



SPECIAL VARIATION APPLICATION FORM
PART B
FOR 2021-22

FEDERATION COUNCIL



Application Form

December 2020

Local Government

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

Sheridan Rapmund (02) 9290 8430

Albert Jean (02) 9290 8413

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Council information

Council name	Federation Council
Date submitted to IPART	8 February 2021
Primary Council contact person	Jo Shannon
Primary Council contact phone	[REDACTED]
Primary Council contact email	[REDACTED]

About this application form

IPART has revised the Application Form to be completed by councils applying to IPART for a special variation (SV) for 2021-22, either under s 508(2) or s 508A of the *Local Government Act 1993*. The application form is in two parts:

- ▼ Special Variation Application Form Part A (separate Excel spreadsheet)
- ▼ Special Variation Application Form Part B (this MS Word document)

The SV Application Form Part B consists of:

- ▼ Description and Context Questions
- ▼ Criterion 1: Need for the variation
- ▼ Criterion 2: Community awareness and engagement
- ▼ Criterion 3: Impact on ratepayers
- ▼ Criterion 4: IP&R documents
- ▼ Criterion 5: Productivity improvements and cost containment strategies
- ▼ Criterion 6: Other relevant matters
- ▼ Council certification and contact information
- ▼ List of attachments

When completing the SV Application Form for 2021-22, councils should refer to the following:

- ▼ [IPART's Application Guide for SV Application Form Part B.](#)
- ▼ [OLG's SV Guidelines issued in November 2020.](#)

Description and Context

To complete these questions, refer to the discussion in IPART's Application Guide for SV Application Form Part B, Description and Context.

Question 1: What is the type and size of the special variation the council is applying for?

Indicate the type of the proposed SV - s 508(2) or 508A the council is requesting, and specify the percentage increases in each of the years in which the SV is to apply, the cumulative increase for a s 508A SV, and whether the SV is to be permanent or temporary.

Provide the information **in the text box**, or alternatively, **complete Table 0.1**.

Federation Council is applying for permanent one-year increase (s508(2)) with 6% above the rate peg in the first year. Therefore the total rate increase would be 8% for 2021-22 inclusive of rate pegging limit of 2%.

Question 2: What is the key purpose of the requested special variation?

In the text box summarise the key purpose (or purposes) of the SV the council is requesting.

Council is constructing a new aquatic centre to replace the previous swimming pool facility and plant that were over 60 years old and was at the end of its operational life. From an asset management and engineering perspective, a replacement pool was deemed necessary for a number of safety and compliance reasons, including the significant issues with filtration and major leakages within the main pool and underground pipework.

A consultant engineers assessment was completed in the 1990's to assess if the existing Pool could be refurbished. The report recommended strongly against this option for various reasons, including:

- the age of the concrete in the pool, and the subsequent damage by tree roots and acid from chemicals used for water balancing.
 - that the pool has been flooded before and may have suffered major cracks in that time. Although not easily visible, the pool is losing water, which indicates cracks exist.
 - the pool was built around 1956 in heavy clay soils and any investment in refurbishment would not have a guarantee past ten years.
 - the pipework would require replacing in any event, considering some of it is the old earthenware type. There would not be the network required to meet modern filtration standards.
 - the work required to replace this pipework, place in a new liner and refurbish the facility to meet modern pool standards (such as a 'level with the ground' wet deck) is extensive.
-

The report also stated that there has been significant changes in regulation since the pool was first built, and since the engineering assessment in the 1990's. The existing plant and equipment can only turn water over every six hours and current standards require this to be two hourly. As such, full replacement of all existing pipework would be needed to meet this requirement alone.

The level of investment required to resolve these issues and address the facility no longer being fit for purpose means that refurbishing the previous swimming pool was not a feasible option.

The Community Strategic Plan (CSP) 2018-2028 identified a pool as the second most important infrastructure priority. This determined that decommissioning the pool and not replacing the service was not an option that would be acceptable to the community.

Council based its decision to proceed with the Corowa Aquatic Centre on feedback it received in 2016 and 2018 on the community's desire for such a facility and their willingness to pay for it. After securing \$6.9million in external capital grant funding and committing ratepayer funds of \$3.4m, Council approved a final design that provides a facility that can service the region and attract users from both within the Council area and from outside the Council area to visit the Federation Council area, thus supporting employment in the retail and tourism business sectors.

Due to the benefits to the community as a whole as well as to the individual, Council has adopted an Accessible Pricing approach for all its swimming pools and many other community facilities in the Federation Council area. With a view to meeting the community needs and making it affordable for the community to access the facility, Council's fees and charges for this swimming pool are based on partial cost recovery model and the special rate variation is essential for Council to fund the balance of the cost of providing the service.

early 1960s	Pool was built.
2006	Redevelopment options opportunity report produced.
2016	Conducted Options feasibility study and follow up with extensive community engagement.
2017	Pool closure due to safety concerns, filtration issues and unsustainable leakage and maintenance. Stronger Communities Funding allocated to Corowa swimming pool redevelopment project.
2018	Developed Community Strategic Plan. Funding from additional round of Stronger Communities Fund allocated to Corowa swimming pool redevelopment project.
2019	Conducted Capital Expenditure Review on the pool. Construction begins.
2020	Long Term Financial Plan identified the need for special rate variation. Community engagement on swimming pools fees and SRV.
2021	Setting of fees based on partial cost recovery model. Swimming pool scheduled to open May 2021.

Question 3: Is the council proposing to increase minimum rates in conjunction with the special variation?

Refer to OLG's SV Guidelines Attachment 4 – Increasing minimum rates, and OLG's Guidelines for a Minimum Rate Increase.

If the increase applies to an ordinary rate, complete this section

Does the council have an ordinary rate(s) subject to a minimum amount? Yes No

Does the council propose to increase the minimum amount of its ordinary rate(s) above the statutory limit for the first time? Yes No

Which rates will the increases apply to? Residential Business Farmland

If the increase will apply to only some subcategories, specify which _____

Does the council propose to increase the minimum amount of its ordinary rate(s) by:

▼ The rate peg percentage

▼ The special variation percentage

▼ A different percentage _____(%)

What will the minimum amount of the ordinary rate(s) be after the proposed increase? \$_____

Has the council submitted an application for a minimum rate increase? Yes No

Council did not submit application for a minimum rate increase because it will be abolished when Council implements the rates harmonisation effective 1 July 2021.

If the increase applies to a special rate, complete this section

Does the council propose to increase the minimum amount of a special rate above the statutory limit? Yes No

What will the minimum amount of the special rate be after the proposed increase? \$_____

Has the council submitted an application for minimum rate increase? Yes No

The council must ensure that it has submitted Minimum Rate (MR) Increase Application Form Parts A and Part B, if required.

Question 4: Does the council have an expiring special variation?

Refer to OLG's SV Guidelines Attachment 1 – Calculation of expiring special variations.

Does the council have an SV which is due to expire on 30 June 2021? Yes No

Does the council have an SV which is due to expire at some time during the period for which the new SV is being requested? Yes No

If Yes to either question:

a) When does the SV expire? _____

b) What is the percentage to be removed from the council's general income? _____

c) What is the dollar amount to be removed from the council's general income? _____

Does the council have an SV which it proposes to terminate before the date which the instrument specifies as the date on which it expires? Yes No

If Yes:

a) When does the council propose it be terminated? _____

b) What is the percentage to be removed from the council's general income? _____

c) What is the dollar amount to be removed from the council's general income? _____

Has OLG confirmed the calculation of the amount to be removed? Yes No



Attachments required:

- ▼ Copy of the relevant instrument
- ▼ Copy of OLG advice confirming calculation of amount to be removed from the council's general income.

Question 5: Does the council have an existing (ongoing) s 508A special variation which applies in 2021-22?

Refer to:

- ▼ OLG's SV Guidelines Section 5.2.
- ▼ IPART Fact sheet – *The Year Ahead – Special Variations in 2021-22*.

Does the council have a s 508A multi-year SV instrument that applies in 2021-22? Yes No

In the text box:

- ▼ Specify the percentage increase(s) and duration of the SV.
- ▼ Outline the council's actions in complying with conditions in the instrument approving the original SV.
- ▼ Describe any significant changes of relevance to the conditions in its instrument since it was issued.

N/A



Attachments required:

- ▼ Copy of the relevant instrument(s)
 - ▼ Declaration by the General Manager as to the council's compliance with the conditions applying to the SV included in the instrument of approval issued by IPART
 - ▼ Any supporting documents providing evidence of the council's actions to comply with the conditions in the instrument(s).
-

Question 6: Has IPART approved a special variation for the council in the past five years?

Refer also to OLG's SV Guidelines Section 6.

You do not need to respond to this question if all the relevant information has been provided in council's response to Question 5.

Does the council have a s 508(2) or s 508A SV which IPART has approved in the past five years? Yes No

In the text box, for each SV approved in the past five years, briefly:

- ▼ Specify the type of SV and the increase to general income approved.
 - ▼ Outline the council's actions in complying with conditions in the instrument approving the original SV.
 - ▼ Describe any *significant* changes of relevance to the conditions in its instrument since it was issued.
-



Attachments required:

- ▼ Copy of the relevant instrument(s)
 - ▼ Declaration by the General Manager as to the council's compliance with the conditions applying to the SV included in the instrument of approval issued by IPART
 - ▼ Any supporting documents providing evidence of the council's actions to comply with the conditions in the instrument(s).
-

Question 7: Does a project to be funded by the special variation require a capital expenditure review?

Does the proposed SV require the council to do a capital expenditure review in accordance with OLG Circular to Councils, Circular No 10-34 dated 20 December 2010? Yes No

If Yes, has a review been done and submitted to OLG? Yes No

Question 8: Is the council a new council created by merger in 2016?

