y | \$120.00 | \$128.00 |
| | | Deniliquin Children's Centre | F | Y | \$75.00 | \$80.00 |
| | General Hire per day | Tennis Rooms and Courts | F | Y | \$92.00 | \$98.00 |
| | | Tennis Rooms and Courts (individuals) | F | Y | \$36.00 | \$39.00 |
| | Hall Hire Fees - per day | Main Hall | F | Y | \$150.00 | \$160.00 |
| | Hall Hire Fees - per day | Main Hall & Kiosk | F | Y | \$286.00 | \$305.00 |
| | Hall Hire Fees - per day | Clubrooms and kitchen (Deniliquin Children's Centre) | F | Y | \$72.00 | \$77.00 |
| | Hall Hire Fees - per day | Clubrooms and kitchen (all other purposes) | F | Y | \$144.00 | \$154.00 |
| | | Meeting Room | F | Y | \$92.00 | \$98.00 |
| | Private Functions Functions booked by schools, Service Clubs and Charities may be discounted by negotion with the Management Committee | Use of Facilities - Other | F | Y | \$515.00 | \$549.00 |
| | Bond | REFERENCE subject to the premises being left clean and no damage | P | N | \$219.00 | \$234.00 |

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| Civic Services | | | | | | |
|----------------------------------------------|---------------------------|-----------------------------------------------------|---------------|-----------|--------------|--------------|
| Generic Fee Description | | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Research Activities | | | | | | |
| Historical/ Cemetery research | Per Hour or part of | Fee for utilisation of staff for various activities | P | Y | \$72.00 | \$77.00 |
| Tender Documents | | | | | | |
| Tender Documents- Electronic | | Tender Documents fee | P | Y | No charge | No charge |
| Tender Documents - Hard Copy | | Tender Documents fee | P | Y | \$75.00 | \$100.00 |
| Bike Hire | | | | | | |
| Bike Hire | 2hrs /person | Use of Equipment - Sports | F | Y | No charge | No charge |
| Bike Hire | 2hrs /Family | Use of Equipment - Sports | F | Y | No charge | No charge |
| Bike Hire | 4hrs /person | Use of Equipment - Sports | F | Y | No charge | No charge |
| Bike Hire | 4 Hrs /Family | Use of Equipment - Sports | F | Y | No charge | No charge |
| Bike Hire | 8 hrs /Family | Use of Equipment - Sports | F | Y | No charge | No charge |
| Bond | | Use of Equipment - Sports | R | N | No charge | No charge |
| Property Rentals | | | | | | |
| Medical Centre Rental | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Crossing Café Rental | | Annual lease | P | Y | Annual Lease | Annual Lease |
| McLeans Beach Caravan Park Lease | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| 81 Hunter street | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Lawson Syphon Road Reserve | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Part of Lagoon Street | Shell Co Of Australia | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Radio Tower Optus | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Radio Tower Essential Energy | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Road reserve Conargo (Hussey) | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Office Rental - Former Conargo Shire Offices | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Seeding Compound Rental | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Saleyards | Calculated on Stock sales | | | | Annual Lease | Annual Lease |
| Mill's Pit Block | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Wanganella Reserve | | Annual Lease | P | Y | Annual Lease | Annual Lease |
| Conargo Land (Scoble) | | Annual Lease | P | Y | Annual Lease | Annual Lease |

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| Animal Management - Companion Animal Registration - Dogs & Cats (Lifetime Registration) | | | | | |
|-----------------------------------------------------------------------------------------|-------------------------------------------|----------------|---------------|--------------------|--------------------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Companion Animal Registration - Dogs & Cats (Lifetime Registration) | | | | | |
| Dog - Entire (after relevant age) | Companion animals registration fee | S | N | \$234.00 | \$234.00 |
| Cat - Desexed or Not Desexed | Companion animals registration fee | S | N | \$59.00 | \$59.00 |
| Dog - Desexed (by relevant age) | Companion animals registration fee | S | N | \$69.00 | \$69.00 |
| Dog/Cat - Desexed (by relevant age eligible pensioner) | Companion animals registration fee | S | N | \$29.00 | \$29.00 |
| Dog - Not Desexed (recognised breeder) | Companion animals registration fee | S | N | \$69.00 | \$69.00 |
| Cat - Not Desexed (recognised breeder) | Companion animals registration fee | S | N | \$59.00 | \$59.00 |
| Dog - Working/Service of State/Assistance | Companion animals registration fee | S | N | \$0.00 | \$0.00 |
| Dog - Desexed (sold by pound/shelter and rehoming organisation) | Companion animals registration fee | S | N | \$0.00 | \$0.00 |
| Registration Late Fee | Companion animals registration fee | S | N | \$19.00 | \$19.00 |
| Restricted and dangerous dog enclosure inspection fee | Companion animals registration fee | S | N | As per legislation | As per legislation |
| Annual Permit Category | | | | | |
| Cat not desexed by four months of age | Companion animals registration fee | S | N | \$85.00 | \$85.00 |
| Dangerous Dog | Companion animals registration fee | S | N | \$206.00 | \$206.00 |
| Restricted Dog | Companion animals registration fee | S | N | \$206.00 | \$206.00 |
| Permit Late Fee | Companion animals registration fee | S | N | \$19.00 | \$19.00 |
| Companion Animal Impounding Fees | | | | | |
| Unregistered dog | | | | | |
| Release fee | Impounding fees - release fee for animals | F | N | \$72.00 | \$77.00 |
| + Microchipping and vet fee | Fee for elected veterinary services | F | Y | Cost + 10% | Cost + 10% |
| + Appropriate registration fee | Companion animals registration fee | S | N | see above | see above |
| Registered dog | | | | | |
| Release fee - first offence | Impounding fees - release fee for animals | F | N | \$72.00 | \$77.00 |
| Maintenance charge (Companion Animals Act) - per day | Companion animals - animal care fee | F | N | \$18.00 | \$20.00 |
| Surrender of companion animals | | | | | |
| Surrender of companion animals to Council | Surrender of animal | F | N | \$84.00 | \$90.00 |
| Traps/Cages Hire | | | | | |
| Deposit | Bond | F | N | \$37.00 | \$40.00 |
| Hire per week | Sale of animal-related equipment | F | Y | \$16.00 | \$18.00 |

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| Animal Management | | | | | |
|--------------------------------------------------|-----------------------------------------------------|---------------|-----------|-----------------------|------------------------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Stock Impounding Fees | | | | | |
| Impounding (sheep, pigs, goats) per head per day | Impounding fee - care of animals | F | N | \$54.00 | \$58.00 |
| Impounding large stock | Impounding fee - large stock per head per day | F | N | \$66.00 | \$71.00 |
| Release fee - first offence | Impounding fee - release fee for animals per head | F | N | \$97.00 | \$104.00 |
| Maintenance fee (sheep, pig, goat) | | F | N | \$11.00 | \$12.00 |
| Maintenance fee (cow, bull, horse) | | F | N | \$14.00 | \$15.00 |
| Conveyance fee (sheep, pig, cow, goat, horse) | | F | N | Cartage fee plus 15% | Cartage fee plus 15% |
| Other Impounding Fees | | | | | |
| Sign - release impounded sign | | F | N | \$92.00 | \$98.00 |
| Vehicle Impounding Fees | | | | | |
| Abandoned vehicle impounding | | P | Y | \$154.00 | \$165.00 |
| Abandoned vehicle - towing | | P | Y | Tow Charges plus \$96 | Tow Charges plus \$103 |
| Release impounded vehicle | | P | Y | \$134.00 | \$143.00 |
| Special promotion days | Impounded and companion animals - microchipping fee | F | Y | Free | Free |
| Normal fee | Impounded and companion animals - microchipping fee | F | Y | \$67.00 | \$72.00 |
| Microchip gift voucher | Impounded and companion animals - microchipping fee | P | Y | \$67.00 | \$72.00 |
| Burying of dead animals (dead stock pit) | | | | | |
| Small animals - per head (sheep, goat, etc) | Waste disposal fee - dead stock pit | P | Y | \$34.00 | \$37.00 |
| Large animals - per head (cattle, horse, etc) | Waste disposal fee - dead stock pit | P | Y | \$63.00 | \$68.00 |
| Wanganella Common Rental | | | | | |
| Wanganella Common Rental | Annual lease | P | Y | \$3,692.00 | \$3,932.00 |
| Desexing Program | | | | | |
| Pensioner Concession Card Holders | | | | | |
| Desexing Program - Female Dog | Co-payment for the desexing program | F | Y | \$52.00 | \$56.00 |
| Desexing Program - Male Dog | Co-payment for the desexing program | F | Y | \$36.00 | \$39.00 |
| Desexing Program - Female Cat | Co-payment for the desexing program | F | Y | \$36.00 | \$39.00 |
| Desexing Program - Male Cat | Co-payment for the desexing program | F | Y | \$31.00 | \$34.00 |
| Pensioner Health Care Card Holders | | | | | |
| Desexing Program - Female Dog | Co-payment for the desexing program | F | Y | \$83.00 | \$89.00 |
| Desexing Program - Male Dog | Co-payment for the desexing program | F | Y | \$68.00 | \$73.00 |
| Desexing Program - Female Cat | Co-payment for the desexing program | F | Y | \$68.00 | \$73.00 |
| Desexing Program - Male Cat | Co-payment for the desexing program | F | Y | \$63.00 | \$68.00 |

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| Cemetery Fees | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------|-----------|--------------|--------------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| For the purpose of this schedule 'interment' includes the sinking of the grave, the placement of the coffin or ashes therein, backfilling of the grave and removal of debris. Interment fees, subject to such reduction as the General Manager may authorise in particular case where hardship can be demonstrated. | | | | | |
| General cemetery | | | | | |
| Land for grave | Burial site reservation fee | P | Y | \$969.00 | \$1,032.00 |
| Single grave interment | Interment | F | Y | \$1,012.00 | \$1,078.00 |
| Triple depth interment | Interment | F | Y | As per quote | As per quote |
| Double grave interment | Interment | F | Y | \$1,129.00 | \$1,203.00 |
| Oversize grave | Interment | F | Y | \$1,188.00 | \$1,266.00 |
| Internment of body - penalty rates, weekends & public holidays | Interment | F | Y | \$358.00 | \$382.00 |
| Re-opening of grave for second internment | Exhumation fee | F | Y | \$1,129.00 | \$1,203.00 |
| Removal/replacement of monument for excavation (works to be undertaken by a Monumental Mason) | Monument removal/replacement | | Y | As per quote | As per quote |
| Re-opening and closing a vault | Exhumation fee | F | Y | As per quote | As per quote |
| Reception of ashes for burial (existing grave) | Interment of ashes fee | F | Y | \$288.00 | \$307.00 |
| Removal of deceased from one part of cemetery to another | Exhumation fee | F | Y | At cost | At cost |
| Permission to erect monument | Monumental / Headstone permit fee | P | N | \$123.00 | \$131.00 |
| Columbarium | | | | | |
| Perpetual lease fee | Fee for wall niche | F | Y | \$266.00 | \$284.00 |
| Interment fee | Interment | F | Y | \$266.00 | \$284.00 |
| Cost of plaque | Fee for plaque | F | Y | As per quote | As per quote |

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| Cemetery Fees | | | | | 22/23 Fee | 23/24 Fee | | |
|----------------------------------------------------------------------------------------|-----------------------------|---------------|---|-----------------------------------------------------|-----------|-----------------------|---------|---------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | | | | | | |
| Lawn Cemetery - Land for each grave and perpetual maintenance | | | | | | | | |
| Perpetual lease fee | Burial site reservation fee | F | Y | \$1,225.00 | | \$1,305.00 | | |
| Single grave interment | Interment | F | Y | \$1,012.00 | | \$1,078.00 | | |
| Double grave interment | Interment | F | Y | \$1,119.00 | | \$1,192.00 | | |
| Oversize grave | Interment | F | Y | \$1,183.00 | | \$1,260.00 | | |
| Install plaque | Fee for plaque | F | Y | \$182.00 | | \$194.00 | | |
| Interment of body - penalty rates, weekends & public holidays | Interment | F | Y | \$358.00 | | \$382.00 | | |
| Re-opening of grave for second interment | Exhumation fee | F | Y | \$1,072.00 | | \$1,142.00 | | |
| Re-opening of grave for second interment - penalty rates, weekends and public holidays | Exhumation fee | F | Y | \$358.00 | | \$382.00 | | |
| Cost of plaque | Fee for plaque | F | Y | As per quote plus 10% | | As per quote plus 10% | | |
| Children's Cemetery | | | | | | | | |
| Perpetual lease fee | Burial site reservation fee | F | Y | \$1,225.00 | | \$1,305.00 | | |
| Single grave interment | Interment | F | Y | \$1,012.00 | | \$1,078.00 | | |
| Single grave interment - still/new born | Interment | F | Y | \$103.00 | | \$110.00 | | |
| Install plaque | Fee for plaque | F | Y | \$182.00 | | \$194.00 | | |
| Interment of body - penalty rates, weekends & public holidays | Interment | F | Y | \$358.00 | | \$382.00 | | |
| Cost of plaque | Fee for plaque | F | Y | As per quote plus 10% | | As per quote plus 10% | | |
| Memorial Rose Garden | | | | | | | | |
| Perpetual lease fee | Burial site reservation fee | P | Y | \$1,305.00 | | \$1,390.00 | | |
| Interment Fee | Interment | F | Y | \$288.00 | | \$307.00 | | |
| Cost of plaque | Fee for plaque | F | Y | As per quote | | As per quote | | |
| Cost of rose | Accessories fee | F | Y | \$107.00 | | \$114.00 | | |
| Research Activities | | | | | | | | |
| Historical/ Cemetery research | Per Hour or part of | | | Fee for utilisation of staff for various activities | P | Y | \$75.00 | \$80.00 |

S = STATUTORY F = FEE P = POLICY R = REFERENCE

| Works | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------------------------------|----------------------------------------|
| Generic Fee Description | | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Fire Hazard Removal | | | | | |
| Fire Hazard Reduction Service Fee | Fee to cover Council costs when property owners do not comply with direction from Council to clean up their properties requiring Council to do the work. This is the only situation that Council shall undertake Fire Hazard Reduction. Minimum fee based on 4 hours work @ \$136/hr (including staff, plant and tipping fees, etc) | F | Y | As per quote - Minimum charge \$560.00 | As per quote - Minimum charge \$597.00 |
| Private Works | | | | | |
| Condition of Undertaking Works: All private works are to be undertaken in accordance with Council's adopted Private Works Policy. Note: Council does not dry hire plant. | | | | | Price on application |
| Private works (in Kind) | | | | | |
| Deniliquin Jockey Club | Free mower hire (no wages) | F | Y | Price on application. | Price on application. |
| Deniliquin Motorcycle Club | Cost recovery | F | Y | Price on application. | Price on application. |
| Deniliquin Golf Club | Cost recovery | F | Y | Price on application. | Price on application. |
| Deniliquin Rodeo Club | Cost recovery | F | Y | Price on application. | Price on application. |
| Deniliquin Car Club | Cost recovery | F | Y | Price on application. | Price on application. |
| Deniliquin Gun Club | Cost recovery | F | Y | Price on application. | Price on application. |
| Deniliquin Tennis Club | Cost recovery | F | Y | Price on application. | Price on application. |
| Deniliquin Collectors Club | Cost recovery | F | Y | Price on application. | Price on application. |
| Deniliquin P & A Society | Plant hire (watercart) – no cost | F | Y | Price on application. | Price on application. |
| Schools | Minor plant hire/gravel | F | Y | Price on application. | Price on application. |
| Nursing Home | Minor plant hire/gravel | F | Y | Price on application. | Price on application. |

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| Works | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------|---------------|----------------------|----------------------|----------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Noxious weeds | | | | | | |
| Spraying Fee | Noxious Weeds Spraying fee | F | Y | Price on Application | Price on Application | |
| Reinstatement Works | | | | | | |
| Kerb & Gutter | per Lineal Metre | Works charge - owner/developer initiated | F | Y | \$179.00 | \$191.00 |
| Foot Paving | per Square Metre | Works charge - owner/developer initiated | F | Y | \$180.00 | \$192.00 |
| Undertake Activity on Public Road Reserve | | | | | | |
| Permit to undertake activity in Public Road Reserve not impacting on Council assets. | Road Activity Permit- based on 1 hour to review request and undertake site inspection | F | Y | \$70.00 | \$75.00 | |
| Road Opening Fees | | | | | | |
| Permit to work on road pavement for driveway crossover, stormwater connection or driveway culvert crossing. | Road Opening Permit | P | N | \$167.00 | \$178.00 | |
| Permit to work on footpath or nature strip area only for the above purposes | Road Opening Permit | P | N | \$90.00 | \$96.00 | |
| Reinstatement, if required will be carried out by quotation | See Private Works for Rates | | | As Quoted | As Quoted | |
| Temporary Road Closures | | | | | | |
| Installation and removal of traffic control measures such as barriers, boards and signage, including hiring of boards and signs. | Traffic Control measures - installation and removal | F | Y | As Quoted | As Quoted | |
| Special Event Application | Permit fee to hold a special Event | P | Y | \$278.00 | \$297.00 | |
| Traffic Management | | | | | | |
| Traffic Management Plan Preparation Fee - Simple plan, 1 page based on standard TCP. | Fee for Service | F | Y | \$140.00 | \$150.00 | |
| Traffic Management Plan Preparation Fee - Complex Plan, 1 page or more requiring | Fee for Service | F | Y | As per quote | As per quote | |
| Hire Fee per Day - Signs/Bollards/Traffic Cones - to be quoted on complexity of TCP | Fee for Service dependent on numbers | F | Y | Min Cost \$30/day | Min Cost \$30/day | |
| Banner Poles Hardinge Street & Davidson Street | | | | | | |
| Supply and Installation of Banners, including supply of Banner | | F | Y | As per Quote | As per Quote | |
| Truck Wash Facility | | | | | | |
| Truck wash fee (per minute) | Use of General Equipment fee - Civic or other | F | Y | \$4.00 | \$5.00 | |
| Truck wash key | Use of General Equipment fee - Civic or other | F | Y | \$52.00 | \$56.00 | |

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| Works | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------|-----------|-----------|----------|
| Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Plant Hire | | | | | |
| Note: Section 67 of the Local Government Act 1993 empowers councils to undertake works on private land. Council is required to fix an amount or rate for the carrying out of the works after considering the actual costs of performing the work and the current market rates relevant to such works. If the amount for which, or the rate at which, it proposes to carry out the works is less than the amount or rate so fixed, the decision to carry out the works is made by resolution of the council at an open meeting before the work is carried out for | | | | | |
| Loader | Hourly | F | Y | \$170.00 | \$182.00 |
| Backhoe | Hourly | F | Y | \$152.00 | \$162.00 |
| Grader | Hourly | F | Y | \$226.00 | \$241.00 |
| Dozer | Hourly | F | Y | \$233.00 | \$249.00 |
| Multi-tyred Roller (24Tonne) | Hourly | F | Y | \$161.00 | \$172.00 |
| Large Jetpatcher Truck | Hourly plus materials: | F | Y | \$161.00 | \$172.00 |
| | Emulsion per litre | F | Y | \$2.00 | \$3.00 |
| | 7mm pre-coated aggregate per tonne | F | Y | \$80.00 | \$86.00 |
| Vibrating Roller Pad Foot | Hourly | F | Y | \$156.00 | \$167.00 |
| Vibrating Roller Smooth Drum | Hourly | F | Y | \$156.00 | \$167.00 |
| Tractors | Hourly | F | Y | \$149.00 | \$159.00 |
| Kerb and Gutter Machine with Operator | Hourly | F | Y | \$158.00 | \$169.00 |
| Slasher (Berend) | Hourly | F | Y | \$49.00 | \$53.00 |
| Road Broom | Hourly | F | Y | \$49.00 | \$53.00 |
| Trucks - Water Cart 6,000 litre | Hourly | F | Y | \$125.00 | \$134.00 |
| Trucks - Water Cart 12,000 litre | Hourly | F | Y | \$187.00 | \$200.00 |
| Trucks - Water Cart 18,000 litre | Hourly | F | Y | \$209.00 | \$223.00 |
| Truck - Low Loader | per km (under 100kms) | F | Y | \$5.00 | \$6.00 |
| | per km (over 100kms) | F | Y | \$5.00 | \$6.00 |
| | Hourly | F | Y | \$199.00 | \$212.00 |
| Truck 6M3 - Tipping | Hourly | F | Y | \$125.00 | \$134.00 |
| Truck/ Trailer 18M3 - Tipping | Hourly | F | Y | \$196.00 | \$209.00 |
| Truck Suction Sweeper | Hourly | F | Y | \$196.00 | \$209.00 |
| Weed Spraying Units hire with Operator (chemicals at hirer's expense) | Hourly | F | Y | \$126.00 | \$135.00 |
| Note: Council has the discretion to quote for Private Work outside of the above rates subject to Council receiving a benefit for the work | | | | | |

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| Waste Management | | | | | | |
|----------------------------------------------------|-----------------|---------------------------------------------------------------|---------------|-----------|---------------------------------|---------------------------------|
| Generic Fee Description | | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Waste Charges | | | | | | |
| Residential and Non-residential | | | | | | |
| Domestic Waste Charge per Property | | Waste charges per annum | F | Y | \$383.00 | \$408.00 |
| Vacant Land Domestic Waste Charge | | Waste charges per annum | F | Y | \$98.00 | \$105.00 |
| Additional Bin Collected per Property | | Waste charges per annum | F | Y | \$383.00 | \$408.00 |
| Environmental Monitoring and Inspection Fee | | | | | | |
| Waste Policy to be Determined | | Environmental Monitoring and Inspecti | N/A | N/A | As quoted | As quoted |
| Sale of Rubbish Bins | | | | | | |
| Supply of new or additional bin | | Fee for waste bin hire | F | Y | \$150.00 | \$160.00 |
| Waste Depot Charges | | | | | | |
| Green waste that can be burnt | | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | Free for Edward River Residents | Free for Edward River Residents |
| Domestic Waste | | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | Free for Edward River Residents | Free for Edward River Residents |
| Construction & Demolition Waste | Per Cubic Metre | Commercial waste single service charge | F | Y | \$56.00 | \$60.00 |
| Commerical & Industrial Waste | Per Cubic Metre | Commercial waste single service charge | F | Y | \$74.00 | \$79.00 |
| Refrigerators/ Freezers/ Air Conditioners | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$34.00 | \$37.00 |
| Tyres- Car | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$11.00 | \$12.00 |

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| Waste Management | | | | | | |
|-------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------|----------------|---------------|---------------------------------|---------------------------------|
| | | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Waste Depot Charges | | | | | | |
| Tyres - Truck | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$16.00 | \$18.00 |
| Tyres - Tractor | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$26.00 | \$28.00 |
| Car Bodies | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$36.00 | \$39.00 |
| Disposal of Rubbish in incorrect area tip | | Fine for non compliance | F | Y | \$74.00 | \$79.00 |
| 3 or more axle compactor Truck | | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$33.00 | \$36.00 |
| All mattresses | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$25.00 | \$27.00 |
| Minimum Charge all Waste | Cubic Metre | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$7.00 | \$8.00 |
| All Batteries | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$7.00 | \$8.00 |
| All Gas cylinders | Each | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$11.00 | \$12.00 |
| Asbestos (from withi Deniliquin Municipality ony) | Cubic Metre | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$140.00 | \$150.00 |
| Contaminated soil (with approval of the EPA, Test results required | Cubic Metre | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$141.00 | \$151.00 |
| Dumping of animals & Skins | Cubic Metre | Waste Disposal fee- Garbage tip recycling or transfer Station | F | Y | \$41.00 | \$44.00 |
| Asbestos/Waste from outside the Edward River Council municipality to be quoted on request | | | | | As per quote | As per quote |
| Green Waste that can't be burnt is to be charged at the same rate as general waste | | | | | | |
| Inert waste such as clean fill suitable for cover material – Free of Charge | | | | | Free for Edward River Residents | Free for Edward River Residents |

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| Sewerage | | | | | | | |
|--------------------------------------------------------------------|----------------------------------------|----------------------------------------------------|----------------|---------------|---------------------------------------|---------------------------------------|--|
| | | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee | |
| Sewer Charges | | | | | | | |
| Non residential - Volume Charge | Per Kl | Sewer Non- Residential Usage Charge | F | N | \$1.60 | \$2.00 | |
| Sewer Access Charge | | | | | | | |
| Residential Sewer Unconnected Charge | Per annum | Fee for Sewer Access | F | N | \$463.00 | \$494.00 | |
| Residential Sewer Connected Charge | Per annum | Fee for Sewer Access | F | N | \$923.00 | \$983.00 | |
| Non-Residential Sewer Unconnected Charge | Per annum | Fee for Sewer Access | F | N | \$463.00 | \$494.00 | |
| Non-Residential Sewer Connected Charge | Per annum | Fee for Sewer Access | F | N | \$923.00 | \$983.00 | |
| Sewerage Dual Occupancy Charge | | | | | | | |
| Dual Occupancy Residencies | Same as Residential Charge | Dual Occupancy Residences Sewerage | F | N | \$ 919.00 | \$ 979.00 | |
| Sewerage Works & Inspection | | | | | | | |
| Sewer Testing- Other Buildings | | Sewer & Drainage inspection | P | Y | \$125.00 | \$134.00 | |
| Sewer Connections | as per Quote but a minimum fee applies | Sewer Connection Charge | P | N | as per quote. Minimum charge is \$520 | as per quote. Minimum charge is \$554 | |
| Sewer Drainage Diagrams | | Fee for accessing or printing required information | P | N | \$39.00 | \$42.00 | |
| Sewer Main & Point Map | | Fee for accessing or printing required information | P | N | \$13.00 | \$14.00 | |
| Sewer Drainage Diagrams copy of certificates and Drainage Diagrams | | Use of Genral equipment- Civic or other | F | Y | \$7.00 | \$8.00 | |
| Tankered Waste | | | | | | | |
| Septic pump out at Sewer Treatment Plant - Septage | Per Kl | Septic tank Effluent disposal fee | P | Y | \$28 | \$30.00 | |
| Septic pump out at Sewer Treatment Plant - Effluent | Per Kl | Septic tank Effluent disposal fee | P | N | \$3.30 | \$4.00 | |
| Chemical Toilet effluent disposal at Sewer Treatment Plant | Per Kl | Chemical Toilet effluent disposal fee | S | N | \$19.00/kl Minimum Charge \$19.01 | \$19.00/kl Minimum Charge \$19.01 | |
| Section 64 Contributions | | | | | | | |
| Sewer headworks | | Developer contribution under S. 64 | F | N | \$4,780.00 | \$5,091.00 | |

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| Water | | | | | | |
|----------------------------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------|----------------|---------------|--------------|--------------|
| | | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Supply Of Water from Council Water Supply System (per kilolitre) | | | | | | |
| Standpipe/ Water sales | Per Kilolitre | Draw water from a council water supply or a standpipe or sell water so drawn | P | Y | \$9.00 | \$10.00 |
| Aldata Water Supply access key | | Supply access key | P | Y | \$50.00 | \$54.00 |
| Water Supply | | | | | | |
| Water Meter Testing Fee | Refundable if metre found to be inaccurate by more than 3% | Fee to carry out testing of meter for accuracy | F | Y | \$254.00 | \$271.00 |
| Pressure flow test application and fire service tests (service point on Council's main | | Fee to carry out testing | P | N | \$145.00 | \$155.00 |
| Additional Water Meter Reading | Usually associated with sale of property/ Tenant | Fee to carry out meter Reading | P | Y | \$58.00 | \$62.00 |
| Turn off Mains for Plumber | | Fee to recover costs for labour etc | F | Y | \$116.00 | \$124.00 |
| Plugging, Removal or Abandonment 20mm to 50mm of service at the meter | | Fee to recover costs for labour etc | F | Y | \$178.00 | \$190.00 |
| Plugging, removal of service from main | | Fee to recover costs for labour etc | F | Y | As per Quote | As per Quote |
| Backflow prevention Device Inspection- 20mm to 100mm | | Fee to recover costs for labour etc | F | N | \$314.00 | \$335.00 |
| Water Connection (Filtered and raw water) up to 25mm | | | | | | |
| Connection to main on same side of road* | | Fee to recover costs for labour and materials etc | F | N | \$1,775.00 | \$1,891.00 |
| Connection to main on opposite side of road* | | Fee to recover costs for labour and materials etc | F | N | \$3,315.00 | \$3,531.00 |
| Other connections | | Fee to recover costs for labour and | F | N | As per Quote | As per Quote |
| Removal of water limiting device | | Fee to recover costs for labour and | F | N | As per Quote | As per Quote |

*Local Roads only. (Does not include properties located on State Highways or Regional Roads)

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| Water | | | | | | |
|-----------------------------------------------------------------------|------------------------------------|----------------------|---------------|------------|------------|----------|
| | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 22/23 Fee | |
| Water Supply (Residential - Filtered Water) | | | | | | |
| Access Charge | Fee for water Supply | F | N | \$383.00 | \$408.00 | |
| Usage Charge | 0-800k Per kl | Fee for water Supply | F | N | \$1.05 | \$1.12 |
| Usage Charge | >800k Per kl | Fee for water Supply | F | N | \$1.49 | \$1.59 |
| Water Supply (Residential - Raw Water) | | | | | | |
| Access Charge | Fee for water Supply | F | N | \$193.00 | \$206.00 | |
| Usage Charge | Per Kilolitre | Fee for water Supply | F | N | \$0.78 | \$0.83 |
| Water Supply Non potable (Conargo, Wanganella & Booorban) | | | | | | |
| Access Charge | Fee for water Supply | F | N | \$109.00 | \$117.00 | |
| Usage Charge | Per Kilolitre | Fee for water Supply | F | N | \$0.75 | \$0.80 |
| Connection to Main Supply | Fee for water Supply | F | N | \$345.00 | \$368.00 | |
| Dual Occupancy residences | Same as Sewer | Fee for water Supply | F | N | \$919.00 | \$979.00 |
| Water Supply (Non-Residential - Filtered and Raw Water) | | | | | | |
| Access Charge -20mm connection size | Fee for water Supply per annum | F | N | \$320.00 | \$341.00 | |
| Access Charge-25mm connection size | Fee for water Supply per annum | F | N | \$518.00 | \$552.00 | |
| Access Charge-32mm connection size | Fee for water Supply per annum | F | N | \$666.00 | \$710.00 | |
| Access Charge-40mm connection size | Fee for water Supply per annum | F | N | \$851.00 | \$907.00 | |
| Access Charge-50mm connection size | Fee for water Supply per annum | F | N | \$1,081.00 | \$1,152.00 | |
| Access Charge-80mm connection size | Fee for water Supply per annum | F | N | \$2,102.00 | \$2,239.00 | |
| Access Charge-100mm connection size | Fee for water Supply per annum | F | N | \$2,371.00 | \$2,526.00 | |
| Raw Water Usage Charge | Per Kilolitre | Fee for water Supply | F | N | \$0.78 | \$0.83 |
| Raw Water Usage Charge – Community Land | Per Kilolitre | Fee for water Supply | F | N | \$0.06 | \$0.06 |
| Filtered Water Usage Charge | Per Kilolitre | Fee for water Supply | F | N | \$1.49 | \$1.59 |
| Section 64 Contributions | | | | | | |
| Water headworks | Developer contribution under S. 64 | F | N | \$3,847.00 | \$4,098.00 | |

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| Liquid Trade Waste | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------|----------------|---------------|------------------|------------------|
| | Unit | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Application fees | | | | | | |
| Category 1 | | Liquid Trade Waste Application fee | F | N | \$123.00 | \$131.00 |
| Category 2 | | Liquid Trade Waste Application fee | F | N | \$240.00 | \$256.00 |
| Category 3 | | Liquid Trade Waste Application fee | F | N | \$357.00 | \$381.00 |
| Annual fees | | | | | | |
| Category 1 Discharger | | Annual Trade Waste Fee | F | N | \$123.00 | \$211.00 |
| Category 2 Discharger | | Annual Trade Waste Fee | F | N | \$123.00 | \$211.00 |
| Category 3 Discharger | | Annual Trade Waste Fee | F | N | \$123.00 | \$211.00 |
| Larger Discharger | | Annual Trade Waste Fee | F | N | \$123.00 | \$211.00 |
| Industrial Discharger | | Annual Trade Waste Fee | F | N | \$123.00 | \$211.00 |
| Re Inspection Fee | | Inspection Fee | F | N | \$123.00 | \$211.00 |
| Liquid Trade Waste Usage Charges for Discharge with Prescribed Pre-Treatment | | | | | | |
| Category 1 Discharger with appropriate equipment | | Liquid Trade Waste Usage Charge | F | N | Nil | Nil |
| Category 1 Discharger without appropriate pre-treatment | per Kilolitre | Liquid Trade Waste Usage Charge | F | N | \$1.85 | 1.97 |
| Category 2 Discharger with appropriate equipment | per Kilolitre | Liquid Trade Waste Usage Charge | F | N | \$1.85 | 1.97 |
| Category 2 Discharger without appropriate pre-treatment | per Kilolitre | Liquid Trade Waste Usage Charge | F | N | \$17.05 | 18.16 |
| Non Compliance Charges for Category 3 | | | | | | |
| Ph coefficient 0.38 to be calculated with equation 3 in liquid Trade waste policy (refer to equation 4 & 5 in Trade Waste policy for other parameters | | | | | | |
| | | Liquid Trade Waste Usage Charge | F | N | To be Calculated | To be Calculated |
| Excess Mass Charge | | | | | | |
| Aluminum | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Ammonia | per Kg | Excess Mass Charges | F | N | \$3.00 | 3.20 |
| Arsenic | per Kg | Excess Mass Charges | F | N | \$86.00 | \$92.00 |
| Barium | per Kg | Excess Mass Charges | F | N | \$43.00 | \$46.00 |
| Biochemical Oxygen demans - Up to 600mg/L (for greater than 600mg/L refer to equation no 2 | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Boron | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Bromine | per Kg | Excess Mass Charges | F | N | \$18.00 | \$20.00 |
| Cadmium | per Kg | Excess Mass Charges | F | N | \$395.00 | \$421.00 |
| Chloride | per Kg | Excess Mass Charges | F | N | No Charge | No Charge |
| Chlorinated Hydrocarbons | per Kg | Excess Mass Charges | F | N | \$43.00 | \$46.00 |
| Chromium | per Kg | Excess Mass Charges | F | N | \$29.00 | \$31.00 |
| Cobalt | per Kg | Excess Mass Charges | F | N | \$18.00 | \$20.00 |
| Copper | per Kg | Excess Mass Charges | F | N | \$18.00 | \$20.00 |

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| Liquid Trade Waste | | | | | | |
|-----------------------------------------------------------------|--------|----------------------------|----------------|---------------|------------|------------|
| | Unit | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Excess Mass Charge | | | | | | |
| Fluoride | per Kg | Excess Mass Charges | F | N | \$5.00 | \$6.00 |
| Formaldehyde | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| Oil and Grease (Total O & G) | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| Herbicides/defoliant | per Kg | Excess Mass Charges | F | N | \$853.00 | \$909.00 |
| Iron | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| Lead | per Kg | Excess Mass Charges | F | N | \$43.00 | \$46.00 |
| Lithium | per Kg | Excess Mass Charges | F | N | \$9.00 | \$10.00 |
| Manganese | per Kg | Excess Mass Charges | F | N | \$9.00 | \$10.00 |
| Mercury | per Kg | Excess Mass Charges | F | N | \$2,876.00 | \$3,063.00 |
| Methylene Blue Active Substance (MBAS) | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Molybdenum | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Nickel | per Kg | Excess Mass Charges | F | N | \$29.00 | \$31.00 |
| Total Kjeldahl Nitrogen (TKN) | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Organoarsenic Compounds | per Kg | Excess Mass Charges | F | N | \$855.00 | \$911.00 |
| Pesticides General (excludes organochlorins & organophosphates) | per Kg | Excess Mass Charges | F | N | \$855.00 | \$911.00 |
| Petroleum Hydrocarbons (non-flammable) | per Kg | Excess Mass Charges | F | N | \$3.00 | 3.20 |
| Phenolic Compounds (non-chlorinated) | per Kg | Excess Mass Charges | F | N | \$9.00 | \$10.00 |
| Phosphorus (Total P | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| Polynuclear Aromatic Hydrocarbons (PAHs) | per Kg | Excess Mass Charges | F | N | \$18.00 | \$20.00 |
| Selenium | per Kg | Excess Mass Charges | F | N | \$60.00 | \$64.00 |
| Silver | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| Sulphate (SO4) | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Sulphide | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| Sulphite | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| Suspended Solids (SS) | per Kg | Excess Mass Charges | F | N | \$2.00 | 2.13 |
| thiosulphate | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Tin | per Kg | Excess Mass Charges | F | N | \$9.00 | \$10.00 |
| Total Dissolved Solids (TDS) | per Kg | Excess Mass Charges | F | N | \$1.00 | 1.07 |
| Uranium | per Kg | Excess Mass Charges | F | N | \$9.00 | \$10.00 |
| Zinc | per Kg | Excess Mass Charges | F | N | \$18.00 | \$20.00 |
| Food Waste Disposal Charge | | | | | | |
| Food waste disposal Charge | per Kg | Food Waste Disposal Charge | F | N | \$24.00 | \$26.00 |

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| Edward River Library | | | | | | |
|----------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------|----------------|---------------|-----------|-----------|
| | | Generic Fee Description | Pricing Policy | GST Inc (Y/N) | 22/23 Fee | 23/24 Fee |
| Reservations | All Stock | Fee for accessing required information | P | N | \$2.00 | \$2.00 |
| Inter- Library Loans | Per Item | Fee for accessing required information | P | N | \$6.00 | \$6.00 |
| (plus any special costs levied by lending library or requested by the borrower: fast track, photocopying etc.) | | | | | | |
| Photocopying and Printing - Per page | | | | | | |
| Printing/Photocopying A4 – Black & White (per page) | | Use of General Equipment fee - Civic or other | F | Y | \$1.00 | \$1.00 |
| Printing/Photocopying A4 – Colour (per page) | | Use of General Equipment fee - Civic or other | F | Y | \$2.00 | \$2.00 |
| Printing/Photocopying A3 – Black & White (per page) | | Use of General Equipment fee - Civic or other | F | Y | \$1.00 | \$1.00 |
| Printing/Photocopying A3 – Colour (per page) | | Use of General Equipment fee - Civic or other | F | Y | \$2.00 | \$2.00 |
| Printing/Photocopying A4 – Black & White (Double-sided) | | Use of General Equipment fee - Civic or other | F | Y | \$1.00 | \$1.00 |
| Printing/Photocopying A4 – Colour (Double-sided) | | Use of General Equipment fee - Civic or other | F | Y | \$3.00 | \$3.00 |
| Printing/Photocopying A3 – Black & White (Double-sided) | | Use of General Equipment fee - Civic or other | F | Y | \$2.00 | \$2.00 |
| Printing/Photocopying A3 – Colour (Double-sided) | | Use of General Equipment fee - Civic or other | F | Y | \$3.00 | \$3.00 |
| Printing/Photocopying A3 – Black & White (Double-sided) | | Use of General Equipment fee - Civic or other | F | Y | \$2.00 | \$2.00 |
| Printing/Photocopying A3 – Colour (Double-sided) | | Use of General Equipment fee - Civic or other | F | Y | \$3.00 | \$3.00 |
| Microfilm/Fiche – Printout | Price set by Genealogy Group | Use of General Equipment fee - Civic or other | F | Y | \$1.00 | \$0.50 |
| Scanning – per 10 pages (A4) | | Use of General Equipment fee - Civic or other | F | Y | \$1.00 | \$1.00 |

S = STATUTORY F = FEE P = POLICY R = REFERENCE

| Edward River Library | | | | | | |
|--------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------|---|---------------|-----------|-----------|
| Generic Fee Description | | Pricing Policy | | GST Inc (Y/N) | 22/23 Fee | 22/23 Fee |
| Computers | | | | | | |
| Public Computers | | Use of General Equipment fee - Civic or other | S | N | No Charge | No Charge |
| Overdue Items | | | | | | |
| Books | Per Day | Administration Fee | P | N | \$1.00 | \$1.00 |
| Video/ DVD | Per Day | Administration Fee | P | N | \$1.00 | \$1.00 |
| Charge for items not Returned after Overdue Notice Issued, or Damaged Beyond Repair | | | | | | |
| Recommended retail price of item plus GST (plus any overdue charge) | | Replacement cost | F | Y | At Cost | At Cost |
| Tuition, Book Covering and Laminating | | | | | | |
| Research or Computer tuition | Per Hour | Fee for utilisation of staff for various activities | F | Y | \$59.00 | \$59.00 |
| Organised or Group Tuition | | Fee for utilisation of staff for various activities | F | Y | At Cost | At Cost |
| Book Covering | A4 size | Fee for utilisation of staff for various activities | F | Y | \$4.00 | \$4.00 |
| Book Covering | Larger than A4 | Fee for utilisation of staff for various activities | F | Y | \$5.00 | \$5.00 |
| Tuition, Book Covering and Laminating | | | | | | |
| Laminating | A4 size | Fee for utilisation of staff for various activities | F | Y | \$3.00 | \$3.00 |
| Laminating | Credit card size | Fee for utilisation of staff for various activities | F | Y | \$2.00 | \$2.00 |

S = STATUTORY F = FEE P = POLICY R = REFERENCE

Attachment 2 - Detailed Service Budgets

DETAILED SERVICE BUDGETS (OPERATIONS)

Ledger: 24PJBUD

| | | | |
|------------------------------------------------|-----------------|--------------------|-----------------------------|
| Budget Program: Civic Functions | | | |
| Responsible Service: Office of General Manager | | | |
| Civic Functions | Revenue | Expenditure | 23/24 Budget Balance |
| Civic Functions | \$30,000 | \$24,500 | \$5,500 |
| Civic Functions Net Result | \$30,000 | \$24,500 | \$5,500 |

| | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Mayoral Expenses | | | |
| Responsible Service: Office of General Manager | | | |
| Mayoral Expenses | Revenue | Expenditure | 23/24 Budget Balance |
| Mayoral Expenses | | \$65,293 | -\$65,293 |
| Mayoral Expenses Net Result | | \$65,293 | -\$65,293 |

| | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Councillor Expenses | | | |
| Responsible Service: Office of General Manager | | | |
| Councillor Expenses | Revenue | Expenditure | 23/24 Budget Balance |
| Councillor Conference Registrations | | \$5,000 | -\$5,000 |
| Councillor Fees Sec 29A | | \$121,000 | -\$121,000 |
| Councillor Travelling Expenses | | \$17,000 | -\$17,000 |
| Councillor Insurances | | \$56,231 | -\$56,231 |

| | | | |
|---------------------------------------|--|------------------|-------------------|
| GM Performance Management | | \$9,000 | -\$9,000 |
| Councillor Expenses | | \$73,000 | -\$73,000 |
| Councillor Expenses Net Result | | \$281,231 | -\$281,231 |

| | | | |
|-------------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Office of the General Manager | | | |
| Responsible Service: Office of General Manager | | | |
| Office of the General Manager | Revenue | Expenditure | 23/24 Budget Balance |
| Office of General Manager | | \$746,970 | -\$746,970 |
| Office of the General Manager Net Result | | \$746,970 | -\$746,970 |

| | | | |
|--------------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Edward River Council Merger | | | |
| Responsible Service: Office of General Manager | | | |
| Edward River Council Merger | Revenue | Expenditure | 23/24 Budget Balance |
| ERC Merger - S355 Committee Allocations | | -\$10,000 | \$10,000 |
| ERC Merger - Asset Management Strategy and Development | | -\$48,327 | \$48,327 |
| Leadership Development - Merger Round 2 | | -\$19,519 | \$19,519 |
| Edward River Council Merger Net Result | | -\$77,847 | \$77,847 |

| Budget Program: Donations & Contributions | | | |
|---------------------------------------------------------|---------|------------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Donations & Contributions | Revenue | Expenditure | 23/24 Budget Balance |
| Ute Muster In Kind | | \$45,000 | -\$45,000 |
| Community Grants - Donations | | \$50,000 | -\$50,000 |
| Play on the Plains - Donations | | \$10,000 | -\$10,000 |
| Play on The Plains In Kind | | \$30,000 | -\$30,000 |
| Doctors Incentives | | \$10,000 | -\$10,000 |
| Bush Bursary | | \$3,000 | -\$3,000 |
| Ute Muster - Donations | | \$25,000 | -\$25,000 |
| Donations and Contributions In Kind | | \$10,000 | -\$10,000 |
| Contributions to Schools | | \$5,000 | -\$5,000 |
| Edward River Country Education Fund | | \$10,000 | -\$10,000 |
| South West Arts Program - Contributions - Other Culture | | \$15,000 | -\$15,000 |
| Donations & Contributions Net Result | | \$213,000 | -\$213,000 |

| Budget Program: Governance | | | |
|-----------------------------------------|---------|-----------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Governance | Revenue | Expenditure | 23/24 Budget Balance |
| Governance | | \$14,400 | -\$14,400 |
| Governance Net Result | | \$14,400 | -\$14,400 |

| Budget Program: Director Corporate Services | | | |
|-----------------------------------------------|---------|------------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Director Corporate Services | Revenue | Expenditure | 23/24 Budget Balance |
| Director Corporate Services | | \$688,819 | -\$688,819 |
| Director Corporate Services Net Result | | \$688,819 | -\$688,819 |

| Budget Program: Corporate Services | | | |
|------------------------------------------|-------------|-------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Corporate Services | Revenue | Expenditure | 23/24 Budget Balance |
| Financial Assistance Grant | \$4,817,375 | | \$4,817,375 |
| Residential Rates | \$4,803,317 | | \$4,803,317 |
| Rural Rates | -\$589,509 | | -\$589,509 |
| Farmland Rates | \$3,209,361 | | \$3,209,361 |
| Business Rates | \$1,191,024 | | \$1,191,024 |
| Interest on Overdue Rates - General Fund | \$29,000 | | \$29,000 |
| Interest on Investments | -\$183,241 | | -\$183,241 |
| Internal Expense Allocation | | -\$1,782 | \$1,782 |
| CS Other Income | \$5,000 | \$5 | \$4,995 |
| Tax Equivalent Dividend Payment | \$165,000 | | \$165,000 |
| Insurance Rebate - Incentive Rebates | -\$30,000 | | -\$30,000 |
| Insurance Rebate - Motor Vehicle | \$11,000 | | \$11,000 |
| CS - Administration Fees | \$1,153 | | \$1,153 |
| Corporate Services | \$2,482,040 | \$2,245,785 | \$236,254 |
| Organisation Structure Redesign | | \$525,000 | -\$525,000 |
| Forensic Financial Review | | \$350,000 | -\$350,000 |

| | | | |
|----------------------------------------------|---------------------|--------------------|---------------------|
| Corporate Services Support Recovery | \$1,376,756 | | \$1,376,756 |
| CS Valuation Fees | | \$85,000 | -\$85,000 |
| CS Electricity | | \$42,750 | -\$42,750 |
| Insurance Public Liability & Prof. Indemnity | | \$425,005 | -\$425,005 |
| Insurance - Fidelity/ Crime | | \$14,433 | -\$14,433 |
| Insurance Excess Payments | | \$10,000 | -\$10,000 |
| Insurance Casual Hirers | | \$8,359 | -\$8,359 |
| CS Legal Fees Rate Recovery | | \$27,000 | -\$27,000 |
| Depreciation Office Equipment | | \$563,720 | -\$563,720 |
| Depreciation Furniture & Fittings | | \$7,709 | -\$7,709 |
| Corporate Services Net Result | \$17,288,276 | \$4,302,984 | \$12,985,292 |

| | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Other Support Services - CS | | | |
| Responsible Service: Corporate Services | | | |
| Other Support Services - CS | Revenue | Expenditure | 23/24 Budget Balance |
| Corporate Services Other | | \$58,160 | -\$58,160 |
| Corporate Services Support | | \$8,000 | -\$8,000 |
| Other Support Services - CS Net Result | | \$66,160 | -\$66,160 |

| | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Information Technology | | | |
| Responsible Service: Corporate Services | | | |
| Information Technology | Revenue | Expenditure | 23/24 Budget Balance |
| IT Technology One Consultants | | \$67,600 | -\$67,600 |
| Information Technology | \$226,610 | \$1,335,598 | -\$1,108,988 |
| Amortisation - Software | | \$262,011 | -\$262,011 |

| | | | |
|------------------------------------------|------------------|--------------------|---------------------|
| Information Technology Net Result | \$226,610 | \$1,665,209 | -\$1,438,599 |
|------------------------------------------|------------------|--------------------|---------------------|

| | | | |
|------------------------------------------------|-----------------|--------------------|-----------------------------|
| Budget Program: Human Resources | | | |
| Responsible Service: Corporate Services | | | |
| Human Resources | Revenue | Expenditure | 23/24 Budget Balance |
| Insurance Rebate - Mutual Performance | \$27,449 | | \$27,449 |
| Recruitment Costs | | \$140,200 | -\$140,200 |
| HR Training | | \$184,200 | -\$184,200 |
| HR Staff EAP | | \$2,100 | -\$2,100 |
| Staff Health Incentives | | \$30,000 | -\$30,000 |
| HR - Internal Recoveries | \$12,589 | | \$12,589 |
| Human Resources | -\$50,000 | \$912,747 | -\$962,747 |
| COVID-19 Related costs | | \$100 | -\$100 |
| Human Resources Net Result | -\$9,962 | \$1,269,347 | -\$1,279,309 |

| | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Risk | | | |
| Responsible Service: Corporate Services | | | |
| Risk | Revenue | Expenditure | 23/24 Budget Balance |
| Risk | | \$150,000 | -\$150,000 |
| Risk Net Result | | \$150,000 | -\$150,000 |

| | | | |
|--------------------------------|--|--|--|
| Budget Program: Youth Services | | | |
|--------------------------------|--|--|--|

| | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Responsible Service: Corporate Services | | | |
| Youth Services | Revenue | Expenditure | 23/24 Budget Balance |
| Youth Services | | \$1,000 | -\$1,000 |
| Youth Services Net Result | | \$1,000 | -\$1,000 |

| | | | |
|------------------------------------------------|-------------------|--------------------|-----------------------------|
| Budget Program: Community Services | | | |
| Responsible Service: Corporate Services | | | |
| Community Services | Revenue | Expenditure | 23/24 Budget Balance |
| Community Services - International Women's Day | \$4,500 | \$10,000 | -\$5,500 |
| NSW Community Events Grant | -\$301,708 | -\$301,708 | |
| Community Services Net Result | -\$297,208 | -\$291,708 | -\$5,500 |

| | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Aged & Disabled | | | |
| Responsible Service: Corporate Services | | | |
| Aged & Disabled | Revenue | Expenditure | 23/24 Budget Balance |
| Aged & Disabled | | -\$15,000 | \$15,000 |
| Seniors Week Grant | | \$2,000 | -\$2,000 |
| Aged & Disabled Net Result | | -\$13,000 | \$13,000 |

| | | | |
|---------------------------------------------|--|--|--|
| Budget Program: Edward River Village | | | |
|---------------------------------------------|--|--|--|

| Responsible Service: Corporate Services | | | |
|-----------------------------------------|-------------------|------------------|----------------------|
| Edward River Village | Revenue | Expenditure | 23/24 Budget Balance |
| Edward River Village - Operational | -\$566,010 | \$101,347 | -\$667,357 |
| Edward River Village Net Result | -\$566,010 | \$101,347 | -\$667,357 |

| Budget Program: Library | | | |
|-----------------------------------------|-----------------|------------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Library | Revenue | Expenditure | 23/24 Budget Balance |
| Local Priority Grant | \$25,000 | | \$25,000 |
| Library | \$71,798 | \$363,555 | -\$291,757 |
| Public Buildings - Library | | -\$750 | \$750 |
| Depreciation - Public Library | | \$46,465 | -\$46,465 |
| Library Net Result | \$96,798 | \$409,271 | -\$312,472 |

| Budget Program: Museum | | | |
|-----------------------------------------|----------------|-----------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Museum | Revenue | Expenditure | 23/24 Budget Balance |
| Museum | \$7,000 | \$71,904 | -\$64,904 |
| Exhibition Expenses - PHC - Museum | | \$12,000 | -\$12,000 |
| Museum Net Result | \$7,000 | \$83,904 | -\$76,904 |

| Budget Program: Arts | | | |
|-----------------------------------------|---------|----------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Arts | Revenue | Expenditure | 23/24 Budget Balance |
| Art Acquisitive Prize | | \$2,000 | -\$2,000 |
| Arts Net Result | | \$2,000 | -\$2,000 |

| Budget Program: Multi Arts Centre | | | |
|-----------------------------------------|---------|-----------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Multi Arts Centre | Revenue | Expenditure | 23/24 Budget Balance |
| Multi Arts Centre | | \$15,291 | -\$15,291 |
| Depreciation - Multi Arts Centre | | \$46,897 | -\$46,897 |
| Multi Arts Centre Net Result | | \$62,188 | -\$62,188 |

| Budget Program: Tourism | | | |
|-----------------------------------------|----------|-------------|----------------------|
| Responsible Service: Corporate Services | | | |
| Tourism | Revenue | Expenditure | 23/24 Budget Balance |
| PHC - Shop Sales | \$60,000 | | \$60,000 |
| PHC - Tour Bus Income | \$1,000 | \$1,000 | |
| PHC - Bike Hire Service | \$1,000 | \$3,000 | -\$2,000 |
| PHC - Venue Hire | \$476 | | \$476 |
| Tourism | | \$402,288 | -\$402,288 |

| | | | |
|-----------------------------------------|-----------------|------------------|-------------------|
| Long Paddock Contribution to Sculptures | | -\$1,500 | \$1,500 |
| Fish Stocking Program | | \$1,800 | -\$1,800 |
| Visit Deni Campaign | -\$8,000 | \$51,500 | -\$59,500 |
| Depreciation - Peppin Heritage Centre | | \$98,680 | -\$98,680 |
| Tourism Net Result | \$54,476 | \$556,767 | -\$502,291 |

| | | | |
|------------------------------------------|-----------------|--------------------|-----------------------------|
| Budget Program: Long Paddock | | | |
| Responsible Service: Corporate Services | | | |
| Long Paddock | Revenue | Expenditure | 23/24 Budget Balance |
| Long Paddock Contribution Hay and Murray | \$14,000 | -\$5,040 | \$19,040 |
| Long Paddock Net Result | \$14,000 | -\$5,040 | \$19,040 |

| | | | |
|-------------------------------------------------------|-------------------|--------------------|-----------------------------|
| Budget Program: Economic & Business Development | | | |
| Responsible Service: Corporate Services | | | |
| Economic & Business Development | Revenue | Expenditure | 23/24 Budget Balance |
| Growth Management Strategy | | -\$290,272 | \$290,272 |
| Business Support | \$2,500 | \$12,000 | -\$9,500 |
| Grant Streets as Shared Spaces - Round 2 End St | -\$500,000 | -\$100,000 | -\$400,000 |
| Grant Edward River Cultural Program | -\$50,000 | -\$15,000 | -\$35,000 |
| Other Business - Reimbursable Land Transfer | -\$549 | | -\$549 |
| Economic and Business Development | | \$1,093,038 | -\$1,093,038 |
| Advertising | | \$14,500 | -\$14,500 |
| Insurance Premiums | | \$6,029 | -\$6,029 |
| E&BD Xmas Decorations and Street Party | | \$14,000 | -\$14,000 |
| Economic & Business Development Net Result | -\$548,049 | \$734,294 | -\$1,282,343 |

| Budget Program: Engineering Services | | | |
|--------------------------------------------------------|---------------------|--------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Engineering Services | Revenue | Expenditure | 23/24 Budget Balance |
| Engineering Services | \$604,295 | \$1,788,550 | -\$1,184,255 |
| Engineering Administration Contractors | | \$30,000 | -\$30,000 |
| Asset Management | | \$50,000 | -\$50,000 |
| Depreciation - Land Improvements | | \$121,327 | -\$121,327 |
| Local Roads and Community Infrastructure Round 3 grant | -\$1,926,340 | | -\$1,926,340 |
| Fixing Local Roads R3 Income | -\$40,068 | | -\$40,068 |
| Engineering Services Net Result | -\$1,362,114 | \$1,989,877 | -\$3,351,990 |

| Budget Program: Works Administration & Depot | | | |
|----------------------------------------------------|-----------------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Works Administration & Depot | Revenue | Expenditure | 23/24 Budget Balance |
| Works Administration | | \$14,441 | -\$14,441 |
| Works Depot | \$62,945 | \$309,482 | -\$246,536 |
| Depreciation - Works Depot | | \$225 | -\$225 |
| Works Administration & Depot Net Result | \$62,945 | \$324,148 | -\$261,203 |

| Budget Program: Plant/ Fleet Department | | | |
|-----------------------------------------|--|--|--|
| Responsible Service: Infrastructure | | | |

| Plant/ Fleet Department | Revenue | Expenditure | 23/24 Budget Balance |
|-------------------------------------------|--------------------|--------------------|-----------------------------|
| Gain on Disposal of Assets | | \$30,000 | -\$30,000 |
| Plant & Fleet Administration | \$368,598 | \$1,836,477 | -\$1,467,879 |
| Plant / Fleet Department | \$3,611,603 | | \$3,611,603 |
| Plant Depreciation | | \$1,320,188 | -\$1,320,188 |
| Plant/ Fleet Department Net Result | \$3,980,201 | \$3,186,665 | \$793,536 |

| Budget Program: Director Infrastructure | | | |
|------------------------------------------------|----------------|--------------------|-----------------------------|
| Responsible Service: Infrastructure | | | |
| Director Infrastructure | Revenue | Expenditure | 23/24 Budget Balance |
| Director Infrastructure | | \$688,830 | -\$688,830 |
| Director Infrastructure Net Result | | \$688,830 | -\$688,830 |

| Budget Program: Health Services | | | |
|--------------------------------------------|-----------------|--------------------|-----------------------------|
| Responsible Service: Infrastructure | | | |
| Health Services | Revenue | Expenditure | 23/24 Budget Balance |
| Health Services | \$9,743 | \$201,029 | -\$191,285 |
| Arbovirus Monitoring Sentinel Flock | \$3,000 | \$2,180 | \$820 |
| Health Services Net Result | \$12,743 | \$203,209 | -\$190,465 |

| Budget Program: Noxious Weeds | | | |
|--------------------------------------|--|--|--|
|--------------------------------------|--|--|--|

| Responsible Service: Infrastructure | | | |
|--------------------------------------------|-----------------|--------------------|-----------------------------|
| Noxious Weeds | Revenue | Expenditure | 23/24 Budget Balance |
| Noxious Weeds Administration | -\$63,000 | -\$39,480 | -\$23,520 |
| Control of Other Weeds (Khaki etc.) | | \$130,000 | -\$130,000 |
| Weed Control Administration | | \$5,500 | -\$5,500 |
| Weed Action Plan Inspections | \$124,000 | \$139,100 | -\$15,100 |
| Noxious Weeds Net Result | \$61,000 | \$235,120 | -\$174,120 |

| Budget Program: Rural Fire Service | | | |
|--------------------------------------------------|------------------|--------------------|-----------------------------|
| Responsible Service: Infrastructure | | | |
| Rural Fire Service | Revenue | Expenditure | 23/24 Budget Balance |
| RFS Operating Grant Funding | -\$130,000 | | -\$130,000 |
| RFS Contribution Reimbursement Murray | \$260,000 | | \$260,000 |
| RFS Hazard Reduction | \$32,700 | | \$32,700 |
| NSW RFS Contribution | | \$320,000 | -\$320,000 |
| Fire & Rescue NSW Contribution | | \$60,000 | -\$60,000 |
| RFS Contracts and Services Fire Hazard Reduction | | \$30,000 | -\$30,000 |
| RFS Vehicles Repairs & Maintenance | | \$202,000 | -\$202,000 |
| RFS Fire Stations Maintenance | | \$19,362 | -\$19,362 |
| RFS Electricity | | \$25,000 | -\$25,000 |
| RFS Training & Development Brigades | | \$2,000 | -\$2,000 |
| Strategic Fire Breaks | | \$55,000 | -\$55,000 |
| Hazard Reduction Reimbursable | | -\$32,300 | \$32,300 |
| Depreciation Rural Fire Service | | \$121,557 | -\$121,557 |
| Rural Fire Service Net Result | \$162,700 | \$802,619 | -\$639,919 |

| Budget Program: Animal Control | | | |
|-------------------------------------|-----------------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Animal Control | Revenue | Expenditure | 23/24 Budget Balance |
| Microchipping Fees | \$581 | \$1,000 | -\$419 |
| Impounding Fees Animal Control | \$3,094 | | \$3,094 |
| Fines Animal Control | \$10,000 | | \$10,000 |
| Animal - Grant Companion Animals | \$10,000 | \$16,000 | -\$6,000 |
| Impounded Car Fees Animal Control | | \$1,200 | -\$1,200 |
| Animal Control | | \$214,998 | -\$214,998 |
| Animal Control Pound Expenses | | \$5,200 | -\$5,200 |
| Abandoned Vehicles | | \$4,000 | -\$4,000 |
| De-sexing Project | \$1,000 | \$10,000 | -\$9,000 |
| Depreciation - Animal Control | | \$1,249 | -\$1,249 |
| Animal Control Net Result | \$24,675 | \$253,647 | -\$228,973 |

| Budget Program: SES - Rescue Squad | | | |
|--------------------------------------|---------|-----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| SES - Rescue Squad | Revenue | Expenditure | 23/24 Budget Balance |
| Emergency Services - Rates and Water | | \$1,507 | -\$1,507 |
| Emergency Services Insurance | | \$31,758 | -\$31,758 |
| SES Contribution | | \$12,650 | -\$12,650 |
| Deniliquin Rescue Association | | \$3,000 | -\$3,000 |
| SES - Rescue Squad Net Result | | \$48,915 | -\$48,915 |

| Budget Program: Rural Fire Service - Non Reimbursable | | | |
|---------------------------------------------------------|---------|-----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Rural Fire Service - Non Reimbursable | Revenue | Expenditure | 23/24 Budget Balance |
| RFS Non Reimbursable Printing & Stationery | | \$10,000 | -\$10,000 |
| RFS Non Reimbursable Office Costs | | \$75,000 | -\$75,000 |
| RFS Non Reimbursable Catering | | \$2,500 | -\$2,500 |
| Rural Fire Service - Non Reimbursable Net Result | | \$87,500 | -\$87,500 |

| Budget Program: Waste Managemnt | | | |
|------------------------------------------|--------------------|--------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Waste Managemnt | Revenue | Expenditure | 23/24 Budget Balance |
| Waste Administration | | \$237,624 | -\$237,624 |
| Domestic Waste Pensioner Subsidies | \$60,000 | | \$60,000 |
| Waste Management | \$2,007,769 | \$1,850,083 | \$157,686 |
| DW Garbage Bin Maintenance | | \$44,000 | -\$44,000 |
| Depreciation - Domestic Waste Management | | \$1,908 | -\$1,908 |
| Depreication - Domestic Waste Management | | \$182,098 | -\$182,098 |
| Waste Managemnt Net Result | \$2,067,769 | \$2,315,713 | -\$247,944 |

| Budget Program: Heritage Services | | | |
|-------------------------------------|--|--|--|
| Responsible Service: Infrastructure | | | |

| Heritage Services | Revenue | Expenditure | 23/24 Budget Balance |
|-------------------------------------|-----------------|-----------------|----------------------|
| Heritage Grant Funding | \$8,750 | | \$8,750 |
| Heritage Advisor | \$5,000 | | \$5,000 |
| Heritage Grant Expenses | | \$18,750 | -\$18,750 |
| Heritage Services Net Result | \$13,750 | \$18,750 | -\$5,000 |

| Budget Program: Town Planning | | | |
|--------------------------------------|------------------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Town Planning | Revenue | Expenditure | 23/24 Budget Balance |
| Town Planning | \$278,580 | \$463,434 | -\$184,854 |
| TP Sec 68 Inspections | \$8,015 | | \$8,015 |
| LSL Levy Payments - Building Control | \$8,000 | \$8,000 | |
| Town Planning Net Result | \$294,596 | \$471,434 | -\$176,838 |

| Budget Program: Cemeteries | | | |
|-------------------------------------|------------------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Cemeteries | Revenue | Expenditure | 23/24 Budget Balance |
| Town Cemeteries | \$203,000 | \$120,101 | \$82,899 |
| Rural Cemeteries | | \$8,000 | -\$8,000 |
| Depreciation - Cemeteries | | \$7,725 | -\$7,725 |
| Cemeteries Net Result | \$203,000 | \$135,826 | \$67,174 |

| Budget Program: Environmental Protection | | | |
|--------------------------------------------|-----------------|----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Environmental Protection | Revenue | Expenditure | 23/24 Budget Balance |
| Environmental Protection | \$104,000 | | \$104,000 |
| Levee Bank Maintenance | -\$109,294 | \$4,000 | -\$113,294 |
| Environmental Protection Net Result | -\$5,294 | \$4,000 | -\$9,294 |

| Budget Program: Urban Drainage | | | |
|------------------------------------------|---------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Urban Drainage | Revenue | Expenditure | 23/24 Budget Balance |
| Urban Stormwater Drainage Surface Drains | | \$81,000 | -\$81,000 |
| Depreciation Urban Stormwater Drainage | | \$540,348 | -\$540,348 |
| Urban Drainage Net Result | | \$621,348 | -\$621,348 |

| Budget Program: Civic Centre | | | |
|-------------------------------------|---------|-----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Civic Centre | Revenue | Expenditure | 23/24 Budget Balance |
| Depreciation - Civic Buildings | | \$51,810 | -\$51,810 |
| Civic Centre Net Result | | \$51,810 | -\$51,810 |

| Budget Program: Other Council Buildings | | | |
|----------------------------------------------|---------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Other Council Buildings | Revenue | Expenditure | 23/24 Budget Balance |
| Council Buildings (Public Buildings & Halls) | | \$10,879 | -\$10,879 |
| Council Buildings Maintenance | | \$368,436 | -\$368,436 |
| Depreciation - Old Estates Building | | -\$72,393 | \$72,393 |
| Depreciation - Other Council Buildings | | \$32,014 | -\$32,014 |
| Depreciation - Conargo Building | | \$11,579 | -\$11,579 |
| Other Council Buildings Net Result | | \$350,514 | -\$350,514 |

| Budget Program: Parks & Gardens | | | |
|-----------------------------------------|----------------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Parks & Gardens | Revenue | Expenditure | 23/24 Budget Balance |
| Parks & Gardens Administration | | -\$25,925 | \$25,925 |
| Parks and Gardens | -\$1,192 | \$321,998 | -\$323,190 |
| Parks & Gardens - Other Parks/ Reserves | | \$138,080 | -\$138,080 |
| Parks & Gardens - Beach to Beach | | \$9,500 | -\$9,500 |
| Street Trees | | \$131,000 | -\$131,000 |
| Tree Planting Program | \$5,500 | \$12,000 | -\$6,500 |
| Depreciation Waring Gardens Buildings | | \$37,607 | -\$37,607 |
| Depreciation McLeans Beach Buildings | | \$5,430 | -\$5,430 |
| Depreciation Other Parks | | \$97,578 | -\$97,578 |
| Parks & Gardens Net Result | \$4,308 | \$727,267 | -\$722,959 |

| Budget Program: Sporting Grounds | | | |
|-------------------------------------|-------------------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Sporting Grounds | Revenue | Expenditure | 23/24 Budget Balance |
| SCCF R4 - Lighting Grant income | -\$768,338 | | -\$768,338 |
| Sports Grounds | \$840 | \$155,750 | -\$154,910 |
| Depreciation - Sporting Grounds | | \$5,359 | -\$5,359 |
| Sporting Grounds Net Result | -\$767,498 | \$161,109 | -\$928,607 |

| Budget Program: Public Halls | | | |
|--------------------------------------------------|-----------------|-----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Public Halls | Revenue | Expenditure | 23/24 Budget Balance |
| Council Properties Hire Fees- Multi Arts - Publi | \$40,728 | | \$40,728 |
| Public Halls | \$233 | \$26,007 | -\$25,774 |
| Depreciation - Public Halls | | \$6,909 | -\$6,909 |
| Public Halls Net Result | \$40,962 | \$32,916 | \$8,046 |

| Budget Program: Band Hall | | | |
|-------------------------------------|----------|-------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Band Hall | Revenue | Expenditure | 23/24 Budget Balance |
| Band Hall | -\$2,000 | \$9,840 | -\$11,840 |
| Depreciation - Band Hall | | \$7,580 | -\$7,580 |

| | | | |
|-----------------------------|-----------------|-----------------|------------------|
| Band Hall Net Result | -\$2,000 | \$17,420 | -\$19,420 |
|-----------------------------|-----------------|-----------------|------------------|

| | | | |
|--------------------------------------------|------------------|--------------------|-----------------------------|
| Budget Program: Town Hall | | | |
| Responsible Service: Infrastructure | | | |
| Town Hall | Revenue | Expenditure | 23/24 Budget Balance |
| Town Hall | \$208,750 | \$635,649 | -\$426,899 |
| Public Buildings - Town Hall | | \$11,445 | -\$11,445 |
| Depreciation Town Hall | | \$53,267 | -\$53,267 |
| Town Hall Net Result | \$208,750 | \$700,361 | -\$491,611 |

| | | | |
|--------------------------------------------|------------------|--------------------|-----------------------------|
| Budget Program: Swimming Pool | | | |
| Responsible Service: Infrastructure | | | |
| Swimming Pool | Revenue | Expenditure | 23/24 Budget Balance |
| Swimming Pool | \$200,000 | \$401,989 | -\$201,989 |
| Depreciation - Swimming Centre | | \$106,939 | -\$106,939 |
| Swimming Pool Net Result | \$200,000 | \$508,928 | -\$308,928 |

| | | | |
|----------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Other Sport & Rec | | | |
| Responsible Service: Infrastructure | | | |
| Other Sport & Rec | Revenue | Expenditure | 23/24 Budget Balance |
| Rural Halls and Sports Grounds | -\$10,000 | \$107,009 | -\$117,009 |

| | | | |
|-----------------------------------------|--|------------------|-------------------|
| Depreciation Memorial Pk Bldgs | | \$141,835 | -\$141,835 |
| Depreciation Rams Football Oval Bldgs | | \$113,156 | -\$113,156 |
| Depreciation Rotary Park Buildings | | \$102,397 | -\$102,397 |
| Depreciation Scott Park Buildings | | \$21,822 | -\$21,822 |
| Other Sport & Rec Net Result | | -\$10,000 | \$486,219 |
| | | | -\$496,219 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Sports Stadium | | | |
| Responsible Service: Infrastructure | | | |
| Sports Stadium | Revenue | Expenditure | 23/24 Budget Balance |
| Sports Stadium | | \$61,563 | -\$61,563 |
| Sports Stadium Net Result | | \$61,563 | -\$61,563 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Crown Reserves | | | |
| Responsible Service: Infrastructure | | | |
| Crown Reserves | Revenue | Expenditure | 23/24 Budget Balance |
| Scout Hall | \$3,886 | | \$3,886 |
| Crown Reserves Net Result | \$3,886 | | \$3,886 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Building Control | | | |
| Responsible Service: Infrastructure | | | |
| Building Control | Revenue | Expenditure | 23/24 Budget Balance |

| | | | |
|------------------------------------|----------------|------------------|-------------------|
| Building Control | \$5,236 | \$171,889 | -\$166,653 |
| Building Control Net Result | \$5,236 | \$171,889 | -\$166,653 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Old Estates Bldg | | | |
| Responsible Service: Infrastructure | | | |
| Old Estates Bldg | Revenue | Expenditure | 23/24 Budget Balance |
| Old Estates Building | | \$2,425 | -\$2,425 |
| Old Estates Bldg Net Result | | \$2,425 | -\$2,425 |

| | | | |
|-------------------------------------|------------------|--------------------|-----------------------------|
| Budget Program: Medical Centre | | | |
| Responsible Service: Infrastructure | | | |
| Medical Centre | Revenue | Expenditure | 23/24 Budget Balance |
| Medical Centre | \$112,932 | \$9,757 | \$103,175 |
| Depreciation - Medical Practice | | \$51,305 | -\$51,305 |
| Medical Centre Net Result | \$112,932 | \$61,061 | \$51,871 |

| | | | |
|-------------------------------------|------------------|--------------------|-----------------------------|
| Budget Program: Private Works | | | |
| Responsible Service: Infrastructure | | | |
| Private Works | Revenue | Expenditure | 23/24 Budget Balance |
| Private Works | \$270,524 | \$150,000 | \$120,524 |
| Private Works Net Result | \$270,524 | \$150,000 | \$120,524 |

| Budget Program: Crossing Cafe | | | |
|-------------------------------------|-----------------|----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Crossing Cafe | Revenue | Expenditure | 23/24 Budget Balance |
| Crossing Café | \$38,312 | \$4,790 | \$33,522 |
| Crossing Cafe Net Result | \$38,312 | \$4,790 | \$33,522 |

| Budget Program: Caravan Park | | | |
|-------------------------------------|------------------|-----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Caravan Park | Revenue | Expenditure | 23/24 Budget Balance |
| Caravan Park - Rental Income | \$146,927 | | \$146,927 |
| Caravan Park - Lease Expense | | \$3,500 | -\$3,500 |
| Depreciation - Caravan Park | | \$40,658 | -\$40,658 |
| Caravan Park Net Result | \$146,927 | \$44,158 | \$102,769 |

| Budget Program: Stock Marketing Centre | | | |
|----------------------------------------|------------|-------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Stock Marketing Centre | Revenue | Expenditure | 23/24 Budget Balance |
| Stock Marketing Centre | \$23,418 | | \$23,418 |
| Sale of Saleyards Rd | -\$227,144 | | -\$227,144 |
| Stock Marketing Centre | \$127,521 | \$77,158 | \$50,363 |

| | | | |
|------------------------------------------|------------------|-----------------|-------------------|
| Depreciation - Stock Marketing Centre | | \$21,697 | -\$21,697 |
| Stock Marketing Centre Net Result | -\$76,204 | \$98,855 | -\$175,059 |

| Budget Program: Aerodrome Rental | | | |
|------------------------------------------|------------------|-------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Aerodrome Rental | Revenue | Expenditure | 23/24 Budget Balance |
| Lease of Aerodrome Land | \$8,212 | | \$8,212 |
| Deni Aero Club | \$1,094 | | \$1,094 |
| Property Rental - Aerodrome Residence | \$10,158 | | \$10,158 |
| Fire Training Facility | \$27,720 | | \$27,720 |
| Airport Hangar Rental Income - Aerodrome | \$132,078 | | \$132,078 |
| Aerodrome Rental Net Result | \$179,262 | | \$179,262 |

| Budget Program: Council Properties - Rentals | | | |
|------------------------------------------------|-----------------|----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Council Properties - Rentals | Revenue | Expenditure | 23/24 Budget Balance |
| Property Rental - House 81 Hunter Street | \$9,015 | | \$9,015 |
| Lawson Syphon Road Reserve | -\$198 | | -\$198 |
| Part of Lagoon Street - Shell Australia | \$3,000 | | \$3,000 |
| Properties - Rental Fees | \$48,540 | | \$48,540 |
| Office Rental - Former Conargo Shire Offices | \$9,957 | | \$9,957 |
| Hunter St Property - Maintenance | | \$3,340 | -\$3,340 |
| Depreciation - Hunter St Residence | | \$576 | -\$576 |
| Council Properties - Rentals Net Result | \$70,315 | \$3,916 | \$66,399 |

| Budget Program: Murray Valley Industry Park | | | |
|-----------------------------------------------|-----------------|-----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Murray Valley Industry Park | Revenue | Expenditure | 23/24 Budget Balance |
| Murray Valley Industry Park | \$37,000 | \$4,469 | \$32,532 |
| Farmhouse Repairs & Maintenance | | \$1,625 | -\$1,625 |
| MVIP Site Maintenance | | \$2,000 | -\$2,000 |
| Depreciation - MVIP | | \$7,151 | -\$7,151 |
| Murray Valley Industry Park Net Result | \$37,000 | \$15,244 | \$21,756 |

| Budget Program: Roads Administration | | | |
|------------------------------------------|--------------------|--------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Roads Administration | Revenue | Expenditure | 23/24 Budget Balance |
| Roads Administration | \$1,901,929 | -\$147,506 | \$2,049,436 |
| Depreciation - Other Road Infrastructure | | \$4,986,265 | -\$4,986,265 |
| Roads Administration Net Result | \$1,901,929 | \$4,838,759 | -\$2,936,829 |

| Budget Program: Urban Roads - Urban Sealed | | | |
|----------------------------------------------|---------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Urban Roads - Urban Sealed | Revenue | Expenditure | 23/24 Budget Balance |
| Urban Sealed Roads | | \$398,000 | -\$398,000 |
| Urban Roads - Urban Sealed Net Result | | \$398,000 | -\$398,000 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Kerb & Gutter | | | |
| Responsible Service: Infrastructure | | | |
| Kerb & Gutter | Revenue | Expenditure | 23/24 Budget Balance |
| Kerb & Gutter Maintenance | | \$42,800 | -\$42,800 |
| Kerb & Gutter Net Result | | \$42,800 | -\$42,800 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Road Safety | | | |
| Responsible Service: Infrastructure | | | |
| Road Safety | Revenue | Expenditure | 23/24 Budget Balance |
| Road Safety Officer Expenses | | \$25,000 | -\$25,000 |
| Road Safety Net Result | | \$25,000 | -\$25,000 |

| | | | |
|-------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Footpaths | | | |
| Responsible Service: Infrastructure | | | |
| Footpaths | Revenue | Expenditure | 23/24 Budget Balance |
| Local Sealed Roads - Footpath Maintenance | | \$33,600 | -\$33,600 |
| Depreciation Footpaths | | \$385,568 | -\$385,568 |
| Footpaths Net Result | | \$419,168 | -\$419,168 |

| | | | |
|--------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Roadside Amenities | | | |
| Responsible Service: Infrastructure | | | |
| Roadside Amenities | Revenue | Expenditure | 23/24 Budget Balance |
| Depreciation - Parking Areas | | \$4,116 | -\$4,116 |
| Roadside Amenities Net Result | | \$4,116 | -\$4,116 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Road Furniture | | | |
| Responsible Service: Infrastructure | | | |
| Road Furniture | Revenue | Expenditure | 23/24 Budget Balance |
| Bus Shelter Maintenance | | -\$5,000 | \$5,000 |
| Road Furniture Net Result | | -\$5,000 | \$5,000 |

| | | | |
|-------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Boat Ramps | | | |
| Responsible Service: Infrastructure | | | |
| Boat Ramps | Revenue | Expenditure | 23/24 Budget Balance |
| Boat Ramps | | \$42,000 | -\$42,000 |
| Depreciation - Boat Ramp Shelter | | \$8,810 | -\$8,810 |
| Boat Ramps Net Result | | \$50,810 | -\$50,810 |

| | | | |
|---------------------------------|--|--|--|
| Budget Program: Street Lighting | | | |
|---------------------------------|--|--|--|

| Responsible Service: Infrastructure | | | |
|-------------------------------------|-----------------|-----------------|----------------------|
| Street Lighting | Revenue | Expenditure | 23/24 Budget Balance |
| Street Lighting - Street Lighting | \$39,000 | \$90,000 | -\$51,000 |
| Street Lighting Net Result | \$39,000 | \$90,000 | -\$51,000 |

| Budget Program: Other Transport & Communications | | | |
|--------------------------------------------------------|----------------|----------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Other Transport & Communications | Revenue | Expenditure | 23/24 Budget Balance |
| Other Transport & Communications | \$5,930 | \$5,000 | \$930 |
| Other Transport & Communications Net Result | \$5,930 | \$5,000 | \$930 |

| Budget Program: Aerodrome | | | |
|-------------------------------------|----------|-------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Aerodrome | Revenue | Expenditure | 23/24 Budget Balance |
| Aerodrome | -\$2,679 | \$80,090 | -\$82,768 |
| Other Income - Aerodrome | \$1,173 | | \$1,173 |
| Airport Maintenance | | \$15,064 | -\$15,064 |
| Unsealed Runway Maintenance | | \$5,750 | -\$5,750 |
| Airport Sealed Runway Maintenance | | \$9,000 | -\$9,000 |
| Airport Grounds Maintenance | | \$15,000 | -\$15,000 |
| Airport Inspections | | \$4,564 | -\$4,564 |
| Depreciation Aerodrome Buildings | | \$68,035 | -\$68,035 |

| | | | |
|-----------------------------|-----------------|------------------|-------------------|
| Aerodrome Net Result | -\$1,505 | \$197,503 | -\$199,008 |
|-----------------------------|-----------------|------------------|-------------------|

| | | | |
|----------------------------------------------------------------------|------------------|--------------------|-----------------------------|
| Budget Program: Roads Administration & Traffic Facilities | | | |
| Responsible Service: Infrastructure | | | |
| Roads Administration & Traffic Facilities | Revenue | Expenditure | 23/24 Budget Balance |
| Traffic Facilities | \$118,000 | \$112,000 | \$6,000 |
| Roads Administration & Traffic Facilities Net Result | \$118,000 | \$112,000 | \$6,000 |

| | | | |
|---------------------------------------------------|--------------------|--------------------|-----------------------------|
| Budget Program: Regional Roads Maintenance | | | |
| Responsible Service: Infrastructure | | | |
| Regional Roads Maintenance | Revenue | Expenditure | 23/24 Budget Balance |
| Regional Roads Block Grant | \$1,418,000 | \$1,028,000 | \$390,000 |
| Regional Roads Block Grant - Supplementary | \$112,000 | | \$112,000 |
| Regional Roads Maintenance Net Result | \$1,530,000 | \$1,028,000 | \$502,000 |

| | | | |
|--------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: RMCC - State Roads | | | |
| Responsible Service: Infrastructure | | | |
| RMCC - State Roads | Revenue | Expenditure | 23/24 Budget Balance |
| RMS Ordered Works | \$317,000 | | \$317,000 |
| RMS Routine Works | \$290,000 | | \$290,000 |
| RMCC Routine Works | -\$145,000 | \$160,000 | -\$305,000 |

| | | | |
|--------------------------------------|------------------|------------------|------------------|
| RMCC Ordered Works | | \$317,000 | -\$317,000 |
| RMCC - State Roads Net Result | \$462,000 | \$477,000 | -\$15,000 |

| | | | |
|-------------------------------------|------------------|--------------------|-----------------------------|
| Budget Program: Roads to Recovery | | | |
| Responsible Service: Infrastructure | | | |
| Roads to Recovery | Revenue | Expenditure | 23/24 Budget Balance |
| Roads to Recovery - Grant Funding | \$961,340 | | \$961,340 |
| Roads to Recovery Net Result | \$961,340 | | \$961,340 |

| | | | |
|--------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Quarries and Gravel Pits | | | |
| Responsible Service: Infrastructure | | | |
| Quarries and Gravel Pits | Revenue | Expenditure | 23/24 Budget Balance |
| Gravel Pits Signage/Maintenance | | \$13,147 | -\$13,147 |
| Quarries and Gravel Pits Net Result | | \$13,147 | -\$13,147 |

| | | | |
|----------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Rural Roads - Sealed | | | |
| Responsible Service: Infrastructure | | | |
| Rural Roads - Sealed | Revenue | Expenditure | 23/24 Budget Balance |
| Local Roads - Sealed Rural Maintenance | | \$440,000 | -\$440,000 |
| Rural Roads - Sealed Net Result | | \$440,000 | -\$440,000 |

| | | | |
|-----------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Rural Roads - Unsealed | | | |
| Responsible Service: Infrastructure | | | |
| Rural Roads - Unsealed | Revenue | Expenditure | 23/24 Budget Balance |
| Local Rd Unsealed Rural Maintenance | | \$1,180,000 | -\$1,180,000 |
| Rural Roads - Unsealed Net Result | | \$1,180,000 | -\$1,180,000 |

| | | | |
|---------------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Bridge Maintenance - Rural Roads | | | |
| Responsible Service: Infrastructure | | | |
| Bridge Maintenance - Rural Roads | Revenue | Expenditure | 23/24 Budget Balance |
| Bridges - Maintenance & Repairs Rural | | \$5,150 | -\$5,150 |
| Depreciation - Bridges | | \$82,753 | -\$82,753 |
| Bridge Maintenance - Rural Roads Net Result | | \$87,903 | -\$87,903 |

| | | | |
|--------------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Water Administration | | | |
| Responsible Service: Infrastructure | | | |
| Water Administration | Revenue | Expenditure | 23/24 Budget Balance |
| Connection Charge - Residential - Water Supplies | \$8,000 | | \$8,000 |
| Water Administration | \$4,392,283 | \$1,316,774 | \$3,075,509 |
| Integrated Water Cycle Management Plan | | \$84,619 | -\$84,619 |
| Water Services - Water Meter Reading | \$34,451 | \$1,000 | \$33,451 |
| Depreciation Water Infrastructure | | \$942,747 | -\$942,747 |

| | | | |
|----------------------------------------|--------------------|--------------------|--------------------|
| Water Administration Net Result | \$4,434,734 | \$2,345,139 | \$2,089,595 |
|----------------------------------------|--------------------|--------------------|--------------------|

| | | | |
|-----------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Water Pumping Stations | | | |
| Responsible Service: Infrastructure | | | |
| Water Pumping Stations | Revenue | Expenditure | 23/24 Budget Balance |
| Pump Stations | | \$38,000 | -\$38,000 |
| Water Pumping Stations Net Result | | \$38,000 | -\$38,000 |

| | | | |
|----------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Water Treatment Works | | | |
| Responsible Service: Infrastructure | | | |
| Water Treatment Works | Revenue | Expenditure | 23/24 Budget Balance |
| Water Treatment Works | | \$874,516 | -\$874,516 |
| Water Treatment Works Net Result | | \$874,516 | -\$874,516 |

| | | | |
|--------------------------------------------|----------------|--------------------|-----------------------------|
| Budget Program: Water - Other | | | |
| Responsible Service: Infrastructure | | | |
| Water - Other | Revenue | Expenditure | 23/24 Budget Balance |
| Filtered Water System - Meters | | \$140,500 | -\$140,500 |
| Water - Other Net Result | | \$140,500 | -\$140,500 |

| Budget Program: Sewer Administration | | | |
|-------------------------------------------------|--------------------|--------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Sewer Administration | Revenue | Expenditure | 23/24 Budget Balance |
| Effluent Re-use Water Warbreccan | \$10,961 | | \$10,961 |
| Sewer Headworks Fee | \$50,000 | | \$50,000 |
| Sewer Administration | \$4,146,368 | \$1,151,826 | \$2,994,542 |
| Depreciation - Sewerage Services Infrastructure | | \$859,551 | -\$859,551 |
| Sewer Administration Net Result | \$4,207,329 | \$2,011,377 | \$2,195,952 |

| Budget Program: Sewer Treatment Works | | | |
|-----------------------------------------|---------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Sewer Treatment Works | Revenue | Expenditure | 23/24 Budget Balance |
| Sewerage Treatment Works | | \$672,000 | -\$672,000 |
| Sewer Treatment Works Net Result | | \$672,000 | -\$672,000 |

| Budget Program: Sewer Pump Stations | | | |
|---------------------------------------|---------|------------------|----------------------|
| Responsible Service: Infrastructure | | | |
| Sewer Pump Stations | Revenue | Expenditure | 23/24 Budget Balance |
| Sewer Pump Stations | | \$240,636 | -\$240,636 |
| Sewer Pump Stations Net Result | | \$240,636 | -\$240,636 |



DRAFT
2023-2024
OPERATIONAL PLAN
and BUDGET



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INTRODUCTION

On behalf of Edward River Council, we present the 2023-2024 Operational Plan.