Refer also to OLG's SV Guidelines Section 4.

Is the council a new council created by merger in 2016? Yes No

Question 9: Does the council have deferred rate increases available to it?

Does the council have deferred rate increases available to it from one or more previous years under section 511 of the Local Government Act Yes No

If Yes, has the collection of these additional rates been included in the Council's LTFP Yes No



Criterion 1 Need for the variation

Criterion 1 in the SV Guidelines is:

The need for, and purpose of, a different revenue path for the council's General Fund (as requested through the special variation) is clearly articulated and identified in the council's IP&R documents, in particular its Delivery Program, Long Term Financial Plan and Asset Management Plan where appropriate. In establishing need for the special variation, the relevant IP&R documents should canvass alternatives to the rate rise. In demonstrating this need councils must indicate the financial impact in their Long Term Financial Plan applying the following two scenarios:

- Baseline scenario – General Fund revenue and expenditure forecasts which reflect the business as usual model, and exclude the special variation, and
- Special variation scenario – the result of implementing the special variation in full is shown and reflected in the General Fund revenue forecast with the additional expenditure levels intended to be funded by the special variation.

The IP&R documents and the council's application should provide evidence to establish this criterion. This could include evidence of community need /desire for service levels/projects and limited council resourcing alternatives.

Evidence could also include the analysis of the council's financial sustainability conducted by Government agencies.

To complete the questions for Criterion 1: Financial need refer to IPART's Application Guide for SV Application Form Part B.

Refer also to IPART Fact sheet – *The Year Ahead – Special Variations in 2021-22* and Information Paper – Special Variations in 2021-22 in relation to the interaction of financial need and willingness to pay.

In the response to this criterion, you should include extracts from, or references to, the IP&R document(s) that demonstrate how the council meets this criterion.

1.1 Case for special variation – How did the council establish the need for the special variation?

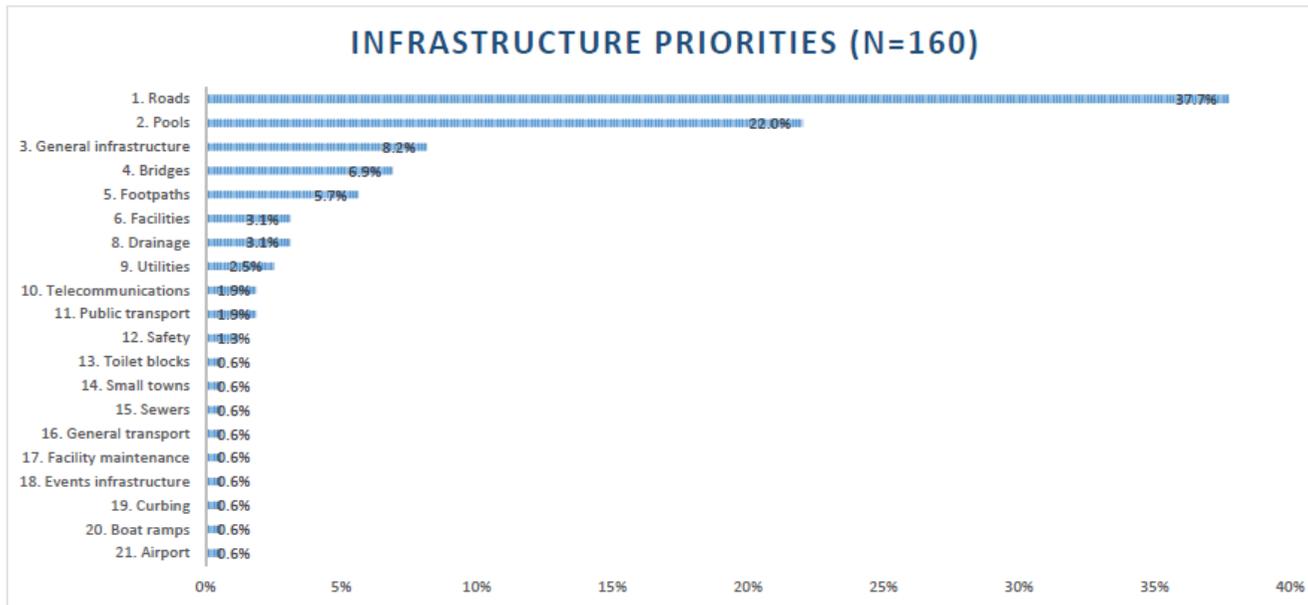
In the text box explain how the council developed the proposal to apply for the proposed SV in the context of its IP&R processes.

A replacement swimming pool for Corowa has been on Council's agenda for many years. It was a strategic action in the former Corowa Council's Community Strategic Plan and Delivery Program and following amalgamation, Federation Council went back to the community to re-determine priorities for the broader Federation Council area.

The Community Strategic Plan (CSP) 2018-2028 that was developed in 2017 by the new Federation Council in collaboration with the community is submitted with this application. An extract of the document shown below from item 4 of "What Our Community Said" has revealed that the community has indicated that Pools infrastructure is in their top 3 priorities:

4.5 Infrastructure Priorities

Our community identified roads (including road maintenance) and pools (including the development of a new 50-metre pool) as the highest infrastructure priorities.



For the infrastructure to be financially accessible by the community, setting the fee and charges based on full cost recovery model was not considered feasible. At full cost pricing (price to cover direct and overhead cost), fee would need to be set at these rates:

Casual Entry Rates	Casual Entry Rates	Weekly Passes	Winter Passes	Summer Passes	Yearly Membership
Adult	\$30.00	\$160.00	\$470.00	\$950.00	\$1,310.00
Child	\$20.00	\$120.00	\$350.00	\$710.00	\$1,000.00
Concession	\$20.00	\$120.00	\$350.00	\$710.00	\$1,000.00
Family	\$90.00	\$460.00			
Additional child (family entry)	\$10.00				
Spectator only	\$10.00				
Commercial User Group Lane Hire (per lane per hour)	\$25.00				

Full cost pricing was constructed based on the fee structure consulted with the Pool Advisory Committee, it is used as the base in this modelling with the approach of standard increase across the board.

The Long Term Financial Plan developed in early 2020, clearly identified that a Special Rate Variation of 8% was required to be financially sustainable. The following extract from the Long Term Financial Plan (LTFP) highlights the need for the special rate variation. Without the SRV, the average deficit of \$1.3m per annum or a cumulative loss of \$12.8m over the ten years. With the SRV, the average deficit of \$0.7m per annum or a cumulative loss of \$7.3m over the ten years. It is noted that there is further work underway to reduce this deficit further to ensure that Council has sufficient resources to fulfil its obligations and meet its asset renewal needs.

Following a review of options for fees and charges for the Corowa Aquatic Centre, a model was adopted that was viewed as being affordable and would result in a Special Rate Variation of around 8%, consistent with the LTFP. The extract for the Corowa Aquatic Centre summarises the financial modelling that Council considered in November 2020.

SPECIAL VARIATION APPLICATION FORM PART B FOR 2021-22

\$'000 nominal per year	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26	Year 6 2026-27	Year 7 2027-28	Year 8 2028-29	Year 9 2029-30	Year 10 2030-31
Extract for LTFP - General Fund										
Nett result										
<u>Baseline scenario</u>										
Revenue	29,126	25,455	26,388	29,259	27,358	28,240	28,505	29,222	29,765	30,147
Less: Expenses	- 26,504	- 26,860	- 27,772	- 28,477	- 29,221	- 29,625	- 30,714	- 31,502	- 32,521	- 33,063
Nett result	2,622	- 1,405	- 1,384	781	- 1,863	- 1,386	- 2,210	- 2,279	- 2,756	- 2,916
<u>Special variation scenario</u>										
Revenue	29,360	25,978	26,924	29,809	27,922	28,818	29,099	29,832	30,391	30,788
Less: Expenses	- 26,504	- 26,860	- 27,772	- 28,477	- 29,221	- 29,625	- 30,714	- 31,502	- 32,521	- 33,062
Nett result	2,856	- 882	- 848	1,331	- 1,299	- 807	- 1,616	- 1,670	- 2,131	- 2,274
Extract for Corowa Aquatic Centre										
Nett result										
<u>Baseline scenario</u>										
Revenue	516	529	542	556	570	584	598	613	629	644
Less: Expenses	- 1,143	- 1,159	- 1,175	- 1,192	- 1,208	- 1,225	- 1,243	- 1,261	- 1,279	- 1,297
Nett result	- 627	- 630	- 633	- 636	- 638	- 642	- 645	- 647	- 650	- 652
<u>Special variation scenario</u>										
Revenue	1,011	1,036	1,062	1,089	1,116	1,144	1,173	1,202	1,232	1,263
Less: Expenses	- 1,143	- 1,159	- 1,175	- 1,192	- 1,208	- 1,225	- 1,243	- 1,261	- 1,279	- 1,297
Nett result	- 131	- 122	- 113	- 103	- 92	- 81	- 71	- 59	- 46	- 34

In the absence of Special Rate Variation, in the short term operating hours may need to be reduced and/or other service levels reduced for the Council to fund the costs of operating the aquatic centre. In addition in future years the fees and charges model would need to be reconsidered.

1.2 Financial sustainability of the council – What will be the impact of the proposed special variation?

In the text box explain how the proposed SV will:

a) Improve the council's underlying financial position for the General Fund

N/A

b) Fund specific projects or programs of expenditure, or

N/A

c) Achieve both outcomes

The proposed SRV will achieve both outcomes. The full impact of this SRV can be seen in the Application form Part A that is attached to this application.