This Operational Plan explains how we will allocate our annual budget for the 2023-2024 financial year towards achieving the commitments of Council's Delivery Program. Ultimately, this will support Council to contribute to achieving community objectives described in the Edward River Community Strategic Plan. Each of these documents is prepared to align with five strategic outcomes:

| | |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Outcome 1: Shaping the future | Protect and enhance both our natural and built environment |
| Outcome 2: An open and connected community | Build capacity and access to freight, transport, information and cultural links within and beyond our region |
| Outcome 3: Encouraging growth through partnerships | Invest in, promote and celebrate living, working and visiting the Edward River experience |
| Outcome 4: Delivering community assets and services | Develop and maintain public infrastructure that supports local businesses to grow and attract new investment |
| Outcome 5: Accountable leadership and responsive administration | Councillors are leaders in the community who are informed and responsive to the community's expectations |

We envisage that 2023-2024 will be a year of consolidation following a number of years with extensive capital works programs. A major focus will be on extensive flood repair works and a \$4.4 million investment in the road network, including a major upgrade of Hardinge Street and completion of Stage 1 of the Edward River Village and runway upgrade at the Deniliquin Airport.

The recent completion of the Town Hall refurbishment provides an opportunity for Council to explore how to maximise community outcomes from this special community asset.

While this year forecasts a budget deficit, Council is in a strong position to be able to fund this through its cash reserves. Our long-term financial planning confirms that the impact of a single-year deficit can be appropriately managed without impacting on our future financial sustainability. This approach will enable Council to deliver its Organisational Roadmap and set us up for a strong future.

Other highlights from this year's budget that will be realised through this Operational Plan include:

- A continued focus on maintaining our assets
- Adoption of the Edward River Growth Strategy
- A program of safety initiatives to support Council's workforce
- Implementation of year one actions of the organisational improvement roadmap to enable enhanced service delivery.

The pages that follow detail the activities Council plans to undertake during 2023-24, along with the Budget that enables us to achieve these commitments. We look forward to another successful year working together for and with the Edward River Community.



ABOUT EDWARD RIVER COUNCIL

As the local tier of government, Edward River Council includes an elected governing body, led by the Mayor, and an administration arm headed up by the Chief Executive Officer. The chart below shows how the functions and activities of Council are arranged across the organisation:



Our elected councillors for the 2021-2024 council term are:

- Councillor Peta Betts – Mayor
- Councillor Paul Fellows – Deputy Mayor
- Councillor Shirlee Burge
- Councillor Harold Clapham
- Councillor Linda Fawns
- Councillor Pat Fogarty
- Councillor Tarria Moore
- Councillor Marc Petersen
- Councillor Shannon Sampson



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OUTCOME 1: SHAPING THE FUTURE

Protect and enhance both our natural and built environment as we grow

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| 1.1 Pristine natural environment | | | | |
|----------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------|---------------|--------------------------|
| DP: | 1.1.1 Manage noxious weeds and invasive species on Council controlled land | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.1.1.1 | Continue to implement the Edward River Weed Action Plan | % of scheduled actions completed | At least 90% | Facilities & Open Spaces |
| DP: | 1.1.2 Support and advocate for health lagoons and rivers | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.1.2.1 | Deliver the annual golden perch and Murray cod fish re-stocking program at Billabong Creek | Annual restocking completed | By March 2024 | Facilities & Open Spaces |
| DP: | 1.1.3 Responsibly address Council's carbon footprint and support renewable energy initiatives | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.1.3.1 | Investigate options for implementing the recommendations of the 100% Renewables report (2021) | Scoping paper tabled for Council consideration | By March 2024 | Waste, Water & Sewer |



| 1.2 Quality built environment | | | | |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------|----------------------|
| DP: | 1.2.1 Implement sound strategic planning policies to oversee the growth and development of our towns and villages | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.2.1.1 | Deliver a consolidated Edward River Local Environmental Plan (LEP) | LEP gazetted | By December 2023 | Development Services |
| DP: | 1.2.2 Manage the built environment in line with the Local Environment Plan and relevant legislation | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.2.2.1 | Prepare an Edward River Council Development Control Plan (DCP) | DCP adopted | By June 2024 | Development Services |
| 1.2.2.2 | Assess and determine: <ul style="list-style-type: none"> • Complying development applications • Construction certificate applications • Local activities applications | Assessments determined within statutory or Council timeframes | >80% | Development Services |
| 1.2.2.3 | Assess and determine Development Applications | Assessments determined within statutory timeframes | >80% | Development Services |
| 1.2.2.4 | Provide Planning Certificates (10.7) and sewerage and drainage certificates for property sales | % of certificates issued within 5 days of request | 90% | Development Services |
| 1.2.2.5 | Undertake backyard swimming pool inspections | No. of inspections completed | At least 35 | Development Services |
| 1.2.2.6 | Undertake inspections of food and skin penetration premises | % of premises inspected | 100% | Development Services |



| | | | | |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------|-----------------------|
| 1.2.2.7 | Undertake water sampling in line with Council's Memorandum of Understanding with NSW Health | % of required sampling completed | 100% | Development Services |
| 1.2.2.8 | Undertake arbovirus monitoring program | % of scheduled program completed | 100% | Development Services |
| 1.2.2.9 | Deliver a Road Safety program for the Edward River community, including: <ul style="list-style-type: none"> - On the road 65+ - Helping learner drivers become safe drivers - Drink driving campaigns at the Deniliquin Ute Muster and Southern 80 Ski Race | No. of initiatives delivered; Total no. of participants | At least 4; At least 250 | Transport |
| 1.2.2.10 | Administer the Local Heritage Grants Program to support the maintenance of heritage in the community | No. of community applications received; % of grant funded projects completed | At least 6 100% | Development Services |
| DP: | 1.2.3 Maintain and develop adaptive housing options for whole of life living | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.2.3.1 | Finalise arrangement for Edward River Village management and governance, and scope an exit strategy | No. of ERV committee meetings held | At least 6 | Office of the CEO |
| 1.2.3.2 | Commence construction of dwellings – Stage 1 of Edward River Village | No. of dwellings completed | 6 | Office of the CEO |



| 1.3 Enhanced active and passive open spaces | | | | |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------|--------------------------|
| DP: | 1.3.1 Provide parks and reserves by proactively managing open and public spaces | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.3.1.1 | Inspect, repair, maintain and renew playgrounds, parks and gardens, public amenities and passive recreation areas | % of scheduled playground inspections completed | 100% | Facilities & Open Spaces |
| DP: | 1.3.2 Improve road safety including street lighting and cycling friendly infrastructure | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.3.2.1 | To be confirmed | TBC | TBC | Transport |



| 1.4 Sustainable waste management | | | | |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------|
| DP: | 1.4.1 Minimise waste to landfill and improve recycling | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.4.1.1 | Prepare for new waste management contract for commencement in July 2024, including delivering customer and community engagement program to communicate waste management changes | % of contractor on-boarding completed; % of communications initiatives completed | 100% 100% | Waste, Water & Sewer |
| DP: | 1.4.2 Provide sustainable waste services and infrastructure | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.4.2.1 | Provide a weekly kerbside collection of residential, commercial and public space domestic waste bins | No. of missed bins per collection | Less than 100 (or approx. 3%) per weekly collection | Waste, Water & Sewer |
| 1.4.2.2 | Operate landfills in Deniliquin, Blighty, Wanganella and Booroorban, and transfer stations in Conargo and Pretty Pine | % compliance with EPA licence conditions | 100% | Waste, Water & Sewer |
| DP: | 1.4.3 Work with local groups and regional organisations regarding partnering opportunities for reuse and recycling | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 1.4.3.1 | Participate in the RAMJO FOGO (food organics, garden organics) and Recycling tender | Contract tabled at Council Meeting | By June 2024 | Waste, Water & Sewer |
| DP: | 1.4.4 Plan and implement the extension of the existing Deniliquin Landfill | | | |
| OP ref | 2023-24 actions | OP ref | 2023-24 actions | OP ref |
| 1.4.4.1 | Complete the design and planning phase for a new cell at the Deniliquin Landfill | Design and planning completed | By June 2024 | Waste, Water & Sewer |



OUTCOME 2: AN OPEN AND CONNECTED COMMUNITY

Build capacity and access to freight, transport, information and cultural links within and beyond our region

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| 2.1 Transport and freight links | | | | |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|----------------------------------|
| DP: | 2.1.1 Promote the Council region as an important hub for logistics and freight in the Riverina | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 2.1.1.1 | Include consideration of a logistics hub in the development of the Growth Strategy and related grant applications | Growth Strategy adopted | By June 2024 | Community & Economic Development |
| DP: | 2.1.2 Develop Deniliquin Regional Airport as an important hub for aviation in the Riverina | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 2.1.2.1 | Deliver airport runway upgrade | % of upgrade works completed | 100% | Project Management Office |

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| 2.2 Communications and technology links | | | | |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------|---------------------|
| DP: | 2.2.1 Advocate to improve existing mobile and internet options | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 2.2.1.1 | Continue to participate in the RAMJO Telecommunications Working Group | No. of meetings attended | 2 | Office of the CEO |
| DP: | 2.2.2 Investigate Smart Cities technology to inform decision-making and improve operational efficiencies | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 2.2.2.1 | Develop and Edward River Council ICT Strategy which includes actions for improving operational efficiencies | Strategy completed | By December 2023 | Customer Experience |
| DP: | 2.2.3 Connect stakeholders, data, technology and community interests to innovatively solve local challenges | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 2.2.3.1 | As part of the development of the ICT Strategy, consider how data can support corporate and community planning and reporting | Strategy completed | By December 2023 | Customer Experience |



| 2.3 Cultural and personal links | | | | |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------|---------------------|
| DP: | 2.3.1 Recognise and promote harmony between our Indigenous and rural heritage | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 2.3.1.1 | Facilitate the Aboriginal Liaison Committee | No. of meetings held | 4 | Office of the CEO |
| DP: | 2.3.2 Identify new and facilitate existing community groups in expanding services and opportunities | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 2.3.2.1 | Deliver a Library service to the Edward River community which continues to provide opportunities for the community to come together | No. of Baby Bounce activities; No. of Storytime sessions; No. of Genealogy Society meetings hosted | 50 40 50 | Customer Experience |



OUTCOME 3: ENCOURAGING GROWTH THROUGH PARTNERSHIP

Invest in, promote and celebrate living, working and visiting the Edward River experience

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| 3.1 Education | | | | |
|---------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|
| DP: | 3.1.1 Seek additional State, Federal and private sector investment in education facilities and resources | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.1.1.1 | Submit a funding application for the Murray Cluster Country University Centre | Funding application submitted in collaboration with other councils | By June 2024 | Office of the CEO |
| DP: | 3.1.2 Develop partnerships with Universities, State Government agencies, networks and sector organisations and businesses | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.1.2.1 | Generate awareness, support and participation for the Country University Centre | No. of community meetings held; No. of letters of support received from local industry; No. of CUC Development Meetings held | 2 6 3 | Office of the CEO |



| 3.2 Economic development | | | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------|----------------------------------|
| DP: | 3.2.1 Develop and implement a (technology aware) economic development and growth strategy for the Edward River region | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.2.1.1 | Finalise the development of the Edward River Growth Strategy | Strategy adopted | By 30 June 2024 | Community & Economic Development |
| DP: | 3.2.2 Collaborate with stakeholders and entrepreneurs to drive diverse, innovative and competitiveness in new markets | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.2.2.1 | Review and update the Economic Development Strategy, including consideration of an investment prospectus | Updated Strategy completed | By March 2024 | Community & Economic Development |
| DP: | 3.2.3 Partner with neighbouring councils and service providers to implement the Agribusiness Masterplan | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.2.3.1 | Deliver the council specific scheduled actions of the Agribusiness Masterplan subject to funding | % of scheduled actions completed | At least 90% | Community & Economic Development |



| 3.3 The Edward River experience | | | | |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------|----------------------------------|
| DP: | 3.3.1 Support the development and delivery of events that contribute to economic prosperity, liveability and social cohesion | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.3.1.1 | Provide support to the Play on the Plains and Ute Muster events | % of participants from outside the Edward River LGA | At least 50% | Community & Economic Development |
| DP: | 3.3.2 Support a collaborative creative economy where arts and culture are a transformational sector of the community | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.3.2.1 | Undertake funded works at Peppin Heritage Centre, including: <ul style="list-style-type: none"> • Signage • Accessibility improvements • Upgrade to exhibition infrastructure | % of scheduled actions completed | At least 90% | Community & Economic Development |
| 3.3.2.2 | Operate a performing arts venue for the Edward River community and beyond subject to funding | No. of Council-coordinated performances; No. of commercial performances | 6 6 | Community & Economic Development |
| 3.3.2.3 | Establish and support an Arts & Culture Advisory Committee | First meeting held; No. of meetings held | By September 2023 At least 4 | Community & Economic Development |



| DP: 3.3.3 Build on the success of the Visit Deni campaign to grow our visitor economy | | | | |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------|------------------|----------------------------------|
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.3.3.1 | Deliver scheduled actions of the Visit Deni Tourism Development Plan | % of scheduled actions completed | At least 80% | Community & Economic Development |
| 3.3.3.2 | Review and benchmark data capture mechanism to inform investment and improve the visitor experience | Review completed | By February 2024 | Community & Economic Development |

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| 3.4 Health | | | | |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------|-------------------|
| DP: | 3.4.1 Seek appropriate State, Federal and private sector investment in medical facilities and public health resources | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.4.1.1 | Support Local Health Advisory Committee funding submissions for additional health service development | Support letters provided | At least 1 | Office of the CEO |
| 3.4.1.2 | Facilitate the Health Services Advisory Committee | Number of meetings held | At least 4 | Office of the CEO |
| DP: | 3.4.2 Fund and provide Council assistance as per the <i>Doctors & Nurses Attraction Policy</i> and provide social support to practitioners | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.4.2.1 | Support local doctors and nurses with assistance to move to the region | Nature of support provided | At least 2 health professionals supported, up to total of \$10,000 | Office of the CEO |
| DP: | 3.4.3 Collaborate with Murrumbidgee Local Health District in providing local opportunities for professional development | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 3.4.3.1 | Contribute to the Rural Doctors' Network Bush Bursary program to place medical students in Deniliquin | No. of students supported | 2 | Office of the CEO |



OUTCOME 4: DELIVERING COMMUNITY ASSETS AND SERVICES

Develop and maintain public infrastructure that supports local businesses to grow and attract new investment

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|--------------------------------|-----------------------------------------------------------------------------------------------------------|
| 4.1 Vibrant villages and towns | |
| DP: | 4.1.1 Prepare Asset Management Strategies and Plans for the sustainable renewal and improvement of assets |



| OP ref | 2023-24 actions | Measure | Target | Responsibility |
|------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------|----------------------------|
| 4.1.1.1 | Undertake the asset revaluation program | % of scheduled program completed | At least 90% | Strategic Asset Management |
| 4.1.1.2 | Update Asset Management Plans in line with the Strategic Asset Management Plan (SAMP) | No. of AM plans updated | 6 | Strategic Asset Management |
| DP: | 4.1.2 Prepare service level plans to support the efficient delivery of maintenance and operation of facilities | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 4.1.2.1 | Undertake a Service Review for the Parks & Gardens service area | Review completed | By March 2024 | Strategic Asset Management |
| DP: | 4.1.3 Continue to invest in the maintenance and improvement of community facilities | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 4.1.3.1 | Review the Deniliquin Lawn Cemetery’s layout plan and input revised layout into the GIS system | Review completed; GIS input completed | By January 2024 By June 2024 | Facilities & Open Spaces |
| 4.1.3.2 | Deliver lighting upgrade for sporting fields if funding is secured | % of upgrade delivered | At least 90% | Facilities & Open Spaces |
| 4.1.3.3 | Deliver funded capital works projects (see Appendix 1 for full list of funded capital works projects) | % of scheduled works completed; % of grant acquittal requirements met | At least 90% 100% | Project Management Office |
| 4.1.3.4 | Inspect and maintain local boat ramps and associated parking areas in preparation for the summer season | % of scheduled inspections and maintenance program completed | 100% | Transport |
| DP: | 4.1.4 Provide sufficient infrastructure for the growth of our towns and villages | | | |
| OP ref | 2023-24 actions | OP ref | 2023-24 actions | OP ref |



| | | | | |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------|---------------------------|
| 4.1.4.1 | Deliver rehabilitation projects, including reconstruction of essential public assets | % of scheduled projects completed | At least 90% | Project Management Office |
| 4.1.4.2 | Deliver drainage works associated with local roads reconstruction program | % of scheduled program completed | At least 90% | Transport |
| 4.1.4.3 | Deliver Town Levee refurbishment program | % of scheduled program completed | At least 90% | Transport |
| 4.1.4.4 | Deliver the footpath renewal program | % of schedule program completed | At least 90% | Transport |
| 4.1.4.5 | Deliver scheduled actions of the Pedestrian Access Management Plan's (PAMP) replacement program | % of scheduled actions completed | At least 90% | Transport |
| 4.1.4.6 | Deliver regional road program, including reconstruction and resealing of identified roads | % of scheduled program completed | At least 90% | Transport |
| 4.1.4.7 | Deliver local road program, including reconstruction, resealing and gravel resheeting | % of scheduled program completed | At least 90% | Transport |
| 4.1.4.8 | Deliver local bridge refurbishment program | % of scheduled program completed | At least 90% | Transport |
| 4.1.4.9 | Deliver kerb and gutter renewal program, including as part of Hardinge Street renewal project | % of schedule program completed | At least 90% | Transport |
| 4.1.4.10 | Initiate and plan for water infrastructure projects, including: <ul style="list-style-type: none"> • Water main replacement program • Water treatment plant refurbishment • Ice pigging preparation • Wanganella Creek pump upgrade • WRP clear water tank baffles • North Deniliquin secondary trunk water main | % of schedule projects completed | At least 90% | Waste, Water & Sewer |



| | | | | |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------|----------------------|
| 4.1.4.11 | Initiate and plan for sewer infrastructure projects, including: <ul style="list-style-type: none"> • Sewer relining program • Sewer pump station refurbishment • Trunk Main replacement at Dick Street pump station | % of schedule projects completed | At least 90% | Waste, Water & Sewer |
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|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|-----------------------|
| 4.2 Reliable water and sewerage | | | | |
| DP: | 4.2.1 Implement the outcomes of the NSW Government's Best Practice Management of Water Supply and Sewerage Guidelines | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |



| | | | | |
|---------------|----------------------------------------------------------------------------------------------------------------|------------------------|---------------|-----------------------|
| 4.2.1.1 | Commence the scoping study for the Sewerage Treatment Plan replacement | TBC | TBC | Waste, Water & Sewer |
| 4.2.1.2 | Upgrade telemetry (SCADA) system | % of upgrade completed | At least 90% | Waste, Water & Sewer |
| 4.2.1.3 | Commence the scoping study for the High Lift Pump replacement | TBC | TBC | Waste, Water & Sewer |
| DP: | 4.2.2 Comply with National Drinking Water Guidelines and work with NSW Health regarding health outcomes | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 4.2.2.1 | Undertake daily water sampling in compliance with the regulations | Compliance rate | 100% | Waste, Water & Sewer |

| | | | | |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------|---------------|-----------------------|
| 4.3 Friendly and supportive customer service | | | | |
| DP: | 4.3.1 Provide professional and effective customer service which is embedded throughout the organisation | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |



| | | | | |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|-----------------------|
| 4.3.1.1 | Deliver identified customer service activities, including improvements to the CRM system | TBC | TBC | Customer Experience |
| DP: | 4.3.2 A customer centric culture that continuously improves its practices and tools and innovates | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 4.3.2.1 | Deliver identified customer service improvements, including: <ul style="list-style-type: none"> • After-hours telephony • Investigation of expansion of online customer self-service options | TBC | TBC | |

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OUTCOME 5: ACCOUNTABLE LEADERSHIP AND RESPONSIVE ADMINISTRATION

Councillors are leaders in the community who are informed and responsive to the community's expectations

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| 5.1 Collaborative and engaged | | | | |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------|---------------------------|
| DP: | 5.1.1 Provide governance frameworks that support Council operating transparently for and with the community | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.1.1.1 | Deliver Council's annual Operational Plan and Annual Report | % of statutory obligations met | 100% | Corporate Strategy |
| 5.1.1.2 | Implement records management activities, including developing an Information Management Framework | Framework completed | By December 2023 | Customer Experience |
| 5.1.1.3 | Finalise Plans of Management for all Council-controlled Crown Land | % of PoM completed | 100% | Facilities & Open Spaces |
| 5.1.1.4 | Undertake a review of delegations and implement an updated Delegations Register and instruments | Updated delegations system in place | By September 2023 | Governance, Safety & Risk |
| 5.1.1.5 | Develop a corporate governance framework | Framework adopted | By December 2023 | Governance, Safety & Risk |
| 5.1.1.6 | Develop and implement a fraud prevention framework | Framework adopted; Implementation commenced | By March 2024 By June 2024 | Governance, Safety & Risk |
| 5.1.1.7 | Provide procurement-related business support and advice, including in relation to: <ul style="list-style-type: none"> • Purchase orders • Tenders • RFQs | % of POs that comply with Procurement Policy | At least 95% | Finance |
| 5.1.1.8 | Prepare and facilitate the annual professional development program for each councillor | Councillor participation in program | 100% | Office of the CEO |
| 5.1.1.9 | Facilitate and participate in interagency meetings, including: | No. of LEMC meetings attended; | At least 5 | Emergency Management |



| | | | | |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------|-----------------------------|
| | <ul style="list-style-type: none"> Local Emergency Management Committee Rural Fire Service Bushfire Management Committee | No. of RFS BMC meetings attended | At least 5 | |
| DP: | 5.1.2 Continue to build trust amongst our community through collaboration and communication | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.1.2.1 | Audit and update Council's website content | No. of visits to Council's website homepage | 2.5% more than last year [awaiting advice re baseline] | Communications & Engagement |
| 5.1.2.2 | Implement scheduled actions of the Communications and Engagement Strategies | No. of activities delivered; No. of participants | [to be confirmed when Strategies are further progressed] | Communications & Engagement |
| 5.1.2.3 | Represent Council and the Edward River community at: <ul style="list-style-type: none"> Country Mayors' Association ALGA Annual Conference LGNSW Annual Conference | Participation rate | 100% | Office of the CEO |
| DP: | 5.1.3 Implement new community committee structures for community facilities | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.1.3.1 | Complete implementation of recommendations arising from the Council Committees review | % of Committees with a current ToR | 100% | Governance, Safety & Risk |

5.2 Financially sustainable



| DP: | 5.2.1 Develop and implement financial plans that ensure Council is financially sustainable, innovative and efficient | | | |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------|
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.2.1.1 | Maintain and renew Council's plant and fleet | TBC | TBC | Facilities & Open Spaces |
| 5.2.1.2 | Prepare the annual budget and implement the scheduled activities of the Long-Term Financial Plan, including a review of fees and charges | Budget prepared; % of scheduled activities completed | By June 2024 100% | Finance |
| 5.2.1.3 | Implement the recommended actions of the Financial Sustainability Review | % of high priority actions completed | 100% | Finance |
| 5.2.1.4 | Prepare a discussion paper to commence community consultation regarding a special variation to rates, and commence application process with IPART, for application from 2024-25 | Consultation activities completed; Application to IPART lodged | By [date] TBC By [date] TBC | Finance |
| 5.2.1.5 | Finalise the development of, and commence implementation of the Project Management Framework, and train staff in its application | % of projects delivered using the PMF; % of identified staff trained in PMF | 100% 100% | Project Management Office |
| 5.2.1.6 | Undertake a review of Council's donations, grants and sponsorship program and policy | Review completed; Policy adopted; Revised program commenced | By March 2024 By May 2024 By end of June 2024 | Office of the CEO |



| DP: 5.2.2 Continue to foster a culture and support frameworks to enhance risk-based decision making | | | | |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------|
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.2.2.1 | Implement actions arising from the Procurement Audit | % of actions addressing high and extreme risk completed | 100% | Finance |
| 5.2.2.2 | Continue to review and update Council's policies in line with legislative compliance and organisational priorities | % of ERC policies which are out of date | Less than 20% | Governance, Safety & Risk |
| 5.2.2.3 | Prepare, distribute and publish Council and Committee Meeting Agendas and Minutes | % of Agendas & Minutes published within statutory timeframes | 100% | Office of the CEO |
| DP: 5.2.3 Facilitate the role of the Audit Risk and Improvement Committee | | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.2.3.1 | Facilitate the activities of the Audit, Risk & Improvement Committee and Internal Audit function, including: <ul style="list-style-type: none"> • Development of a strategic workplan • Implementation of the Risk Management & Internal Audit Framework • Review of the Enterprise Risk Management Framework | No. of ARIC meetings held; % of scheduled internal audits completed; No. of service reviews completed | At least 4 100% At least 1 | Governance, Safety & Risk |

| 5.3 Professional workplace culture | | | | |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------|---------------------------|
| DP: | 5.3.1 Maintain a culture of safety first | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.3.1.1 | Implement the actions arising from the Safety Culture audit | % of scheduled actions completed | At least 90% | Governance, Safety & Risk |
| 5.3.1.2 | Facilitate councillor training on strategic organisational safety and governing body responsibilities | Training delivered; % of councillors trained | By June 2024 100% | Office of the CEO |
| DP: | 5.3.2 A workforce culture supports the needs of the community with a safe, skilled and motivated Council workforce | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.3.2.1 | Deliver the Year 1 actions of the Organisation Roadmap that are supported by budget | % of Year 1 scheduled actions completed | At least 80% | Office of the CEO |
| 5.3.2.2 | Implement the scheduled activities of the Workforce Management Plan, including: <ul style="list-style-type: none"> Enhancing recruitment and on-boarding processes Improvements to the payroll system | % of scheduled activities completed | At least 90% | People |
| DP: | 5.3.3 Develop strong sector partnerships through shared projects, resources and learning to assist the Edward River community | | | |
| OP ref | 2023-24 actions | Measure | Target | Responsibility |
| 5.3.3.1 | Participate in the Regional Recovery Program to support the local community's flood recovery | Flood Recovery Program commenced | By end of October 2023 | Project Management Office |



| DP: | 5.3.4 Actively support the growth and development of staff | | | |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------|--------|
| OP ref | 2023-24 actions | OP ref | 2023-24 actions | OP ref |
| 5.3.4.1 | Facilitate annual staff appraisals | % of staff who have been appraised | At least 90% | People |
| 5.3.4.2 | Facilitate mandatory training for Council staff, including: <ul style="list-style-type: none"> • EEO training • Bullying and harassment training | % of staff who have received relevant mandatory training | At least 90% | People |

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2023/24 BUDGET

Edward River Council's Operational Plan includes the annual budget and works to be undertaken along with the Statement of Revenue Policy, as detailed earlier (as detailed earlier) and Fees and Charges (refer attachment)

The 2023-24 budget has been prepared using the draft financial sustainability review as a key reference document, adjusted for known variations and new demands, and will deliver a budget earning \$33.35million, costing \$34.48 million resulting in an operating deficit before capital grants of \$1.13million. In addition, Council will be investing \$10.04 million in capital works.

The \$1.13 million operating deficit is made up of four funds:

- General \$2.95 million deficit
- Water \$0.75 million surplus
- Sewer \$1.19 million surplus
- Edward River Village \$0.12 million deficit

| Total Revenue (inclusive of capital grants) | | Total Costs | |
|---------------------------------------------|------------------------|---------------------------|------------------------|
| General fund | \$25.77 million | General fund | \$28.72 million |
| Water fund | \$3.97 million | Water fund | \$3.22 million |
| Sewer fund | \$3.84 million | Sewer fund | \$2.65 million |
| Edward River Village | \$0.0 million | Edward River Village | \$0.12 million |
| Consolidated funds | \$33.58 million | Consolidated funds | \$34.71 million |

Rates and annual charges revenue

Rating revenue increases in accordance with the Independent Pricing and Regulatory Tribunal (IPART) rate peg determination, which is currently 3.7% plus a population factor of 0.7%, a total of 4.4%. In addition, the land valuations were subject to a general revaluation of all properties. This occurs every three years for equity purposes and will be effective from 1 July 2023 for the 2023-24 financial year

The projected rates revenue for 2023-24 is \$8.2 million. More detailed information on rates is outlined in Council's Statement of Revenue Policy.

User charges and fees revenue

Generally, user charges and fees have been set to increase by 6.50 per cent, although there are exceptions where individual fees have been assessed and will increase at a different rate, whilst others are prescribed by the NSW Government – with Council having no discretion in the setting of those fees.

For further detail, refer to Council's Fees and Charges appended to this document.

Interest and investment revenue

Council's estimated interest investment revenue for 2023-24 is \$1,620,924.

Council will continue an investment strategy to maximise the return on investment, whilst maintaining a low-risk portfolio governed firstly by the Minister of Local Government's Order; and secondly by Council's Investment Policy which provides the framework for minimising risks involved in investing public funds.

Grants and contributions revenue

An optimistic approach has been taken with budgeting for grants and contributions revenue. The Financial Assistance Grant of \$6.45 million is forecast to grow at a modest rate of 4%. Over many years this grant has proven difficult to predict.

Generally, only known future grants are included in the forward projections, except for grants which have been reliably received over a lengthy period.

Employee costs

Employee-related costs, which include salaries, entitlements, insurances, taxes, travel, and training costs, are estimated to be \$12.05m. It is assumed that employee costs will grow at a rate of 20 per cent in the forecast period. This includes anticipated additional resources, award increases, growth through salary progression and increase in training budget

Borrowing costs

Council currently has no loans, however Council has approved potential borrowings for the airport project, and Edward River Village in the forecast period.

Materials and contract costs

Materials and contracts costs estimate for the 2023-24 has increased from prior years due to the increase in the cost of materials and services due to Covid and world economy related shortages and is also based on projected activity.

Councillor remuneration costs

Council has resolved that in accordance with Section 241 of the Local Government Act 1993 (the Act), Council will fix the annual fee paid to Councillors to the maximum determination made by the Remuneration Tribunal for the category Rural area.

Council has also resolved to pay Councillors superannuation at the prescribed rates for all other salary earners.

Other costs

Other expenditures are set to increase by 6.50 per cent.

Reserves

Council has reserves which represent cash that is restricted for specific purposes, usually to fund future expenditure.



| | Forecast Full Year 22/23 | Movement | Budget 2023/24 |
|------------------------------------|--------------------------|--------------------|-------------------|
| Internal Restrictions | | | |
| Infrastructure replacement | 1,780,000 | | 1,780,000 |
| Plant replacement reserve | 1,799,000 | | 1,799,000 |
| Recreation reserves/villages | 1,113,000 | | 1,113,000 |
| Other internal reserves | 751,000 | | 751,000 |
| Employee entitlements | 693,000 | | 693,000 |
| Land Development Fund | 385,000 | | 385,000 |
| Airport Development | 207,000 | (207,000) | - |
| Deposits, retentions, and bonds | 323,000 | | 323,000 |
| Edward River Village | 520,000 | (520,000) | - |
| Total Internal Restrictions | 7,571,000 | (727,000) | 6,844,000 |
| External Restrictions | | | |
| Water supplies fund | 6,554,000 | 746,000 | 7,300,000 |
| Sewerage services fund | 5,558,000 | 1,181,000 | 6,739,000 |
| Tip remediation | 1,300,000 | | 1,300,000 |
| Unexpended Merger funds | 418,000 | | 418,000 |
| Other unexpended grant funds | 4,573,000 | (580,000) | 3,993,000 |
| Other external reserves | 143,000 | | 143,000 |
| Total External Restrictions | 18,546,000 | 1,347,000 | 19,893,000 |
| Unrestricted Funds | 27,255,000 | (2,617,000) | 28,632,000 |
| Total Funds | 53,372,000 | 1,997,000 | 55,369,000 |

| Edward River Council Income Statement Projections- consolidated | | |
|-----------------------------------------------------------------------|-----------------|----------|
| | Proposed Budget | Forecast |
| | | |



| Year Ending | 2024 | 2025 | 2026 | 2027 |
|--------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| | \$000s | \$000s | \$000s | \$000s |
| Income from Continuing Operations | | | | |
| Rates and Annual Charges | 14,924 | 15,314 | 15,714 | 16,124 |
| User Charges and Fees | 4,277 | 4,335 | 4,448 | 4,563 |
| Other Revenues | 547 | 3,561 | 3,678 | 3,793 |
| Grants & Contributions for Operating Purposes | 9,504 | 9,714 | 9,931 | 10,153 |
| Grants & Contributions for Capital Purposes - Cash | 110 | 1,784 | 90 | 92 |
| Interest & Investment Revenue | 1,671 | 1,944 | 1,954 | 1,973 |
| Internal Revenue | 2,317 | 10,851 | 11,123 | 11,401 |
| Net Gains from the Disposal of Assets | 235 | 241 | 247 | 253 |
| Total Income from Continuing Operations | 33,585 | 47,744 | 47,185 | 48,352 |
| Expenses from Continuing Operations | | | | |
| Employee Costs | 12,056 | 12,275 | 12,639 | 12,970 |
| Materials and Contracts | 8,518 | 8,487 | 9,065 | 9,176 |
| Borrowing Costs | 253 | 307 | 465 | 448 |
| Depreciation | 10,883 | 11,146 | 11,260 | 11,296 |
| Internal Expenditure | 2,317 | 9,886 | 10,132 | 10,387 |
| Other Expenses | 684 | 702 | 719 | 737 |
| Total Expenses from Continuing Operations | 34,711 | 42,803 | 44,280 | 45,014 |
| Operating Result from Continuing Operations Surplus/(Deficit) | (1,126) | 4,941 | 2,905 | 3,388 |
| Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit) | (1,236) | 3,157 | 2,815 | 3,246 |

| Balance Sheet Projections- Consolidated | | | | |
|-----------------------------------------|-----------------|----------|------|------|
| | Proposed Budget | Forecast | | |
| Year Ending | 2024 | 2025 | 2026 | 2027 |
| | | | | |



| | \$000s | \$000s | \$000s | \$000s |
|---------------------------------------------|----------------|----------------|----------------|----------------|
| Current Assets | | | | |
| Cash & Cash Equivalents | 11,203 | 13,492 | 14,592 | 16,721 |
| Receivables | 2,834 | 2,834 | 2,834 | 2,834 |
| Other (Includes Assets Held for Sale) | 103 | 103 | 103 | 103 |
| Total Current Assets | 14,140 | 16,429 | 17,529 | 19,658 |
| Non-Current Assets | | | | |
| Investments | 42,500 | 42,500 | 42,500 | 42,500 |
| Infrastructure, Property, Plant & Equipment | 475,911 | 478,438 | 483,618 | 484,501 |
| Other | 1,268 | 1,268 | 1,268 | 1,268 |
| Total Non-Current Assets | 519,679 | 522,206 | 527,386 | 528,269 |
| Total Assets | 533,819 | 538,635 | 544,915 | 547,927 |
| Current Liabilities | | | | |
| Payables | 3,195 | 3,195 | 3,195 | 3,195 |
| Contract Liabilities | - | - | - | - |
| Borrowings | 129 | 135 | 326 | 341 |
| Provisions | 3,078 | 3,078 | 3,078 | 3,078 |
| Total Current Liabilities | 6,402 | 6,408 | 6,599 | 6,614 |
| Non-Current Liabilities | | | | |
| Payables | 55 | 55 | 55 | 55 |
| Borrowings | 3,010 | 2,876 | 6,059 | 5,718 |
| Provisions | 1,712 | 1,712 | 1,712 | 1,712 |
| Total Non-Current Liabilities | 4,777 | 4,643 | 7,826 | 7,485 |
| Total Liabilities | 11,179 | 11,051 | 14,425 | 14,099 |
| Net Assets | 522,640 | 527,584 | 530,490 | 533,828 |
| Equity | | | | |
| Retained Earnings | 470,522 | 475,467 | 478,372 | 481,710 |
| Revaluation Reserves | 52,118 | 52,118 | 52,118 | 52,118 |
| Total Equity | 522,640 | 527,585 | 530,490 | 533,828 |

| | | | |
|----------------------------------------------|-----------------|----------|--|
| Edward River Council | | | |
| Cash Flow Statement Projections-Consolidated | | | |
| | Proposed Budget | Forecast | |

| Year Ending | 2024 | 2025 | 2026 | 2027 |
|---------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| | \$000s | \$000s | \$000s | \$000s |
| Cash Flows from Operating Activities | | | | |
| Receipts - Operating Activities | 48,015 | 47,744 | 47,189 | 48,352 |
| Payments - Operating Activities | (31,740) | (31,657) | (33,024) | (33,718) |
| Net Cash Provided by (or used in) Operating Activities | 16,275 | 16,087 | 14,165 | 14,634 |
| Cash Flows from Investing Activities | | | | |
| Receipts - Infrastructure, Property, Plant & Equipment | 250 | 0 | 0 | 0 |
| Purchases - Infrastructure, Property, Plant & Equipment | (16,829) | (15,335) | (16,440) | (12,179) |
| Receipts/Purchases - Other Assets | - | - | - | - |
| Net Cash Provided by (or used in) Investing Activities | (16,579) | (15,335) | (16,640) | (12,179) |
| Cash Flow from Financing Activities | | | | |
| Receipts - Loan Borrowings | - | - | 3,687 | - |
| Payments - Principal Repayments | - | (129) | (312) | (326) |
| Net Cash Provided by (or used in) Financing Activities | - | (129) | 3,375 | (326) |
| Net Increase/(Decrease) in Cash Assets Held | (304) | 623 | 1100 | 2129 |
| Cash and Cash Equivalents at Beginning of Reporting Period | 11,507 | 12,869 | 13,492 | 14,592 |
| Cash and Cash Equivalents at End of Reporting Period | 12,869 | 13,492 | 14,952 | 16,721 |
| investments at End of Reporting Period | 42,500 | 42,500 | 42,500 | 42,500 |
| Total Cash, Cash Equivalents, and Investments at End of Reporting Period | 55,369 | 55,992 | 57,092 | 59,221 |

STATEMENT OF REVENUE POLICY

Introduction

The Local Government Act (the Act) requires Council, under section 404, to include a Statement of Revenue Policy in its annual Operational Plan. In compiling this statement, significant factors have been considered in conjunction with the projected Operational Budget. In the current economic climate, Council is continuing to face cost pressures while being relatively constrained with static revenue base. The 2023-24 Operational Budget has been formulated within these income and cost constraints.

The Revenue Policy is a key component of the Operational Plan and lists Council's Rates, Fees and Charges for 2023-24, including all areas that support the generation of Council's income.

Revenue categories include:

- Rates
- Annual charges for services
- Fees for services
- Commonwealth and State government grants
- Earnings on investments
- Borrowings
- Other revenues, including income from the sale of assets.

Council adopts its Revenue Policy on an annual basis.

The following sections provide information regarding how Council will levy ordinary land rates, charges and fees in the 2023-24 financial year and the anticipated revenue that will be derived from each separate rate, charge and fee.

Rates

Rates are levied on the land value (as determined by the Valuer General) of the property and in accordance with the *Local Government Act 1993*.

Categorisation of Land for the purposes of ordinary rates

Council has categorised all rateable properties in accordance with section 514 of the Act, to be within one of the following rating categories.

- Farmland
- Residential
- Mining
- Business.

Before making an ordinary rate, a council may determine a sub-category or sub-categories for one or more categories of rateable land in its area. A sub-category may be determined for the category:

- "Farmland" according to the intensity of the land use, the irrigability of the land, or economic factors affecting the land or
- "Residential" according to whether the land is rural residential land or is within a Centre of Population or
- "Mining" according to the kind of mining involved or

- “Business” according to a Centre of Activity.

Rating Methods and Council’s Rating Structure

The Act provides Council with the following three alternative methods for levying rates:

- Solely ad valorem rating
- Minimum rate plus ad valorem rate
- A base amount of up to 50% of the total yield required to be raised from a category or sub-category plus an ad valorem rate.

The ad valorem amount of a rate is an amount in the dollar determined for a specified year by the council and expressed to apply, in the case of an ordinary rate, to the Land Value of all rateable land in the council's area within the category or sub-category of the ordinary rate.

Land Valuations

Land valuations are supplied to Council by the NSW Valuer General's Office (VG) and are based on the unimproved capital value (ignore any developments) on the land. Land valuations are used by Councils to levy ordinary land rates. The VG provides council with Supplementary Lists every four weeks which dictate land value changes to particular properties within the three-year base year period.

Council uses land values to equitably levy ordinary land rates by applying a rate in the dollar to an individual property's land valuation. A different rate in the dollar applies to different rating categorisations.

An increase in total land valuations received from the VG does not increase Council's total permissible annual income; instead, it redistributes the rate burden between individual properties based on that property's land value change in comparison to others.

How will the General Revaluation affect Ratepayers?

ERC was also subject to a General Revaluation of all properties, this occurs every three years for equity purposes and will be issued as effective from 1-7-2023 for the 2023-24 Rate (financial) year. The effect of the General Revaluation on individual ratepayers will be that Ratepayers will be subject to the following, depending on the new Land Valuations as issued by NSW Valuer General's Office (VG):

- an increase in rates obligation
- no change in their rates obligation
- a decrease in their rates obligation

More information about land valuations and their use by councils is available from the Property NSW website at http://www.valuergeneral.nsw.gov.au/council_rates.

Total Permissible Revenue – Rate Pegging and Special Rate Variation

The rate peg is a percentage determined by the Independent Pricing and Regulatory Tribunal (IPART) each year that limits the maximum general rate income NSW Councils can collect above



the rate income it collected in the previous year. The rate pegging limit for Edward River Council (ERC) for 2023-24 determined by IPART is 4.4%.

General income comprises income from ordinary land rates and special rates (Council is not levying any special rates at this current time). It does not include income derived from fees or charges for water, sewer, waste management, stormwater, on-site sewage management fees etc.

The rate peg applies to the total rate income, and therefore individual property rates may fluctuate depending upon their rating categorisation, Council's adopted rating structure and their land valuation.

Councils may apply for an increase above the rate peg limit determined by IPART for a set number of years, this is known as a Special Rate Variation under section 508 of the Act. A Special Rate Variation, if approved, overrides the rate pegging limit.

Council's overall Rate income is based on last year's income plus the rate peg 4.4% set by the Office of Local Government through IPART. The rating structure in Table 1, next page, shows Edward River Council rates structure.

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| Rating Category | Property Count Analysis | Property Count | Total Revenue Analysis | Total Revenue | Total Land Value Analysis | Total Land Value | Ad Valorem | Minimum Charge Base Amount |
|------------------------------------------------|-------------------------|----------------|------------------------|---------------|---------------------------|------------------|------------|----------------------------|
| BUSINESS | | | | | | | | |
| Business Other | 1 | | \$4,224 | | \$2,360,000 | | 0.00179000 | |
| Business Other Minimum | 51 | 52 | \$24,735 | \$28,959 | \$946,990 | \$3,306,990 | | \$485.00 |
| Business Town - Deniliquin | 429 | | \$1,100,107 | | \$59,401,025 | | 0.01852000 | |
| Business Town - Deniliquin -Minimum | 31 | 460 | \$17,174 | \$1,117,281 | \$591,785 | \$59,992,810 | | \$554.00 |
| FARMLAND | | | | | | | | |
| Farmland Dry | 89 | | \$127,029 | | \$111,429,080 | | 0.00114000 | |
| Farmland Dry Base Amount | | 89 | \$51,887 | \$178,916 | | \$111,429,080 | | \$583.00 |
| Farmland Irrigable | 781 | | \$2,451,386 | | \$1,495,659,450 | | 0.00163900 | |
| Farmland Irrigable Base Amount | | 781 | \$455,323 | \$2,906,709 | | \$1,495,659,450 | | \$583.00 |
| MIXED DEVELOPMENTS | | | | | | | | |
| Business Lots (Mixed Development) | 5 | | \$6,771 | \$6,771 | \$273,898 | \$273,898 | 0.02472000 | |
| Residential Lots (Mixed Development) | - | | \$2,338 | | \$173,202 | | 0.01350000 | |
| Residential Lots (Mixed Development) Base Rate | - | 5 | \$714 | \$3,053 | | \$173,202 | | \$376.00 |



Operational Plan
2023-2024

| | | | | | | | | |
|--------------------------------------------|------|------|-------------|-------------|-----------------|-----------------|------------|----------|
| RESIDENTIAL | | | | | | | | |
| Residential Deniliquin - Other | 410 | | \$419,388 | | \$105,932,700 | | 0.00395900 | |
| Residential Deniliquin - Other Base Amount | | 410 | \$189,010 | \$608,398 | | \$105,932,700 | | \$461.00 |
| Residential Other | 265 | | \$89,829 | | \$16,746,670 | | 0.00536400 | |
| Residential Rural Other Base Amount | | 265 | \$52,205 | \$142,034 | | \$16,746,670 | | \$197.00 |
| Residential Town -Deniliquin | 2952 | | \$1,936,061 | | \$324,569,290 | | 0.00596500 | |
| Residential Town -Deniliquin Base Amount | | 2952 | \$1,360,872 | \$3,296,933 | | \$324,569,290 | | \$461.00 |
| | 5014 | 5014 | \$8,289,054 | \$8,289,054 | \$2,118,084,090 | \$2,118,084,090 | | |

Table 1 – Rating Structure 2023-24



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How rates are calculated

General Rates

The calculation used to ascertain the general rates for an individual property is:

$$\frac{\text{Land Value x Ad Valorem}}{100} = \text{General Rate payable}$$

Base Rates

The calculation used to ascertain the base rate for an individual property is:

$$\text{Base Rate} + \frac{\text{Land Value x Ad Valorem}}{100} = \text{Base Rate payable}$$

Note: Different categories/sub categories will have by default different Base Rates. Base rates are total dependent on the percentage of total income for that category/sub category depending on the total income for that category.

Base rates ARE NOT an indication of the amount a property is contributing to Services provided by Council, it is purely an optional method of calculating rates on a property.

Minimum Rates

The calculation used to ascertain the minimum rate for an individual property is:

$$\frac{\text{Land Value x Ad Valorem}}{100} = \text{Rate payable if above the minimum rate. If the result is less than the minimum, then the minimum rate is payable}$$

Rate Instalment dates

Section 562 (3)(b) the Act states "If payment is made by quarterly instalments, the instalments are payable by 31 August, 30 November, 28 February and 31 May", except as provided in subsection 4". It has been Council's practice to extend the payment date to the first working day after the due date if the instalment falls due on a weekend.

Charges

Under sections 496, 496A and 501 of the Act, a Council may levy annual charges for the following services:

- Water
- Sewer
- Domestic Waste Management
- Non-Domestic Waste Management
- Stormwater Management.

Under section 502 of the Act, Council may levy charges for actual use for the following services:

- Water Usage
- Sewer Usage
- Liquid Trade Waste.

Water, Sewer and Waste Management charges relating to non-rateable properties will be charged in accordance with sections 496, 501, and 502 of the Act. For the purposes of charging these non-rateable properties that actually use these services in accordance with section 503 (2) of the Act, the charges to be applied are the same as those charged against rateable properties as these charges are representative of use.

Best practice pricing

The introduction of best-practice pricing for water, sewer and trade waste services is essential for the effective and sustainable management of Council's water supply and sewerage businesses and the minimisation of customer bills. The purpose of best-practice management is:

- to encourage the effective and efficient delivery of water supply and sewerage services and
- to promote sustainable water conservation practices and water demand management throughout NSW.

With increasing demands on the limited water resources of NSW, it is vital that these resources are managed in an efficient and sustainable manner.

Best-practice management is essential for efficient and sustainable management of water resources and the environment. It enables Council to achieve sustainable water supply and sewerage businesses and comply with the Australian Government's National Competition Policy (NCP) and National Water Initiative (NWI).

Best-practice water supply pricing requires that the usage charge recover those costs that vary with demand in the long-term (i.e. long-run marginal cost), through a usage charge.

Section 552 (1)(b) of the Act prescribes that Council may levy a special rate or charge on land that is situated within 225 metres of a water pipe of the council whether the land has a frontage or not to the public road (if any) in which the water pipe is laid, and although the land is not actually supplied with water from any water pipe of the council.

Section 552 (3)(a) of the Act prescribes that Council may levy a special rate or charge relating to the sewerage on all land except land which is more than 75 metres from a sewer of the council and is not connected to the sewer.

Water access and usage charges

The water access charge is an annual charge, under section 501 of the Act, levied to customers and is independent of the level of consumption. The annual access charges for water are estimated to yield \$1,603,796 for 2023-24 financial year.

Set out in Table 2, below, are the annual water access and water usages charges for 2023-24.

Table 2 - Water Access and Usage Charges 2023-24

| Description | Charge | Unit |
|-------------|--------|------|
|-------------|--------|------|

| | 2022-23 | 2023-24 | |
|--------------------------------------------------------------------|------------|-------------------|---------------|
| Residential - Filtered Water | | | |
| Access Charge | \$383.00 | \$408.00 | Per annum |
| Usage charge 0-800K | \$1.05/ kl | \$1.12/ kl | Per kilolitre |
| Usage charge >-800K | \$1.49/ kl | \$1.59/ kl | Per kilolitre |
| Residential – Raw Water | | | |
| Access Charge | \$193.00 | \$206.00 | Per annum |
| Usage Charge | \$0.78/kl | \$0.83/kl | Per kilolitre |
| Residential - Non-Potable Water | | | |
| Access Charge (Conargo, Wanganella, Booroorban) | \$109.00 | \$117.00 | Per annum |
| Connection Charge to main supply (Conargo, Wanganella, Booroorban) | \$345.00 | \$368.00 | Per annum |
| Usage Charge (Conargo, Wanganella, Booroorban) | \$0.75/kl | \$0.80/kl | Per kilolitre |
| Non-Residential - Filtered and raw water | | | |
| Access Charge -20mm connection size | \$320.00 | \$341.00 | Per annum |
| Access Charge-25mm connection size | \$518.00 | \$552.00 | Per annum |
| Access Charge-32mm connection size | \$666.00 | \$710.00 | Per annum |
| Access Charge-40mm connection size | \$851.00 | \$907.00 | Per annum |
| Access Charge-50mm connection size | \$1,081.00 | \$1,152.00 | Per annum |
| Access Charge-80mm connection size | \$2,102.00 | \$2,239.00 | Per annum |
| Access Charge-100mm connection size | \$2,371.00 | \$2,526.00 | Per annum |
| Raw Water Usage Charge | \$0.78/kl | \$0.83/kl | Per kilolitre |
| Raw Water Usage Charge – Community Land | \$0.06/kl | \$0.06/kl | Per kilolitre |
| Filtered Water Usage Charge | \$1.49/kl | \$1.59/ kl | Per kilolitre |

Sewerage access charges

The sewer access charge is an annual charge, under section 501 of the Act, levied to customers and is independent of the level of usage. The annual access charges for sewer are estimated to yield \$3,422,033 for 2023-24 financial year.



Set out in Table 3, below, are the annual water access and water usages charges for 2023-24.

Table 3 – Sewer Access Charges for 2023-24

| Description | Charge | | Unit |
|--------------------------------------|-----------|------------------|------------|
| | 2022-23 | 2023-24 | |
| Sewer Access Charges | | | |
| Residential Sewer Unconnected Charge | \$463.00 | \$494.00 | Per annum |
| Residential Sewer Connected Charge | \$923.00 | \$983.00 | Per annum |
| Non-Residential Unconnected Charge | \$463.00 | \$494.00 | Per annum |
| Non-Residential Connected Charge | \$923.00 | \$983.00 | Per annum |
| Non-Residential Volume Charge | \$1.60/kl | \$2.00/kl | Based on % |

Stormwater Management Service Charge

Council will levy a stormwater management service charge, under section 496A of the Act, against rateable properties for which the service is available in order to establish and sustain a funding source for improved storm water management. This charge appears as a separate charge on the rate notice.

The charging methodology used by Council was established under the guidelines released by the Office of Local Government. The guidelines provide Council with the opportunity to levy charges on a catchment area or global basis while ensuring that the total income generated does not exceed the level of expenditure for new and additional stormwater management services. Council has a stormwater capital works program and as a result, a global approach will be used to enable significant works to be funded at a given time using all the revenue levied.

Set out in Table 4, below, are the annual water access and water usages charges for 2023-24.

Table 4 – Stormwater Management Service Charges for 2023-24

| Description | Charge | | Unit |
|-------------|---------|---------|------|
| | 2022-23 | 2023-24 | |

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------|----------------------------|
| Residential property | \$25.00 | \$25.00 | Per annum Per Occupancy |
| Residential strata property | \$12.50 | \$12.50 | Per annum Per occupancy |
| Business property | \$25.00 | \$25.00 | Per annum Per occupancy |
| Business strata property (apportioned by unit entitlement for business strata lot with a minimum charge of \$5 per unit entitlement per annum) | \$25.00 | \$5.00 | Per annum Per occupancy |

Funds derived from the Stormwater Management Service Charge must be spend on transparent works relating to Stormwater and the community must be advised of the proposed works and project as part of the Operational Plan consultation process. For 2023-24 financial year the estimated gross yield is \$74,670. Details of the capital works program can be found in the Capital Works – Other Infrastructure section of the budget as part of this Revenue Policy.

Domestic Waste Management Charge

Council cannot apply income from ordinary rates towards the cost of providing Domestic Waste Management services. Therefore, Council levies a Domestic Waste Management Charge under section 496 of the Act. The charge applies uniformly to each separate residential occupancy of rateable land (including vacant land) for which the service is available (i.e. properties that are along the route of the waste collection truck).

In determining the annual Domestic Waste Management Charge, Council must include all expenditure that relates to the delivery of this service and may include provision for the future increases to allow for equalisation of pricing from year to year. This is considered a prudent approach as the waste management subject to changing industry regulation, cost and operational requirements that have a potential for significant variations in the future. The Domestic Waste Management Charge for 2023-24 is to yield \$1,624,269 (estimate).

Set out in Table 5, below, are the annual water access and water usages charges for 2023-24.

Table 5 – Domestic Waste Management Charges for 2023-24

| Description | Charge | | Unit |
|----------------------------------------------------------------------|----------|-----------------|-----------|
| | 2022-23 | 2023-24 | |
| Residential and Non-residential - Domestic Waste Charge Per Property | \$383.00 | \$408.00 | Per annum |

| | | | |
|-------------------------------------------------------------------------|----------|-----------------|-----------|
| Residential and Non-residential - Vacant Land Domestic Waste Charge | \$98.00 | \$105.00 | Per annum |
| Residential and Non-residential - Additional Bin Collected Per Property | \$383.00 | \$408.00 | Per annum |

Liquid Trade Waste Charges

Under section 501 of the Act, Council levies Liquid Trade Waste Charges. Liquid Trade Waste means 'all liquid waste other than sewage of a domestic nature'. The purpose of this Liquid Trade Waste Charge is to cover the costs incurred by Council for the administration and management (including inspections) of these systems. Council has an adopted Liquid Trade Waste Policy, which sets out the classifications of liquid trade waste based on the level of impact discharges have on the sewerage system.

Category 1 discharges are those conducting an activity deemed by Council as requiring nil or only minimal pre-treatment equipment and whose effluent is well defined and of a relatively low risk to the sewerage system. In addition, Category 1 includes dischargers requiring prescribed pre-treatment but with low impact on the sewerage system.

Category 2 discharges are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment, as this effluent is clearly characterised.

Category 2S discharger is for those conducting an activity of transporting and/or discharging septic tank or pan content waste into the sewerage system.

Category 3 dischargers is for those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (over 20 kl/d) into the sewerage system.

Note that any category 1 or 2 discharger whose volume exceeds 20 kilolitres per day becomes a Category 3 discharger, except shopping complexes and institutions (eg. hospitals, educational facilities, correctional facilities, etc).

Set out in Table 6, below, are the Liquid Trade Waste Fixed Charges for 2023-24.

Table 6 – Liquid Trade Waste Fixed Charges for 2023-24

| Application Fees | | | |
|------------------|----------|-----------------|-----------------|
| Description | Charge | | Unit |
| | 2022-23 | 2023-24 | |
| Category 1 | \$123.00 | \$131.00 | Per application |

| | | | |
|------------|----------|-----------------|-----------------|
| Category 2 | \$240.00 | \$256.00 | Per application |
| Category 3 | \$357.00 | \$381.00 | Per application |

| Annual Fees | | | |
|------------------------------|----------------|-----------------|----------------|
| Description | Charge | | Unit |
| | 2022-23 | 2023-24 | |
| Category 1 Discharger | \$123.00 | \$211.00 | Per annum |
| Category 2 and 2S Discharger | \$123.00 | \$211.00 | Per annum |
| Category 3 Discharger | \$123.00 | \$211.00 | Per annum |
| Larger Discharger | \$123.00 | \$211.00 | Per annum |
| Industrial Discharger | \$123.00 | \$211.00 | Per annum |
| Pre Inspection Fee | \$123.00 | \$211.00 | Per inspection |

Liquid Trade Waste discharges have a Trade Waste Discharge Factor (TWDF) added to their Sewerage Discharge Factor (SDF) to determine their total usage charge. Like the SDFs, the TWDFs have been determined using category of business guidelines set by the NSW Department of Water and Energy. TWDF is the estimated ratio of Liquid Trade Waste discharged from business premises into the sewer system to the total consumption expressed as a percentage. Usage charges will apply to Category 2 Liquid Trade Waste discharges and charges will be calculated as defined in NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009.

Excess Mass charges will apply to Category 3 dischargers and charges will be calculated as defined in the NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009.

The trade waste usage charge for non-residential properties is calculated by applying the property's business category TWDF against the usage charge.

Properties that are technically non-complying users of Council's sewer reticulation system will be charged a higher liquid trade waste usage charge to encourage compliance and reduce the adverse impact of non-compliant discharge into Council's sewer infrastructure.

Set out in Table 7, below, are the Liquid Trade Waste Usage Charges for 2023-24.

Table 7 – Liquid Trade Waste Usage Charges for 2023-24



| Description | Charge | | Unit |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------|---------------|
| | 2022-23 | 2023-24 | |
| Category 1 Discharger with appropriate equipment | \$0.00 | \$0.00 | Per kilolitre |
| Category 1 Discharger without appropriate pre-treatment | \$1.85 | \$1.97 | Per kilolitre |
| Category 2 Discharger with appropriate equipment | \$1.85 | \$1.97 | Per kilolitre |
| Category 2 Discharger without appropriate pre-treatment | \$17.05 | \$18.16 | Per kilolitre |
| Non-Compliant Category 3 Discharger (Ph coefficient 0.38 to be calculated with equation 3 in liquid Trade waste policy) (refer to equation 4 & 5 in Trade Waste policy for other parameters) | To be Calculated | To be Calculated | Per kilolitre |
| Excess Mass Charges: | | | |
| Food Waste | \$24.00 | \$26.00 | Per kilogram |
| Aluminum | \$1.00 | \$1.07 | Per kilogram |
| Ammonia | \$3.00 | \$3.20 | Per kilogram |
| Arsenic | \$86.00 | \$92.00 | Per kilogram |
| Barium | \$43.00 | \$46.00 | Per kilogram |
| Biochemical Oxygen demand - Up to 600mg/L (for greater than 600mg/L refer to Council's Policy for calculation) | \$1.00 | \$1.07 | Per kilogram |
| Boron | \$1.00 | \$1.07 | Per kilogram |
| Bromine | \$18.00 | \$20.00 | Per kilogram |
| Cadmium | \$395.00 | \$421.00 | Per kilogram |
| Chloride | No Charge | No Charge | Per kilogram |
| Chlorinated Hydrocarbons | \$43.00 | \$46.00 | Per kilogram |
| Chromium | \$29.00 | \$31.00 | Per kilogram |
| Cobalt | \$18.00 | \$20.00 | Per kilogram |



| Description | Charge | | Unit |
|------------------------------------------------------------------|------------|-------------------|--------------|
| | 2022-23 | 2023-24 | |
| Copper | \$18.00 | \$20.00 | Per kilogram |
| Fluoride | \$5.00 | \$6.00 | Per kilogram |
| Formaldehyde | \$2.00 | \$2.13 | Per kilogram |
| Oil and Grease (Total O & G) | \$2.00 | \$2.13 | Per kilogram |
| Herbicides/defoliant | \$853.00 | \$909.00 | Per kilogram |
| Iron | \$2.00 | \$2.13 | Per kilogram |
| Lead | \$43.00 | \$46.00 | Per kilogram |
| Lithium | \$9.00 | \$10.00 | Per kilogram |
| Manganese | \$9.00 | \$9.00 | Per kilogram |
| Mercury | \$2,876.00 | \$3,063.00 | Per kilogram |
| Methylene Blue Active Substance (MBAS) | \$1.00 | \$1.07 | Per kilogram |
| Molybdenum | \$1.00 | \$1.07 | Per kilogram |
| Nickel | \$29.00 | \$31.00 | Per kilogram |
| Total Kjeldahl Nitrogen (TKN) | \$1.00 | \$1.07 | Per kilogram |
| Organoarsenic Compounds | \$855.00 | \$911.00 | Per kilogram |
| Pesticides General (excludes organochlorines & organophosphates) | \$855.00 | \$911.00 | Per kilogram |
| Petroleum Hydrocarbons (non-flammable) | \$3.00 | \$3.20 | Per kilogram |
| Phenolic Compounds (non-chlorinated) | \$9.00 | \$10.00 | Per kilogram |
| Phosphorus (Total P) | \$2.00 | \$2.13 | Per kilogram |
| Polynuclear Aromatic Hydrocarbons (PAHs) | \$18.00 | \$20.00 | Per kilogram |
| Selenium | \$60.00 | \$64.00 | Per kilogram |

| Description | Charge | | Unit |
|------------------------------|---------|----------------|--------------|
| | 2022-23 | 2023-24 | |
| Silver | \$2.00 | \$2.13 | Per kilogram |
| Sulphate (SO4) | \$1.00 | \$1.07 | Per kilogram |
| Sulphide | \$2.00 | \$2.13 | Per kilogram |
| Sulphite | \$2.00 | \$2.13 | Per kilogram |
| Suspended Solids (SS) | \$2.00 | \$2.13 | Per kilogram |
| Thiosulphate | \$1.00 | \$1.07 | Per kilogram |
| Tin | \$9.00 | 10.00 | Per kilogram |
| Total Dissolved Solids (TDS) | \$1.00 | \$1.07 | Per kilogram |
| Uranium | \$9.00 | \$10.00 | Per kilogram |
| Zinc | \$18.00 | \$20.00 | Per kilogram |

Sundry

Interest on Overdue Rates and Charges

The interest rate payable for the 2023-24 financial year, under section 566 of the Act for 2023-24 is yet to be advised by Office of Local Government at the determination of the Minister of Local Government. Currently this rate is 6% and will be updated when Council is advised.

Adjustments to Rates and Charges

Property rates and charges will be adjusted following a change in circumstances, for example a subdivision / amalgamation on notification from the VG or a change in rating categorisation, in accordance with sections 527 and 546 of the Act. Relevant adjustments to rates will be made at the start of the following Rate year but service charges will be made pro-rata from the date of notification by the VG through its Supplementary process or following the effective date of the charge including subdivision plan registration date or date an application for categorisation review was made. These adjustments are made in accordance with sections 527 and 546 of the Act

Retrospective adjustments would usually be made only for the current year, however, Council may decide to make adjustments for a period outside the current year in certain cases at its discretion, depending upon equity and specific circumstances.

Council may choose not to make current year adjustments if the value of the adjustment is less than \$50 if Council considers that the account will be uneconomical to collect.

Making the rate and charges and setting the interest rate

In accordance with sections 533, 534, 535, 543 and 566, Council must make the rates and charges and set the interest rate annually. Council must also give a short name to each rate and charge made. A separate report is presented to Council in June annually to adopt the rates, charges and interest to satisfy these legislative requirements.

Pensioner Concessions

Council provides concessions for eligible pensioners under section 575 of the Act as follows:

- 50% of the combined ordinary land rate and domestic waste management charge up to a \$250 maximum rebate
- 50% of water fixed and usage charges up to an \$87.50 maximum rebate
- 50% of sewerage fixed charge up to an \$87.50 maximum rebate
- Council funds 45% of the total concession granted with 50% funded by the NSW State Government and the remaining 5% by the Australian Federal Government.
- Holders of the cards listed below are eligible for the concession.
- Holders of a Pensioner Concession Card (PCC)
- Holders of a gold card embossed with 'TPI' (Totally Permanently Incapacitated)
- Holders of a gold card embossed with 'EDA' (Extreme Disablement Adjustment)
- War widow or widower or wholly dependent partner entitled to the DVA income support supplement.

Borrowings

Council determines borrowing requirements in conjunction with the review of its Delivery Program each year.

The borrowing of funds if required, will be in accordance with Part 12 - Loans, sections 621, 622, 623 and 624 of the Act and the 'Borrowing Order' issued by the Minister for Local Government, dated 27th September 1993.

Council has Identified that there may be borrowings in the 2023-24 financial year.

Pricing Policy

Council's pricing policy aims to be equitable by recognising people's ability to pay and balancing expectation that some services will be cross-subsidised for the common good of the community.

Council's key pricing strategies are to:

- develop pricing structure that can be administered simply, inexpensively and be easily understood by members of the public
- explore all cost-effective opportunities to maximize Council's revenue base
- balance the dependences on rates and grants against other funding sources and
- full cost attribution be applied to all business activities considered to be of a commercial nature.

** The following programs are considered to be of a commercial nature – categorised under Competitive Neutrality as Category One Businesses (turnover of greater than \$2m per annum).*

Council's pricing principles are:

S Statutory

The price for goods/services is a statutory charge set by government legislation.

F Full Cost Recovery

The price for goods/services is set to recover the total operating costs, both direct and indirect, of providing this good / service. Indirect costs are to include taxation equivalent payments, where applicable, in accordance with the principles of National Competition Policy.

P Partial Cost Recovery

The price for goods/services is set to make a significant contribution towards the operating costs, both direct and indirect, of providing the goods/services. The remainder of the costs are met from property rates and general-purpose income.

R Reference Price

The price for goods/services is set by reference to prices charged for similar goods/services by like councils or competitors.

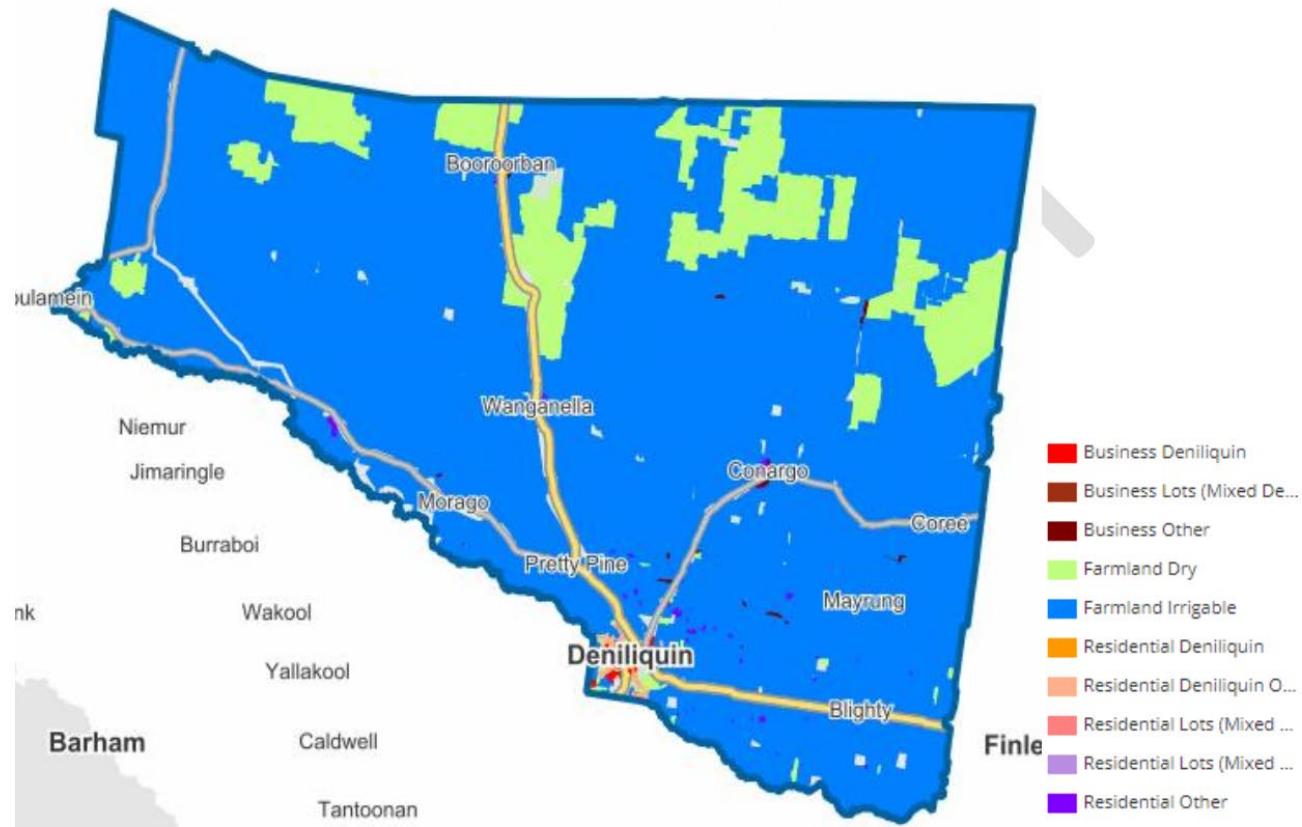
Council's schedule of Fees and Charges has been prepared using the best information available in relation to the GST impact on the fees and charges at the time of publication. If a fee that is



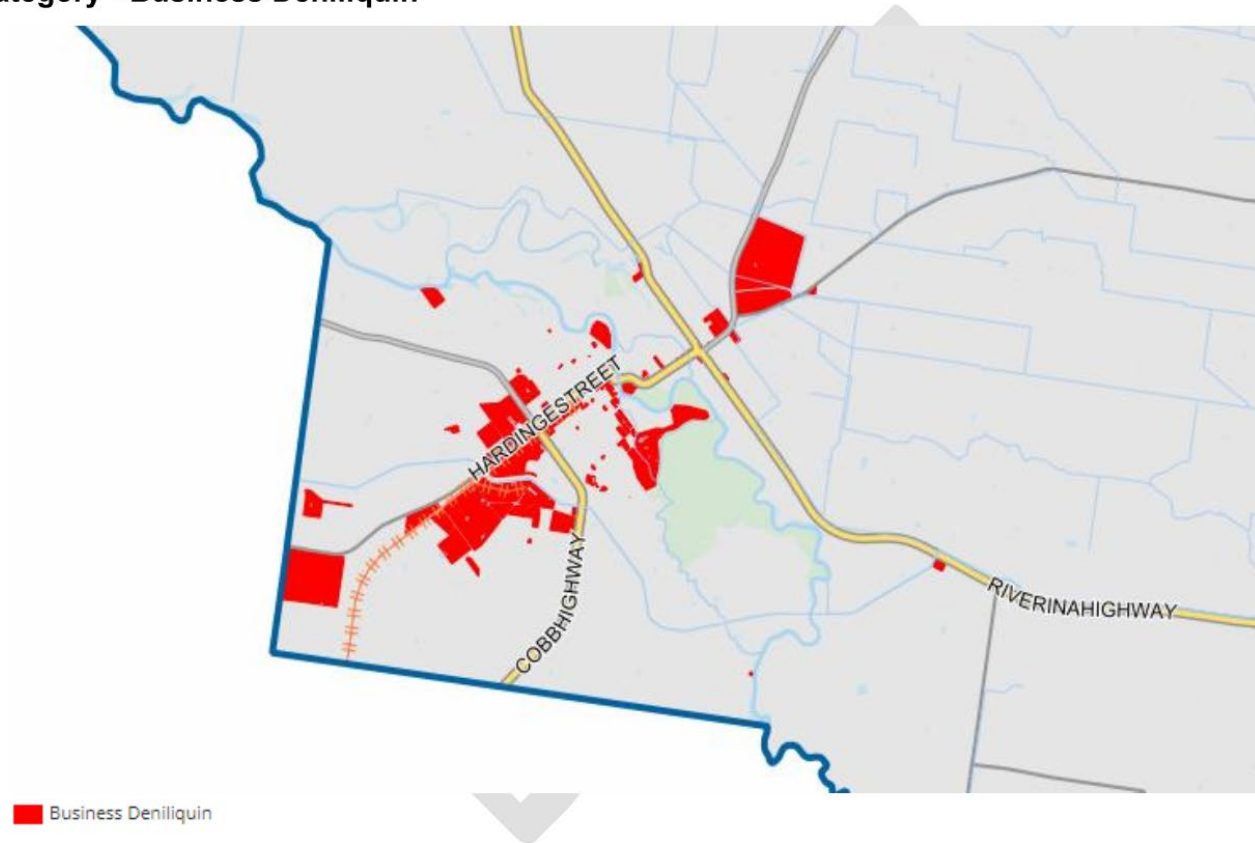
shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely, if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

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Edward River Council Rate Map – all Rate categories

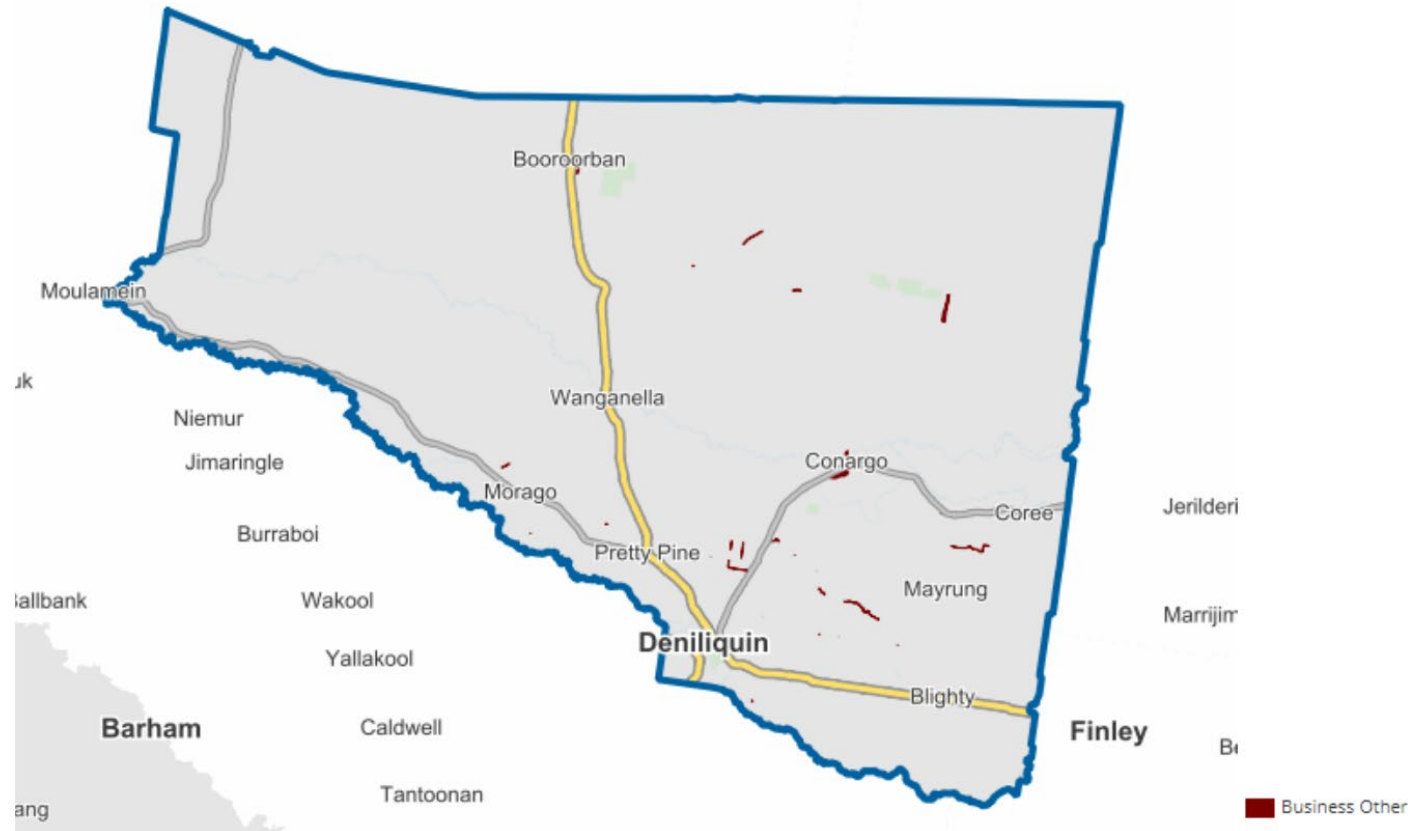


Category - Business Deniliquin

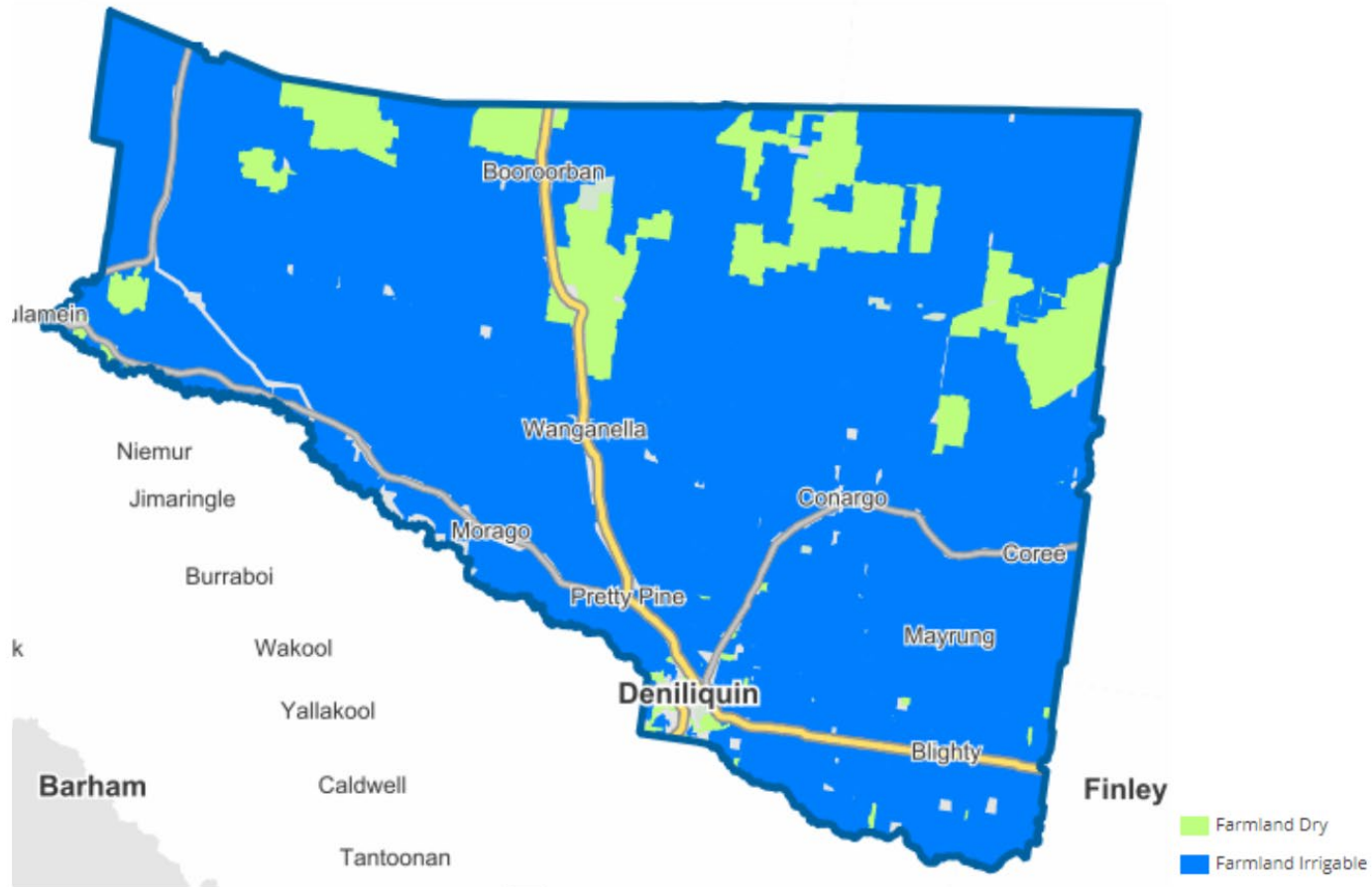




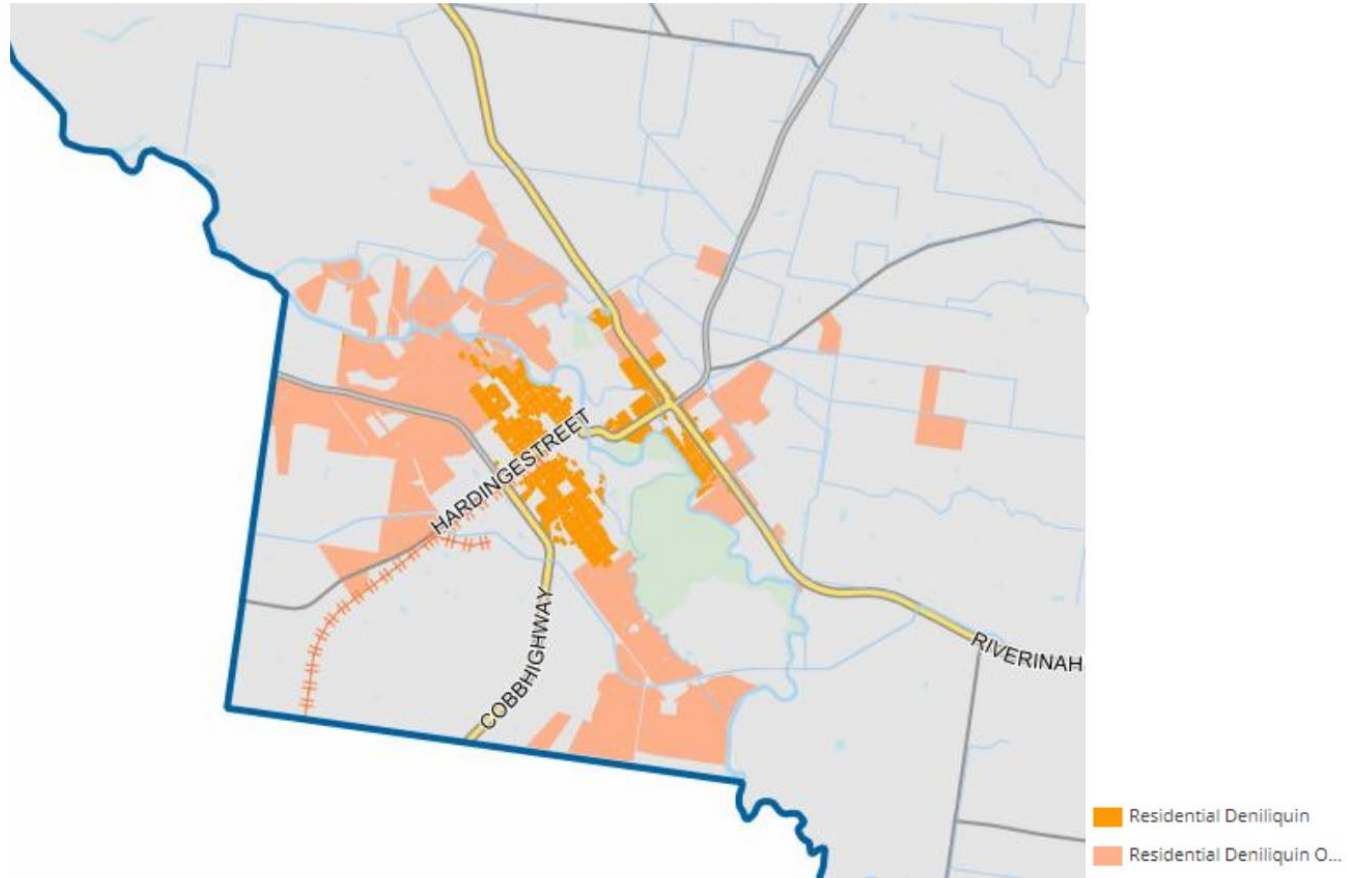
Category - Business Other



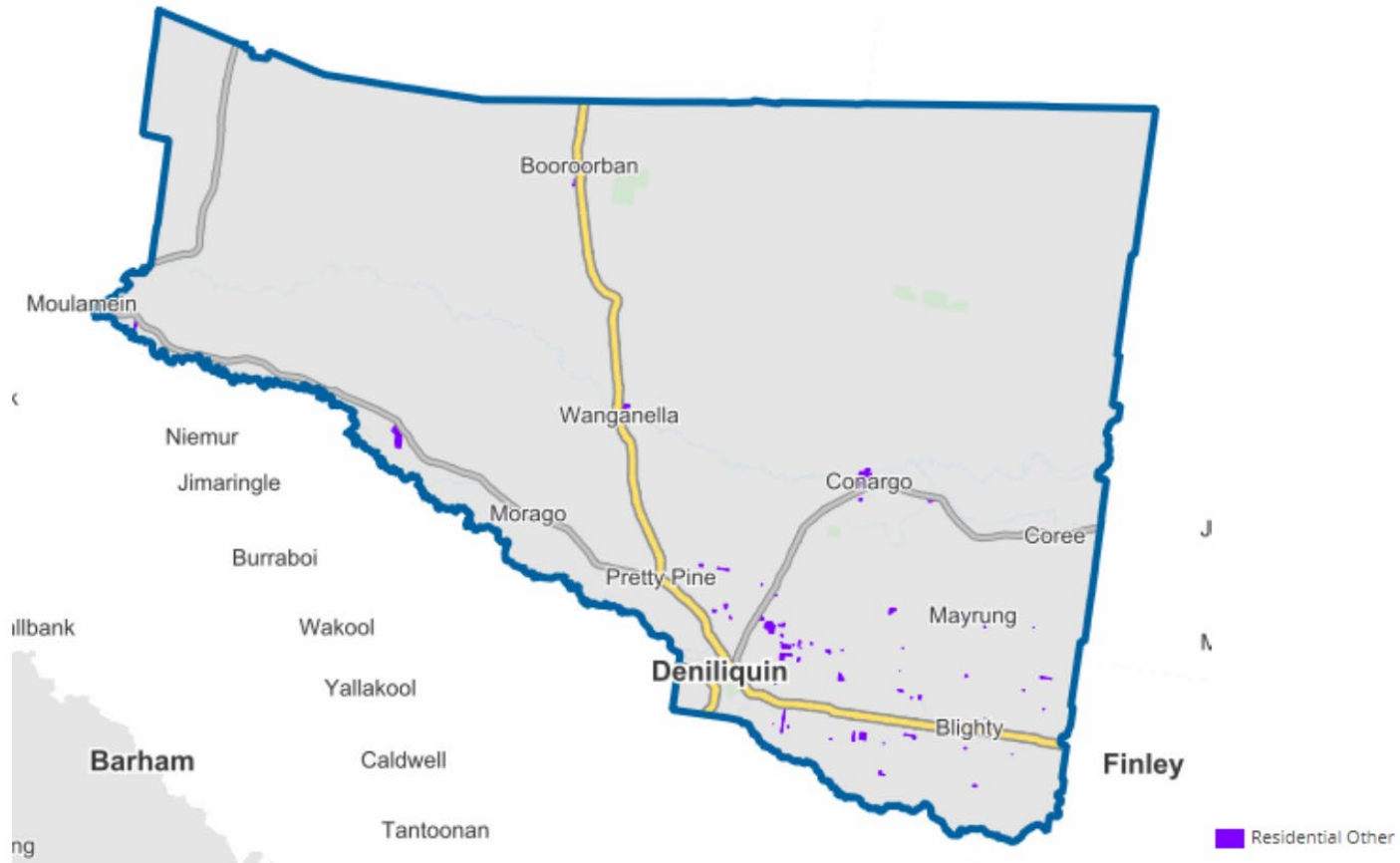
Category – Farmland Dry and Farmland Irrigable



Category – Residential Deniliquin and Residential Deniliquin Other



Category – Residential Other



Category – Mixed Development (Business & Residential)



APPENDIX 1: Capital renewal and upgrade program 2023-24

The 2023/24 Operational Plan includes an asset renewal and upgrade capital program totalling \$10.13 million. Highlights include:

| | |
|--------------------------------------------------------------------|----------------|
| Plant disposal and acquisition program (nett value after disposal) | \$1.20 million |
| Annual Local Roads Renewal and Upgrade Programs | \$3.51 million |
| Annual Regional Roads Renewal Program | \$0.90 million |
| Buildings and Facilities | \$0.74 million |
| Open Space and Recreation | \$0.61 million |
| Flood Mitigation and Drainage | \$0.77 million |
| Waste Management | \$0.40 million |
| Water infrastructure renewal programs | \$1.02 million |
| Sewer infrastructure renewal programs | \$0.81 million |
| Non-infrastructure assets | \$0.17 million |

Grant-funded capital projects

The 2023/24 Operational Plan includes grant funded capital projects. Projects include:

- Airport Runway Reconstruction,
- Saleyards Refurbishment,
- Memorial Park Upgrades,
- Edward River Retirement Village construction,
- Sports Ground Lighting Upgrades,
- Town Hall and Peppin Heritage Centre projects,
- Regional and Local Road Repair Program, focusing on rural roads,
- Construction of new Skate Park,
- Widening of Pretty Pine Road under the Fixing Country Roads program.