In summary, without the SRV, Council's underlying financial position for the General Fund is significantly challenged. Under this scenario, the General Fund produces a negative cash position at balance date for 7 of the 10 years of the LTFP, ending with a cash position of \$325,000 at June 2030.

With the SRV, the General Fund produces a negative cash position for 5 of the 10 years of the LTFP, ending with a more favourable cash position of \$5,087,000 at June 2030.

General Fund – Forecast Cash & cash equivalents scenarios

\$'000	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Baseline	-394	-1,211	-1,835	-1,469	-1,951	-1,521	266	-656	122	325
Special variation	-398	-1,000	-1,125	-224	-157	837	3,202	2,873	4,259	5,087

The positive trend of the cash flow is in contrast to the income result shown in 1.1 because of the significant increase in the depreciation cost, further details is shown in the attached Long Term Financial Plan.

This special rate variation will be specifically applied to the operating cost of the new swimming pool. It will partially offset the increase in operating costs associated with the new pool with the balance to be funded by users of the facility.

It is noted that further work is underway to improve Council's financial sustainability. Council is undertaking improvements in asset management and implementing service reviews to reconsider service levels. The results of this will be included in the Long Term Financial

Plans developed for 2021/22 and 2022/23. A future Special Rate Variation application will be considered as part of this process.

1.3 Financial indicators – What will be the impact of the proposed special variation on key financial indicators over the 10-year planning period?

- ▼ **In the text box** provide details on the council's key financial indicators and indicate if the proposed SV has been included in the Long Term Financial Plan.
- ▼ You may **also/alternatively** provide the information for part a) by **populating Table 1.1**, for as many years as relevant for the council's proposed SV.

a) Explain how the proposed SV would affect the council's key financial indicators (General Fund) over the 10-year planning period.

With the special rate variation, Council's Operating Performance and Own Source Revenue ratios for General Funds will improve but they are still under the desired benchmark, as reported in the following table.

GENERAL FUND		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	Benchmark	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
<u>Operating Performance Ratio</u>													
Baseline scenario	>0.0%	-13.7%	-7.8%	-4.4%	-47.3%	-47.3%	-47.3%	-47.1%	-44.6%	-46.0%	-45.9%	-46.8%	-45.5%
Special variation scenario		-13.7%	-7.8%	-3.5%	-43.2%	-43.3%	-43.2%	-43.1%	-40.6%	-41.9%	-41.9%	-42.7%	-41.5%
<u>Own Source Revenue Ratio</u>													
Baseline scenario	>60%	37.2%	42.9%	45.5%	53.4%	53.3%	49.3%	54.2%	54.3%	55.2%	55.3%	55.7%	56.4%
Special variation scenario		37.2%	42.9%	45.9%	54.3%	54.2%	50.3%	55.1%	55.2%	56.1%	56.2%	56.6%	57.3%

Further work is being undertaken on Council's asset management and financial sustainability to improve these financial indicators (refer 5.3).

b) Indicate if this information has been included in the council's Long Term Financial Plan. Relevant key indicators could include those listed in Question 1.1.

The SRV has been included in the Long Term Financial Plan as the adopted scenario. An alternate scenario included in the LTFP excludes the Special Rate Variation so that readers of the LTFP can understand the financial impact of the progressing or not progressing the proposed Special Rate Variation.

1.4 Deferred rate increases available under section 511 of the Local Government Act

In the text box explain:

a) The quantum, rationale and timing of any deferred rates the council has incurred.

N/A

b) When council plans to include these deferred rates through the catch up provisions and whether this been included in the LTFP.

N/A

c) How do these deferred rates impact on the council's need for the special variation and its cumulative impact on ratepayers' capacity to pay

N/A



Attachments for Criterion 1

List attachments relevant to your response for Criterion 1 in **Table 1.2**. Use the council assigned number shown in Table 8.1.

Table 1.1 Attachments relevant to response for Criterion 1

Council-assigned number	Name of document	Page references ^a
05	18 8812 FINAL Community Strategic Plan CSP 2028	6, 14 & 19
07a	FEDERATION LTFP - scenario 5 - Sustainable Base - Alternative 1 (Yr 11)	'FinStmt_O' and 'Ratios_O' worksheets

If document only relevant in part.



Criterion 2

Community engagement and awareness

Criterion 2 in the SV Guidelines is:

Evidence that the community is aware of the need for and extent of a rate rise. The Delivery Program and Long Term Financial Plan should clearly set out the extent of the General Fund rate rise under the special variation. In particular, councils need to communicate the full cumulative increase of the proposed special variation in percentage terms, and the total increase in dollar terms for the average ratepayer, by rating category. The council's community engagement strategy for the special variation must demonstrate an appropriate variety of engagement methods to ensure community awareness and input occur. The IPART fact sheet includes guidance to councils on the community awareness and engagement criterion for special variations.

To complete the questions for Criterion 2: Community awareness and engagement refer to IPART's Application Guide for SV Application Form Part B.

Refer also to the IPART publications:

- ▼ *The Year Ahead – Special Variations in 2021-22 – Fact sheet*
- ▼ *Special Variations in 2021-22 – Information Paper*
- ▼ *Community awareness and engagement for special variations – Fact sheet*

Provide relevant extracts of the IP&R documents that set out the rate rises under the proposed SV and **attach** relevant samples of the council's consultation material.

2.1 How did the council engage with the community about the proposed special variation?

In the text box:

a) Outline the council's consultation strategy and timing.

Project Timeline

The future redevelopment of the former Corowa Swim Centre had been a major issue since initial reports in 1995 identified the facility was reaching the end of its operational life.

There have been a large range of reviews completed over the last 25 years to investigate future facility redevelopment and replacement options. Council's desire to create economic growth and maximise community benefit from a significant regional facility development has supported the vision and subsequent construction of the new facility.

This project has a long history of community consultation, in various formats. Detailed below is a project history which incorporates strategy development, all publically advertised for community comment, as well as newspaper clippings which supported the communities desire to attend a community meeting and create a regional significant facility with an indoor and outdoor option, which would require a SRV to support the financial implications.

- 2006 engagement of SGL Consulting Group to undertake a review of the facility and provide recommendations on replacement options;
- 2018 Community workshops to develop the Community Strategic Plan.
- 2014 Corowa Shire Council officers prepared an internal Corowa Swimming Pool Upgrade report with recommendations for upgrade.
- 2015 SGL Consulting was retained again to review in greater detail the future swimming pool redevelopment options at the current site or an alternative site.
- 2016 Resident survey conducted of local residents to obtain information on usage of public swimming pools and to gauge interest in residents paying more in rates which would determine the type of facility delivered.
- 2017-18 A number of reports and recommendations prepared by Otium Consulting (formerly SGL) with regards to the way forward for the Corowa Pool and appropriate redevelopment Options.
- Final resolution from April 2018 was endorsed by Federation Council in May 2018. This confirmed Option 4 as the preferred option. Option 4 provides that the Corowa Pool will have; "An outdoor seasonal 50m 8 lane Swimming Pool (FINA compliant) and 15m long x 11.5m learn to swim /program pool and splash pad. The strong split in the community was to retain a 50 metre pool, or install a year round 25m pool. The Council resolution ultimately adopted, in considering all views, resolved to install a 50 metre pool but as part of the design, investigate for possible installation of heating to this pool. The middle program/learn to swim pool, could also be heated and the appointed concept designer will be strongly directed to investigate all options to heat both the 50 and smaller pool. There have also been discussions about strongly investigating the ability to close off half of the 50m pool in the winter and heat this section also. This could in effect be a building over half of the 50m pool. The Council resolution was - 130/18FC RESOLVED on the motion of Councillors Whitechurch and Kennedy: 1. THAT Council endorse option 4 from the Corowa Swim Centre redevelopment report and proceed to finalise design on that option and call for tenders; and 2. THAT Council continue to investigate an indoor heated pool option."
- June 2018 - Residents host a community meeting attended by more than 200 people at the Corowa RSL Club to request Federation Council to push for support for an indoor swimming pool.
- Throughout the latter portion of 2018 substantial research occurred by Council and the Corowa Swimming Pool Advisory Committee, into the best way forward with this project which included consulting other councils and reviewing community consultation conducted to date, as well as inspections of other regional pool facilities. It was determined from this that Council would move forward by issuing a Request for Quotation for Concept design of the facility followed by a Design and Construct Tender once a concept design is agreed upon. The Request for Quotation for Concept design was advertised on Tenderlink closed on 27 February 2019.

- Council resolved to award the Design and Construction Tender for the Corowa Aquatic Centre to Hines Construction Pty Ltd for the lump sum of \$8,820,534 including GST at the October 2019 Council Meeting. It was determined that the new facility would include an indoor heated learn to swim program pool with 3 x 25m practice lanes, a dedicated learn to swim area, reception and café area, amenities blocks, plant rooms, outdoor splash pad and competition standard 8 lane 50m outdoor pool.
- Construction commences on the new Corowa Aquatic Centre in January 2020.
- Council continues to work on funding strategy throughout 2020, which includes the development of fees and charges schedule, and SRV Application.

b) Indicate the different methods the council employed to make the community aware of the proposed SV and seek their feedback, and why these were selected.

Engagement Strategy

Federation Council believes that meaningful participation by community and stakeholders in the development of Council's strategies and policies will lead to more informed and robust decisions for all.

The purpose of Council's engagement strategy ensures that all engagement undertaken by Council will:

- provide a better understanding of community and stakeholder needs and expectations;
- help identify issues and perspectives which would not otherwise be known;
- assist in building positive relationships with the community and our stakeholders;
- increase understanding of our projects or plans;
- ensure that the community is informed about our responsibilities and actions;
- help to enable community ownership of outcomes, and
- increase awareness in regard to the responsibilities of Council, the community and stakeholders.

To help us achieve these principles, improve our service delivery and respond to community needs, you can expect Federation Council to:

Be accessible and inclusive

- Actively listening to our community's needs and expectations so that they may be understood and considered.

Actively seek input into our decision-making

- Encouraging the community to provide meaningful input and feedback.
- Enabling genuine community participation and collaboration by using best practice consultation tools and techniques.
- Using emerging innovative communication technologies to engage, plan and encourage information sharing with our community.

Be open and transparent

Using plain and clear language in documents and public communications that is more engaging and understandable for citizens than technical language and jargon.

- Informing the community and stakeholders about how their input was considered and adopted or why it was not adopted in Council projects, initiatives and policy development.
- Sharing information about Council services, activities and decisions.
- Regularly promoting and celebrating the achievements of Council and the local community.

Who we will engage with

Federation Council is large geographic area with a diverse range of communities. Council will engage a broad range of people who make up the Region and who have unique interests and a role to play in the creation of our future.

Stakeholders are recognised as organised groups, agencies or government bodies who are located in or service area, who have an interest in Council's decision-making and who are affected by Council's decisions. Businesses, retail outlets, State and Federal Governments, community groups, Local Government and not for profit organisations are considered stakeholders.

The community includes all other individuals or groups who have an interest in Council's decision-making and who are affected by our decisions. These individuals or groups may be identified as residents and voters, ratepayers, business owners, Federation Council committees and working groups, our customers, contractors or suppliers, local community interest groups, and hard to reach groups.

Levels of community engagement

Community engagement is about involving the community in the decision-making processes for the development of long-term objectives and strategies that affect the community.

Community engagement covers a broad range of activities and can take many forms. The International Association for Public Participation's (IAP2) spectrum of participation is a recognized global standard for identifying the different levels of participation.

Five levels of engagement, referenced from the IAP2's Public Participation Spectrum, will be used throughout Federation Councils community engagement activities. IAP2's Public Participation Spectrum shows the possible types of engagement with stakeholders and communities. The spectrum also shows the increasing level of public impact progressing through the spectrum beginning with "inform" through to "empower".

- **Inform:** One way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
- **Consult:** Two way communications designed to obtain public feedback about ideas, alternatives and proposals to inform decision making.
- **Involve:** Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.
- **Collaborate:** Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.
- **Empower:** To place final decision making in the hands of the public. Council will use a variety of communication and engagement methods to help maximise the level of public impact.

Council proposes the following elements when they engage with the community:

Level	Action
Empower & Collaborate	Council Committees.
Empower & Collaborate	Stakeholder workshops.
Inform	Newspaper advertising.
Inform	Newspaper editorial and media releases on Council's digital platforms.
Involve	Online surveys and polls.
Inform	Fact sheets.
Collaborate	Employee focus groups.
Collaborate	Interviews.
Involve	Direct mail.
Involve	Submissions.
Collaborate	Pop up activities.
Inform	Social Media.
Inform	Council Customer Service Platforms.

In summary, the community consultation program involved:

2016 Corowa Pool Development Survey:

The 2016 survey of 2646 (Corowa) residents received 1,089 online surveys, 729 written and 360 phone surveys were conducted. As part of the survey, residents were asked if they were prepared to pay an additional \$157 per year for an indoor 25 metre pool or \$125 per year for a replacement. A majority of online respondents were prepared to back paying extra for both options, but support for the 50 metre pool option was stronger with a 76-24 split on a yes-no response.

Full survey results, as well as engagement statistics are provided as an attachment for further reference.

2018 Community Meetings – development of Council’s Community Strategic Plan:

Members of the community were encouraged to participate in the development of the ‘Our Community – Our Opportunity’ Community Strategic Plan. The Community Strategic Plan is the highest level plan that a Council and its community will prepare and serves to identify the community’s main long term priorities and aspirations for the future. The engagement component of this involved a phone survey of over 260 residents, randomly selected from throughout the Federation Local Government area. Workshops were also held with the community from 1 July 2018 – 30 June 2018 at the following locations: Urana, Mulwala, Savernake, Oaklands, Corowa, Coreen, Howlong, Morundah and Boree Creek.

The Federation Council Community Strategic Plan Agenda for workshops, as well as phone survey results are provided as an attachment for further reference.

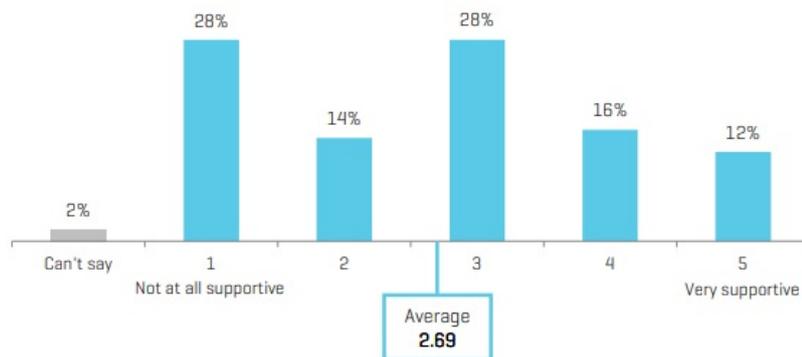
2020 Community Satisfaction Survey

As part of the Community Satisfaction Survey 2020, residents were asked to indicate their support for a Special Rate Variation. 400 telephone surveys were conducted as part of the two year survey. Support for the SRV was mixed, with 28 percent of residents supportive and 42 percent of respondents not supportive. 28 percent of residents provided a neutral rating of 3, highlighting an opportune base that they could become supporters through further engagement. The average support rating for Council’s proposed SRV was determined to be 2.69 out of 5. The main reason why residents supported the SRV was that they consider Council facilities to be high quality investments that will benefit the area.

The following preamble describing Council’s proposed Special Rate Variation (SRV) was read to respondents:

Council is well advanced on the construction of a number of new community facilities such as the Corowa Swimming Pools, Urana Aquatic Centre and the All Abilities Playground in Mulwala. There will be additional expenditure required to operate these facilities. Council is considering a special rate variation to raise the additional funding. This would involve a 6-8% increase. If Council did not proceed with the special rate variation other services will need to be reduced to cover the costs of operating the new facilities.

Figure 4.1 Support for Council’s Special Rate Variation



Base: All respondents (n=400)

Q: Using a 1 to 5 scale where 1 means 'not at all supportive' and 5 means 'very supportive', how supportive are you of Council’s proposed special rate variation?



Why do residents support the Special Rate Variation?

Residents that provided a high support rating (4-5) believe the facilities are necessary investments that will benefit the area. These residents also saw the SRV as necessary to fund these facilities. Some residents also support the SRV because they will make use of the facilities.

Figure 4.2 Reasons why residents support the Special Rate Variation

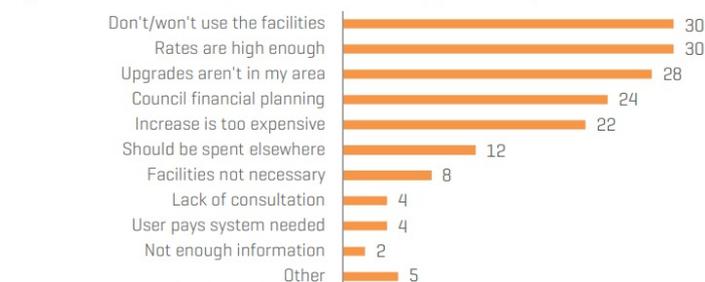


Base: Support the SRV (n=104)
 Note: 10 supporters did not provide a comment.

Why don't residents support the Special Rate Variation?

The main reasons why residents provided low support ratings (1-2) is that they will not personally benefit from the facilities and that they consider the current level of rates to be costly enough. Furthermore, there was a lack of support from areas perceived to be missing out on the upgrades such as Howlong. Other residents suggest Council should have considered these costs before proceeding or sought alternatives such as Federal Government grants.

Figure 4.3 Reasons why residents do not support the Special Rate Variation



Base: Do not support the SRV (n=169)
 Note: 4 supportive did not provide a comment. Reasons for neutral responses were provided to Council in a separate report.

Full survey results, as well as engagement statistics are provided as an attachment for further reference.

2020 – 2021 Have Your Say – Corowa Aquatic Centre Fees & Charges and Special Rate Variation Application

At the October 2020 Council meeting, Council resolved to endorse option 4 for the fees and charges schedule to support the operating and ongoing asset costs of the Corowa Aquatic Centre. This would result in an 8% rate increase or increase to base rate of \$80.28 per property. Council felt this option was closely aligned to previous community consultation conducted via survey in 2016, where 70% of ratepayers indicated they would support a rate increase of an additional \$157 per year for an indoor 25 metre pool or \$125 per year for the replacement of the existing 50 metre pool. Council also felt this structure best balanced the total life cost of the new facility to the user and ratepayer.

Residents were made aware that this increase in rates through a special rate variation is about ensuring Council can sustainably operate the new Corowa Aquatic Centre. This rate increase would be permanently retained and the funding would only be able to be spent on the operation, maintenance and future upgrades of the Corowa Aquatic Centre.

The public were also made aware that Council had notified the Independent Pricing and Regulatory Tribunal (IPART) of their intention to apply to introduce a special rate variation.

As part of providing feedback on the fees and charges document, residents were also asked to provide feedback on their preference of how the SRV should be applied.

The following question was provided to respondents:

If Council is successful with its Special Rate Variation Application, the variation will be applied in July 2021. Council has two options in how they apply this variation, based on its current rating structure. Please indicate your preference for how the rate is applied to you as a ratepayer:

Option 1: Fixed amount increase to each property in the Federation Local Government Area, which results in all properties paying an even share of the increase.