Capital Program summary

| Infrastructure | \$ |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Plant Plant replacement program, including: <ul style="list-style-type: none"> • Grader – 12M • Rollers – Padfoot x1 and Smooth Drum x1 • Water cart • Backhoe • Light vehicles x6 • Slasher • Mower • Small plant and equipment | \$ 1,204,000 |
| Roads Hardinge Street reconstruction, including: | \$1,719,000 |

| Infrastructure | \$ |
|----------------------------------------------------------------------------|--------------------|
| - Local road reconstruction | |
| - Kerb and gutters | |
| Local road reseal | \$350,000 |
| Gravel road resheet | \$900,000 |
| Bridges | \$100,000 |
| Footpaths | \$195,000 |
| Regional roads reconstructions | \$500,000 |
| Regional roads reseal | \$400,000 |
| Whitlock Street parking upgrade | <u>\$250,000</u> |
| | \$4,414,000 |
| Buildings & Facilities | |
| Airport residence | \$150,000 |
| Airport hangars refurbishment | \$40,000 |
| Peppin Heritage Centre | \$170,000 |
| Depot Administration Building | \$30,000 |
| Deniliquin Medical Centre | \$50,000 |
| Deniliquin Basketball Stadium | \$50,000 |
| Crossing Café | \$20,000 |
| Murray Valley Industry Park residence | \$25,000 |
| Band Hall | \$20,000 |
| Multi-Arts Centre | \$70,000 |
| CWA Hall refurbishment | \$35,000 |
| Building security review and upgrade | \$50,000 |
| AED installation program | <u>\$30,000</u> |
| | \$740,000 |
| Open Space & Recreation | |
| Swimming Pool refurbishment | \$85,000 |
| Open and public space refurbishment | \$200,000 |
| Open Space Strategy implementation | \$200,000 |
| Crispe Street tree upgrade | <u>\$120,000</u> |
| | \$605,000 |
| Flood Mitigation & Drainage | |
| Levee bank refurbishment | \$85,000 |
| Stormwater drainage (as part of Hardinge Street reconstruction project) | \$530,000 |
| River Street drainage improvements | <u>\$150,000</u> |
| | \$765,000 |
| Waste Management | |
| Landfill extension development – Stage 1 | \$400,000 |
| Water | |
| Water supply system renewals | \$390,000 |
| Water main replacement (as part of Hardinge Street reconstruction project) | \$530,000 |
| North Deniliquin second trunk main investigation and scoping | <u>\$100,000</u> |
| | \$1,020,000 |
| Sewerage | |
| Sewerage system renewals | \$660,000 |
| Sewerage Treatment Plant study | <u>\$150,000</u> |
| | \$810,000 |



| | |
|----------------------------------------------------------|---------------------|
| Infrastructure | \$ |
| Non-infrastructure | \$ |
| IT program | \$122,000 |
| Library collection | <u>\$50,000</u> |
| | \$172,000 |
| Total new capital program (renewals and upgrades) | \$10,130,000 |

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APPENDIX 2: 2023/24 Fees and Charges

A separate attachment provides a summary of all the fees and charges proposed for the 2023-24 financial year.

APPENDIX 3: Service Budgets

A separate attachment includes the Service Budgets that provide a detailed overview of the budget for each of Council's services.

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MANAGEMENT PRACTICE VERSION CONTROL

| | | | |
|-----------------------------|-------------------------------------|-------------------------------|----------------------|
| Title | 2023-24 Operational Plan and Budget | | |
| ECM Doc ID | | | |
| Date Approved by EMT | | | |
| Responsible Officer | Director Corporate Services | | |
| Version Number | Modified By | Modifications Made | Date modified |
| V1 | | Drafted for public exhibition | April 2023 |
| | | | |
| | | | |

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12.3. PROPOSED SALE OF PART OF APRIL STREET

Author: Manager Engineering and Assets

Authoriser: Director Infrastructure

RECOMMENDATION

That Council proceeds with the sale, by way of an expression of interest process, of the former Crown road reserve located off April Street, adjacent to Lot 1 DP251852 and Lot 2 Section 122 DP758782.

BACKGROUND

Council received an “Application for Closure and Sale of Public Land” for the Crown road that runs north east of Lot 1 DP251852 and Lot 2 Section 122 DP758782, as shown below as the area with the red boundary. This area is located off April Street in North Deniliquin and is currently undeveloped. The Crown road was transferred to Council as per Sec 152I of the *Roads Act 1993* in March 2022 and included in Attachment 1.



This section of road reserve currently has limited infrastructure on it and is not used by the community. As per sec 38B of the *Roads Act 1993* Council advertised the “Notification of proposal to close a council public road” and noted that people may make a submission regarding the matter by way of support or objection. Adjoining landholders also received a letter detailing the notification and a form for any submissions.

ISSUE/DISCUSSION

Council has received one objection to the proposal closure and sale of the road reserve from an adjoining property owner. A copy of the objection is included in Attachment 2 to this report.

The objections included:

- The land currently gives a buffer to other residential land and gives privacy,
- The objectors had intentions to realign their driveway along the road when it was developed,

- The objectors have concerns of the type of development of the land, double story / duplex buildings that will interrupt their natural way of living, and,
- The area provides a fire break for the area and other environment bonuses.

In reviewing the above items raised by the objectors, the following points are noted.

Buffer to Other Residential Land and Privacy

The subject land, along with the adjoining land on the south-eastern side of April Street, is zoned R1 - General Residential as shown below. Whilst the benefits of buffer areas and privacy are noted, these are not considered as relevant reasons within land zoned R1 for Council to retain the subject land.

Realigning the Driveway

The property already has an established access to the public road reserve via April Street. It is also noted that other adjoining land to the subject land has access to a public road reserve from either April Street or Hay Road. It is therefore unlikely that Council will construct a road in the subject land, thereby allowing the property owners to realign their driveway as noted.

Type of Development and Disruption to Way of Living

This objection seems to relate more to any future developments of adjoining land than the subject land itself. As previously noted, the area is zoned R1 and whilst the property owners may enjoy a more rural residential style of living, land zoned R1 allows for more density than is currently the case.

Fire Break and Environmental Bonuses

Regarding firebreaks, it is not a requirement of Council to provide fire breaks to properties within land zoned R1.

Regarding environmental bonuses, Council considers that there is little environmental value to the subject land given that it has been disturbed.

Summary

After considering the points raised by the objectors, Council staff recommend that there are no reasons for Council not to dispose of the subject by way of an Expression of Interest process and sale of the land.

STRATEGIC IMPLICATIONS

Council is required to manage land that it owns in a strategic manner for the benefit of the community. This includes, where appropriate, the closure and sale of land that is considered to be surplus to needs.

COMMUNITY STRATEGIC PLAN

4. Delivering community assets and services

4.1 Vibrant villages and towns

FINANCIAL IMPLICATIONS

It is anticipated that income from the sale of the subject land will offset the costs involved in the road closure and sale process.

LEGISLATIVE IMPLICATIONS

Roads Act 1993

ATTACHMENTS

Attachment 1 - Transfer of Crown Land

Attachment 2 - Objection to Sale of Land

Attachment 1 - Objection to Road Closure



Edward River Council
PO Box 270
DENILIQUIN NSW 2710

Comments on proposed road closure

Dear Sir/Madam

I/We, _____ wish to provide my/our opinion in relation to the proposal to close a council public road.

I/We:

- Support the road closure
- OR
- Object to closure for the reasons noted below.

- Upon purchase of lot 2 April st we were aware of how close our boundaries are to other residential blocks, we pride space & privacy above all else.
- We have intentions to move our driveway to the northern side of our block (to the road proposing to be closed) Once it has been developed.
- We appreciate the added bonus of a fire break that the area provides & other environmental bonuses.
- We do not want any double story/duplex buildings.

SIGNED: _____

If signing on behalf of a company, please add your name and company title (for example, Director) and ACN/Company seal

DATE: _____

Contact details:

Home: _____

Mobile: _____

PLEASE RETURN THIS PAGE TO Edward River Council

12.4. CEO PERFORMANCE REVIEW POLICY

CEO Performance Review Policy

Author: Senior Governance Advisor

Authoriser: Director Corporate Services

RECOMMENDATION

That Council adopt the revised Chief Executive Officer Performance Review Policy.

BACKGROUND

At its March 2018 meeting, Council resolved to approve the General Manager Performance Review Committee Policy. The Policy was due for review in April 2022.

Updates have been made to the Policy to ensure it continues to meet Council's statutory obligations. To reflect changes to the General Manager's title, the Policy now refers to the Chief Executive Officer.

Council's current Chief Executive Officer commenced in August 2020. Annual performance reviews should be planned with the Review Committee in advance of the anniversary of the Chief Executive Officer's commencement.

The revised Policy (attached) also incorporates feedback arising from the Councillor Briefing on 4 April 2023.

ISSUE/DISCUSSION

The attached draft Policy outlines the proposed process for undertaking Chief Executive Officer performance reviews, including the Review Committee's membership, facilitation of the process by an external facilitator, how outcomes of the review are reported to Council, and other considerations.

STRATEGIC IMPLICATIONS

Refreshing and re-confirming the Chief Executive Officer Performance Review Policy will enable Council to plan in advance each annual performance review.

COMMUNITY STRATEGIC PLAN

This Policy supports Council to achieve the following Community Strategic Plan and Delivery Program objectives:

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

5.2 Financially sustainable

5.3 Professional Workplace culture

FINANCIAL IMPLICATIONS

The cost associated with engaging an external facilitator are included in the annual budget.

LEGISLATIVE IMPLICATIONS

This Policy supports Council to meet its obligations under the *Local Government Act 1993*. Specifically, section 223 (i) notes that the role of the governing body is to determine the process for the appointment of the general manager and to monitor the general manager's performance. Council's Chief Executive Officer is the "general manager" described in the Local Government Act.

ATTACHMENTS



POLICY OBJECTIVE

This Chief Executive Officer Performance Review Policy (the Policy) outlines Council's adopted process for the performance review of the Chief Executive Officer. It provides the framework for who will conduct the review and when the review will be conducted in accordance with the Chief Executive Officer's contract. It ensures there is a performance monitoring process in place so that the Chief Executive Officer has appropriate guidance and feedback from Council on performance expectations.

SCOPE

This Policy applies to Councillors, the Chief Executive Officer and the Facilitator.

LEGISLATIVE REQUIREMENTS

The Office of Local Government's Standard General Manager Contract (Standard Contract) applies to this Policy. For the purposes of this Policy all references to the "general manager" in the *Local Government Act 1993* refer to the Chief Executive Officer at Edward River Council.

The Local Government Act includes as part of the governing body's role to "*determine the process for appointment of the general manager... and to monitor the general manager's performance*" (section 223 (i)).

POLICY STATEMENT

1. *Committee's Role*

By adopting this Policy, Edward River Council (the Council) authorises the Chief Executive Officer Performance Review Committee (the Committee) to undertake performance assessments of the Chief Executive Officer annually on, or as close as practicable to, the anniversary of the Chief Executive Officer's appointment and to report the outcomes of the review to Council in accordance with this Policy.

Note: The Chief Executive Officer was appointed on 17 August 2020 for a five-year contract to 16 August 2025.

2. *Committee Membership and Meetings*

The Committee is an advisory committee of the Council and has no delegated powers.

The Committee will comprise:

- a) the Mayor;
- b) the Deputy Mayor; and
- c) two Councillors: one nominated by the Chief Executive Officer; one appointed by resolution of Council.

Any other Councillor may attend Committee meetings as an observer.

A quorum for a Committee meeting is three members.



Committee meetings may be held in person or by electronic means.

The Director Corporate Services is responsible for preparing Committee agendas and minutes.

The Director Corporate Services (or their delegate) must provide the Committee with the agenda at least three business days prior to a meeting.

3. Training

Committee members will receive training to assist them to conduct the Chief Executive Officer's performance review.

4. Appointment of a Facilitator

The Director Corporate Services will identify potential Facilitators with relevant experience and provide the Committee and the Chief Executive Officer with at least three options. The Committee and the Chief Executive Officer (the Parties) will agree an independent Facilitator to facilitate the performance review.

In the event that the Parties are unable to agree on a Facilitator, they shall request the Chief Executive of Local Government NSW to appoint the Facilitator.

A report identifying the preferred Facilitator of the Parties will be provided to Council with a recommendation for appointment.

5. Development of the Performance Agreement

The Parties will develop a Performance Agreement (the Agreement) at the commencement of the annual performance review period and submit the Agreement, together with the outcomes of the previous performance review, to a confidential session of a Council meeting for information and consideration.

The Agreement will:

- a) include clearly defined and measurable performance indicators against which the Chief Executive Officer's performance will be assessed;
- b) be consistent with the Chief Executive Officer's contract;
- c) include key indicators that measure how well the Chief Executive Officer has met the Council's expectations with respect to:
 - i. annual projects and priorities;
 - ii. role and overall responsibilities from the Position Description;
 - iii. core competencies described in the Position Description;
 - iv. values and behaviours; and
 - v. key corporate performance indicators (that are defined in the adopted Delivery Program).

Prior to the presentation of the Agreement to Council, it will be workshopped by the Committee with the support of the Facilitator. A draft Agreement will be provided to a confidential session of Council for endorsement.



The Agreement may be varied from time to time by agreement between the Chief Executive Officer and Council, after input from the Committee and, if required by the Parties, the Facilitator. Such agreement is not to be unreasonably withheld.

6. *Link to Directors' Performance Agreements*

The Chief Executive Officer will ensure that the Performance and Development Plans of the Directors:

- a) align with the Chief Executive Officer's Agreement;
- b) support the achievement of the Council's expectations of the Chief Executive Officer; and
- c) ensure the Chief Executive Officer's expectations of the Directors are clearly articulated and reviewed.

7. *Annual Performance Review*

In accordance with the Standard Contract, at least 21 days prior to the annual performance review due date, the Chief Executive Officer will notify the Committee that the performance review is due.

The Committee will confirm with the Chief Executive Officer who the Facilitator is to be.

The Chief Executive Officer will submit a self-assessment to the Facilitator not later than 10 days prior to the agreed Committee meeting date.

8. *Assessment by Committee*

The Chief Executive Officer's self-assessment and a questionnaire relating to performance against the Agreement will be distributed to all Committee members by the Facilitator.

The performance review must include an assessment of quantitative (ie measurable targets) and qualitative aspects of the General Manger's Performance.

Committee members will individually and independently rate the performance of the Chief Executive Officer against the Agreement using the assessment scale provided.

If required, a group discussion between the Committee, the Chief Executive Officer and the Facilitator may also take place.

The Facilitator will receive and collate the assessments of the Committee in preparation for a performance review Committee meeting at which any significant variations in individual scores will be discussed. Evidence should be provided to support a score that differs significantly from others' scoring, and scores may be amended if appropriate following this discussion.

9. *Committee meetings*

The Committee, in conjunction with the Facilitator, will meet to:

- a) review the collated responses received from the Committee;
- b) agree on development actions for the Chief Executive Officer; and



- c) with the assistance of the Director Corporate Services (or their delegate), flag the matter for discussion in the confidential session of the relevant Council meeting.

(Note – as the Chief Executive Officer has an interest in the matter, during the Council meeting at which the matter is discussed, s/he must declare a conflict and leave the Council Chamber for the duration of the discussion related to the matter).

10. Committee Meeting with the Chief Executive Officer

In accordance with the Standard Contract, the Committee will provide the Chief Executive Officer at least 10 days' notice that a performance review meeting is to be conducted.

11. Reporting

At the next Council meeting, the Committee will provide a report on the outcomes of the performance review.

Within two weeks of the Council meeting at which the Committee's report is considered, the Mayor will prepare and send to the Chief Executive Officer a written statement that sets out:

- a) Council's conclusions about the Chief Executive Officer'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 Chief Executive Officer in relation to the Chief Executive Officer's future performance of the duties of the position.

ASSOCIATED POLICIES AND PROCEDURES

- Office of Local Government's *Standard General Manager Contract*:
<https://www.olg.nsw.gov.au/councils/governance/standard-contracts-of-employment/standard-contracts-of-employment-for-general-managers-and-senior-staff/>
- Office of Local Government's *Guidelines for the appointment and oversight of general managers*:
<https://www.olg.nsw.gov.au/councils/governance/standard-contracts-of-employment/guidelines-for-the-appointment-and-oversight-of-general-managers-for-general-managers/>


DEFINITIONS

| Term | Meaning for the purpose of this Policy |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Councillors | Elected members of the governing body of Council. |
| Facilitator | Independent local government executive expert engaged by Council for the purpose of facilitating the Chief Executive Officer Performance Review process |
| General Manager | Known at Edward River Council as the Chief Executive Officer. |

POLICY VERSION CONTROL

| | | | | |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------|------------------------------|
| Title | Chief Executive Officer Performance Review Policy | | | |
| ECM Doc Set ID | | | | |
| Date Adopted | | | | |
| Council Minute No. | | | | |
| Responsible Officer | Senior Governance Officer | | | |
| Policy review | This Policy should be reviewed when: <ul style="list-style-type: none"> - a Chief Executive Officer is appointed - the Chief Executive Officer's contract is renewed - the parties identified in the Policy agree a revision is required. | | | |
| Version Number | Modified By | Modifications Made | Date modified and Approved by Council | Council Minute Number |
| V1 | General Manager | Policy adopted | 15 March 2018 | 2018/40 |
| V2 | Senior Governance Officer | Policy updated | | |
| | | | | |

12.5. AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION - NATIONAL GENERAL ASSEMBLY 2023

Author: Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council

1. Approves the attendance of the Mayor and the Chief Executive Officer at the Australian Local Government Association 2023 National General Assembly 13 to 16 June 2023 at the National Convention Centre in Canberra.
2. Considers the attendance of other Councillors in line with the Councillor Expenses and Facilities Policy.

BACKGROUND

The Australian Local Government Association is the national voice of local government, representing 537 councils across Australia.

The Association gathers all together to debate issues important to local communities and provides an opportunity to hear from State and Federal leaders. It is also an opportunity to network with a broad range of Councils.

Council has previously sent delegates to this conference.

ISSUE/DISCUSSION

This years theme is "Our Communities, Our Future". The National General Assembly is looking for ideas for new federal programs and policies that will support councils to build stronger communities into the future.

Registration information including the provisional program for both the National General Assembly and a special Regional Forum is attached. Registration is now open and Edward River Council is able to take advantage of the special "early bird" rate of \$895.00 up to Friday 19 May 2023.

STRATEGIC IMPLICATIONS

Edward River Council did not submit motions to this forum, however there is the opportunity to vote on motions that have been put to the conference.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

The 2022/2023 budget has funds to cover attendance at this event.

LEGISLATIVE IMPLICATIONS

ATTACHMENTS



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

2023 NGA

OUR COMMUNITIES
OUR FUTURE ▶▶▶

REGISTRATION INFORMATION

13 – 16 JUNE 2023

NATIONAL CONVENTION CENTRE
CANBERRA



2023 Sponsors

Foundation Sponsor



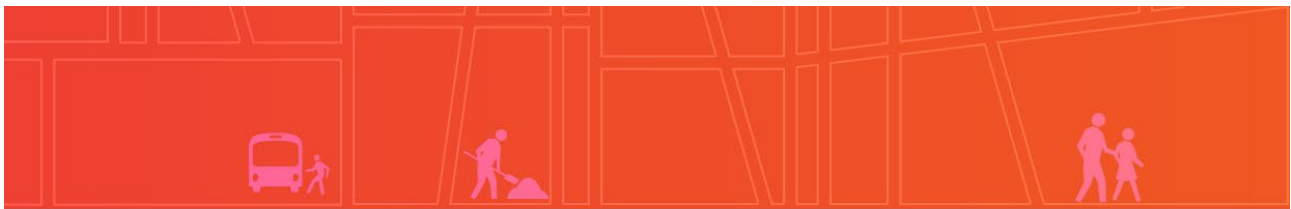
Platinum Sponsors



Australian Government

Department of Infrastructure, Transport,
Regional Development and Communications





President Welcome



Dear colleagues,

I am pleased to invite you to attend the 29th National General Assembly (NGA) of Local Government in Canberra.

Since we last met in June 2022, we have a new Federal Government. As a result, local government has been restored to National Cabinet when required, and to a wide range of Government Ministerial councils.

This year's Conference is set to be the biggest yet, especially with the return of the Australian Council of Local Government (ACLG) for the first time in more than a decade.

Local government is finally back at the table and, on behalf of our sector, I couldn't be more excited about this event that will follow, and be informed by, the discussions at this year's NGA.

The ACLG will allow you to share your community's key priorities, challenges and aspirations directly with the Prime Minister and Federal Ministers.

Re-establishing the ACLG was an Australian Government commitment, secured by ALGA on your behalf, and we're looking forward to helping deliver this historic event.

As a nation, we have experienced further unprecedented natural disasters that continue to devastate our local communities.

Collectively, we are working hard to rebuild our cities, towns and regions, in the face of skyrocketing inflation and serious jobs and skills shortages.

As a level of government, we are always looking to the future, and this year's NGA will consider the policies – and funding partnerships we need – to deliver for our communities.

Importantly, we need up-front investment from all levels of government to help councils build back better, saving all governments money in the long-term.

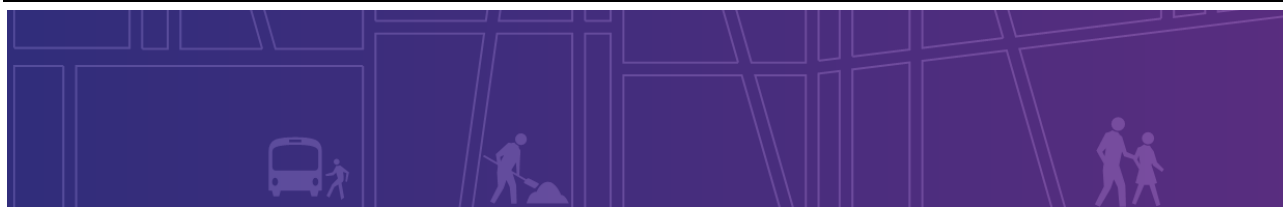
Post COVID, the Federal Government is experiencing record funding pressures, and that's why we're advocating for smarter, targeted investments that capitalise on our strengths and assets to bolster our long-term national prosperity, stimulate growth and increase Australia's productivity.

Research shows local government directly impacts broader economic productivity, including urban infrastructure, mitigating externalities in urban development, placemaking and the visitor economy, land for housing, better local labour markets and providing land for business, innovation and the circular economy.

Without question, investing in local government is an investment in increasing our nation's productivity and prosperity, and I look forward to hearing your ideas on the support we need to make good on this promise.

I look forward to welcoming you to Canberra this June.

Cr Linda Scott
ALGA President



Provisional Program

TUESDAY 13 JUNE

| | |
|-----------------|-------------------------------------------------------------|
| 9.00am | Registrations Open |
| 9.30am – 5.00pm | Regional Forum (Additional registration required) |
| 5.00pm – 7.00pm | Welcome Reception & Exhibition Opening |

WEDNESDAY 14 JUNE

| | |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8.00am | Registrations Open |
| 9.00am | Opening Ceremony Welcome to Country |
| 9.40am | Minister Address The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government <i>(invited)</i> |
| 10.00am | ALGA President's Address Cr Linda Scott, ALGA President |
| 10.30am | MORNING TEA |
| 11.00am | Panel: Building a Stronger Workforce Panelists TBC |
| 11.45am | Keynote Address TBA |
| 12.30pm | LUNCH |
| 1.30pm | Panel: The Future of Local Government Dr Jonathan Carr-West, CEO, Local Government Information Unit, UK Tahlia Azaria, Director, Young Mayors Program, Foundation for Young Australians |
| 2.15pm | Panel: Local Solutions to Global Problems – Councils Addressing Climate Change Panelists TBC |
| 3.00pm | AFTERNOON TEA |
| 3.30pm | Debate on Motions Concurrent Session TBC |
| 7.00pm – 11.00pm | General Assembly Dinner QT Hotel, Canberra |

THURSDAY 15 JUNE

| | |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9.00am | Panel: Indigenous Affairs Panelists TBC |
| 9.45am | Keynote: Leading Communities Through Change Jennifer Michelmore, Chief Executive, Studio THI |
| 10.30am | MORNING TEA |
| 11.00am | Panel: Cyclones, Fires and Floods Brendan Moon, Coordinator-General, National Emergency Management Agency Other Panelists TBC |
| 11.45am | Minister Address The Hon Peter Dutton MP, Leader of the Opposition <i>(invited)</i> |
| 12.30pm | LUNCH |
| 1.30pm | Panel: Australia's Affordable Housing Crisis Nathan Dal Bon, CEO, National Housing Finance and Investment Corporation Wendy Hayhurst, CEO, Community Housing Industry Association |
| 2.15pm | Panel: Cyber Security and Local Government Clive Reeves, Deputy Chief Information Security Officer, Telstra Other Panelists TBC |
| 3.00pm | AFTERNOON TEA |
| 3.30pm | Debate on Motions Concurrent Session TBC |

FRIDAY 16 JUNE

| | |
|-----------------|------------------------------------------------------|
| 7.30am | Registrations Open |
| 8.00am – 3.00pm | Australian Council of Local Government (ACLG) |

Key Dates

FRIDAY 24 MARCH 2023

Call for Motions Close

FRIDAY 19 MAY 2023

Close of Early Bird Registrations

TUESDAY 13 JUNE 2023

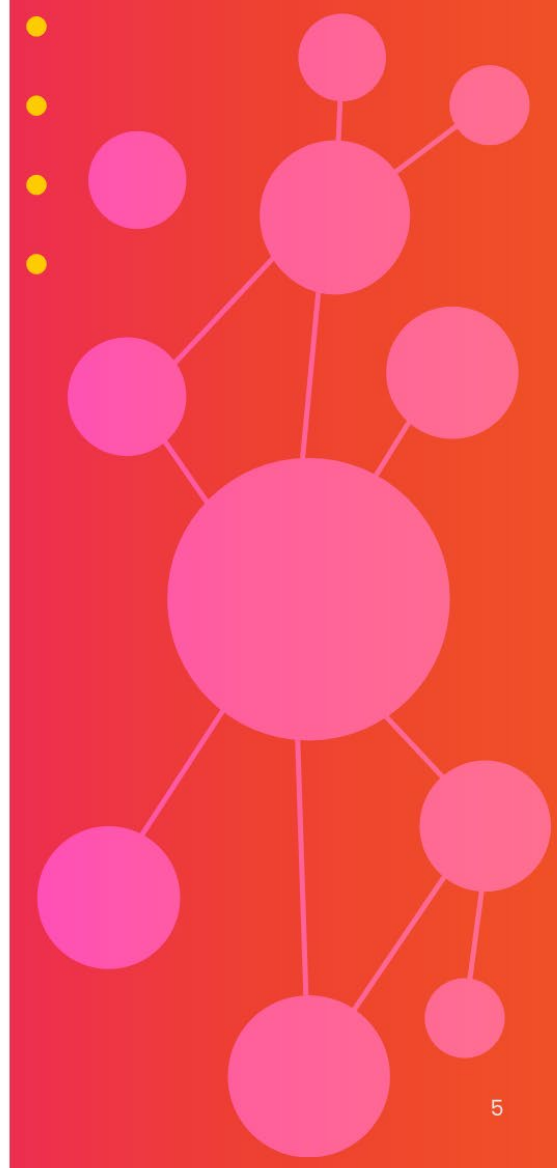
Regional Cooperation & Development Forum

WEDNESDAY 14 – THURSDAY 15 JUNE 2023

National General Assembly

FRIDAY 16 JUNE 2023

Australian Council of Local Government (ACLG)





**REGIONAL
FORUM**

2023

**TUESDAY
13 JUNE 2023**

GENERAL INFORMATION

REGISTRATION FEES

Forum Only Registration
\$425

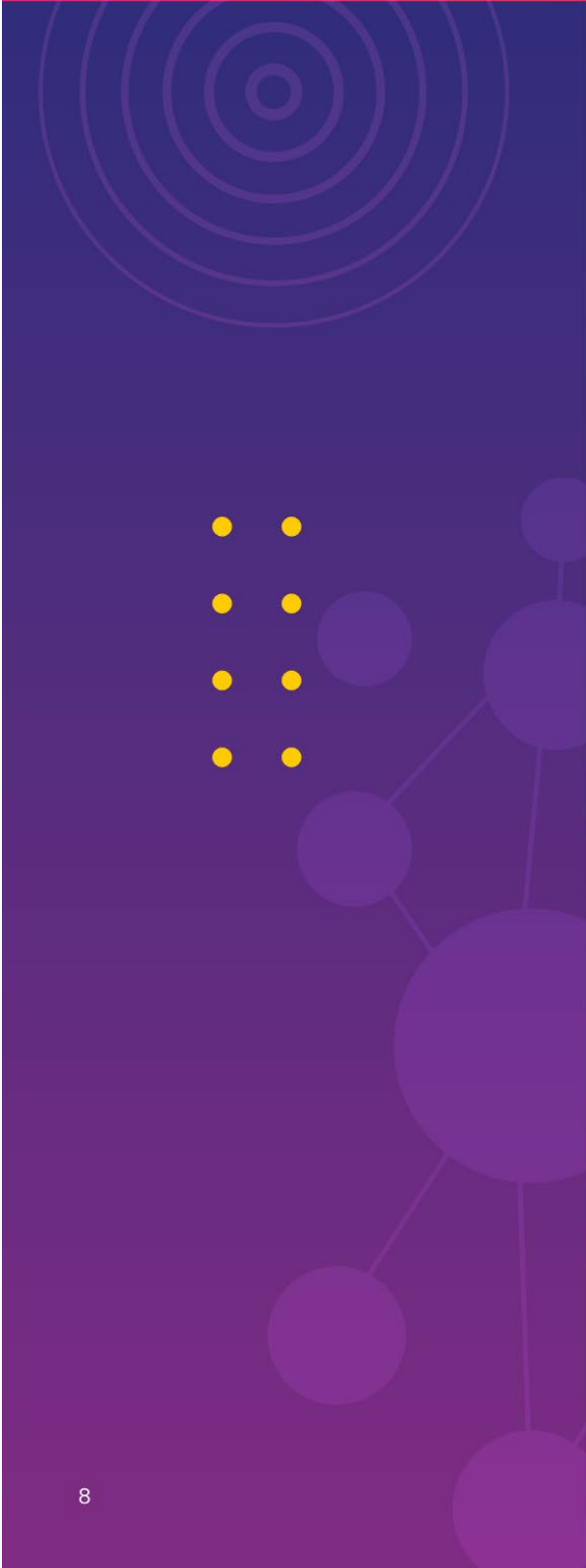
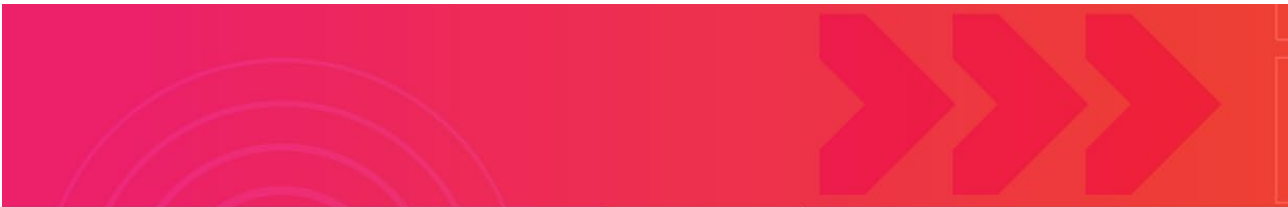
NGA Delegate Discount Registration
\$225

Register Online Now:
regionalforum.com.au

Dress Code: Smart Casual

PROVISIONAL PROGRAM

| | |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9.00AM | Registrations Open |
| 9.30AM | Welcome to Country |
| 9.40AM | ALGA President Opening Cr Linda Scott, ALGA President |
| 9.50AM | Minister Address The Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories |
| 10.30AM | Shadow Minister Address The Hon Darren Chester MP, Shadow Minister for Regional Development, Local Government and Territories |
| 11.00AM | MORNING TEA |
| 11.30AM | Panel: Recovering from Cyclones, Fires and Flood |
| 12.15PM | Panel: Skills Shortages in Regional and Rural Australia Susi Tegen, CEO, National Rural Health Alliance David Williams, Former CEO, Planning Institute of Australia |
| 1.00PM | LUNCH |
| 2.00PM | Panel: Regional Housing Challenges |
| 2.45PM | Panel: Connecting Our Communities |
| 3.30PM | AFTERNOON TEA |
| 4.00PM | Regional update from the Department for Infrastructure, Transport, Regional Development, Communications and the Arts |
| 4.45PM | Closing Remarks Cr Linda Scott, President, ALGA |

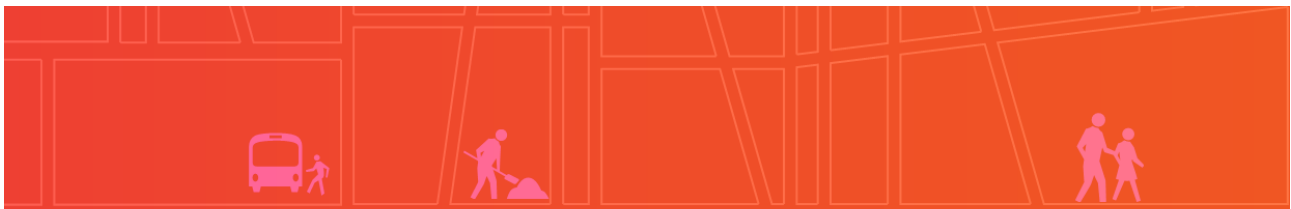


2023 MC



DANIELA RITORTO

Daniela Ritorto is a journalist, MC and communications professional with two decades of national and international experience, including presenting BBC World News from London, SBS Chief Political Correspondent in Canberra and managing communications for an ASX top 30 company.



Speakers



THE HON CATHERINE KING MP (INVITED)

Minister for Infrastructure, Transport, Regional Development and Local Government

Catherine King was born in Melbourne. She holds a Degree in Social Work and a Masters in Public Policy from the Australian National University and has recently completed a law degree from Deakin University.

First elected to Federal Parliament in 2001 to represent the electorate of Ballarat, Catherine has been re-elected as member at each subsequent Federal Election.

Following the 2019 election, Catherine was appointed to the role of Shadow Minister for Infrastructure, Transport and Regional Development in the Shadow Cabinet led by the Hon. Anthony Albanese.

Prior to entering Parliament, Catherine worked in the social welfare sector in Ballarat and later in the public sector in Canberra, as a director for the Commonwealth Department of Health and Aged Care and as a senior manager at KPMG's Health Consulting Practice.



THE HON KRISTY MCBAIN MP

Minister for Regional Development, Local Government and Territories

Kristy McBain proudly grew up on the NSW Far South Coast, and she is the first woman to represent Eden-Monaro.

Since being elected in 2020, Kristy has built a formidable reputation as a plain spoken, hard-working local member who advocates with all levels of Government and all sides of politics to get results for her constituents.

A former Mayor of the Bega Shire Council, Kristy advocated day and night for people through the darkest days of the Black Summer Bushfires in 2019-20.

Kristy studied law at the University of Canberra and as the first person in her family to go to university, she is passionate that all kids get the chance to go to university or TAFE and have the opportunity to build their careers and lives in the regions as she has done.



THE HON PETER DUTTON MP (INVITED)

Leader of the Opposition

Peter Dutton is the Federal Member for Dickson and Leader of the Liberal Party.

For nine years, Peter served his community as a Police Officer. He worked in the National Crime Authority and Drug and Sex Offenders' Squads, with a focus on protecting women and children.

First elected to Parliament in November 2001, Peter was appointed to the Ministry in 2004. In January 2006, he became Peter Costello's Assistant Treasurer.

Peter is married to Kirilly and is the proud father of Rebecca, Harry and Tom and lives in Dayboro in the Dickson electorate.

2023 Speakers



THE HON DARREN CHESTER MP

Shadow Minister for Regional Development, Local Government and Territories

Darren Chester was born and educated in Sale.

He was elected to Federal Parliament as the Member for Gippsland on June 26, 2008, in a by-election following the retirement of the Hon Peter McGauran.

During his time in Parliament, Darren has served in multiple executive positions across both Government and Opposition such as Minister for Infrastructure and Transport, Minister for Veterans' Affairs and Defence Personnel, Assistant Minister for Defence and Shadow Parliamentary Secretary for Roads and Regional Transport.

Prior to entering Parliament, Darren worked as a newspaper and television journalist before becoming Chief of Staff to the Leader of The Nationals in Victoria.

Darren is a keen sportsman who enjoys boating, camping and running marathons. He lives in Lakes Entrance with his wife Julie and their four children.



SUSI TEGEN

CEO, National Rural Health Alliance

Susi Tegen came to Australia from her native Austria as a teenager and as an immigrant and carer, she understands the confusion that arises for patients in a new country and a complex medical system.

Susi has lived and worked in, as well as advocated for, rural Australia for most of her working life, while living in rural SA, NT, NSW and Victoria. Until recently, she was a partner of a sheep meat and wool, cattle trading and grain property in the Limestone Coast for 30 years. Her passion is in farm safety, mental health services, remote monitoring and telehealth to support medical and health service access to rural and remote communities. She recognises the value in rural medical training and placements as well as government and private approaches to serving communities sustainably.



DAVID WILLIAMS

Former CEO, Planning Institute of Australia

David Williams was CEO of the Planning Institute of Australia (PIA) from December 2016 until March 2023, and for five years prior was the PIA's Chief Operating Officer.

Prior to joining PIA, David held general management and leadership roles for nearly 20 years, including four years as Chief Executive Officer for Greening Australia, Australia's largest environmental not-for-profit.

David's view is that the key strategic challenges facing the built and natural environments are largely the same. Sustainability, liveability and resilience in the context of a growing population are issues that David has been focused on throughout his career. Enthusiasm, educating and empowering members to take action at the personal, professional and community levels has always been David's favoured tactic to address these key challenges.



2023 Speakers



DR JONATHAN CARR-WEST

CEO, Local Government Information Unit UK

Dr Jonathan Carr-West has been Chief Executive of LGIU (Local Government Information Unit) since February 2013, where he leads on all aspects of the think tank’s policy, membership and influencing work.

Some of his particular interests are in participative democracy, the evolving nature of public services and devolution. With extensive media profile and sector credibility, he has published on topics as diverse as localism and public service transformation, cognitive and behavioural science, and the politics of cultural memory.

Prior to being appointed as Chief Executive, Jonathan was Director of Policy at the LGIU where he led on research and consultancy, policy development and piloting, best practice dissemination, learning and development.



TAHLIA AZARIA

Director, Young Mayors

Tahlia Azaria is the Director of the Young Mayors program at the Foundation for Young Australians (FYA). Tahlia has a Bachelor of Communication (Journalism) from RMIT University and an MBA from Melbourne Business School, and has worked in the youth, media, arts and not-for-profit sectors for 15 years in senior leadership roles at institutions including SYN Media, Circus Oz and the Community Broadcasting Association of Australia. Tahlia is also Chair of the Board of Outer Urban Projects, a performing arts company in Melbourne’s outer north.



JENNIFER MICHELMORE

Chief Executive, Studio THI

Jennifer is an accomplished urbanist and designer, and has been part of the THI family for over 15 years. Having established her career with the organisation in community development, she’s also worked across strategy and change, and is now at the helm of the organisation.

Jennifer completed her study in Industrial Design at the Queensland University of Technology (QUT), where she’s also been a guest lecturer.

Her strong design and conceptual capabilities drive her aspirations for achieving bold and innovative outcomes that can shape urban places and practice.

She’s a big believer in power of co-creation and collaboration, and has played a central role in securing THI’s position as an independent platform for urban professionals and communities to come together.

2023 Speakers



BRENDAN MOON AM

Coordinator-General, National Emergency Management Authority

Brendan Moon AM commenced as the first Coordinator-General of the National Emergency Management Agency in October 2022.

Brendan brings with him extensive expertise and experience in disaster response, recovery, preparedness and risk reduction.