Option 2: % Increase on rates applied, which results in properties with a higher land value within the Federation Council Local Government Area paying more of the increase.

Council received 145 survey submissions throughout the consultation period of December 2020 – January 2021.

Respondents who indicated option 1: 94.

Respondents who indicated option 2: 51.

Full survey results, as well as engagement statistics are provided as an attachment for further reference.

2.2 How did the council present the impact of the proposed special variation in the consultation material?

- ▼ **In the text box** provide details of the information made available to the community during consultation about the proposed rate increases.
 - ▼ **Attach** representative examples of the consultation material.
-

Federation Council implemented a comprehensive community engagement program commencing back in 2016 through to 2021 to inform the community and key stakeholders about the Corowa Pool Upgrade Project and proposed SRV. Each consultation opportunity provided a range of ways in which people could provide feedback and have their say on the project and proposal.

Council undertook a significant community engagement exercise in 2016 to gain the community's view on a swimming pool for Corowa and what that could mean for a general rate increase. Securing additional State Government funding for the construction of the pool in 2018 enabled Council to deliver on the community's aspiration for the new swimming pool with a rate increase well below the \$157 per annum originally proposed in 2016.

In 2020, Council also conducted a final survey to provide residents with the opportunity to have their say on the Corowa Aquatic Centre's proposed fees and charges, and how they would prefer the special rate variation to be applied if Council's application to IPART for a rate increase was successful.

The key objective of this final survey engagement program was to ensure that full details of the proposed rate variation (in accordance with IPART and OLG requirements) was communicated through a range of channels and methods to ensure that all in the community were made aware of the project deliverables and proposed rate variation and had the opportunity to provide feedback in a range of ways.

The key messages communicated throughout the comprehensive community engagement program were:

- The type of infrastructure/facility being delivered, based on the community's desire in 2016 and throughout the life of the project journey;
 - Who was impacted by the proposal;
 - What was the extent of the impact; and
 - Why was a variation being considered.
-

The following engagement approach was developed and delivered:

Method	Target Audience/Stakeholder Group
Information flyer (Hard copy and online E Book format on dedicated Have Your Say section of the corporate website)	All households in Federation LGA All ratepayers in Federation LGA All community, and neighbouring shires who may use the facility
Have Your Say section of the Corporate website with following tiles – *General Information on having your say *Corowa Pool Project & Engagement History *Proposed Corowa Aquatic Centre Special Rate Variation *Funding the Corowa Aquatic Centre *What services Council delivers with your rates *Community Meeting Expression of Interest *Actual Impact of SRV on Ratepayer Table	All households in Federation LGA All ratepayers in Federation LGA All community, and neighbouring shires who may use the facility
Local Media – Print and Online Corowa Free Press, Yarrawonga Chronicle and Border Mail.	All community, and neighbouring shires who may use the facility
Social Media – Council’s corporate Facebook page.	Digital Community.
Public Exhibition of Fees and Charges Document – Hard Copy and online	Customers attending Council services Digital community
Email Banner on all Federation Council Email holders accounts to increase awareness about the SRV and the opportunity to have their say	Digital Community.

Example Material

Website Content

The screenshot shows the Federation Council website. At the top left is the Federation Council logo, which consists of four wavy lines in blue, green, and orange above the text 'FEDERATION COUNCIL'. To the right of the logo is a search bar with the placeholder text 'Find almost anything on our website' and a magnifying glass icon. Below the logo and search bar is a dark blue navigation bar with white text for 'Home', 'Living Here', 'Community', 'Environment & Waste', 'Building & Planning', 'Business & Investment', 'Council', and 'Connect'. The main content area has a light blue background with a white box containing the following text:

Home / Connect / Have your Say / Corowa Aquatic Centre Fees & Charges and Special Rate Variation

Corowa Aquatic Centre Fees & Charges and Special Rate Variation

Council undertook a significant community engagement exercise in 2016 to gain the community's view on a swimming pool for Corowa and what that could mean for a general rate increase. Securing additional State Government funding for the construction of the pool in 2018 enabled Council to deliver on the community's aspiration for the new swimming pool with a rate increase well below the \$157 per annum originally proposed in 2016. With construction well advanced, Council is now looking forward to opening the Corowa Aquatic Centre in 2021.

Council is currently seeking feedback from the community on the proposed Corowa Aquatic Centre Fees and Charges and the associated Special Rate Variation. The Long Term Financial Plan adopted by Council in July 2020 included provision for a 6-8% general rate increase above the rate peg. With further planning undertaken on the operation of the new swimming pool, a schedule of user fees and charges has been developed that is competitive with other similar facilities and limits the required increase to 6% above the rate peg (total increase 8%).

With Council having notified the Independent Pricing and Regulatory Tribunal (IPART) of its intention to apply for a Special Rate Variation (SRV), Council intends to lodge their formal application, after seeking feedback from the community in February 2021.

Have your say by completing the survey available below on the Corowa Aquatic Centre Fees & Charges and Special Rate Variation.

Alternatively, anyone interested in providing feedback can do so in writing, addressed to the General Manager, PO Box 77, Corowa NSW 2646 or email to council@federationcouncil.nsw.gov.au before Friday 15 January 2021.

To the right of the text is a graphic with the heading 'HAVE YOUR SAY!' in green, followed by 'Corowa Aquatic Centre Fees & Charges & Special Rate Variation Application' in blue. The graphic also features a megaphone icon and a hand holding a pen writing on a document.



www.council.nsw.gov.au before Friday 15 January 2021.

Complete the Survey Now

Your submission will be presented to Council for consideration, as well as provided to IPART as part of the Special Rate Variation (SRV) Application.

Understanding the Corowa Aquatic Centre

Special Rate Variation (SRV): How does this process work?

Are there alternatives?

Category	SRV	Option 1	Option 2	Option 3	Option 4
Operating Costs	100	111	124	136	148
Capital Costs	0	0	0	0	0
Total	100	111	124	136	148

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[Download the Corowa Aquatic Centre Fees & Charges & Special Rate Variation Application Flyer \(PDF, 4MB\)](#)

<p>Corowa Pool Project & Engagement History</p> <p>Over the last 25 years, there has been a substantial amount of work conducted by Council to pursue the replacement of the former Corowa Swimming Pools.</p>	<p>Proposed Corowa Aquatic Centre Special Rate Variation</p> <p>At the October 2020 Council meeting, Council resolved to endorse option 4 for the fees and charges schedule to support the operating and ongoing asset costs of the Corowa Aquatic Centre.</p>	<p>Funding the Corowa Aquatic Centre</p> <p>The cost of the new Corowa Aquatic Centre will cost approximately \$1,218,100 per annum to operate and maintain.</p>
<p>What services Council delivers with your rates?</p> <p>Council provides a range of services to local</p>	<p>Community Meeting Expression of Interest</p> <p>Register your interest to attend a community</p>	<p>Actual Impact of SRV on Ratepayer Table</p> <p>With Council having notified the Independent</p>



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Have your Say

Corowa Aquatic Centre Fees & Charges and Special Rate Variation

Corowa Pool Project & Engagement History

Proposed Corowa Aquatic Centre Special Rate Variation

Funding the Corowa Aquatic Centre

What services Council delivers with your rates?

Community Meeting Expression of Interest

Actual Impact of SRV on Ratepayer Table

On Exhibition

Lodge a Customer Request

Actual Impact of SRV on Ratepayer Table

		Option A	Option B
		Increase applied to properties based on land value	Equal increase applied to all properties
		2021/22	2021/22
	Rate peg	2.00%	2.00%
	Our proposed SRV increase	8.00%	8.00%
Residential former Corowa	Rates without proposed SRV - rate peg only	\$667.00	\$678.38
	Rates with proposed SRV	\$696.38	\$740.68
	Impact of SRV/Year	\$29.38	\$62.31
	Impact of SRV/Week	\$0.57	\$1.20
Farmland former Corowa	Rates without proposed SRV - rate peg only	\$3,489.74	\$3,424.90
	Rates with proposed SRV	\$3,739.63	\$3,487.21
	Impact of SRV/Year	\$249.89	\$62.31
	Impact of SRV/Week	\$4.81	\$1.20
Business former Corowa	Rates without proposed SRV - rate peg only	\$1,329.50	\$1,322.99
	Rates with proposed SRV	\$1,410.63	\$1,385.30
	Impact of SRV/Year	\$81.13	\$62.31
	Impact of SRV/Week	\$1.56	\$1.20
Residential former Urana	Rates without proposed SRV - rate peg only	\$246.51	\$265.16
	Rates with proposed SRV	\$254.87	\$327.46
	Impact of SRV/Year	\$8.36	\$62.31
	Impact of SRV/Week	\$0.16	\$1.20
Farmland former Urana	Rates without proposed SRV - rate peg only	\$3,310.02	\$3,242.86
	Rates with proposed SRV	\$3,566.62	\$3,305.16
	Impact of SRV/Year	\$256.60	\$62.31
	Impact of SRV/Week	\$4.93	\$1.20

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Corowa Aquatic Centre Fees & Charges and Special Rate Variation

Corowa Pool Project & Engagement History

Proposed Corowa Aquatic Centre Special Rate Variation

Funding the Corowa Aquatic Centre

What services Council delivers with your rates?

Community Meeting Expression of Interest

Actual Impact of SRV on Ratepayer Table

On Exhibition

Lodge a Customer Request

Customer Service Charter

Development Applications - Notice of Proposed

Corowa Pool Project & Engagement History

Over the last 25 years, there has been a substantial amount of work conducted by Council to pursue the replacement of the former Corowa Swimming Pools. This work formally identified the community's desire of what type of facility would best reflect the community's want from a usability perspective, as well as providing a regional attraction to continue to promote Corowa, and the wider Federation region as a go to place.