He spent 10 years with the Queensland Reconstruction Authority (QRA), starting as the General Manager, Operations in 2011 until his appointment as Chief Executive Officer in 2016.

Brendan is a regular contributor to national and international dialogue on disaster risk and resilience and has addressed the United Nations Office of Disaster Risk Reduction's Asian Ministerial Conferences on multiple occasions. He is a passionate advocate for cooperation and collaboration across international, national, state and local agencies for disaster preparedness, response and recovery.



NATHAN DAL BON

CEO, National Housing Finance and Investment Corporation

Nathan has been Chief Executive Officer of NHFIC since its inception in 2018. He has more than 25 years' experience in economic policy development and advising across government. In his previous role as a senior Commonwealth Treasury official, he led the team that worked extensively on the establishment of NHFIC. As CEO, Nathan is focused on building an organisation that improves housing outcomes, particularly in affordable housing.

Prior to joining NHFIC, Nathan held senior executive roles in the Commonwealth Treasury, and the departments of Industry, Innovation and Science; Foreign Affairs and Trade; and Prime Minister and Cabinet. He has served as a non-executive director of the Australian Housing and Urban Research Institute (AHURI).

In 2014, Nathan was Australia's representative to the United Nations for the Report of the Intergovernmental Committee of Experts on Sustainable Development Financing.

Nathan holds a Masters in Public Administration from Harvard University and a Bachelor of Economic (Hons) degree from the University of Newcastle.



WENDY HAYHURST

CEO, Community Housing Industry Association

Wendy was appointed in March 2019 as CEO of the Community Housing Industry Association (CHIA), the peak body representing not for profit community housing organisations across Australia.

Previously she led CHIA NSW – the state peak – for four years. Wendy has spent almost her entire career in social and affordable housing – working her way from the front line to a non-executive directorship and senior managerial roles in a wide range of housing provider organisations, regulatory bodies, specialist consultancies and performance benchmarking organisations.

She has in-depth knowledge and experience of the NSW, national and international community housing sector through her work with the NSW Regulator, in shaping and administering the National Regulatory System and her work in the United Kingdom.

2023

SAVE THE DATE

**KAMBRI
CULTURAL
CENTRE, ANU**

CANBERRA

**NATIONAL LOCAL ROADS
& TRANSPORT CONGRESS**

6 - 7 September 2023

RoadsCongress.com.au



Registration Information

Registration form available at nga23.com.au

| GENERAL ASSEMBLY REGISTRATION FEES | | INCLUSIONS |
|--------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Registration Fees — Early Bird Payment received by Friday 19 May 2023 | \$895.00 | <ul style="list-style-type: none"> Attendance at all General Assembly sessions Morning tea, lunch and afternoon tea as per the General Assembly program |
| Registration Fees — Late Payment received after Friday 19 May 2023 | \$995.00 | <ul style="list-style-type: none"> One ticket to the Welcome Drinks, Tuesday General Assembly satchel and materials |

| VIRTUAL REGISTRATION FEES | | INCLUSIONS |
|--------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------|
| Full Virtual Registration | \$689.00 | <ul style="list-style-type: none"> Virtual access to all General Assembly sessions for day(s) selected |
| Virtual Day Registration (Wednesday or Thursday) | \$489.00 | <ul style="list-style-type: none"> Meeting hub to connect with other virtual attendees |

| DAY REGISTRATION FEES | | INCLUSIONS |
|------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wednesday 14 June 2023 | \$489.00 | <ul style="list-style-type: none"> Attendance at all General Assembly sessions on the day of registration |
| Thursday 15 June 2023 | \$489.00 | <ul style="list-style-type: none"> Morning tea, lunch and afternoon tea as per the General Assembly program on that day General Assembly satchel and materials |

| TUESDAY REGIONAL FORUM REGISTRATION FEES | |
|--------------------------------------------------------------------------------------------------|----------|
| Forum Only Tuesday 13 June 2023 | \$425.00 |
| NGA Delegate Delegates attending the Regional Forum and the NGA are entitled to this discount | \$225.00 |

| ACCOMPANYING PARTNERS REGISTRATION FEES | | INCLUSIONS |
|-----------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Accompanying Partners Registration Fee | \$280.00 | <ul style="list-style-type: none"> 1 ticket to the Welcome Reception, Tuesday 13 June Day tour Wednesday 14 June Day tour Thursday 15 June |

All amounts include GST

Cancellation Policy

All alterations or cancellations to your registration **must be made in writing** and will be acknowledged by email. Notification should be sent to: [E-mail: nga@confco.com.au](mailto:nga@confco.com.au)

STANDARD REGISTRATION TERMS

An administration charge of \$110.00 will be made to any participant cancelling before Friday 19 May 2023. Cancellations received after Friday 19 May 2023 will be required to pay full registration fees. However, if you are unable to attend, substitutes are welcome at no additional cost

By submitting your registration you agree to the terms of the cancellation policy.

Substitutions

As with all ALGA events, substitutions are allowed for delegates. Please notify the conference organisers in writing if substitutions are required.

No refund will be available to no shows.

ACCOMMODATION TERMS

All cancellations or amendments must be made in writing to Conference Co-ordinators and will be acknowledged by email.

All rooms cancelled 30 day prior to check-in will be charged the full amount unless the room can be resold.

You are required to pay for your full accommodation account and any incidental expenses incurred during your stay when checking in to the hotel.

No refund will be available to no shows.



General Information

Privacy Disclosure

ALGA collects your personal contact information in its role as a peak body for local government. ALGA may disclose your personal contact information to the sponsors of the event for the purposes of commercial business opportunities.

If you do not consent to ALGA using and disclosing your personal contact information in this way, please tick the appropriate box on the registration form.

Importantly, your name can also be included in the General Assembly List of Participants. You must tick the appropriate box on the registration form if you wish your name to appear in this list.

Photographs

During the General Assembly there will be a contracted photographer taking photographs during the sessions and social functions. If you have your picture taken it is assumed that you are giving consent for ALGA to use the image. Images may be used for print and electronic publications.

Car Parking

Parking for delegates is available underneath the National Convention Centre for a cost of approximately \$19.50 per day. Alternatively, voucher public parking is available 300m from the Centre at a cost of approximately \$15.70 per day. The voucher machines accept either cash or cards (Visa or MasterCard).

Coach Transfers

Welcome Reception and Exhibition Opening - Tuesday 13 June 2023
National Convention Centre

Coaches will collect delegates from all General Assembly hotels (except Crowne Plaza Canberra) at approximately 4:45pm. The return coaches will depart at 7:00pm.

Daily Shuttles to and from the National Convention Centre

A shuttle service between all General Assembly hotels (except Crowne Plaza Canberra) and the National Convention Centre will operate between 8:00am and 8:30am. Return shuttles will depart the National Convention Centre at 5:30pm.

General Assembly Dinner-
Wednesday 14 June 2023
Qt Hotel Canberra

Coaches will collect delegates from all General Assembly hotels (except for QT Hotel and Peppers Gallery) at approximately 6:50pm. A return shuttle service will operate between 10:30pm and 11:45pm.

Payment Procedures

Payment can be made by:

Credit card
MasterCard and Visa

Cheque
Made payable to ALGA

Electronic Funds Transfer
Bank: Commonwealth Bank
Branch: Woden
BSB No: 062905
Account No: 10097760

ALGA ABN
31 008 613 876

Contact Details

Conference Co-ordinators
PO Box 905
Woden ACT 2606
Phone: 02 6292 9000
Email: nga@confco.com.au

All amounts include GST. Invoices are sent once a registration has been completed.

Canberra Weather in June

Winter days in Canberra are characterised by clear sunny skies but the days are cool at around 12-15C and temperatures do drop to 1C on average in the evenings, so be sure to bring a warm jacket.

Mornings can be foggy so keep this in mind when booking flights. It is best to avoid early arrivals or departures in case of delays due to fog.

Social Functions

Welcome Reception and Exhibition Opening

Tuesday 13 June 2023

Venue: National Convention Centre Canberra

The Welcome Reception will be held in the exhibition hall and foyer.

5:00pm – 7:00pm

\$50.00 per person for day delegates and guests. No charge for full registered delegates. No charge for registered accompanying partners.

Dress Code: Smart casual

General Assembly Dinner

Wednesday 14 June 2023

Venue: QT Hotel Canberra

The dinner is being held in The Grand Ballroom.

7:00pm – 11:00pm

\$175.00 per person

Dress Code: Formal/Cocktail

Numbers to this dinner are limited. Tickets are allocated on a first in basis.

General Assembly Business Sessions

Wednesday 14 June 2023 – Thursday 15 June 2023

Venue: National Convention Centre Canberra

All plenary sessions will be held in the Royal Theatre at the National Convention Centre.

Dress Code: Smart casual

Exhibition

Wednesday 14 June 2023 – Friday 16 June 2023

Venue: National Convention Centre

The exhibition is being held in the Exhibition Hall at the National Convention Centre.

Partner Tours

The partners meet at the National Convention Centre Canberra each morning to join the tour guide for their specialised trip around Canberra.

Gallery & Taste of Braddon Tour Wednesday 14 June – 10.30am

We will start the morning exploring the Canberra exclusive Portrait23: Identity Exhibition at the Portrait Gallery, with some spare time to view the other open exhibitions within the gallery.

We will then get to enjoy the taste of Braddon tour – Where you will go on a foodie adventure to discover some of the top venues and hidden gems in this hip and popular shopping and foodie precinct. Your guide will share local knowledge with you and provide an insight into Canberra's food scene.

Pialligo Truffles and Wine Thursday 15 June – 10.00am

Today we get to explore Pialligo, a rural suburb of Canberra. The tour will start with a Truffle hunt, then on to lunch at Rodney's Garden Café. The café location is also home to a beautiful garden and giftware shop and the Pialligo Food Emporium that stocks a large variety of locally owned and hard to come by international food products.

We will then finish the day with a wine tasting at the Mount Majura Winery with a full array of cool climate wines paired with cheeses.



Accommodation

A by Adina

1 Constitution Avenue, Canberra

A by Adina Canberra is the newest hotel to Canberra which is located on Constitution Avenue only a 5-minute walk from the National Convention Centre.

The hotel combines spacious apartment living with 24-hour reception, room service, service provided by knowledgeable concierges and a well-equipped gym.

A new dining district is also newly constructed in the immediate area.

All rooms have a king bed and the studios offer a twin option of two singles beds.

Studio Rooms: \$209 per night
– Single/twin/double

1 Bedroom Apartments: \$239 per night
– Single/double

Avenue Hotel

80 Northbourne Avenue, Canberra

The Avenue Hotel is one of the only 5 star options in the Canberra city and offers guests both studio and apartment style rooms. The hotel is a 15–20 minute walk from the Convention Centre.

The apartments have a fully functioning kitchen. Twin option at the hotel consists of two king singles.

Superior King Rooms \$285 per night
– Single/twin/double

1 Bedroom Apartments \$335 per night
– Single/double

Crowne Plaza

1 Binara Street, Canberra

The Crowne Plaza is adjacent to the Convention Centre and only a short walk from restaurants, bars and the main shopping district.

Twin option at the hotel consists of two double beds.

Superior Room \$345 per night
– Single/twin/double

Deluxe Room \$390 per night
– Single/twin/double

Mantra on Northbourne

84 Northbourne Avenue, Canberra

Mantra on Northbourne is centrally located within the CBD and approximately a 15–20 minute walk from the National Convention Centre. The hotel features underground parking (for a fee), a 24 hour reception, a heated indoor pool, sauna and a fully-equipped gymnasium.

All apartments offer one king bed, individually controlled air-conditioning, WiFi (for a fee), pay per view movies, mini bar, tea/coffee making facilities, a separate lounge and dining area, kitchen and a fully equipped laundry.

Nesuto Apartments

2 Akuna Street, Canberra

Located in the heart of Canberra's CBD, the Nesuto Apartments is only a five-minute walk from the National Convention Centre. The one-bedroom apartments also offer a separate lounge/dining area.

Twin option at the hotel consists of two single beds. Additional costs will apply if more than 2 guests are within the one room.

Studio Apartment \$219 per night
– Single/twin/double

1 Bedroom Apartments \$239 per night
– Single/twin/double

Peppers Gallery

15 Edinburgh Avenue, Acton

Located in the New Action Hub, Peppers Gallery Hotel offers boutique accommodation options, complimentary WiFi access, an Italian restaurant, onsite car parking and a 24 hour reception. Walking distance to the Convention Centre is approximately 20 minutes.

Peppers rooms all have unique décor and contain a coffee machine, walk in showers and a large work desk.

Queen Room \$249 per night
– Single/double

King Room \$269 per night
– Single/double

Qt Hotel

1 London Circuit, Canberra

The Qt Hotel is a modern hotel with boutique style furnishings, central to the city and a 10-minute walk to the National Convention Centre.

Twin option at the hotel consists of two single beds.

Standard Room \$229 per night
– Single/twin/double

The Sebel Canberra Civic

197 London Circuit, Canberra

The Sebel Canberra Civic is one of Canberra's newest hotels which opened in June 2019 and is just a 7-minute walk from the National Convention Centre.

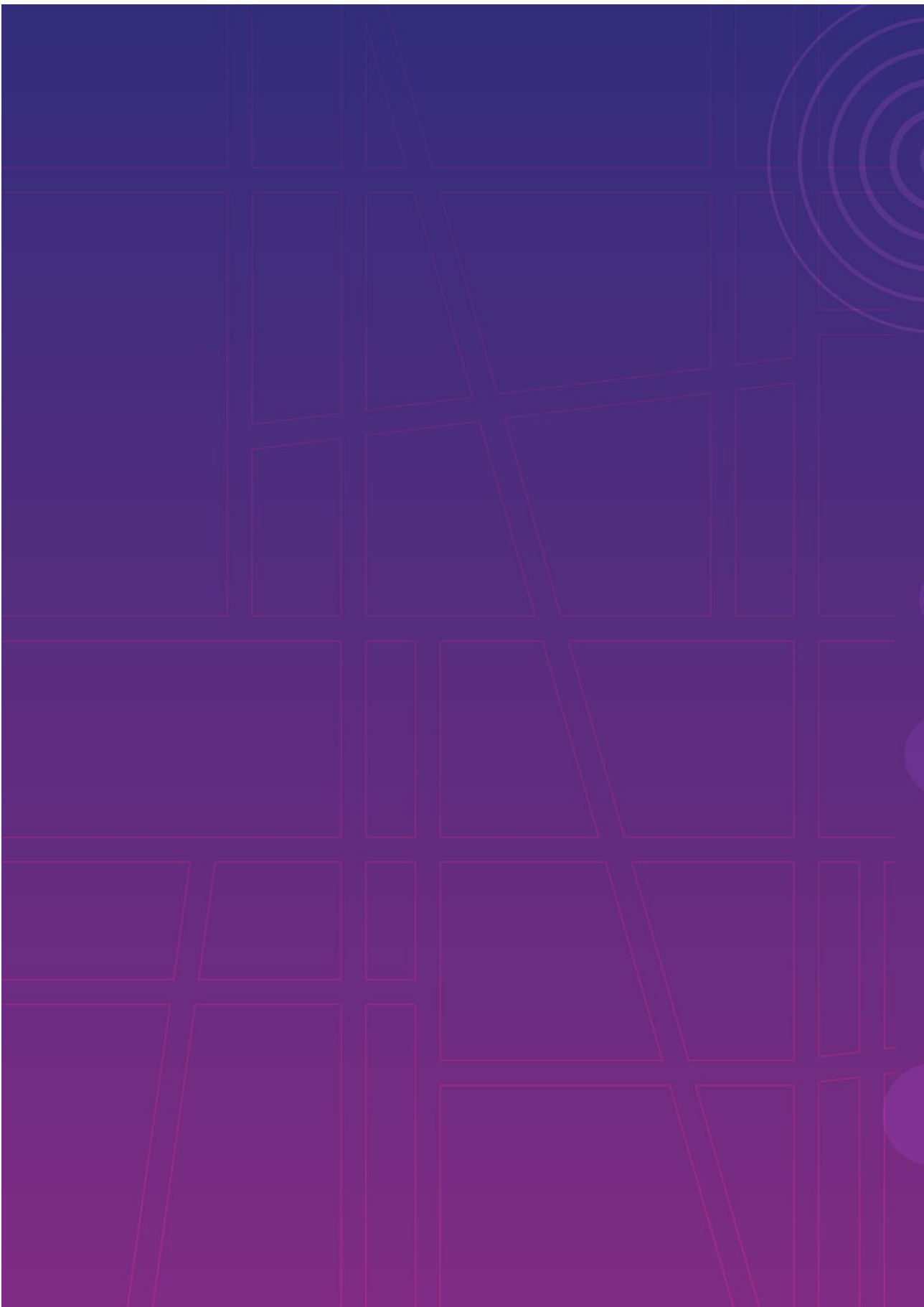
This property offers free WiFi throughout the hotel, a fully equipped gym, and an onsite restaurant and bar lounge.

All rooms come with a fully equipped kitchenette with Nespresso machine and dining table. Every bathroom is accessibility friendly with walk in showers.

Superior rooms come with a queen bed, Executives are fitted with king beds.

Superior Room \$190 per night
– Single/double

Executive Room \$240 per night
– Single/double



12.6. EDWARD RIVER COUNCIL ARTS & CULTURE ADVISORY COMMITTEE TERMS OF REFERENCE

Author: Manager Community & Economic Development

Authoriser: Director Corporate Services

RECOMMENDATION

That Council adopt the draft Terms of Reference for the Edward River Council Arts & Culture Advisory Committee.

BACKGROUND

Council resolved to establish an Arts & Culture Advisory Committee (**the Committee**) at its Council Meeting held on 20 December 2023, received draft Terms of Reference for the proposed Committee, and provided feedback on the draft TOR.

Council's feedback has now been incorporated into the draft Terms of Reference.

In addition, Council held a Feedback Meeting on the draft Terms of Reference on 15 March 2023. All proposed members of the Committee were invited to attend to provide feedback on the draft Terms of Reference.

That meeting was facilitated by arts consultant, Greg Hordacre, and attended by representatives from South West Arts, South West Music, Outback Theatre for Young People, Edward River Arts Society, Yarkuwa Indigenous Knowledge Centre and Council.

The feedback received at the meeting has now been incorporated into the draft Terms of Reference.

ISSUE/DISCUSSION

Once Council resolve to adopt the Edward River Council Arts & Culture Committee Terms of Reference, establishment of the committee can then proceed.

STRATEGIC IMPLICATIONS

Council is in a position to strategically drive the objectives under the Community Strategic Plan to double population growth by 2050 through an Arts & Culture Advisory Committee of appropriately experienced and skilled advisers to guide Council on the development of a thriving arts and culture industry.

The Edward River Experience

3.3.1 Support the development and delivery of events that contribute to economic prosperity, liveability, and

social cohesion

3.3.2 Support a collaborative creative economy where arts and culture are a transformational sector of the

community

3.3.3 Build on the success of the Visit Deni campaign to grow our visitor economy

COMMUNITY STRATEGIC PLAN

2. An open and connected community

2.3 Cultural and personal links

3. Encouraging growth through partnerships

3.2 Economic development

3.3 The Edward River Experience

FINANCIAL IMPLICATIONS

The Committee is advisory in nature. Resolutions and recommendations of the Committee form advice only to Council. Council is not bound by the resolutions and recommendations of the Committee, though recommendations may have financial impact should Council resolve to act on them.

LEGISLATIVE IMPLICATIONS

Nil

ATTACHMENTS

1. Edward River Council Arts & Culture Advisory Committee Terms of Reference



Edward
River
COUNCIL

EDWARD RIVER COUNCIL

ARTS & CULTURE

ADVISORY COMMITTEE

TERMS OF REFERENCE

1 NAME OF THE COMMITTEE

The name of the committee will be the EDWARD RIVER COUNCIL ARTS & CULTURE ADVISORY COMMITTEE (**the Committee**).

2 OBJECTIVES

The objectives of the Committee have been established by Council to provide industry advice to Council on arts and cultural policy and on priorities for arts and cultural activities that will enhance community wellbeing, social connectedness, cultural and economic activity and livability in the Edward River region.

3 ROLES AND RESPONSIBILITIES

The role of the Committee is to provide a critical link between Council, staff, community, artists and arts administrators in the Edward River region.

4 TERMS OF REFERENCE

- 4.1 The Terms of Reference of the Committee are to provide advice and recommendations to Council on:
- 4.1.1 the development of an Edward River Council Arts & Culture Strategy where Council allocates the resources;
 - 4.1.2 the development of an holistic, community and industry-wide annual Edward River Arts & Culture Program;
 - 4.1.3 the facilitation of collaborative marketing opportunities across the arts and culture sector;
 - 4.1.4 arts and cultural activities and projects in the Council area;
 - 4.1.5 undertaking its leadership role in the arts and culture sector for the community;
 - 4.1.6 how arts and cultural accessibility and activity can have positive influences on economic development and social wellbeing strategies.
- 4.2 The Committee is a formally appointed advisory committee of the Council. Members are appointed by Council resolution.
- 4.3 The Committee does not have any executive powers, nor does it have any delegated financial responsibility.
- 4.4 The Committee does not have the authority to delegate tasks to subcommittees.
- 4.5 The Committee is advisory and all decisions constitute recommendations to Council which are presented for consideration to ordinary meetings of Council for resolution.

5 COMMITTEE MEMBERSHIP

- 5.1 There will be up to 12 members of the Committee comprising arts practitioners of recognised standing, arts administrators, one (1) Councillor delegate and one (1) alternate Councillor delegate from Edward River Council to stand in when the Councillor delegate is away.
- 5.2 The Councillor appointment will be for their term of office.
- 5.3 The alternate Councillor designate position is not counted as one of the 12 members of the Committee.
- 5.4 Membership nominations will be invited from the following arts and cultural organisations:
- 5.4.1 A representative from:
- South West Arts
 - South West Music
 - Edward River Arts Society
 - Outback Theatre for Young People
 - Yarkuwa Indigenous Knowledge Centre
 - Kurrajong
 - U3A
 - Deniliquin Dramatic Society
- 5.4.2 Three (3) external arts community members through publicly invited Expressions of Interest.
- 5.5 Members will be appointed through resolution of Council for a period concurrent with the term of Council.
- 5.6 The first Committee's term will be for the remaining period of the current Council. Subsequent Committees will be appointed for the term of Council with appointment and first meeting occurring within three (3) months of the election of Council.

6 COMMUNITY MEMBERS

- 6.1 Council will call for three (3) community members through invited Expressions of Interest process with members being placed on the Committee by way of Council resolution.
- 6.2 Committee members may resign their position at any time during their tenure by advising Council of their wish to do so in writing.
- 6.3 Where a resigning member has been nominated by an arts and cultural organisation, that organisation will be asked to nominate a new representative.
- 6.4 Where a resigning member has been nominated through a publicly invited Expressions of Interest, their replacement will be nominated via the same process.

- 6.5 A person nominated to replace a resigning member will be appointed through resolution of Council for a period concurrent with the term of Council.
- 6.6 Previous Committee members, including any who may have recently resigned their position, may nominate for vacant positions through this process.

7 COUNCIL STAFF

The Council staff delegate is the Manager Community & Economic Development who will convene meetings, act as Committee secretariat and is ex officio.

8 CODE OF CONDUCT

All members will be bound by the Council's Code of Meeting Practice and Code of Conduct.

Refer: 220111/7.5 Code of Meeting Practice
220111/7.5 Code of Conduct

9 MEETINGS

- 9.1 Committee meetings are held quarterly – during the second week in February, May, August and November. The timing of meetings may be varied by resolution of the Committee to accommodate specific time commitments of Committee members.
- 9.2 All meetings are hybrid, with the opportunity for attendees to attend virtually or in person.
- 9.3 Extra-ordinary meetings may be convened as required by the Chair.

10 QUORUM AND VOTING

A minimum of five (5) members of the Committee are required to form a quorum for each meeting.

11 CHAIR

The Chair of the Committee is elected by the Committee at the commencement of its term by simple majority vote.

12. CONFLICTS OF INTEREST

- 12.1 Councillors, Council staff and members of Council Committees must comply with the applicable provisions of Council’s Code of Conduct and Code of Meeting Practice in carrying out the functions as Council officials. It is the personal responsibility of Council officials to comply with the standards in these Codes and regularly review their personal circumstances with these in mind.
- 12.2 Committee members must declare any conflict of interests at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately noted in the meeting minutes.
- 12.3 Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may exist. The final arbiter of such a decision is the Chair of the Committee.

13. RELEVANT LEGISLATION AND GUIDANCE

NSW Local Government Act 1993
 Edward River Council Code of Conduct
 Edward River Council Code of Meeting Practice

TERMS OF REFERENCE VERSION CONTROL

| | | | |
|---------------------------------|--------------------|---------------------------|----------------------|
| Title | | | |
| ECM Doc Set ID | | | |
| Date Approved by Council | | | |
| Responsible Officer | | | |
| Version Number | Modified By | Modifications Made | Date modified |
| | | | |
| | | | |

Attachment 1 - ERC ACAC TOR 11042023

12.7. THE LONG PADDOCK

Author: Coordinator Tourism & Business

Authoriser: Director Corporate Services

RECOMMENDATION

That Council:

1. Note the Minutes of the Officers' Forum;
2. Dissolve the s355 committee arrangement for the Long Paddock Tourism Route of Edward River Council (noting that the Committee was not reconfirmed after the council election, nor was it dissolved).
3. Support in principle the formation of a membership-based committee with an incorporated association governance model for the purpose of marketing and promoting the Long Paddock Touring Route, noting proposed membership will include a council representative and community representative for each member Council and that community representatives should be appointed via an open and transparent process.
4. Notes that Councillor Burge is the Edward River Councillor delegate and
5. Support in principle the establishment of a bank account for the deposit of current Long Paddock Committee funds once evidence of incorporation is provided and that Council transfer the remaining Long Paddock Touring Route funds to that account.
6. Notes the recommendation by the Committee to waive the 2021/22 financial contribution from member councils.
7. Notes the intention to maintain membership fees for the new incorporated association at \$7,000 per member council, and notes that Edward River Council's contribution will reduce to \$7k per annum which is comparable to Hay and Murray River Councils' contributions.
8. Notes Edward River Council's limited ability to support the transition work described above, given current resourcing constraints, and that it is recommended that this work will be assigned to the project officer (currently an employee of Hay Shire Council) to undertake in the interim until an external contractor can be hired.
9. Notes that the sculpture and other Long Paddock Touring Route assets that reside in the Edward River Council LGA are considered assets of council, and will require appropriate management in accordance with asset management principles and processes.
10. Notes that performance measures and return on investment in the Long Paddock Touring Route for Edward River Council are largely anecdotal, however, continued participation is recommended to an extent that is within current Council's resourcing (staffing and proposed future budget allocations).

BACKGROUND

Destination NSW recognises The Long Paddock Touring Route (**The Long Paddock**) as a visitor offering for the Edward River region. In partnership with other councils in the region, the previous Deniliquin and Conargo Shire Councils, and now Edward River Council (ERC), have been part of a governance arrangement to oversee tourism promotion for The Long Paddock. A committee established under s355 of the Local Government Act 1993 (the Act) was established for this purpose but has not been reconfirmed by the current Edward River Council.

Council received an update on the Long Paddock Committee in late 2022. At that time, Council

determined that the Chief Executive Officers (or General Managers) of each of the three member councils of the Long Paddock being Murray River, Edward River and Hay Councils, would come together to discuss options and identify a preferred way forward. That meeting has, at the time of writing, yet to occur.

In the interim, a 'Long Paddock Touring Route Officers' Forum' was held online on Tuesday, 14 February 2023 in response to a request from Edward River Council to address the apparent hiatus of the initiative and to discuss various governance concerns. The outcomes of this meeting are highlighted in the Minutes of the meeting, and additional attachments to this report.

ISSUE/DISCUSSION

A 'Long Paddock Touring Route Officers' Forum' was held online on Tuesday, 14 February 2023 in response to a request from Edward River Council to address the apparent hiatus of the initiative and to discuss various governance concerns and future plans for the touring route. The outcomes of this meeting are highlighted in the Minutes of the meeting, and additional attachments to this report.

A number of recommendations for the future governance arrangements for the Long Paddock Committee have been identified for Council's consideration and discussion.

An outcome of the Officers' Forum meeting in February was a written request for each of the three member Councils to confirm support to:

- Formally dissolve the Long Paddock Touring Route as a s355 committee of Edward River Council;
- Form a membership-based committee with an incorporated association governance model for the purpose of marketing and promoting the Long Paddock Touring Route. Proposed membership will include a council representative and community representative from each member Council;
- Continue financial contribution of \$7,000 per annum.

STRATEGIC IMPLICATIONS

The approach described in this report for the future governance arrangements of the Long Paddock touring route committee will address a number of strategic risks and issues for Council:

- the recommended approach reduces Council's risk exposure arising from a governance arrangement that is out of date;
- as the Edward River LGA sits in the centre of the Long Paddock touring route, it is important that Edward River Council continues to have an opportunity to contribute to and participate in the future governance arrangements for the touring route. To cease to contribute could result in:
 - a loss of collaboration with neighbouring Councils
 - loss of control of marketing Council's Long Paddock assets (see Attachment: Asset audit)
 - loss of tourism and economic development outcomes that stem from the Long Paddock initiative.

COMMUNITY STRATEGIC PLAN

Council's continued involvement with the Long Paddock Committee will support the achievement of the following CSP objectives

3. Encourage growth through partnerships

3.3 The Edward River Experience

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged**FINANCIAL IMPLICATIONS**

Council contributes, and has proposed a 23-24 budget of \$7,000 investment per annum (reduced from \$14,000 per annum) to support the ongoing marketing of the Long Paddock touring route.

Sculptures and other Long Paddock Touring Route assets that reside in the Edward River Council LGA are considered assets of Council and will require appropriate management in accordance with asset management principles and processes.

LEGISLATIVE IMPLICATIONS

1. The Committee has operated under s355 of the Local Government Act of the Edward River Council in the past.
2. A resolution of Council is required to dissolve a s355 committee.

ATTACHMENTS

1. 2022 General Meeting Long Paddock.pdf
2. Long Paddock Committee Charter.pdf
3. Long Paddock financial status.
4. Asset Audit Edward River Council (002).pdf

Attachment 1 - ECM_242143_v1_2022 General Meeting Long Paddock



The Long Paddock Committee
General Meeting
Minutes

Tuesday
Virtual Meeting

Opened: 9.08am

Present: Beck Hayward, Jane Frazer, Ali McLean, Dana McNally, Ellen Hay, Kirsty Hayes.

1. Apologies:

Gaylene Stephens

2. General Discussion

At the last meeting (AGM held 2021) it was agreed to review the Long Paddock Committee organisational structure, management and financial position.

With the exception of the DNSW Cooperative marketing campaign, activity has been restricted to the maintenance of digital assets.

Currently the Long Paddock is a 355 committee of Edward River Council which was required by the Council to be able to manage the financial contributions for the committee, including grant funds.

Edward River Council hold funds for the committee, which require the council to "roll" funds each year. This is challenging within the council financial and reporting systems.

Edward River have appointed a council representative to the committee as a result of the 355 status. Other councils have not appointed a council member.

As the Long Paddock Committee do not manage the physical assets of council, it was agreed that the Long Paddock would:

- Request to dissolve the 355 committee of Edward River
- Form a membership based committee with the purpose of marketing and promoting the Long Paddock Touring Route.
- Open a bank account for the deposit of current Long Paddock Committee funds (using standard committee protocols)
- Waiver the 21/22 Financial commitment from member councils
- Maintain membership at \$7000 per member council

[LONG PADDOCK MINUTES 14 FEBRUARY 2023](#) 1

Action: Ali McLean to prepare correspondence to each member council informing them of the governance decision and requesting their ongoing financial commitment for the 23/24 financial year.

It was agreed that the Long Paddock Touring Route is a significant tourism asset to the region and one that is recognised by DNSW. Demand for the brochure is strong with Echuca/Moama, Mathoura, Dneiliquin and Hay all reporting high turn over.

3. Financial Report

A financial report was not tabled.

A report from October 21 was reviewed.

Action: Ellen Hay to confirm final payment has been made to DNSW.

Once the new committee structure is formalised it was agreed to review potential expenditure as follows:

| | |
|---------------------------|----------------------------------|
| Re print of brochure | \$6700 |
| Digital Asset maintenance | \$1500 per year |
| Marketing | TBA (based on membership levels) |

Hay and Murray River indicated that they have included the membership of Long Paddock in the 23/24 financial year.

Kirsty Hayes volunteered to manage the Long Paddock facebook page in the interim.

4. Correspondence:

In: DNSW Co-operative marketing campaign report

Out:



LONG PADDOCK COMMITTEE CHARTER

1. NAME

The name of the Committee shall be the Long Paddock Committee.

2. OBJECTIVES

The prime objective of the Committee is to undertake the promotion and continued development of the Long Paddock – Cobb Highway Touring Route to ensure its success and sustainability. Refer to Appendix A for further information on the Touring route and its development.

The Long Paddock aims to:

- Contribute towards sustainable local and regional economic growth,
- strengthen collaborative partnerships with local, state and federal government, community and tourism, economic development and arts and cultural industries,
- build community capacity through the development and delivery of a shared tourism asset, and
- raise awareness of the significance of the Long Paddock in shaping our environment, heritage and contemporary culture.

3. COUNCIL PARTNERS

Each of the three Local Government Areas of Murray River Council, Edward River Council and Hay Shire Council may designate the Long Paddock Committee as a section 355 Committee of Council.

4. COMPOSITION

The Committee shall comprise of the following:

- 1 x representative of Murray River Council (nominated by Council)
- 1 x community member of Murray River Council

LONG PADDOCK COMMITTEE CHARTER

- 2 x representatives of Edward River Council (nominated by Council)
- 2 x community members of Edward River Council
- 1 x representative of Hay Shire Council (nominated by the council)
- 1 x community member of Hay Shire Council

Council staff may attend, but will have no voting rights.

5. POWERS

The Committee is authorised by Council within the provisions of Section 24 of the Local Government Act, 1993 subject to delegated authority under Section 377 of the Local Government Act, 1993 with specific powers as set out below:

- a) Undertake activities and events to further develop and promote the Long Paddock Cobb Highway Touring Route,
- b) Seek funding to further develop and promote the Long Paddock Cobb Highway Touring Route,
- c) Work with Councils and other partners to further develop and promote the Long Paddock Cobb Highway Touring Route,
- d) Work to ensure the ongoing maintenance and sustainability of the Long Paddock Cobb Highway Touring Route,
- e) Maintain a working bank account to cater for activities, if required,
- f) Prioritise major maintenance items and capital works for consideration by Councils in their Management Plan processes. Submissions should be made in March each year,
- g) Advise Council staff of maintenance issues related to the Long Paddock Cobb Highway Touring Route.

6. BUDGET ACCOUNTS AND AUDITOR

The Committee, through Edward River Council, will manage and maintain accounting records, including payment of accounts and compiling an Annual Financial Report and other matters as required by Council's Auditor and Council's Director of Corporate Services.

Edward River Council undertakes the following tasks:

- issuing invoices on behalf of LPC, as requested by the Project Manager;
- paying invoices as approved by the Project Manager and
- providing monthly financial reports to the Project Manager
- account for the funds in accordance with its normal accounting procedures and practices
- allocate any interest earned on money held in trust to the Long Paddock Committee

7. REPORTING REQUIREMENTS

The Committee shall submit an annual report to its partner Councils each year outlining the activities of the Committee, financial position and any other matters of significance for the previous 12 month period.

LONG PADDOCK COMMITTEE CHARTER

8. QUORUM

A quorum at meeting of the Committee shall be half the members plus one.

9. REVIEW OF CHARTER, DISPUTE RESOLUTION AND CESSATION

Any changes required to the Long Paddock Charter, or to arrangements between the Long Paddock Committee and any of the partner councils can be made in mutual agreement, at any time and in writing.

In the event that the LPC ceases to exist the LPC will instruct the fund holder to return all unallocated monies and assets, to partner Councils, to be split in the following manner:

- Edward River Council – 50%
- Murray River Council – 25%
- Hay Shire Council – 25%

10. OWNERSHIP OF ASSETS AND FUNDS

The Committee is legally structured as a Committee of Council with authority to act within the general provisions of Section 24 of the Local Government Act, 1993 subject to delegated authority under Section 377 of the Local Government Act, 1993 with specific powers set out in Clause 5 of this Constitution.

Accordingly, all funds and assets remain the property of member Councils, during and after the termination of the Committee. Monies held in trust are reserved for the maintenance of the Long Paddock Cobb Highway Touring Route and the provision for future developments.

11. MEETINGS

Meetings shall be held on a quarterly basis unless otherwise decided by the Committee.

Meeting procedure shall be in accordance with the Code of Meeting Practice adopted by Council from time to time.

12. CODE OF CONDUCT

All members of the Committee must abide by the Code of Conduct adopted by Council from time to time.

12. TERM OF APPOINTMENT

Committee members will be appointed for a period of 12 months and all positions will be open for nominations and appointments made at the annual general meeting, held once per year.

LONG PADDOCK COMMITTEE CHARTER

APPENDIX A**Background****Long Paddock – Cobb Highway Touring Route**

In 1999, the Murray, Deniliquin, Conargo, Hay and Central Darling Local Government Areas (LGA's) formed the Long Paddock Committee (LPC) and agreed to financially support it with an annual financial contribution and in-kind support. The LPC comprised ten committee members, with each Council having one council and one community representative.

The aim of the LPC was to collectively capture and interpret the regions history and culture via a dynamic touring route (following the Cobb Highway from Echuca Moama in the south to Wilcannia in the north). This in turn would help foster a robust tourism industry and sustainable communities.

The LPC capitalised on the existing historical interpretation in the area including the Echuca Wharf, the Peppin Heritage Centre at Deniliquin, Shear Outback and the five museums of Hay and the historical township of Wilcannia. The touring route was given the name The Long Paddock (TLP), the colloquial term for the stock routes spanning from Queensland to Victoria, running through this region, which played an integral part in the settlement and development of the region.

The Long Paddock Committee aims to guide and develop the Long Paddock Cobb Highway Touring Route, to successfully market the region (using innovative themed interpretation of its pioneering heritage and showcasing the region's natural, cultural and tourism assets), attracting significant visitation to the Route and resulting in an economic benefit to the region.

The prime objective of the Committee is to undertake the promotion and continued development of the Long Paddock Cobb Highway Touring Route to ensure its success and sustainability.

The Long Paddock's Vision:

The Long Paddock Cobb Highway Touring Route is an established, sustainable, strongly branded tourism product that is well recognised by its target market. The route attracts significant visitor numbers, generating a positive economic impact for the region. The communities along the route have a strong sense of ownership and pride in the Long Paddock and through their involvement in LP, have strengthened their capacity and embrace the visiting public. The LP Committee is sustainable in terms of both funding and personnel.

The Long Paddock aims to:

- contribute towards sustainable local and regional economic growth,
- strengthen collaborative partnerships with local, state and federal government, community and tourism, economic development and arts and cultural industries,
- build community capacity through the development and delivery of a shared tourism asset, and
- raise awareness of the significance of the Long Paddock in shaping our environment, heritage and contemporary culture.

LONG PADDOCK COMMITTEE CHARTER

The Long Paddock Committee drove the establishment of the touring route including:

- Installation of 55 information panels and associated roadside signage
- Installation of 11 large scale public artworks
- Significant promotion and marketing of the touring route since 2005 (including brochure, website, various marketing collateral, media relations and promotional activities).

Attachment 3 - ECM_242145_v1_Long Paddock financial status








Long Paddock 2022/23



Long Paddock - 180245










| | |
|-----------------------|------------------|
| Operating Income | 28,000.00 |
| Operating Expenses | 0.00 |
| Commitments | 10,000.00 |
| Net Position | 18,000.00 |
| Balance at 30.06.2022 | 19,040.12 |
| Net Balance | 37,040.12 |

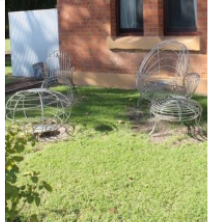










Asset Audit – Edward River Council
Conducted by Alison McLean, Project Manager
The Long Paddock Committee
May 2018

| | Asset | Location | Recommendation |
|--|-------------------------------------------------------------------------------------|----------------------------------------------------------------------|--------------------------------|
| |  | Roadside sign, eastern side of Cobb Hwy @Booororban facing north | Faded, Damaged Replace |
| |  | Information Panel, Booororban township @ Royal Mail Hotel Booororban | OK |
| |  | Roadside sign, western side of Cobb Hwy @Booororban facing south | Damaged Replace |
| |  | Roadside sign, eastern side of Cobb Hwy @Black Swamp facing north | Faded, bullet holes Replace |
| |  | Information panel, Black Swamp @Black Swamp | Faded, graffiti Replace |
| |  | Information panel, Spring Plains @ Black Swamp | Faded Replace |
| |  | Information panel, Headless Horseman @Black Swamp | OK |
| |  | Long Paddock furniture, table and 2 x bench seat under shelter | OK |

| | Asset | Location | Recommendation |
|--|-------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| |  | Headless Horseman sculpture @Black Swamp | Since the image was taken in April the sign under the dog has been removed. Replace |
| |  | Headless Horseman sculpture information panel @ Black Swamp | Faded Replace |
| |  | Roadside sign, western side of Cobb Hwy @ Black Swamp | OK |
| |  | Roadside sign, eastern side of Cobb Hwy @ Wanganella facing north | Bullet Holes Faded Replace |
| |  | Information panel, Saltbush Plains @Wanganella | Faded Replace |
| |  | Roadside sign, western side of Cobb Hwy @ Wanganella facing south | Bullet holes Replace |
| |  | Roadside sign, eastern side of Cobb Hwy @ Pretty Pine facing north | Faded replace |
| |  | Introduction Panel @ Pretty Pine Hotel | OK |
| |  | Information panel, Pretty Pine @ Pretty Pine Hotel | Damaged (bent) Replace |

| | Asset | Location | Recommendation |
|--|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------|
| |  | Smoko sculpture information panel @ Pretty Pine | OK. |
| |  | Smoko sculpture @Pretty Pine | OK |
| |  | Long Paddock info site finger board @ north Deni truck stop, southern side of Cobb Hwy | OK If possible add large directional signage near round about |
| |  | Introduction panel @ Deni north truck stop | OK |
| |  | Cut sculpture @ Deni north truck stop | OK |
| |  | Cut sculpture information panel @ Deni north truck stop | OK |
| |  | Roadside sign, northern side of Cobb Hwy @ Deni north truck stop | OK |
| |  | Small finger board @ Peppin Heritage Centre | OK |
| |  | Information panel, The Peppin Merino @ Peppin Heritage Centre | Faded Replace |

| | Asset | Location | Recommendation |
|--|-------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| |  | Long Paddock furniture @ Peppin Heritage Centre | OK |
| |  | Shod sculpture information panel @ Peppin Heritage Centre | OK |
| |  | Shod sculpture @ Peppin Heritage Centre | OK |
| |  | Information Panel, First National Bridge @ Peppin Heritage Centre | OK |
| |  | Information Panel, Chinese Camp @ River Walk Deniliquin | OK The panel is no located behind the walkway which makes it hard to access to read. Would recommend moving if possible |
| |  | Island Sanctuary finger board | OK |
| |  | Information panel, Island Sanctuary @ River Walk | OK |
| |  | Introduction panel @ Ute on a Pole | OK |

| | Asset | Location | Recommendation |
|--|-----------------------------------------------------------------------------------|------------------------------------|------------------|
| |  | Large finger board @ Ute on a Pole | Faded Replace |

Recommendation

Replace 7 Roadside Directional signs with updated signs incorporating the new logo.
 Install 1 new Roadside directional sign at the northern entrance to Deniliquin before the Deni North Truck Stop (location of Cut sculpture)
 Replace 1 x large finger board at Ute on a Pole.
 Replace 6 information panels.