Project history includes:

- 2006 engagement of SGL Consulting Group to undertake a review of the facility and provide recommendations on replacement options;
- 2014 Corowa Shire Council officers prepared an internal Corowa Swimming Pool Upgrade report with recommendations for upgrade.
- 2015 SGL Consulting was retained again to review in greater detail the future swimming pool redevelopment options at the current site or an alternative site.
- 2016 Resident survey conducted of local Corowa residents to obtain information on usage of public swimming pools and to gauge interest in residents paying more in rates which would determine the type of facility delivered.
- 2017-18 A number of reports and recommendations prepared by Otium Consulting (formerly SGL) with regards to the way forward for the Corowa Pool and appropriate redevelopment Options.
- Final resolution from April 2018 was Endorsed by Federation Council in May 2018. This confirmed Option 4 as the preferred option. Option 4 provides that the Corowa Pool will have; "An outdoor seasonal 50m 8 lane Swimming Pool (FINA compliant) and 15m long x 11.5m learn to swim /program pool and splash pad The strong split in the community was to retain a 50 metre pool, or install a year round 25m pool. The Council resolution ultimately adopted, in considering all views, resolved to install a 50 metre pool but as part of the design, investigate for possible installation of heating to this pool. The middle program/learn to swim pool, could also be heated and the appointed concept designer will be strongly directed to investigate all options to heat both the 50 and smaller pool. There have also been discussions about strongly investigating the ability to close off half of the 50m pool in the winter and heat this section also. This could in effect be a building over half of the 50m pool. The Council resolution was - 130/18FC RESOLVED on the motion of Councillors Whitechurch and Kennedy: 1. THAT Council endorse option 4 from the Corowa Swim Centre redevelopment report and proceed to finalise design on that option and call for tenders; and 2. THAT Council continue to investigate an indoor heated pool option."
- June 2018 - Residents host a community meeting attended by more than 200 people at the Corowa RSL Club to request Federation Council to push for support for an indoor swimming pool.



Flyer

FEDERATION COUNCIL

We are proposing an increase to rates. Here's why!

Corowa Aquatic Centre Fees & Charges & Special Rate Variation Application

Have your say on the Corowa Aquatic Centre Fees & Charges & Special Rate Variation Application

Federation Council engages with the community to understand important issues and consider improvements we can make to ensure our residents' voices are heard, and a part of the decision making process. We encourage you to work with us to help deliver the best possible outcomes for the community. One of the best ways to do this is by 'having your say'.

Council is currently seeking feedback from the community on Corowa Aquatic Centre Fees and Charges and Special Rate Variation.

Council intends to lodge their formal application, after seeking feedback from the community in February 2021.

Pools play an important role in our community

- social connection and sense of community
- safety and learn to swim
- cooling off in the heat
- health and wellbeing
- fitness

How to have your say

Register your interest to attend a public meeting to find out more about the Corowa Aquatic Centre Fees & Charges and Special Rate Variation at and complete the survey at:

www.federationcouncil.nsw.gov.au

Call us on: (02) 6033 8999

Feedback closes Friday, January 15.

Provide general SRV process feedback at:

www.ipart.nsw.gov.au

If Council does decide to submit an SRV application to IPART in February 2021, then you can make a formal submission directly to IPART, before 1 March 2021.

Corowa Pool Project and Engagement History

Over the last 25 years, there has been a substantial amount of work conducted by Council to pursue the replacement of the former Corowa Swimming Pools. This work formally identified the community's desire of what type of facility would best reflect the community's want from a usability perspective, as well as providing a regional attraction to continue to promote Corowa, and the wider Federation region as a go to place.

Corowa Shire Council and Federation Council conducted two quantitative surveys to ascertain the community's desire of what type of facility features ratepayers would like to see as part of the new Corowa Aquatic Centre, and if they would be willing to pay more in rates to support the operational costs and ongoing costs of the new facility.

The 2016 survey received 1,069 online surveys, 729 written and 300 phone surveys were conducted. As part of the survey, residents were asked if they were prepared to pay an additional \$157 per year for an indoor 25 metre pool or \$125 per year for a replacement 50 metre pool. A majority of online respondents were prepared to back paying extra for both options, but support for the 50 metre pool option was stronger with a 76:24 split on a yes-no response.

As part of the Community Satisfaction Survey 2020, residents were asked to indicate their support for a Special Rate Variation. 400 telephone surveys were conducted as part of the two year survey. Support for the SRV was mixed, with 28 percent of residents supportive and 42 percent of respondents not supportive. 28 percent of residents provided a neutral rating of 3, highlighting an opportune base that they could become supporters through further engagement. The average support rating for Council's proposed SRV was determined to be 2.69 out of 5. The main reason why residents supported the SRV was that they consider Council facilities to be high quality investments that will benefit the area.

Various concept plans, as well as strategy documents were presented to Council and the community to inform and provide residents with the opportunity for feedback throughout the project history.



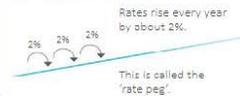
Pools provide a variety of health and lifestyle benefits for the community, but come at a cost, which has to be planned for in a sustainable way.

Council has three existing seasonal pools - Howlong Swimming Pool, Oaklands Swimming Pool, Urana War Memorial Pool - which are all currently subsidised by ratepayers.

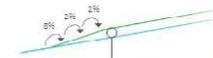
The redevelopment of Corowa Aquatic Centre adds a year round facility to Council's portfolio of swimming pools. It is important to note that Council's rate revenue also supports the operating costs and ongoing asset costs of the three pools as mentioned.

Here's how a special rate variation works

Your rates now.



Your rates with a special rate variation increase.



Through the proposed SRV (green line), in addition to the rate peg (blue line), we would reach our goal of being able to fund Corowa Aquatic Centre into the future (see table below).

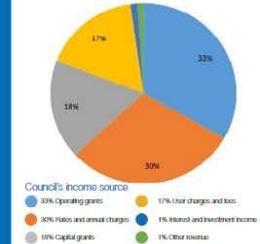
What is the proposed percentage increase in rates per year?

	Year 1 2021/22	Year 2 2022/23
Rate Peg	2%	2%
Special Variation Portion	6%	0%
Total Increase	8%	2%

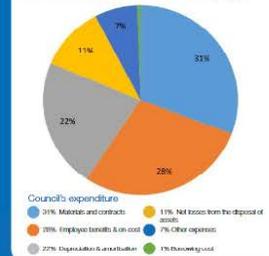
* Rate peg is assumed to remain at 2% in consecutive years.

This rate increase would be permanently retained and the funding would only be able to be spent on the operation, maintenance and upgrades of the Corowa Aquatic Centre.

Where does our money come from



Where does our money go



Funding the Corowa Aquatic Centre

The Corowa Aquatic Centre will cost approximately \$1,218,100 per annum to operate and maintain. It is forecast to generate \$578,100 revenue per annum through entry fees and memberships. This means we currently need to find \$640,000 annually from ordinary rates to operate the new centre.

What will you pay?

Under the endorsed fees and charges schedule, adopted for community consultation at the November 2020 Council meeting, ratepayers would incur an 8% rate increase or increase to the base rate of \$80.28 per property.

Council resolved to endorse this option as they believe it will benefit the community, making the service available to low-income and disadvantaged users, with operational costs of the centre being partially funded through both rate payer and user fees. This option results in user's paying 47% and ratepayers paying 53% of the total operating costs.

Over the past few years we have concentrated on making Council stronger and more efficient, and saved money where possible through:

- Staffing restructures
- Sale of industrial land
- Strategic planning of Council's business assets
- Efficiencies in procurement, and
- Better management and maintenance of assets.

We work hard to ensure that we are as efficient as possible and continually review the way we do business.

Special Rate Variation (SRV), How does this process work?

November 2020 - We have notified IPART of our intent to apply for a Special Rate Variation.

December 2020/January 2021 - Community consultation and engagement.

January 2021 - Council to be presented with community consultation and engagement results and make a decision to formally lodge application.

May 2021 - IPART make their determination on application.

July 2021 - If approved, the Special Rate Variation will commence.

Are there alternatives?

The former Corowa Shire Council, and Federation Council investigated a range of approaches over many years on how best to fund not only the construction for the new Corowa Aquatic Centre, but the ongoing operational costs and life maintenance and asset costs. While we understand that rate rises of any kind are never welcome, it is clear that without the introduction of the proposed SRV, of the 8% rate increase, or increase to base rate of \$80.28 per property, the shared goal of Council and the community to operate the Corowa Aquatic Centre inline with community expectations cannot be met or sustained.

Comparison of Federation Council rates to other regional NSW local government councils

Federation Council is currently one of the lowest rating Councils in NSW, ranked at 111th, out of 128 councils. In comparison to other rural councils of similar size, Federation Council is ranked 37th out of 42 Councils.

Grouping	Total councils	Federation ranking	Average residential rates more than Federation		Average residential rates less than Federation	
All Councils	128	111	110	86%	17	13%
OLG category - Large Rural Councils	42	37	36	86%	5	12%
RAMJO Councils	14	12	11	79%	2	14%

What does the above comparison mean?

This comparison demonstrates that of the total 128 councils in NSW, 86% charge more rates than Federation Council.

The comparison also demonstrates that of the total 42 councils in NSW of similar size to Federation Council, that 86% charge more in rates than Federation Council.

Council felt this information is important to share with ratepayers to ensure there is a comparative understanding to the rates revenue of Federation Council and those of other NSW Councils.