12.8. INVESTMENTS & RESERVES REPORT - MARCH 2023

Author: Acting Senior Financial Accountant

Authoriser: Acting Chief Financial Officer

RECOMMENDATION

That Council:

1. Note and receive the March 2023 report on Investments totalling \$46,133,606 inclusive of cash at bank for day-to-day operations.
2. Note that actual interest earned in the month of March 2023 was \$85,931.
3. Note that total interest earned for the year to 31 March 2023 is \$555,130.
4. Note the Certificate of the Responsible Accounting Officer and adopt the Investment Report.

BACKGROUND

The purpose of this report is to update Council on the investment of surplus funds and performance of Council's investment portfolio for the month to 31 March 2023 as required by Regulation No 264 (Part 19) of the Local Government Act 1993.

As at 31 March 2023, Council had a total of \$46,133,606 in invested funds. Interest earned from investments during the month of March 2023 was \$85,931.

Included in this report are the following items:

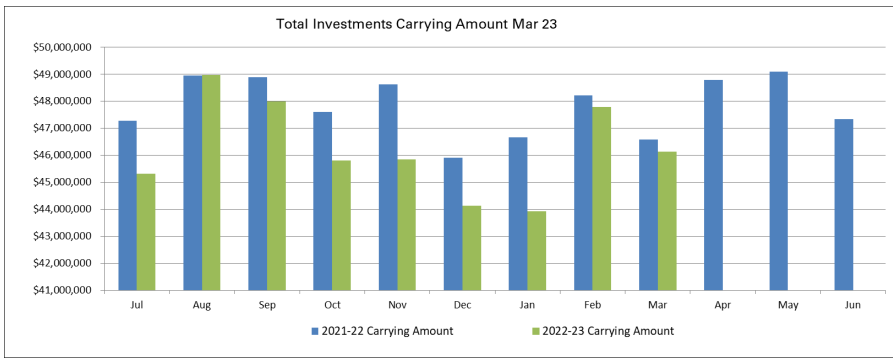
- Council's Investments as at 31 March 2023
- Restrictions Applying to Investment Funds
- Investment Portfolio Performance
- Investment Commentary
- Monthly Report from Imperium Markets
- Certification by the Responsible Accounting Officer

ISSUE/DISCUSSION

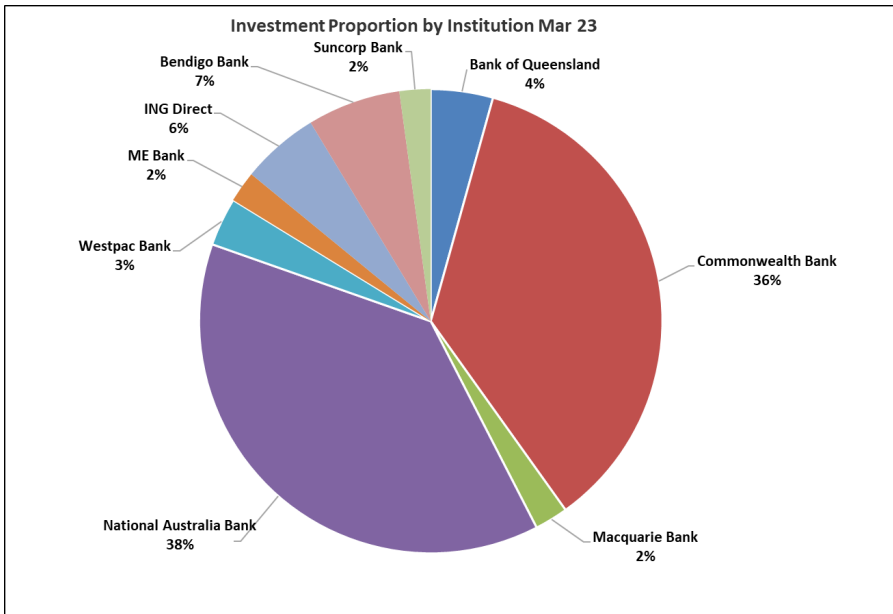
Council's Investments as at 31 March 2023

As at 31 March 2023, Council had a total of \$46,133,606 in term deposits and cash at bank exclusive of unrepresented receipts or cheques.

The total investments balance has remained within the \$43M - \$49M range for the past 12 months, with seasonal fluctuations from month to month in line with Council's cashflow requirements.



Council’s funds were invested with A1+, A1 and A2 rated Authorised Deposit Institutions (ADI’s).



The details of the investments are included in **Attachment 1 – Investment Register** as at 31 March 2023.

One Term Deposit matured during the month and was reinvested with ING Direct and Bendigo Bank.

| Mar-23 | | | | | | |
|--------------|-----------|-----------|-------|------------------------|---------------------|--------------------------------------------------------------------------------------------------------|
| Suncorp Bank | 22-Mar-22 | 22-Mar-23 | 1.36% | \$ 2,000,000.00 | \$ 27,200.00 | Redeemed and split \$1m each invested with ING for 24 months @ 4.50% and Bendigo for 12 months @ 4.65% |
| | | | | <u>\$ 2,000,000.00</u> | <u>\$ 27,200.00</u> | |

Summary of cash at bank from day-to-day operations:

| Cash Summary | | Comment |
|---------------------------------------------------|---------------------|---------------------------------------------------------|
| Opening cash book balance | \$ 5,330,585 | |
| Plus receipts | \$ 5,499,610 | Grants, Investments, charges and rates debtors receipts |
| Less payments | \$ 6,910,472 | Capex and Opex payments |
| Cash book balance as at 31 March 2023 | \$ 3,919,723 | |
| Statement Summary | | |
| Opening statement balance | \$ 5,806,890 | |
| Plus receipts | \$ 4,725,096 | Grants, Investments, charges and rates debtors receipts |
| Less payments | \$ 6,407,787 | Capex and Opex payments |
| Bank statement balance as at 31 March 2023 | \$ 4,124,199 | |
| plus Unpresented receipts | \$ 31,996 | Receipts not yet presented at bank |
| less Unpresented payments | \$ 236,472 | payments not yet presented at bank |
| Reconciliation balance as at 31 March 2023 | \$ 3,919,723 | |

Restrictions Applying to Investment Funds

The following restrictions applied to the cash and investments balance:

Internal Restrictions

| | |
|-------------------------------------------------------|--------------|
| Infrastructure replacement | \$ 1,779,826 |
| Plant replacement reserve | \$ 1,798,670 |
| Recreation reserves/villages | \$ 1,113,000 |
| Other internal reserves | \$ 750,971 |
| Employee entitlements | \$ 692,727 |
| Land Development Fund | \$ 385,000 |
| Airport Development | \$ 207,447 |
| Deposits, retentions and bonds | \$ 322,752 |
| Edward River Village | \$ 520,000 |
| Deniliquin Town Hall and Civic Precinct Redevelopment | \$ - |

Total Internal Restrictions **\$ 7,570,394**

External Restrictions

| | |
|------------------------------|--------------|
| Water supplies fund | \$ 6,554,244 |
| Sewerage services fund | \$ 5,558,242 |
| Tip remediation | \$ 1,300,000 |
| Unexpended Merger funds | \$ 417,651 |
| Other unexpended grant funds | \$ 4,572,722 |
| Other external reserves | \$ 142,527 |

Total External Restrictions **\$ 18,545,387**

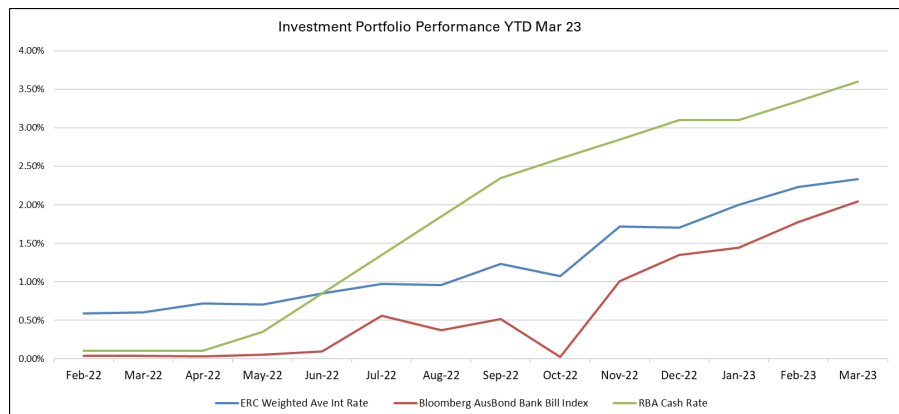
Unrestricted Funds **\$ 20,017,825**

Total Funds **\$ 46,133,606**

| Fund Name | Bank and Investments Percentage | |
|--------------------|---------------------------------|----------------|
| General | \$ 34,021,121 | 73.74% |
| Water | \$ 6,554,244 | 14.21% |
| Sewer | \$ 5,558,242 | 12.05% |
| Total Funds | \$ 46,133,606 | 100.00% |

Investment Portfolio Performance

Total interest earned from investments during the month of March 2023 was \$85,931, compared to a budget of \$22,436.



As at 31 March 2023, Council's weighted average interest rate was 2.34%, which was 0.30% above the Bloomberg AusBond Bank Bill Index implied one-year return of 2.04%. Total interest earned for the year to 31 March 2023 was \$555,130 compared to the budget of \$201,924 and previous year total of \$ 213,242.

Monthly Investment Review from Imperium Markets

Council engaged Imperium Markets Pty Ltd to provide ongoing investment advisory services from May 2021 as per recommendation from Audit Risk and Improvement Committee (resolution ARIC/2021/7). As part of this service, Imperium provides, among other services, a monthly

investment review report for Council which council uses to inform investment decisions. A copy of the report is attached in this report as **Attachment 2 - Investment Review March 2023 - Imperium Markets**. Council continues to obtain financial benefits through accessing better rates through the Imperium Investment platform as well as efficiency savings in the investment process.

Investment Commentary

As at 31 March 2023, all investments were within the defined Investment Policy limits. Council's investment portfolio consisted of term deposits (88%) and cash at bank/ on call (12%).

The Reserve Bank of Australia (RBA) elected to raise the official cash rate in March by +0.25% to 3.60%. Despite the aggressive rate hikes, the deposit market has already factored in the current rate hike in recent months. The higher rates provide opportunities for Council to obtain progressively higher rates on investments as the current ones mature.

To mitigate the re-investment risk of current recession fears, Council is following on the advice from Imperium Markets, to invest in term deposits with maturities 1 year or longer, taking into consideration council's cashflow needs. This will allow council to take advantage of the relatively higher returns currently on the market for these investments as compared to short term ones.

STRATEGIC IMPLICATIONS

Investments have been made in accordance with Council's investment policy which was adopted on 19 April 2022.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.2 Financially sustainable

FINANCIAL IMPLICATIONS

Under Council's Investment policy, investments are made with a range of ADI's, with Council funds invested with a single institution not going above a percentage of the total portfolio as follows:

| | |
|-------------|-------------------------------------------------------|
| ?40% | A1+ rated institutions |
| 25% | A1 rated institutions |
| 15% | A2 rated institutions |
| \$250,000 | A3 and unrated authorized deposit taking institutions |

The overall portfolio credit framework limits applicable to any credit rating category are as follows:

| | |
|--------------|------------------------------------------|
| ?100% | Commonwealth/ State/TCorp/M Funds |
| 100% | A1+ rated institutions |
| 60% | A1 rated institutions |
| 35% | A2 rated institutions |

| | |
|-------|---------------------------------------------------|
| ?100% | Commonwealth/ State/TCorp/M Funds |
| 5% | A3 Unrated authorized deposit taking institutions |

LEGISLATIVE IMPLICATIONS

| | |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ? Local Government Act 1993 | <p>625 How may councils invest?</p> <p>(1) A council may invest money that is not, for the time being, required by the council for any other purpose.</p> <p>(2) Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.</p> <p>Editorial note—</p> <p>See Gazettes No 152 of 24.11.2000, p 12041; No 94 of 29.7.2005, p 3977; No 97 of 15.8.2008, p 7638 and No 160 of 24.12.2008, p 13140.</p> <p>(3) An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.</p> <p>(4) The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.</p> |
| Local Government (General) Regulation 2005 | <p>?212 Reports on council investments</p> <p>(1) The responsible accounting officer of a council—</p> <p>(a) must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented—</p> <p>i) if only one ordinary meeting of the council is held in a month, at that meeting, or</p> <p>(ii) if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and</p> <p>(b) must include in the report a certificate as to whether or not the investment has been made</p> |

| | |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>? Local Government Act 1993</p> | <p>625 How may councils invest?</p> <p>(1) A council may invest money that is not, for the time being, required by the council for any other purpose.</p> <p>(2) Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.</p> <p>Editorial note—</p> <p>See Gazettes No 152 of 24.11.2000, p 12041; No 94 of 29.7.2005, p 3977; No 97 of 15.8.2008, p 7638 and No 160 of 24.12.2008, p 13140.</p> <p>(3) An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.</p> <p>(4) The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.</p> |
| | <p>in accordance with the Act, the regulations and the council's investment policies.</p> <p>(2) The report must be made up to the last day of the month immediately preceding the meeting.</p> <p>Note—</p> <p>Section 625 of the Act specifies the way in which a council may invest its surplus funds.</p> |

Certification – Responsible Accounting Officer

I hereby certify that the investments listed in the Investment Report Attachment have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

Alistair Cochrane

Responsible Accounting Officer

ATTACHMENTS

Attachment 1 - Investment Register as at 31 March 2023

Printed on 6/04/2023 4:23 PM

| Schedule of Investments | | | | | | | | | | |
|------------------------------------------|-------------|------------------|---------------------|---------------|---------------|---------------|--------------|-------------------|----------------|--------------------|
| This Report is at date | | | | | | 31-March-2023 | | | | |
| Description | Type | Account No. | Rating at EOM (S&P) | Date Invested | Maturity Date | Days | Rate | Face Value Amount | % of Portfolio | Estimated Interest |
| Westpac Business Cheque Plus Account | Oncall/ CMT | 032-870 16-6545 | A1+ | N/a | N/a | 365 | 0.00% | 1,551,710 | 3.36% | Monthly |
| Westpac Business Cash Reserve | Oncall/ CMT | 032-870 17-9231 | A1+ | N/a | N/a | 365 | 0.05% | 0 | 0.00% | Monthly |
| Westpac 31 Day Notice Account | Oncall/ CMT | 032-870 23-2696 | A1+ | N/a | N/a | 365 | 3.95% | 1,661 | 0.00% | Monthly |
| Commonwealth Bank General Fund | Oncall/ CMT | 062-533 00000010 | A1+ | N/a | N/a | 365 | 3.15% | 2,497,719 | 5.41% | Monthly |
| Commonwealth Bank Business On Line Saver | Oncall/ CMT | 062-533 10151117 | A1+ | N/a | N/a | 365 | 3.15% | 1,507,747 | 3.27% | Monthly |
| Macquarie Bank - Rates | Oncall/ CMT | 3005-79778 | A1 | N/a | N/a | 365 | 0.00% | 70,954 | 0.15% | Monthly |
| Macquarie Bank - Water | Oncall/ CMT | 2643-18940 | A1 | N/a | N/a | 365 | 0.00% | 3815 | 0.01% | Monthly |
| Total Oncall/ CMT Accounts | | | | | | | | 5,633,606 | 12.21% | |
| Term Deposits | | | | | | | | | | |
| National Australia Bank | TD | 20-036-8248 | A1+ | 10-Jun-21 | 13-Jun-23 | 733 | 0.60% | 2,000,000 | 4.34% | 24,098.63 |
| National Australia Bank | TD | 20-049-8755 | A1+ | 10-Jun-21 | 11-Jun-24 | 1097 | 0.75% | 3,000,000 | 6.50% | 67,623.29 |
| National Australia Bank | TD | 50-665-2647 | A1+ | 24-May-21 | 24-May-24 | 1096 | 0.75% | 2,500,000 | 5.42% | 56,301.37 |
| National Australia Bank | TD | 35-071-3705 | A1+ | 25-Jun-21 | 29-Jun-23 | 734 | 0.65% | 2,000,000 | 4.34% | 26,142.47 |
| National Australia Bank | TD | 75-932-6942 | A1+ | 29-Jun-21 | 29-Jun-23 | 730 | 0.65% | 2,500,000 | 5.42% | 32,500.00 |
| National Australia Bank | TD | 81-520-8937 | A1+ | 06-Sep-21 | 06-Sep-23 | 730 | 0.65% | 3,000,000 | 6.50% | 39,000.00 |
| National Australia Bank | TD | 75-932-6944 | A1+ | 08-Dec-22 | 08-Dec-23 | 365 | 4.32% | 1,500,000 | 3.25% | 64,800.00 |
| National Australia Bank | TD | 0 | A1+ | 10-Nov-22 | 10-Nov-23 | 365 | 4.55% | 1,000,000 | 2.17% | 45,500.00 |
| Commonwealth Bank | TD | CDA 37543602 | A1+ | 18-Feb-22 | 18-Feb-24 | 730 | 1.65% | 1,500,000 | 3.25% | 49,500.00 |
| Commonwealth Bank | TD | CDA 37543602 | A1+ | 09-Sep-21 | 08-Sep-23 | 729 | 0.57% | 3,000,000 | 6.50% | 34,153.15 |
| Commonwealth Bank | TD | CDA 37543602 | A1+ | 27-Apr-22 | 27-Apr-23 | 365 | 2.46% | 2,000,000 | 4.34% | 49,200.00 |
| Commonwealth Bank | TD | CDA 37543602 | A1+ | 26-Jul-22 | 25-Jul-23 | 364 | 4.16% | 1,500,000 | 3.25% | 62,229.04 |
| Commonwealth Bank | TD | CDA 37543602 | A1+ | 05-Sep-22 | 05-Sep-23 | 365 | 4.16% | 1,500,000 | 3.25% | 62,400.00 |
| Commonwealth Bank | TD | CDA 37543602 | A1+ | 28-Nov-22 | 28-Nov-23 | 365 | 4.40% | 1,000,000 | 2.17% | 44,000.00 |
| Commonwealth Bank | TD | 83-703-9114 | A1+ | 04-Oct-22 | 04-Oct-23 | 365 | 4.45% | 2,000,000 | 4.34% | 89,000.00 |
| Suncorp Bank | TD | 0 | A1+ | 28-Nov-22 | 28-Nov-23 | 365 | 4.48% | 1,000,000 | 2.17% | 44,800.00 |
| Macquarie Bank | TD | CN055243 | A1 | 14-Nov-22 | 14-Nov-23 | 365 | 4.36% | 1,000,000 | 2.17% | 43,600.00 |
| Total A1+ Deposits | | | | | | | | 32,000,000 | 69.36% | |
| Bendigo Bank | TD | 105-306-781 | A2 | 14-Sep-21 | 14-Sep-23 | 730 | 0.55% | 2,000,000 | 4.34% | 22,000.00 |
| Bendigo Bank | TD | 0 | A2 | 22-Mar-23 | 26-Mar-24 | 370 | 4.65% | 1,000,000 | 2.17% | 47,136.99 |
| ING Direct | TD | 0 | A2 | 22-Feb-23 | 22-Feb-24 | 365 | 4.95% | 1,500,000 | 3.25% | 74,250.00 |
| ING Direct | TD | 0 | A2 | 22-Mar-23 | 25-Mar-25 | 734 | 4.50% | 1,000,000 | 2.17% | 90,493.15 |
| Bank of Queensland | TD | 509836 | A2 | 28-Jun-22 | 28-Jun-23 | 365 | 4.00% | 1,000,000 | 2.17% | 40,000.00 |
| Bank of Queensland | TD | 623109 | A2 | 10-Nov-22 | 11-Nov-24 | 732 | 4.70% | 1,000,000 | 2.17% | 94,257.53 |
| ME Bank | TD | 342679 | A2 | 04-Aug-22 | 08-Aug-23 | 369 | 3.81% | 1,000,000 | 2.17% | 38,517.53 |
| Total A2 Deposits | | | | | | | | 8,500,000 | 18.42% | |
| Weighted Average Interest Rate | | | | | | | 2.34% | 46,133,606 | 100.00% | |



Investment Review

March 2023



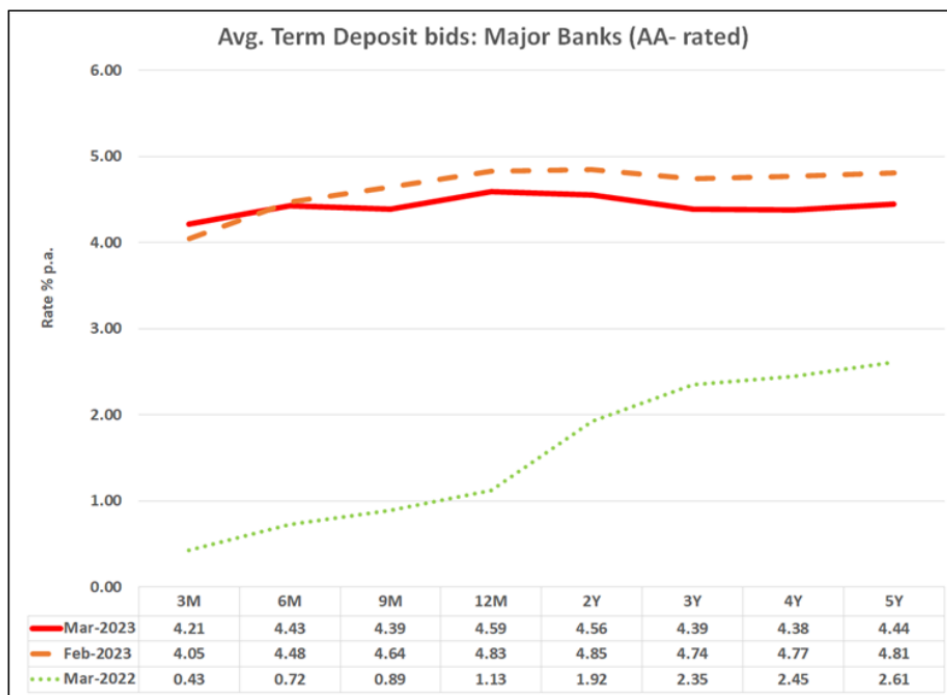
Imperium Markets Pty Ltd ABN: 87 616 579 527
Authorised Representative of Libertas Financial Planning Pty Ltd AFSL 429 718
Phone: +61 2 9053 2987
Email: michael.chandra@imperium.markets
Level 9 Suite 06, 70 Phillip Street, Sydney NSW 2000



Market Update Summary

Volatility returned across risk markets in March after the collapse of Silicon Valley Bank (SVB) - the 16th largest bank in the US with US\$209bn in assets as at 31 December 2022. Importantly, the US government vowed no depositors would lose money in the collapse and measures were taken by the US Treasury, US Fed and FDIC to prevent a US bank run on deposits. Risk markets reacted positively on assurances of central banks intervening to avoid a banking contagion, as well as pushing forward their expectations of rate cuts earlier than previously anticipated. Markets have been quick to revise their interest rate forecasts following the events surrounding the global banks, as well as central bank rhetoric. A pause by the RBA was delivered in April "to provide additional time to assess the impact of the increase in interest rates to date and the economic outlook".

Despite the aggressive rate hikes, the deposit market has already factored in the current rate hike cycle in recent months. Interestingly, deposit rates shifted lower over March especially at the 1-5 year part of the curve (by around 25-35bp) following contagion fears within the banking sector and the potential for rate hikes towards the back-end of 2023 or early 2024:



Source: Imperium Markets

'New' investments close to or above 4¼-4½% p.a. is currently available if Council can place the majority of its surplus funds for terms of 12 months to 3 years. *With recessionary fears being priced in coming years, investors may take an 'insurance policy' against future rate cuts by investing across 3-5 year fixed deposits and locking in rates above or close to 4½% p.a. (small allocation only).*



Council’s Portfolio & Compliance

Asset Allocation

The portfolio is mainly directed to fixed term deposits (~88%), with the remainder of the portfolio (~12%) being held in various overnight cash accounts.

Senior FRNs remain relatively attractive as spreads have widened over the past year – new issuances should now be considered again on a case by case scenario. In the interim, fixed deposits for 12 months to 3 years remains appealing following the spike in medium-to longer-term yields during the rate hike cycle.

With recessionary fears being priced in coming years, investors can choose to allocate some longer-term surplus funds and undertake an insurance policy against any potential future rate cuts by investing across 3-5 year fixed deposits, locking in and targeting yields close to or above 4½% p.a.



Term to Maturity

The portfolio remains highly liquid with around 84% maturing within 12 months. The weighted average duration of the deposit portfolio is around 7½ months and so the majority of the portfolio will turnover and be reinvested at higher prevailing rates over the next two quarters.

Where liquidity permits, we recommend continuing investing surplus funds in the 1-2 year horizons to increase the overall returns of the portfolio given extra yield on offer. Where there is (counterparty) capacity to invest in attractive medium-longer term investments, we recommend this be allocated to medium-term fixed deposits (refer to respective sections below).

| Compliant | Horizon | Invested (\$) | Invested (%) | Min. Limit (%) | Max. Limit (%) | Available (\$) |
|-----------|---------------|---------------------|----------------|----------------|----------------|----------------|
| ✓ | 0 – 90 days | \$15,133,606 | 32.80% | 15% | 100% | \$31,000,000 |
| ✓ | 91 – 365 days | \$23,500,000 | 50.94% | 0% | 100% | \$22,633,606 |
| ✓ | 1 – 2 years | \$7,500,000 | 16.26% | 0% | 70% | \$24,793,525 |
| ✓ | 2 – 5 years | \$0 | 0.00% | 0% | 50% | \$23,066,803 |
| | | \$46,133,606 | 100.00% | | | |



Counterparty

As at the end of the month, Council did not have an overweight position to any single ADI – all are within compliance of the Policy limits. Overall, the portfolio is lightly diversified across the investment grade credit spectrum, with no exposure to the unrated ADIs.

| Compliant | Issuer | Rating [^] | Invested (\$) | Invested (%) | Max. Limit (%) | Available (\$) |
|-----------|------------------|---------------------|---------------------|----------------|----------------|----------------|
| ✓ | CBA | AA- | \$16,505,467 | 35.78% | 40.00% | \$1,947,976 |
| ✓ | NAB | AA- | \$17,500,000 | 37.93% | 40.00% | \$953,443 |
| ✓ | Westpac | AA- | \$1,553,371 | 3.37% | 40.00% | \$16,900,072 |
| ✓ | Macquarie Bank | A+ | \$1,074,769 | 2.33% | 25.00% | \$10,458,633 |
| ✓ | Suncorp | A+ | \$1,000,000 | 2.17% | 25.00% | \$10,533,402 |
| ✓ | ING | A | \$2,500,000 | 5.42% | 25.00% | \$9,033,402 |
| ✓ | BOQ | BBB+ | \$3,000,000 | 6.50% | 15.00% | \$3,920,041 |
| ✓ | Bendigo-Adelaide | BBB+ | \$3,000,000 | 6.50% | 15.00% | \$3,920,041 |
| | | | \$46,133,606 | 100.00% | | |

[^]Applying long-term ratings only.

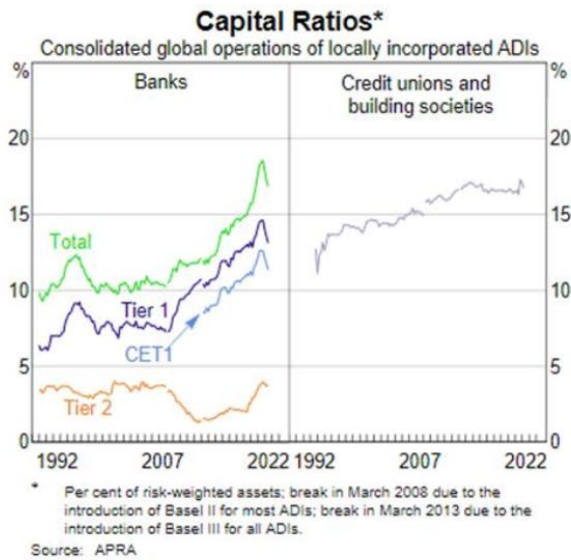
In July 2022, ANZ (AA-) announced it was putting a bid to buy Suncorp's banking division for ~\$3.9bn. Should that takeover be formalised, Suncorp-Metway's (A+) current credit rating is likely to be upgraded to ANZ's (AA-), although this still requires approval from the Australian Competition and Consumer Commission (ACCC), with the outcome flagged for ruling in June 2023.

We remain supportive of the regional and unrated ADI sector (and have been even throughout the post-GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). The financial regulator, APRA has noted that the Common Equity Tier 1 capital of Australian banks now exceeds a quarter of a trillion dollars. It has increased by \$110 billion, or more than 70%, over the past eight years. Over the same time, banks' assets have grown by 44%. Some of the extra capital is supporting growth in the banking system itself but clearly, there has been a strengthening in overall resilience and leverage in the system is lower.

We believe that deposit investments with the lower rated ADIs should be considered going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio's overall returns. The lower rated entities are generally deemed to be the more 'ethical' ADIs compared to the higher rated ADIs.

In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC and the pandemic period. **APRA's mandate is to "protect depositors" and provide "financial stability"**.





Credit Quality

The portfolio remains diversified from a credit ratings perspective. The entire long term portfolio is spread amongst the investment grade spectrum. All aggregate ratings categories were within the Policy limits at month-end:

| Compliant | Credit Rating [^] | Invested (\$) | Invested (%) | Max. Limit (%) | Available (\$) |
|-----------|----------------------------|---------------------|----------------|----------------|----------------|
| ✓ | AA Category | \$35,558,837 | 77% | 100% | \$10,574,769 |
| ✓ | A Category | \$4,574,769 | 10% | 60% | \$23,105,395 |
| ✓ | BBB Category | \$6,000,000 | 13% | 35% | \$10,146,762 |
| ✓ | Unrated Category | \$0 | 0% | 5% | \$2,306,680 |
| | | \$46,133,606 | 100.00% | | |

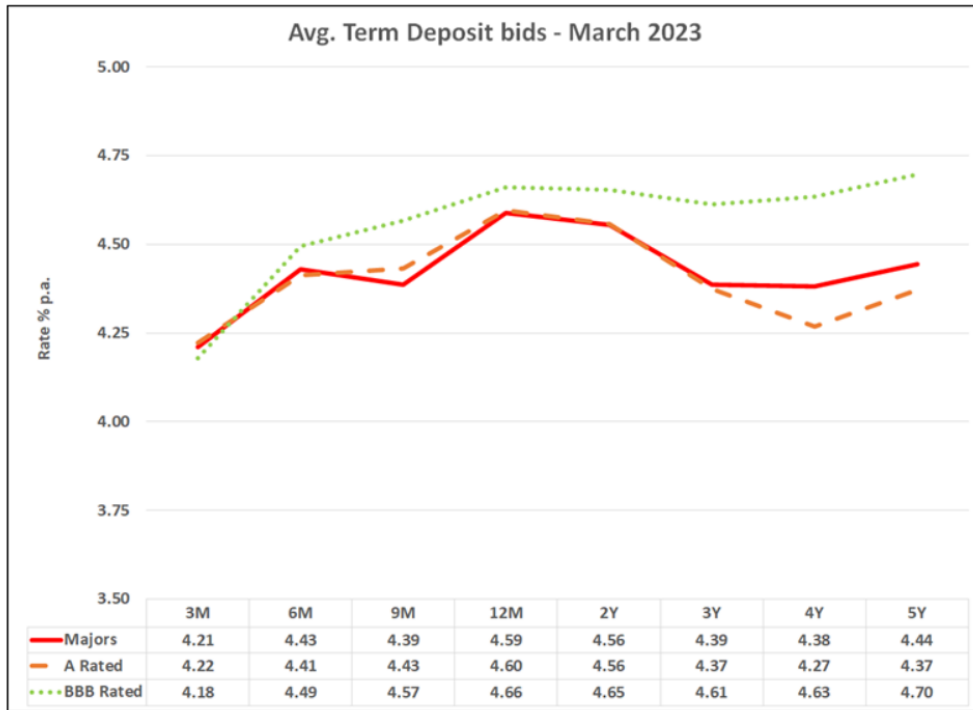
[^] Applying long-term ratings only.

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) since mid-2020¹, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit from the likes of Council. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

The abnormal marketplace experienced over the past few years is starting to reverse as the competition for deposits increases. We are now starting to see some of the lower rated ADIs ("BBB" rated) offering slightly higher rates compared to the higher rated banks ("A" or "AA" rated) on different parts of the curve. Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.

Going forward, investors should have a larger opportunity to invest a higher proportion of its surplus funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry. We are slowly seeing this trend emerge, as has been the case over the month of March 2023:

¹ The RBA's Term Funding Facility (TFF) allowed the ADI to borrow as low as 0.10% fixed for 3 years: <https://www.rba.gov.au/mkt-operations/term-funding-facility/overview.html>



Source: Imperium Markets



Performance

Council's performance (excluding cash holdings) for the month ending 31 March 2023 is summarised as follows:

| Performance (Actual) | 1 month | 3 months | 6 months | FYTD | 1 year |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Official Cash Rate | 0.30% | 0.82% | 1.53% | 2.00% | 2.11% |
| AusBond Bank Bill Index | 0.28% | 0.79% | 1.54% | 1.97% | 2.04% |
| Council's T/D Portfolio [^] | 0.19% | 0.52% | 0.95% | 1.21% | 1.40% |
| Outperformance | -0.09% | -0.27% | -0.60% | -0.76% | -0.64% |

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

| Performance (Annualised) | 1 month | 3 months | 6 months | FYTD | 1 year |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Official Cash Rate | 3.60% | 3.35% | 3.10% | 2.67% | 2.11% |
| AusBond Bank Bill Index | 3.39% | 3.25% | 3.11% | 2.63% | 2.04% |
| Council's T/D Portfolio [^] | 2.30% | 2.13% | 1.90% | 1.62% | 1.40% |
| Outperformance | -1.10% | -1.12% | -1.21% | -1.01% | -0.64% |

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month of March, the portfolio (excluding cash) provided a return of +0.19% (actual) or +2.30% p.a. (annualised), underperforming the benchmark AusBond Bank Bill Index return of +0.28% (actual) or +3.39% p.a. (annualised). This relative 'underperformance' has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, we do anticipate this to be temporary given the high level of turnover.

Going forward, Council's ongoing strategy in placing across 12-24 months terms is likely to earn up to ¼-½% p.a. higher compared to shorter tenors in a normal market environment. There is a growing belief that a recession is not too far away and so locking in rates above 4-4½% p.a. across 2-3 year tenors may provide some income protection against a lower rate environment.



Council's Term Deposit Portfolio & Recommendation

As at the end of March 2023, Council's deposit portfolio was yielding 2.35% p.a. (up 16bp from the previous month), with a weighted average duration of around 228 days (~7½ months).

Over a longer-term cycle, investors are rewarded if they can continue to maintain a slightly longer average duration. In a 'normal' marketplace, yields at the long-end are generally offered at a slight premium over shorter tenors.

At the time of writing, we see value in:

| | LT Credit Rating | Term | T/D Rate |
|--------------|------------------|-----------|-------------|
| Auswide Bank | BBB | 2-3 years | 4.90% p.a. |
| AMP | BBB | 2-3 years | 4.85% p.a.^ |
| Hume Bank | BBB+ | 2 years | 4.75% p.a. |
| ING | A | 2 years | 4.60% p.a. |
| MyState | BBB | 2 years | 4.60% p.a. |
| P&N Bank | BBB | 2 years | 4.52% p.a. |
| BoQ | BBB+ | 2 years | 4.50% p.a. |
| Suncorp | A+ | 2 years | 4.48% p.a. |
| Westpac | AA- | 2 years | 4.28% p.a. |
| NAB | AA- | 2 years | 4.25% p.a. |

[^]Contact us to get an additional 20bp rebated commission. Aggregate limits temporarily lifted to \$10m (from \$5m).

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term. For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (dependent on daily funding requirements):



| ADI | LT Credit Rating | Term | T/D Rate |
|--------------|------------------|--------------|-------------|
| AMP | BBB | 11-12 months | 4.90% p.a.^ |
| Auswide Bank | BBB | 12 months | 4.90% p.a. |
| BankVIC | BBB+ | 12 months | 4.85% p.a. |
| Hume Bank | BBB+ | 12 months | 4.75% p.a. |
| ING | A | 12 months | 4.68% p.a. |
| MyState | BBB | 12 months | 4.75% p.a. |
| P&N Bank | BBB | 12 months | 4.61% p.a. |
| Macquarie | A+ | 12 months | 4.60% p.a. |
| BoQ | BBB+ | 6 months | 4.60% p.a. |
| Suncorp | A+ | 12 months | 4.58% p.a. |
| BoQ | BBB+ | 12 months | 4.55% p.a. |
| NAB | AA- | 12 months | 4.50% p.a. |
| Macquarie | A+ | 3-4 months | 4.50% p.a. |
| NAB | AA- | 6 months | 4.50% p.a. |
| Westpac | AA- | 12 months | 4.43% p.a. |
| NAB | AA- | 3 months | 4.35% p.a. |

[^]Contact us to get an additional 20bp rebated commission. Aggregate limits temporarily lifted to \$10m (from \$5m).

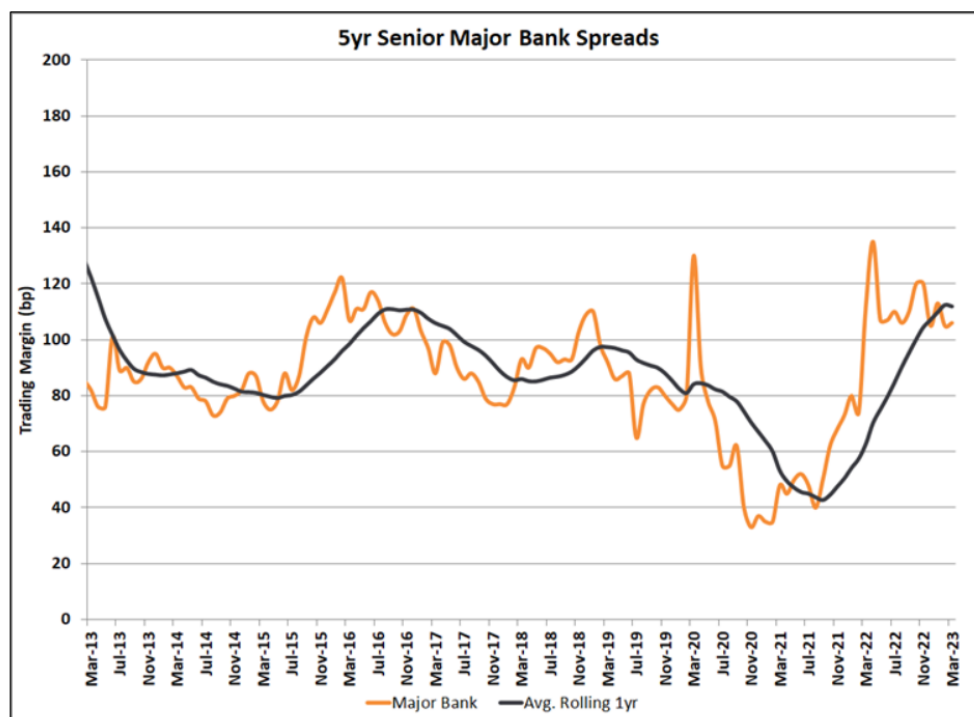
If Council does not require high levels of liquidity and can stagger its investments across the longer term horizons (2-5 years), it will be rewarded over coming years if it can roll for an average min. term of 12 months to 3 years (this is where we current value), yielding, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated (under 6 months) deposits.

With recessionary fears being priced in coming years, Council should consider allocating some longer-term surplus funds and undertake an insurance policy by investing across 3-5 year fixed deposits and locking in rates close to or above 4½ p.a. This will provide some income protection if central banks decide to cut rates in future years, assuming inflation is under control.



Senior FRNs Review

Over March, amongst the senior major bank FRNs, physical credit securities remained relatively flat at the 5yr part of the curve, whilst widening around 8bp at the 3yr part of the curve. During March, ANZ (AA-) issued a dual 3 & 5 year senior security at +83bp and +106bp respectively, printing \$4.25bn. Major bank senior securities remain fairly attractive again in a rising rate environment (5 year margins above the +105bp level):



Source: IBS Capital

There was a lack of primary issuances in March compared to February. Amongst the “A” rated sector, the securities were marked around 5bp tighter at the 3-5 year part of the curve, whilst the “BBB” rated sector was marked around 5bp wider – typically there are lags amongst the regional sector due to the lack of turnover in the secondary market.

Credit securities are looking much more attractive given the widening of spreads over the past year. FRNs will continue to play a role in investor’s portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).



| Senior FRNs (ADIs) | 31/03/2023 | 28/02/2023 |
|--------------------|------------|------------|
| "AA" rated – 5yrs | +106bp | +105bp |
| "AA" rated – 3yrs | +83bp | +75bp |
| "A" rated – 5yrs | +120bp | +125bp |
| "A" rated – 3yrs | +95bp | +90bp |
| "BBB" rated – 3yrs | +150bp | +145bp |

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- **On or before mid-2025 for the "AA" rated ADIs (domestic major banks);**
- On or before mid-2024 for the "A" rated ADIs; and
- Within 6-9 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

Primary (new) FRNs are now looking more appealing and should be considered on a case by case scenario.



Senior Fixed Bonds – ADIs (Secondary Market)

As global inflationary pressures remain, this has seen a significant lift in longer-term bond yields over the past year (valuations fell) as markets have reacted sharply.

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

| ISIN | Issuer | Rating | Capital Structure | Maturity Date | ~Remain. Term (yrs) | Fixed Coupon | Indicative Yield |
|--------------|-----------|--------|-------------------|---------------|---------------------|--------------|------------------|
| AU3CB0255776 | ING | AAA | Covered | 07/09/2023 | 0.43 | 3.00% | 4.29% |
| AU3CB0258465 | Westpac | AA- | Senior | 16/11/2023 | 0.63 | 3.25% | 4.07% |
| AU3CB0265403 | Suncorp | A+ | Senior | 30/07/2024 | 1.34 | 1.85% | 4.31% |
| AU3CB0263275 | Westpac | AA- | Senior | 16/08/2024 | 1.38 | 2.25% | 4.03% |
| AU3CB0265718 | ING | AAA | Covered | 20/08/2024 | 1.39 | 1.45% | 4.23% |
| AU3CB0266179 | ANZ | AA- | Senior | 29/08/2024 | 1.43 | 1.55% | 3.95% |
| AU3CB0266377 | Bendigo | BBB+ | Senior | 06/09/2024 | 1.46 | 1.70% | 4.33% |
| AU3CB0268027 | BoQ | BBB+ | Senior | 30/10/2024 | 1.59 | 2.00% | 4.44% |
| AU3CB0269710 | ANZ | AA- | Senior | 16/01/2025 | 1.80 | 1.65% | 4.11% |
| AU3CB0269892 | NAB | AA- | Senior | 21/01/2025 | 1.81 | 1.65% | 4.14% |
| AU3CB0270387 | Macquarie | A+ | Senior | 12/02/2025 | 1.88 | 1.70% | 4.30% |
| AU3CB0287415 | Westpac | AA- | Senior | 17/03/2025 | 1.97 | 2.70% | 4.05% |
| AU3CB0291508 | Westpac | AA- | Senior | 11/08/2025 | 2.39 | 3.90% | 4.14% |
| AU3CB0291672 | CBA | AA- | Senior | 18/08/2025 | 2.39 | 4.20% | 4.07% |
| AU3CB0280030 | BoQ | BBB+ | Senior | 06/05/2026 | 3.10 | 1.40% | 4.57% |
| AU3CB0282358 | ING | AAA | Covered | 19/08/2026 | 3.40 | 1.10% | 4.29% |
| AU3CB0284149 | BoQ | BBB+ | Senior | 27/10/2026 | 3.59 | 2.10% | 4.65% |
| AU3CB0286037 | Westpac | AA- | Senior | 25/01/2027 | 3.84 | 2.40% | 4.36% |



Economic Commentary

International Market

Volatility returned across risk markets in March after the collapse of Silicon Valley Bank (SVB) - the 16th largest bank in the US with US\$209bn in assets as at 31 December 2022. Importantly, the US government vowed no depositors would lose money in the collapse and measures were taken by the US Treasury, US Fed and FDIC to prevent a US bank run on deposits.

US Treasury Secretary Yellen noted the US federal government *“is resolutely committed”* to mitigating financial-stability risks where necessary, adding that the government *“would be prepared to take additional actions if warranted”* to protect bank depositors if smaller lenders are threatened.

Adding to the banking uncertainty was reports that Credit Suisse Group had found *“material weakness”* in its reporting and control procedures, before borrowing CHF540bn from the Swiss National Bank and subsequently being bought out by UBS (approximately US\$3.25bn).

Before the collapse of SVB, US Fed Chair Powell told Congress that recent data had been *“stronger than expected”* and *“the ultimate level of interest rates is likely to be higher than previously anticipated, and if necessary, we would be prepared to increase the pace of rate hikes”*.

Across equity markets, the S&P 500 Index gained +3.51%, whilst the NASDAQ added +6.69%. Europe’s main indices were mixed, with gains for Germany’s DAX (+1.72%) and France’s CAC (+0.75%), whilst the UK’s FTSE fell (-3.10%).

US headline inflation came in in line with expectations at +0.4% m/m, as expected, while core inflation printed at +0.5% m/m (+0.4% expected). Core inflation is +5.1% in 3 month annualised terms, about the same as its 6 month annualised rate of +5.2%.

The US unemployment rate rose to 3.6% in February, above the expectation for 3.4%, amid a tick higher in the labour force participation rate to 62.5%, its highest level since March 2020.

The Bank of Canada (BoC) kept rates on hold at 4½% as widely expected.

The ECB delivered on its well-flagged 50bp hike to all its main interest rates, undeterred by recent market ructions.

Spanish CPI was +6.1% y/y from +5.9% and +5.7% expected. French CPI was +7.2% y/y from +7.0% and +7.0% expected. Headline German CPI was +1.0% m/m vs. +0.7% expected, taking the annual rate to +9.3% y/y (+9.0% expected).

The MSCI World ex-Aus Index rose +2.93% for the month of March:

| Index | 1m | 3m | 1yr | 3yr | 5yr | 10yr |
|--------------------------|--------|--------|--------|---------|--------|---------|
| S&P 500 Index | +3.51% | +7.03% | -9.29% | +16.71% | +9.25% | +10.11% |
| MSCI World ex-AUS | +2.93% | +7.39% | -8.46% | +14.62% | +6.30% | +7.12% |
| S&P ASX 200 Accum. Index | -0.16% | +3.46% | +0.10% | +16.52% | +8.69% | +8.18% |

Source: S&P, MSCI



Domestic Market

The RBA raised rates by 25bp to 3.60%, its tenth consecutive increase. The Statement was less hawkish, but in line with expectations, with the post-Meeting Statement deleting explicit guidance of “*further increases in interest rates will be needed over the months ahead*”. The subsequent Minutes for March suggest the Board is evaluating the case for pausing, saying that “*Members agreed to reconsider the case for a pause at the following meeting*”.

The monthly CPI indicator for February showed annual inflation dropping to +6.8% from January’s +7.4%. It was noticeably lower than expectations of +7.2%.

The unemployment rate in February fell to 3.54% (consensus 3.60%), back to its December level, while participation rebounded as expected to 66.6%

APRA said it would hold the “*serviceability buffer*” – which banks add to market interest rates when assessing new borrowers – at 3% “*to maintain prudent lending standards*”.

Retail sales grew +0.2% m/m in February and has been broadly flat at elevated levels since September last year. The level of retail sales is still 16% above pre-pandemic levels.

House price falls slowed in February with values falling by 0.14% nationwide, the smallest monthly fall since interest rates started rising in May last year. Dwelling approvals fell -27.6% m/m in January.

The January trade surplus was \$11.7bn (consensus \$12.25bn) from an upwardly revised December balance of \$13.0bn. Imports rose +4.6% (or \$2.1bn), driven by a surge in vehicle imports (+30.9% m/m or, \$0.9bn) from already elevated levels. Exports rose by less, up +1.4% (or \$0.8bn).

The Australian dollar lost -0.27%, finishing the month at US67.12 cents (from US67.30 cents the previous month).

Credit Market

The global credit indices widened over March as financial markets were concerned about a contagion from the banking sector. They are now back to their levels in early 2022 (prior to the rate hike cycle from most central banks):

| Index | March 2023 | February 2023 |
|----------------------------|------------|---------------|
| CDX North American 5yr CDS | 78bp | 75bp |
| iTraxx Europe 5yr CDS | 88bp | 80bp |
| iTraxx Australia 5yr CDS | 92bp | 87bp |

Source: Markit



Fixed Interest Review

Benchmark Index Returns

| Index | March 2023 | February 2023 |
|------------------------------------------------|------------|---------------|
| Bloomberg AusBond Bank Bill Index (0+YR) | +0.28% | +0.24% |
| Bloomberg AusBond Composite Bond Index (0+YR) | +3.16% | -1.32% |
| Bloomberg AusBond Credit FRN Index (0+YR) | +0.26% | +0.43% |
| Bloomberg AusBond Credit Index (0+YR) | +1.85% | -0.62% |
| Bloomberg AusBond Treasury Index (0+YR) | +3.53% | -1.58% |
| Bloomberg AusBond Inflation Gov't Index (0+YR) | +4.16% | -2.20% |

Source: Bloomberg

Other Key Rates

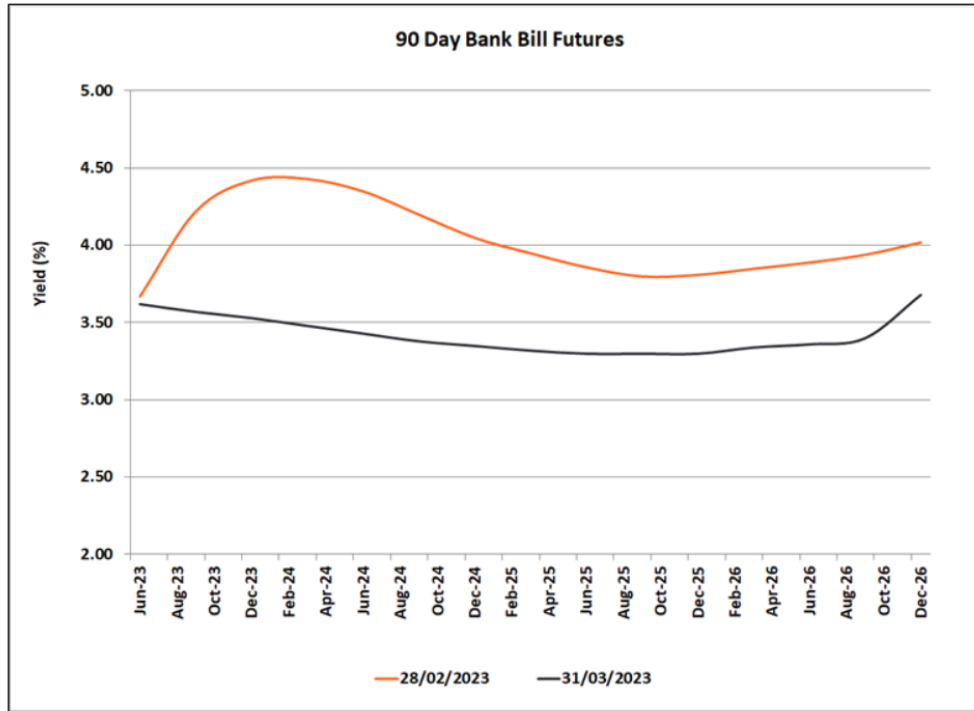
| Index | March 2023 | February 2023 |
|----------------------------------|-------------|---------------|
| RBA Official Cash Rate | 3.60% | 3.35% |
| 90 Day (3 month) BBSW Rate | 3.72% | 3.56% |
| 3yr Australian Government Bonds | 2.94% | 3.60% |
| 10yr Australian Government Bonds | 3.30% | 3.85% |
| US Fed Funds Rate | 4.75%-5.00% | 4.50%-4.75% |
| 2yr US Treasury Bonds | 4.06% | 4.81% |
| 10yr US Treasury Bonds | 3.48% | 3.92% |

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over March, bill futures fell significantly across the board, with the market reacting to the possibility that the RBA may not only pause as early as April, but maybe forced to cut rates later this year. The markets continue to factor in the possibility of a global recession over the next few years, highlighted by the drop in the futures pricing in early 2024:



Source: ASX



Fixed Interest Outlook

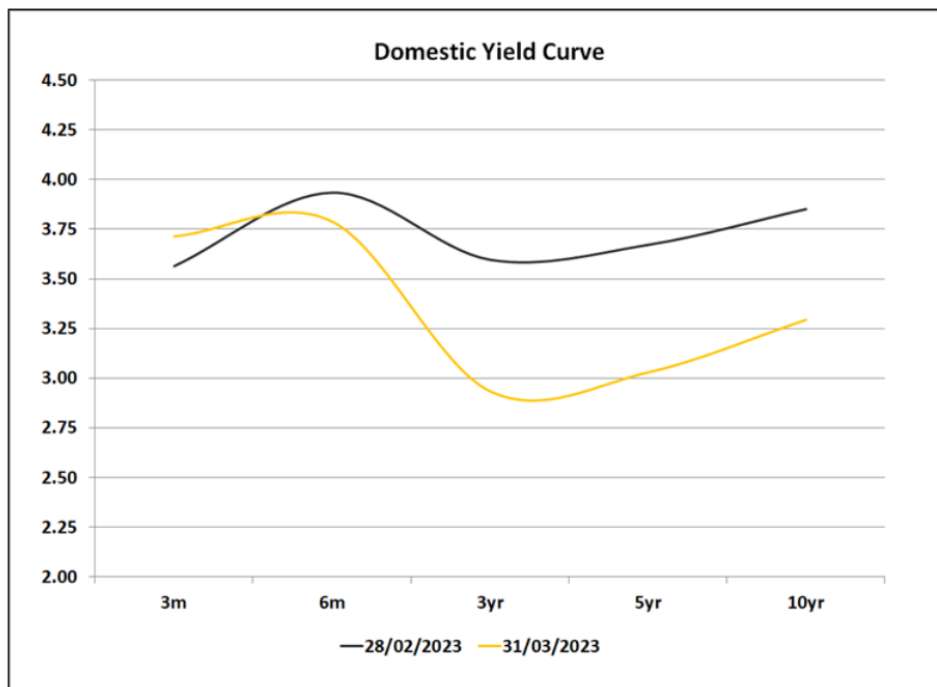
After lifting rates by 25bp to 4.75%-5.00%, the US Fed dot plots continues to pencil in one further hike to 5.00-5.25%. Fed Chair Powell indicated their base case was not any rate cuts this year, against some market expectations. The market’s reaction to their statement was interpreted as dovish after they said *“some additional policy firming may be appropriate”* (toned down from the prior January statement that had *“ongoing increases in the target range will be appropriate”*).

Domestically, after lifting rates by 25bp for a 10th consecutive meeting to 3.60%, the RBA removed February’s pre-commitment to more hikes over coming months. There was a hint of data dependency with reference to *“when and how much further”* tightening of monetary policy will be needed. The market has interpreted this as a possible pause in April after the RBA’s ten consecutive rate hikes.

Governor Lowe has commented *“with monetary policy now in restrictive territory, we are closer to the point where it will be appropriate to pause interest rate increases to allow more time to assess the state of the economy”*.

Markets have been quick to revise their interest rate forecasts following the events surrounding the global banks, as well as central bank rhetoric. A pause by the RBA in April is now a strong possibility (previously up to two rate hikes were still largely priced by the market the previous month).

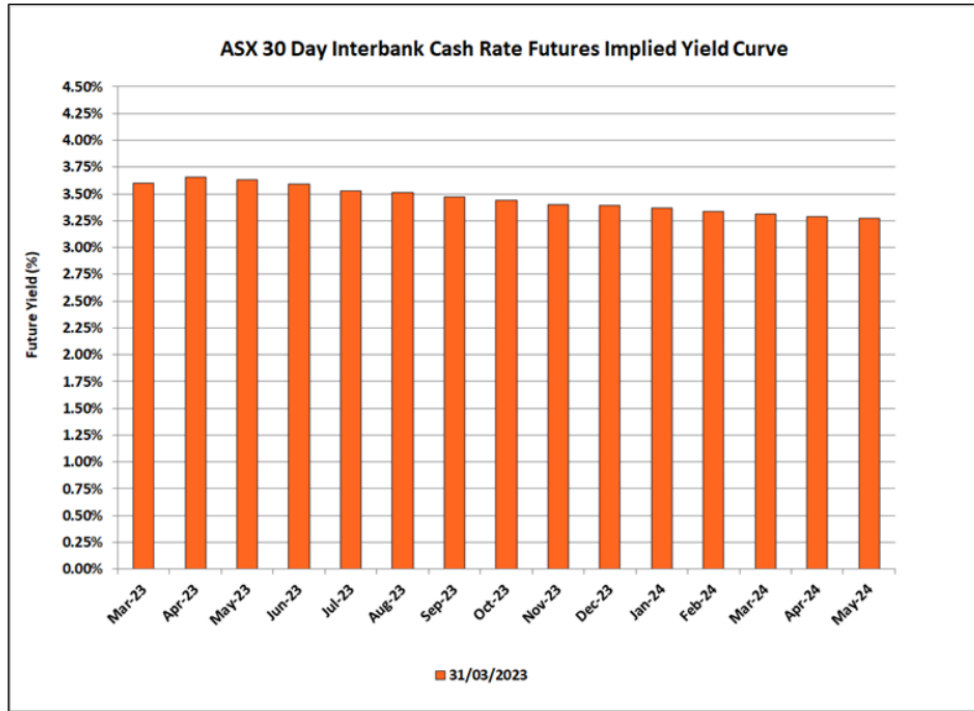
Over the month, yields fell up to 66bp at the long-end of the curve:



Source: AFMA, ASX, RBA



A softer than expected monthly CPI reading along with fears of a banking crisis and a looming global recession have moved up the potential for a rate cut as early as late 2023 – previously markets were only factoring rate cuts in 2024.



Source: ASX

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12.9. DEVELOPMENT SERVICES REPORT

Author: Manager Development Services

Authoriser: Director Infrastructure

RECOMMENDATION

That Council receive and note the March 2023 Development Services team update.

BACKGROUND

• Attachment 1 is the Development Services Report for <March 2023> . The report includes details of the following delivery functions ;

- Development Applications received,
- S68 LGA Applications received
- Development Applications by type
- Processing times for applications
- Value and number of applications
- Planning Certificate and Drainage Diagram Applications and processing times
- Progress Inspections Details
- Swimming Pool inspections
- Animal control activities, Ranger Enforcement activities

ISSUE/DISCUSSION

The report details the delivery of regulatory and operational services of the Development Services team .

There are no specific issues/matters for discussion arising from this report.

STRATEGIC IMPLICATIONS

There are no strategic implications arising from this report.

COMMUNITY STRATEGIC PLAN

1.2 - Quality Built Environment

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

LEGISLATIVE IMPLICATIONS

The Regulatory functions of the Development Services Team is governed by the following statutory legislation ;

Environmental Planning & Assessment Act , Local Government Act, Swimming Pools Act, Public Health Act, Companion Animals Act

ATTACHMENTS

1. Monthly Report

Attachment 1 - 3 Environment Report March 2023



| Development Activity | | | | | |
|------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------|---------------|---------------|-------------------|
| Applications received – March 2023 | | | | | |
| Application | Property Description | Proposal | Date Received | Date Approved | Status |
| DA2023/0013 CC2023/0011 | Lot 17 Sec 3 DP 758913, 405 George Street, Deniliquin | Demolish Existing Dwelling, Construction of new Dwelling, Garage and Swimming Pool | 1/3/23 | 24/3/23 | Approved |
| DA2023/0014 CC2023/0012 | Lot 20 DP 561042, 443 Cressy Street, Deniliquin | 2 x Units | 10/3/23 | 22/3/23 | Approved |
| DA2023/0015 CC2023/0013 | Lot 21 DP 250186, 87 Old Racecourse Road, Deniliquin | Alterations and Additions to Existing Dwelling | 10/3/23 | - | Under assessment |
| PC CC2023/0014 | Lot 10 DP 1007643, 2005 Mayrung Road, Mayrung | Dry Pack Barn | 10/3/23 | - | Private Certifier |
| DA2023/0016 | Lot 1 DP 524539 & Lot 1 DP 111497, 72 Napier Street, Deniliquin | Demolish Existing Shed | 13/3/23 | - | Under assessment |
| DA2023/0017 CC2023/0015 | Lot 541 DP 877290, 468 Napier Street, Deniliquin | Residential Shed and Swimming Pool | 13/3/23 | - | Under assessment |
| DA2023/0018 | Lot 454 DP 874068, 232 Lawson Syphon road, Deniliquin | 3 Lot Subdivision | 21/3/23 | - | Under assessment |
| DA2023/0019 CC2023/0016 | Lot 12 DP 863563, 9 Riverview Drive, Deniliquin | Residential Shed | 24/3/23 | - | Under assessment |
| DA2023/0020 CC2023/0017 | Lot 123 DP 1079119, 181-183 River Street, Deniliquin | Residential Shed | 24/3/23 | - | Under assessment |



| | | | | | |
|-------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------|---------|---------|-------------------|
| DA2023/0021 CC2023/0018 | Lot 487 DP 731813, Memorial Drive, Deniliquin | Demolition of Existing and Construction of New Clubrooms | 23/3/23 | - | Under assessment |
| DA2023/0022 | Lot 2 DP 285128, 158 Riverview Drive, Deniliquin | Relocatable Dwelling | 31/3/23 | - | Under assessment |
| MOD2023/0001 | Lot 210 DP 1178069, 257 Barham Road, Deniliquin | Modification to DA2022/0072 – Reduce Shed Size | 31/3/23 | - | Under assessment |
| MOD2023/0002 | Lot 328 DP 756325, 508-530 Sloane Street, Deniliquin | Modification to DA112/21 – Alter Stage 1 | 30/3/23 | - | Under assessment |
| Complying Development Certificates | | | | | |
| PC CDC 2023/0006 | Lot 2 DP 1238504, 582-584 Harfleur Street, Deniliquin | Extension to Outdoor Alfresco Area | 1/3/23 | 10/2/23 | Private Certifier |
| S68 Applications | | | | | |
| LG2023/0015 | Lot 17 DP 758913, 405 George Street, Deniliquin | Water Supply Work, Sewerage Work and Stormwater Drainage Work | 1/3/23 | 24/3/23 | Approved |
| LG2023/0016 | Lot 20 DP 561042, 443 Cressy Street, Deniliquin | Water Supply Work, Sewerage Work and Stormwater Drainage Work | 6/3/23 | 6/3/23 | Approved |
| LG2023/0017 | Lot 21 DP 250186, 87 Old Racecourse Road | Water Supply Work, Sewerage Work and Stormwater Drainage Work | 10/3/23 | - | Under assessment |
| LG2023/0018 | Lot 487 DP 731813, Memorial Drive, Deniliquin | Water Supply Work, Sewerage Work and Stormwater Drainage Work | 23/3/23 | - | Under assessment |



| | | | | | |
|-------------|----------------------------------------------------|--------------------------------|---------|---------|----------|
| LG2023/0019 | Lot 51 DP 756511, 7599 Pretty Pine Road, Moulamein | Temporary Primitive Campground | 29/3/23 | 29/3/23 | Approved |
|-------------|----------------------------------------------------|--------------------------------|---------|---------|----------|

| Development Applications by Type for March 2023 | | | | | | |
|-------------------------------------------------|---------------|-------------------------------|-----------------------|-------|-------------|----------------------|
| Development Type | New Dwellings | Dwelling Alts/Additions/sheds | Commercial/Industrial | Other | Subdivision | No of lots resulting |
| Number | 3 | 5 | 0 | 5 | 1 | 3 |
| Totals 2023 | 7 | 9 | 5 | 8 | 3 | 7 |

| Processing Times for March 2023 | | |
|---------------------------------|-------------------|------------------|
| Application Type | * Mean Gross Days | ** Mean Net Days |
| DA | 27 | 26 |
| Mod (S4.55) of DA & DA/CC | - | - |
| CDC | 19 | 19 |
| CC | 16 | 16 |
| S68 Applications | 19 | 19 |

* Mean gross days = Total days from lodgment to determination ** Mean Net Days = Total days less Stop the Clock days



| Value and Number of Applications Determined 2022 and 2023 | | | | | | | | | | |
|-----------------------------------------------------------|------------|-----------|----------|----------|-----------|-----------|-----------|-----------|------------------------|-----------------------|
| Month | DA 2022 | DA 2023 | CDC 2022 | CDC 2023 | CC 2022 | CC 2023 | LG 2022 | LG 2023 | Value 2022 | Value 2023 |
| January | 3 | 4 | 2 | 0 | 1 | 3 | 2 | 4 | \$870,000 | \$148,890 |
| February | 14 | 8 | 1 | 1 | 9 | 5 | 2 | 7 | \$6,541,633 | \$1,631,720 |
| March | 13 | 6 | 0 | 1 | 8 | 5 | 5 | 7 | \$1,968,289 | \$4,340,700 |
| April | 8 | | 0 | | 2 | | 0 | | \$1,891,000 | |
| May | 9 | | 1 | | 6 | | 6 | | \$3,376,895 | |
| June | 13 | | 0 | | 8 | | 3 | | \$277,646 | |
| July | 3 | | 0 | | 3 | | 2 | | \$369,101 | |
| August | 10 | | 1 | | 4 | | 6 | | \$660,693 | |
| September | 7 | | 0 | | 1 | | 3 | | \$894,000 | |
| October | 11 | | 0 | | 8 | | 4 | | \$2,206,916 | |
| November | 10 | | 0 | | 9 | | 7 | | \$2,002,070 | |
| December | 8 | | | | | | | | \$3,894,506 | |
| TOTALS | 109 | 18 | 5 | 2 | 59 | 13 | 40 | 18 | \$24,952,749.00 | \$6,121,310.00 |

Note: numbers of application determined does not include modifications and applications determined by private certifiers. Value of application determined does not include the value of work for Construction Certificates and s68 applications.

| Section 10.7 Certificates/Sewerage Drainage Diagrams | |
|------------------------------------------------------|-------|
| Planning certificates | 45 |
| Sewerage drainage diagrams | 24 |
| Average processing time | 1 day |
| Maximum time for processing | 1 day |



| Inspections for March | | | | | | | | | | | | | |
|-----------------------|----------------|------|-------|------------|----------|----------------|-------------|-------|----------|------------------------|----------|----------------------|-------|
| Site | Footing / Pier | Slab | Frame | Hot & Cold | Wet Area | Sewer / Septic | Storm Water | Final | Food Van | Trade Waste Site Visit | Meetings | Murrumbidgee Council | Total |
| 11 | 7 | 5 | 5 | 1 | 3 | 9 | 3 | 15 | 0 | 0 | 20 | 0 | 79 |

| Swimming Pool Inspection Program | | | | |
|----------------------------------|----------------------------|----------------------------|----------------------------|------------|
| Month | 1 st Inspection | 2 nd Inspection | 3 rd Inspection | TOTAL 2023 |
| March | 10 | 3 | - | 24 |

| Animal Control /Ranger Activities | | | | | | | | | | | |
|-----------------------------------|--------------------------------------|----------|-----------------------------------|----------|------------|-------------------|----------------|-----------------------------|---------------|------------|--------------|
| Ranger's Report – March 2023 | | | | | | | | | | | |
| Companion Animals | | | | | | | | | | | |
| Seized / Surrendered | Released to Owner prior to impounded | In Pound | Released to Owner after impounded | Re-Homed | Euthanised | Stolen or escaped | Still In Pound | Declared Dangerous Menacing | Micro Chipped | Registered | Fines Issued |
| 34 | 10 | 24 | 4 | 8 | 12 | 0 | 0 | 0 | 1 | 8 | 3 |

Note: The figures contained in this report relate to animal control activities carried out in the current month being reported on. Rehoming/Return to owner etc may occur in a subsequent month and are therefore not captured in this reporting period.

| Clean Up | | Parking | | Impoundment | | |
|--------------|-----------------|---------|-------|-------------|------------|------------|
| Notices Sent | Illegal Dumping | Patrols | Fines | Vehicles | Live Stock | Euthanised |
| 0 | 0 | 10 | 3 | 2 | 0 | 0 |



| Dog Attacks | | |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Date | Details | Outcome |
| 23.3.23 | 2 sheep found mauled on private property. | Attacking animal not found. |
| 24.3.23 | Attack reported by property owner on 24.3.23, attack happened on 29.1.23. 4 sheep found mauled. No witnesses. | Attacking animal not found. |
| 29.3.23 | 2 dogs attacking chooks on private property resulting in an alleged 20 chooks being killed. The Dogs were shot at during the attack , killing one and injuring the other. The injured dog escaped but was later found dead at another location. | Police were called and have been investigating this incident with the RSPCA. |

12.10. MAJOR PROJECTS REPORT

Author: Projects Coordinator

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council note the Major Projects update for March 2023.

BACKGROUND

Since amalgamation in 2016, Council has received over \$50,000,000 in funding from State and Federal

Government bodies. A breakdown of current funding for active projects is as follows:

| Funding Stream | Funding Amount | Project/s | Comment | Status |
|----------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------|
| Local Roads and Community Infrastructure Round 1 (State Funding) | \$963,190 | Community Facilities and Community Halls | Memorial Park amenities and McLean Beach amenities under construction | 60% complete |
| Local Roads and Community Infrastructure Round 2 (State Funding) | \$880,903 | Footpath replacement, Skatepark renewal works, Island Sanctuary Fencing, Rural Gravel Road trials | Rural gravel trials | 30% complete |
| Local Roads and Community Infrastructure Round 3 (State Funding) | \$1,926,340 | Airport Strengthening Saleyards Refurbishment | Runway works to commence June 2023 | 15% complete |
| Local Roads and Community Infrastructure Round 4 (State Funding) | \$963,170 | Project yet to be determined | | |
| Commonwealth Regional Airport Program – Round 1 (Federal Funding) | \$2,500,000 | Airport Strengthening | Runway works to commence June 2023 | 15% complete |
| NSW Showground Stimulus Funding | \$1,650,775 | Memorial Park amenities block, car parking and | Memorial Park amenities under construction, | 18% complete |

| Funding Stream | Funding Amount | Project/s | Comment | Status |
|----------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------|
| (State Funding) | | DNA netball clubrooms | other projects to commence next FY | |
| Murray Darling Basin Diversification Funding (State Funding) | \$1,000,000 | Stage 1 Edward River Village | Civil and electrical works under construction, Dwellings to commence May 2023 | 30% complete |
| Stronger Country Communities – Round 4 (State Funding) | \$768,338 | Sports Lighting Deniliquin and Blighty Sports Facilities | Project to be re-scoped to meet budget | |
| Stronger Country Communities – Round 5 (State Funding) | \$939,885 | Town Hall Revitalisation – Regional Theatre Peppin Heritage Centre - Implementation of Masterplan | Project in scoping phase | |
| Natural Disaster Funding – advance payments (State Funding) | \$1,000,000 | Flood recovery – road repairs | Approx \$600,000 in repairs complete. | 60% complete |
| Fixing Local Roads Potholing (State Funding) | \$549,015 | Pothole repairs – local roads | Construction commenced | 10% complete |
| Regional and Local Roads Repair Program (State Funding) | \$2,914,961 | Flood recovery – local roads | Project in the scoping phase | |
| Office of Local Government (Federal Funding) | \$1,000,000 | Flood Recovery | Recovery and resilience projects underway | 50% complete |
| Department of Planning and Environment – Places to Play (State Funding) | \$500,000 | Edward River Skate Park | Preparing tender documentation | |

| Funding Stream | Funding Amount | Project/s | Comment | Status |
|--------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------|
| Fixing Country Roads (State Funding) | \$1,736,972 | Pretty Pine Road widening | Recently awarded, requires approval of HVSPP grant which has been lodged and is currently under review | |
| Drought Communities Program (Federal Funding) | \$1,000,000 | Civic Place, Deni Rest Stop, Rotary Park, Signage Strategy, Visit Deni Tourism, Waring Gardens Amenities and Rotunda | Complete | 100% complete |
| ER Charging Station (State Funding) | \$12,710 | Electric Vehicle Charging Station Installation | Project in scoping phase | |
| Community Building Partnership 2022 (State Funding) | \$20,000 | Deni Swim Centre – Shade structure | Project in scoping phase | |

ISSUE/DISCUSSION

Project Update:

Fixing Local Roads - Pot Hole Repairs

Council received funding from TfNSW through the Fixing Local Roads Pot Hole Repair program.

Repairs have commenced with 164 potholes so far repaired throughout Conargo Road, Moonee Swamp Road, Blighty Hall Road, Pretty Pine Road, Lindifferon Lane, Booroorban-Tchelery Road, Barham Road and Wandook Road.

The number of potholes repaired is reported to TfNSW monthly.

Memorial Park Projects

The Amenities Building is well into construction and is due for completion late May 2023.

Access Roads and Carparks – due for commencement in September 2023, with completion planned for December 2023; and

DNA/Cricket clubrooms – This project is being managed by the Deniliquin Cricket Club. The DA has been submitted, and tender for construction is due to go out in April..

McLean Beach Amenities

The male and female changerooms are well under way with the male changeroom nearing completion. The female changeroom has had to have additional timber works prior to fit out due to white ant damage.

We are looking to have them fully complete by end of May 2023.

Pretty Pine Road Upgrade

Funding has recently been received through Fixing Country Roads Round 6 to widen the section of road between 58.5km and 66.5km. To support the funding received, Council has submitted an application for further funding through the HVSP program.

Rotary Park

This project was received funding as park of the Drought Communities Program round 2. Additional work to complete fencing has been undertaken to finish this project.

This funding program is now complete and reporting to the funding body has commenced through and external auditor as required.

STRATEGIC IMPLICATIONS

COMMUNITY STRATEGIC PLAN

4. Delivering community assets and services

4.1 Vibrant villages and towns

FINANCIAL IMPLICATIONS

Projects funded through these programs include costs for design, documentation, and supervision costs for each project.

LEGISLATIVE IMPLICATIONS

ATTACHMENTS

12.11. RESOLUTIONS OF COUNCIL

Author: Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council note the information in the Resolutions of Council as at 31 March 2023.

BACKGROUND

The attached report details the status of open Resolutions of Council.

Total of open resolutions from the 2020 Financial Year onward - 2

Total Resolutions of Council for the 2022/2023 Financial Year - 168

Total Closed Resolutions of Council for the 2022/2023 Financial Year - 161

ISSUE/DISCUSSION

Monthly report to update Councillors and community members on the progress of Council Resolutions.

STRATEGIC IMPLICATIONS

As outlined in the status updates.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

N/A

LEGISLATIVE IMPLICATIONS

N/A

ATTACHMENTS

Council meeting resolutions as at 31 March 2023

| 21 March 2023 | Ordinary Council Meeting | Responsibility | Status | Expected Date of Completion |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------|
| 2023/0321/12.1 | Revision of Councillor & Staff Interaction Policy That Council endorse the updated Councillor and Staff Interaction Policy that reflects the Model Councillor and Staff Interaction Policy as issued by the NSW Office of Local Government in April 2022. | Senior Governance Office | Noted | Closed |
| 2023/0321/12.2 | ERC Community Grants – Request for Variation – Deniliquin Boat Club That Council: 1. Notifies the Deniliquin Boat Club that it does not accept its request for variation on the basis that it is in breach of sections 3.1, 3.2 and 3.6(b) of its Community Grant Agreement, 2. Seeks remedy of the breach by requesting the Deniliquin Boat Club either deliver an event in accordance with the Community Grant Agreement by 1 December 2023 or reimburses Council within 30 days. | Manager Economic Development & Tourism | Notified via email 22 March 2023. Deniliquin Boat Club requested banking details 5 April 2023. | 21 April 2023 |
| 21 February 2023 | Ordinary Council Meeting | Responsibility | Status | Expected Date of Completion |
| 2023/0221/9 | Mayoral Minute – National Reconciliation Week That Council: a. Support the National Reconciliation Week walk in Deniliquin, incorporating “the flats” as part of the walk. b. Provide operational support for use of Waring Gardens, and any traffic control required c. Authorise the Chief Executive Officer, to allocate \$250 from Council’s Quick Response Grants as requested, and authorise appropriate operational support for the initiative as needed, and d. Write to Mr Fawns, expressing Council’s support for the idea via this resolution. Cr Marc Petersen offered to provide an additional \$500 from his Councillor payment. | Chief Executive Officer | Letter of support drafted. National Reconciliation Week will be held 27 May to 3 June 2023. | 3 June 2023 |
| 2023/0221/12.2 | Deniliquin Kolety Lagoons Landcare Group – Fishing Challenge Request | Director Infrastructure | Correspondence sent to Deniliquin | April 2023 |

| | | | | |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------|------------------------------------|
| | <p>That Council:</p> <ul style="list-style-type: none"> Note the request from the organisers of the Edward Kolety Fishing Challenge for additional support for the event, and Provides support up to a value of \$2,500 for the event due to infrastructure that has been impacted by recent flooding. | | Kolety Lagoons Landcare Group advising of Council resolution. | |
| 2023/0221/12.7 | <p>Conroy Street, Deniliquin</p> <p>That Council:</p> <ol style="list-style-type: none"> Note the status of the road closure procedure for part of the road reserve adjacent to 328 Conroy Street, Deniliquin, and Authorise the Chief Executive Officer to affix the Council Seal to the subdivision for the road reserve at 328 Conroy Street, Deniliquin, for title issue and road closure under the Roads Act 1993. | Director Infrastructure | Awaiting title plans for Council Seal Title plans received and signed. | May 2023 Closed |
| 2023/0221/15.1 | <p>C2022-03 – Sewer Relining Program 2022/2023</p> <p>That Council:</p> <ol style="list-style-type: none"> Accepts the tender submitted by South West Pipe Relining Pty. and award South West Pipe Relining. Pty Ltd. Contract C2022-03 – Sewer Relining Program 2022/23 for the extended schedule of rates tender price of \$450,000 + GST; Authorise the General Manager and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2022-03 – Sewer Relining Program 2022/2023 Delegate the Contract Superintendent to approve variations up to a maximum of 10% of the contract value to allow for any issues that may arise on site. | Director Infrastructure | Successful and unsuccessful tenderers advised of Council resolution | April 2023 Closed |
| 20 December 2022 | Ordinary Council Meeting | Responsibility | Status | Expected Date of Completion |
| 2022/1220/12.2 | <p>Appointment of NSW Electoral Commission for 2024 Election</p> <p>That Council:</p> <ol style="list-style-type: none"> Pursuant to sections 296AA, 296(2) and (3) of the Local Government Act 1993, enter into an election arrangement by way of contract for the Electoral Commissioner to administer the ordinary election for Council scheduled for September 2024 | Chief Executive Officer | Awaiting on contract documentation. | June 2023 |

| | | | | |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------|----------|
| | <p>2.Ensures that the contract includes the administration of council polls (if any) or constitutional referenda (if any) of the Council conducted as part of the September 2024 elections</p> <p>3. Authorises the CEO to take necessary action in relation to the contract document and any other documentation, should it be required to give effect to this resolution</p> <p>4. Include the costs associated with the council's elections in the 2024/25 operational budget and plan</p> | | | |
| 2022/1220/13.1 | <p>Notice of Motion – Blue Tree Project</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. In recognition of the increasing prevalence of mental health concerns and suicide in our community, supports the initiation of a Blue Tree project in the township of Deniliquin. 2. Supports the mission of the Blue Tree Project, to help spark difficult conversations and encourage people to speak up when battling mental health concerns. 3. Works with community members who have been impacted by suicide in our community to identify a dead tree in our community that needs a “Blue Lease on Life” 4. Supports those members of the community to initiate an event to paint the tree blue and foster increased education about mental health to “kick the stigma” | Cr Shirlee Burge | | Closed |
| 2022/1220/13.2 | <p>Notice of Motion – Flood Plans and Mitigation Works</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Agree to hold a community meeting prior to end of March 2023, providing an overview of Council’s flood plans and mitigation works that are currently in place, and discussing potential options for North Deniliquin, following the November 2022 floods. 2. Requests the Chief Executive Officer to invite an appropriate panel of expert staff to answer questions and provide information to the community on what could potentially be developed into the future. | Director Infrastructure | <p>1.Meeting held March 2023.</p> <p>2.WMA Water engaged to provide expert advice.</p> | May 2023 |

| | | | | |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------|
| | 3. Provides a further report to a Councillor briefing, prior to June 2023, outlining a potential project for flood mitigation to be advocated to the state government for funding. | | 3.Underway | July 2024 |
| 18 October 2022 | | Responsibility | Status | Expected Date of Completion |
| 2022/1018/12.5 | <p>Town Hall Land That Council:</p> <ul style="list-style-type: none"> Commence the process to consolidate Lot 1 in DP1173376, Lots X and Y in DP410447, Lot 9 in DP662508, Lot 6 in DP667946 and Lot 6 in DP668426, and Apply to Crown Lands to undertake a boundary adjustment for Lot 7 Sec 21 DP758913, being the Town Hall land parcel, to allow for the new foyer entrance to the Town Hall. | Manager Development | <p>Process commenced.</p> <p>Application made to Crown Lands. Awaiting favourable outcome regarding application</p> | <p>Open</p> <p>June 2023</p> |
| 2022/1018/15.2 | <p>C2022/01 Deniliquin Township Road Reconstructions 22/23 That Council</p> <ol style="list-style-type: none"> Accepts the tender submitted by Deni Civil Pty Ltd for Contract C2022/01 – Deniliquin Township Road Reconstructions 22/23 for the lump sum tender price of \$737,106.00 + GST, being for the reconstruction of the carpark at the Deniliquin Regional Sports and Entertainment Stadium and Dick Street between Henry Street and Harfleur Street, Authorise the Chief Executive Officer and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2022/01 – Deniliquin Township Road Reconstructions 22/23, Delegate the Contract Superintendent to approve variations up to a maximum of 10% of the contract value to allow for any issues that may arise on site, and Consider the reconstruction of Henry Street between Hardinge Street and Macauley Street in future capital works programs. | Chief Executive Officer | Contract to be signed | <p>Open</p> <p>Closed</p> |
| 16 August 2022 | | Responsibility | Status | Expected Date of Completion |

| | | | | |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 2022/2806/11.9 | <p>100 Years of Learn to Swim Signage – McLean Beach That Council:</p> <ol style="list-style-type: none"> 1.Approve and fund the installation of interpretive signage at Mclean Beach to commemorate 100 years of the Deniliquin Learn to Swim program, as an opportunity to showcase the history of Mclean Beach. 2.Allocate \$5000 from the 2022/23 'Our Rivers, Our Region' grant funding to purchase the signage. | Manager Community & Economic Development | Installation and unveiling scheduled Friday 5 May 2023 | 5 May 2023 |
| 15 July 2021 | Resolution | Responsibility | Status | Expected Date of Completion |
| 2021/96 | <p>Saleyards Strategic Plan That Council:</p> <ol style="list-style-type: none"> 1. Council defer decision to divest and close the cattle yards and not adopt strategic plan for 12 months. 2. Form a user group to assist Council and the new lease holder to improve the facility. 3. Council investigate the scaling down to three runs to a 300 head of cattle capacity in 12 months. 4. Council initiate a complete WHS report on the three cattle runs. 5. Provides a report with a recommendation on the outcome of the expression of interest process by November 2021. 6. Includes the development of the Saleyards in its advocacy strategy and investigates funding opportunities to assist with future development of the sales. 7. Includes the development of the saleyards in Council's long term financial plan, and 8. Prepares a management plan for the ongoing operation of the sale yards facility. | Director Infrastructure | <ol style="list-style-type: none"> 1. Noted 2. Completed 3. Underway 4. WHS report received. 5. Tender in currently being advertised. 6. Underway as part of review of Advocacy Strategy 7. Included in scenarios for 23/24 LTFP. 8. To be prepared as part of the commencement of new lease. | <p>Completed</p> <p>Completed</p> <p>June 2024</p> <p>Completed</p> <p>June 2024</p> <p>August 2024</p> |

| 20 August 2020 | Resolution | Responsibility | Status | Expected Date of Completion |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 2020/164 | North Deniliquin Levee Upgrade Feasibility Report That Council: <ol style="list-style-type: none"> 1. Adopt the North Deniliquin Levee Upgrade Feasibility Report, contained as Attachment 1 to this report, and; 2. Apply to Office of Environment and Heritage for funding of the works detailed in the North Deniliquin Levee Upgrade Feasibility Report | Manager Engineering & Assets | Underway Waiting on funding details. Feasibility being finalised. To briefing September. | Waiting on funding applications to open. |

Attachment 1 - Council meeting resolutions at 31 March 2023

12.12. MAYOR, COUNCILLOR, CEO MEETINGS

Author: Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council

1. Note the Mayor, Councillor and Chief Executive Officer meetings attended on behalf of Council during the month of March 2023.
2. Continue to advise the Chief Executive Officer's Executive Assistant of their meeting diaries and activities attendance.

BACKGROUND

The report details meetings undertaken on behalf of Council by the Mayor, Councillors and the Chief Executive Officer during March 2023

ISSUE/DISCUSSION

| Date | Participants | Meeting |
|---------------|----------------------------------------------------|------------------------------------------------|
| 3 March 2023 | Cr Fawns, Chief Executive Officer | Booroorban Sporting & Social Club AGM |
| 8 March 2023 | Mayor, Cr Fawns, Chief Executive Officer | Unveiling of the Riverfront Upgrade Project |
| 8 March 2023 | Mayor, Cr Burge, Cr Fawns, Cr Fogarty, Cr Moore | International Women's Day |
| 16 March 2023 | Cr Clapham, Chief Executive Officer | Audit Risk and Improvement Committee Meeting |
| 17 March 2023 | Mayor, Chief Executive Officer | Sir John Monash Annual Lecture & Dinner |
| 25 March 2023 | Mayor | Edward Public School 50th Anniversary |
| 28 March 2023 | Mayor, Cr Fawns, Chief Executive Officer | Airport Advisory Committee Meeting |
| 29 March 2023 | Cr Fawns | Wellways Break the Cycle arrival in Deniliquin |
| 30 March 2023 | Mayor, Cr Burge, Cr Fawns, Chief Executive Officer | Saleyards Advisory Committee Meeting |

STRATEGIC IMPLICATIONS

N/A

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

13. NOTICES OF MOTIONS

14. QUESTIONS WITH NOTICE

15. CONFIDENTIAL MATTERS

16. CLOSE OF MEETING