Social Media – Council’s Corporate Facebook Page

The image shows two screenshots of Facebook posts from the Federation Council. The left screenshot is a post from December 17, 2020, at 09:09, published by Rachel Robinson-Minogue. The right screenshot is a post from 5 hours ago, also published by Rachel Robinson-Minogue. Both posts contain the same text: 'Have your say on the Corowa Aquatic Centre Fees & Charges and Special Rate Variation. Council is currently seeking feedback from the community on the proposed Corowa Aquatic Centre Fees and Charges and the associated Special Rate Variation. With Council having notified the Independent Pricing and Regulatory Tribunal (IPART) of its intention to apply for a Special Rate Variation (SRV), Council intends to lodge their formal application, after seeking feedback from the community in February 2021. Council invites you to have your say by completing the survey from Council's website <http://bit.ly/3gYj4Mb>. Submissions are also welcomed via email council@federationcouncil.nsw.gov.au or by mail until Friday 15 January 2021. #federationcouncil #creatingopportunity #ourcommunity #haveyoursay'. Below the text in both screenshots is a graphic with the Federation Council logo, a megaphone icon, and the text 'HAVE YOUR SAY! Corowa Aquatic Centre Fees & Charges & Special Rate Variation Application'. The right screenshot also includes a larger graphic with the Federation Council logo, a megaphone icon, and the text 'HAVE YOUR SAY! Corowa Aquatic Centre Fees & Charges & Special Rate Variation Application'.

Through the consultation people could provide feedback in a variety of ways:

- Survey: online at the corporate website;
- In person: by visiting Council’s Customer Service;
- In writing: addressed to Council/Councillors, hard copy or email; and
- Phone: phoning Council’s Customer Service Centre, or direct to Councillors.

2.3 How effectively did the council's various consultation strategies engage the community about the proposed special variation?

- ▼ **In the text box** provide details on the level of community involvement, consultation strategies used and feedback from the community.
- ▼ **Attach** survey results and other examples of feedback from the community.

a) Indicate the level of community involvement in, and response to, the various consultation strategies the council used, eg, number of participants in meetings, number of submissions received.

Consultation Conducted	Community Involvement and Participants
2016 – Corowa Pool Survey of 2016 Residents	1,089 online surveys completed, 729 written submissions and 360 phone surveys were conducted.
2018 – Development of Community Strategic Plan	Nine community workshops were held across Urana, Mulwala, Savernake, Oaklands, Corowa, Coreen, Howlong, Morundah and Boree Creek. These meetings attracted over 500 residents who actively participated. A phone survey of 225 Council residents was conducted.
2018 June Community Meeting	More than 200 residents attend a community meeting at the Corowa RSL Club to request Federation Council to consider the development of an indoor pool as well as a 50 metre pool.
2018 – Establishment of a Pool Advisory Committee	Swimming Pool Advisory Committee established which consists of Councillors, pool users, youth council members and swimming club representatives.
2020 Community Satisfaction Survey	400 telephone surveys were conducted.
2020 Corowa Aquatic Centre Pool Fees & Charges Exhibition	146 Surveys were completed from residents across Corowa, Mulwala, Rennie, Lowesdale, Coreen, Balldale, Hopefield, Urana, Howlong, Rand, Morundah, Oaklands. Council received 7 written submissions in respect to the SRV application. Surveys completed by stakeholders that live outside of the Federation LGA: Wahgunyah, Rutherglen, Barnawartha and Yarrawonga.

b) Outline the nature of the feedback the community provided on the proposed SV.

In respect to the Special Rate Variation question in the Community Satisfaction Survey 2020, residents were asked to indicate their support for a Special Rate Variation. As detailed above, 400 telephone surveys were conducted as part of the two year survey. Support for the SRV was mixed, with 28 percent of residents supportive and 42 percent of respondents not supportive. 28 percent of residents provided a neutral rating of 3, highlighting an opportune base that they could become supporters through further engagement. The average support rating for Council's proposed SRV was determined to be 2.69 out of 5. The main reason why residents supported the SRV was that they consider Council facilities to be high quality investments that will benefit the area. Council will now work towards developing further engagement strategies, based around education on Council's current financial position and how we best fund asset renewal, infrastructure projects and operation costs into the future.

In December 2020 when Council exhibited the proposed Corowa Aquatic Centre Fees and Charges and notified the public of its intent to lodge a special rate variation application.

Council considered the feedback at length, and considers providing affordable access for families in comparison to other aquatic centres within the region is important for the success of the new facility. Council also took in to account comments such as 'don't make it only affordable for tourists'. Council also considers that the reduction in the proposed fees will directly result in an increase in modelled patronage numbers, to assist to offset the cost of this, accompanied by the proposed SRV.

Community Feedback/Suggestions and Council's response included:

Comments	Council Response
The fees and charges should be based on user pays and not reliant on ratepayers subsidising entry	<p>Endorsed option 4 provides an accessible pricing model. This ensures the service is available to low-income and disadvantaged users with ratepayers and users contributing to the operating costs.</p> <p>Public swimming pools play an important role in our community, including:</p> <ul style="list-style-type: none"> • Safety and learn to swim • Cooling off in the heat • Fitness • Health and well-being • Social connection and sense of community <p>While they provide a variety of health and lifestyle benefits for the community, they come at a cost which has to be planned in a sustainable way. Without subsidisation from the rates, many people would simply not be able to access this new facility and receive the benefits. It would be disappointing to have this</p>

	great new facility and have low patronage due to full cost pricing being unattainable for a large proportion of the community.
Ratepayers should be provided with a discount or voucher for entry given the SRV charge	<p>There are three existing seasonal pools within Federation Council (Howlong Swimming Pool, Oaklands Swimming Pool and Urana War Memorial Pool) which Council's rate revenue currently supports and subsidises the operating costs and ongoing asset maintenance requirements. The new Corowa Aquatic Centre will also be the same.</p> <p>Council provides a range of important services to all of its communities. Rates contribute to the building of new facilities, maintaining, operating and improving infrastructure. This income allows council to deliver these services which everyone benefits from. Without the income from the rates, many of the services and assets would not be able to be provided.</p> <p>As with many other council run aquatic facilities, there will be no discount or voucher for ratepayers for entry into the facility.</p>
Pensioners should pay less than a child to enter the facility given the SRV charge	There will be discounted concession entry which includes persons with an aged pension card or health care card. The fee set for concession entry is in line with other aquatic facilities and council believe this discount is fair and reasonable.
Non-residents and visitors should be charged more to visit the facility	The casual entry rates are higher priced entry options than season passes and memberships and more suited to casual users such as visitors and holiday makers or those wishing to access the facility occasionally. Family memberships were introduced to also make it more affordable for local families who also pay rates.
Reciprocal entry rights should be provided to all other pools in the Federation Council area	Council will consider whether or not to have reciprocal entry arrangements for the Howlong, Urana and Oaklands pools with membership at the new Corowa Aquatic Centre prior to the next summer season. A decision on this is yet to be made.
Payments options should be available (i.e. weekly or monthly)	Monthly direct debit payments will be available for yearly memberships to ensure entry is affordable.
If Corowa residents want this type of facility they must pay for it	Council provides a range of important services to all of its communities. Rates contribute to the building of new facilities, maintaining, operating and improving infrastructure. This income allows council to deliver these services which everyone benefits from. Without the income from the rates, many of the services and assets would not be able to be provided.

	Council delivers services that are subsidised rates from across the entire shire and as part of the Community Strategic Plan – we are one community, and will not consider funding certain facilities from one portion of the community's rates.
Rates are already a high cost for Mulwala	Council is currently in the process of forming a rate review committee and rates harmonisation project following the merger of both councils.
Consider the cost/loss and impact this rate increase will have on farming landowners	Council considered this at its February meeting and listened to the community feedback in respect to how the proposed SRV would be applied – via, a fixed amount to each rateable property to ensure fairness for all.
Frustration in service levels	Council will engage with the community, as per its engagement strategy in preparing for the upcoming budget to ensure a sound understanding of priorities in respect to service levels.
Do not recall any consultation in the Northern end of the Shire	Further communication to be provided to the community around how they can have their say on Council strategies and developments. Information on how many opportunities for consultation on this project and how it was identified as a priority to be provided to the submission writer.
Those residents paying the rate increase should not have to pay entry into the new facility	This is not sustainable, and Council have therefore introduced a heavily discounted family membership option to ensure entry for local families who wish to utilise the facility is affordable. Payment options are also available (i.e weekly or monthly) to ensure the costs is manageable for local families.

2.4 How did the council respond to feedback from community consultation?

In the text box explain the action, if any, the council took in response to feedback from the community.

In respect to the SRV application, based on the submissions received from the public in the latest round of community consultation, Council has committed to hosting two community meetings in early March 2021. One will be held in the Northern part of the Federation region, and one in the South to ensure public participation from across the whole Council area.

The purpose of the community meetings is to:

***Involve:** work with the public to ensure concerns and aspirations are understood and considered.

***Inform:** to provide balanced objective information to support understanding by the public.

***Collaborate:** to engage with the public on each aspect of the decision, including the development of alternatives and preferred solution.

Council felt from the content submissions received in respect to the SRV application that there was a real opportunity to further share information with the community about the decision making process, and how stakeholder engagement over the many years has informed the decision and helped shape the outcome of delivering an exciting new community facility for the benefit of Council's resident and visitors for many years to come.



Attachments for Criterion 2

List attachments relevant to your response for Criterion 2 in **Table 2.1**. Use the council assigned number shown in Table 8.1.

Table 2.11 Attachments relevant to response for Criterion 2

Council-assigned number	Name of document	Page references ^a
09c	Corowa Swim Centre Redevelopment Options Review 25-03-2018	10 to 22
09b	20 44401 Federation Council Community Satisfaction Survey 2020 Final Report	39 to 40
08c	MEDIA - Corowa swimming pool survey results back building another 50 metre outdoor pool 6.11.2016	
08d	MEDIA - Pool petition and meeting 6.6.2018	
08b	MEDIA - Residents vow to fight for 50m pool 14.12.2016	
08a	MEDIA - Survey supports 50M pool 9.11.2016	
09a	January 2021 Extraordinary Council meeting extract (attachment 5.2.3)	

^a If document only relevant in part.



Criterion 3

Impact on ratepayers

Criterion 3 in the SV Guidelines is:

The impact on affected ratepayers must be reasonable, having regard to both the current rate levels, existing ratepayer base and the proposed purpose of the variation. The Delivery Program and Long Term Financial Plan should:

- clearly show the impact of any rises upon the community
- include the council's consideration of the community's capacity and willingness to pay rates and
- establish that the proposed rate increases are affordable having regard to the community's capacity to pay.

To complete the questions for Criterion 3: Impact on ratepayers refer to IPART's Application Guide for SV Application Form Part B.

Refer also to the IPART publications:

- ▼ *The Year Ahead – Special Variations in 2021-22 – Fact sheet*
- ▼ *Special Variations in 2021-22 – Information Paper*
- ▼ *Community awareness and engagement for special variations – Information Paper*

3.1 What is the impact on rates of the proposed special variation?

In the text box provide information about the impact on rates of all affected ratepayer categories.

The table below demonstrate the comparison of Permissible General Income (PGI) with Special Variation (SV) against the if Council only applies with rate peg increase:

	<i>Year 0</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>	<i>Year 6</i>	<i>Year 7</i>	<i>Year 8</i>	<i>Year 9</i>	<i>Year 10</i>
		<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>2027-28</u>	<u>2028-29</u>	<u>2029-30</u>	<u>2030-31</u>
<i>PGI with proposed SV</i>	8,253,540	8,913,824	9,136,669	9,365,086	9,599,213	9,839,193	10,085,173	10,337,302	10,595,735	10,860,628	11,132,144
<i>PGI if only the rate peg applied</i>	8,253,540	8,418,611	8,629,076	8,844,803	9,065,923	9,292,571	9,524,886	9,763,008	10,007,083	10,257,260	10,513,692
<i>Additional PGI with SV</i>	-	495,212	507,593	520,283	533,290	546,622	560,287	574,295	588,652	603,368	618,452

3.2 How has the council considered affordability and the community's capacity and willingness to pay?

In the text box explain how the council considered whether the rate increases would be affordable for the community, including any socioeconomic data referred to in making its assessment.

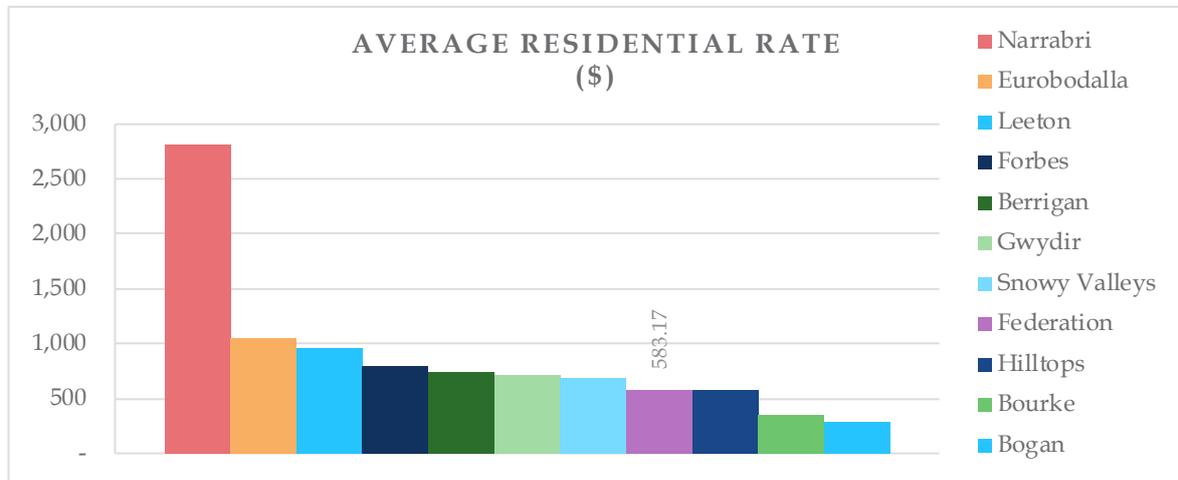
With the proposed special variation, average general rates for 2021/2022 for each of the rating categories in Council's rating structure will be as follows:

	Rate peg	2.00%
	Our proposed SRV increase	8.00%
Residential former Corowa	Rates without proposed SRV - rate peg only	\$667.00
	Rates with proposed SRV	\$734.21
	Impact of SRV/Year	\$67.22
	Impact of SRV/Week	\$1.29
Farmland former Corowa	Rates without proposed SRV - rate peg only	\$3,489.75
	Rates with proposed SRV	\$3,556.97
	Impact of SRV/Year	\$67.22
	Impact of SRV/Week	\$1.29
Business former Corowa	Rates without proposed SRV - rate peg only	\$1,329.50
	Rates with proposed SRV	\$1,396.72
	Impact of SRV/Year	\$67.22
	Impact of SRV/Week	\$1.29
Residential former Urana	Rates without proposed SRV - rate peg only	\$246.61
	Rates with proposed SRV	\$296.11
	Impact of SRV/Year	\$49.50
	Impact of SRV/Week	\$0.95
Farmland former Urana	Rates without proposed SRV - rate peg only	\$3,310.03
	Rates with proposed SRV	\$3,323.28
	Impact of SRV/Year	\$13.25
	Impact of SRV/Week	\$0.25
Business former Urana	Rates without proposed SRV - rate peg only	\$518.29
	Rates with proposed SRV	\$565.23
	Impact of SRV/Year	\$46.94
	Impact of SRV/Week	\$0.90

With the proposed special variation, the residential rating category for Council wide will increase to an average of \$694.30 per assessment.

It is noted that Council will also be implementing its rates harmonisation project effective 1 July 2021. This will result in some variances, upwards and downwards, from the above figures.

Based on 2016's Socio-Economic Index Rating, Federation Council is rated 37. To put into perspective, the local government area that was considered the top in NSW's Socio-economic Advantage is ranked 128 (i.e. most advantaged). When comparing Federation Council with other Council within a 5 rating radius of the index, Council is in the bottom 4 of average residential rate.



This demonstrates that ratepayers in other Council areas with a similar capacity to pay are able to accommodate a higher level of rates, and it is therefore likely that ratepayers in the Federation Council area can also accommodate a marginal increase in rates.

As for comparing among the Riverina and Murray Joint Organisation (RAMJO)'s eleven member councils, Federation Council is in the bottom 3 of average residential rate.



Both graphs demonstrate that Council is at the lower end of the spectrum for the average residential rate charged and this has been taken into consideration for the community capacity to pay.

3.3 How does the council intend to address hardship?

Does the council have a Hardship Policy? Yes No

If Yes, is an interest charge applied to late rate payments? Yes No

In the text box:

a) Explain the measures the council proposes to use to reduce the impact of the proposed SV on vulnerable ratepayers, or alternatively, explain why no measures are proposed.

Council's Hardship Policy is due for review. It will be reviewed prior to 1 July 2021 to ensure that it aligns with the OLG Debt Management And Hardship Guidelines (Nov 2018) and provides a level of interest rate relief for the 2021/22 financial year for vulnerable ratepayers.

b) Indicate whether the hardship policy or other measures are referenced in the council's IP&R documents (with relevant page reference or extract provided).

No



Attachments for Criterion 3

List attachments relevant to your response for Criterion 3 in **Table 3.1**. Use the council assigned number shown in Table 8.1.

Table 3.11 Attachments relevant to response for Criterion 3

Council- assigned number	Name of document	Page references ^a
10a	16 29722 Federation Council Debt Recovery and Financial Hardship Policy 2016 v1	All
10b	16 29730 Debt Recovery and Financial Hardship Procedure	4 to 5

^a If document only relevant in part.



Criterion 4 Exhibition of IP&R documents

Criterion 4 in the SV Guidelines is:

The relevant IP&R documents must be exhibited (where required), approved and adopted by the council before the council applies to IPART for a special variation to its general revenue.

To complete the questions for Criterion 4: Exhibition of IP&R documents refer to IPART's Application Guide for SV Application Form Part B.

Refer also to the IPART Information Paper – *Special Variations in 2021-22*.

4.1 What IP&R processes did the council use in determining to apply for a special variation?

In the text box outline the council's IP&R processes as they relate to public exhibition and adoption of the IP&R documents relevant to the council's application for the SV.

Federation Council was formed on 12 May 2016 following the merger of the former Corowa Shire Council and Urana Shire Council.

Since merger improvements have been made to Council's IP&R processes to better meet the requirements of the State Government framework and the community's expectations.

Council's current Integrated Planning and Reporting documents include:

- Community Strategic Plan 2018-2028 *Our Community Our Opportunity* (Adopted 26 June 2018)
- Long Term Financial Plan 2020 – 2030 (adopted 2 February 2021)
- Delivery Program and Annual Operational Plan 2020/21 (adopted 30 July 2020)

Council's improvement pathway for 2020/21 – 2021/22 includes further development of robust plans for the Workforce Management Plan and the Asset Management Strategy.

Community Strategic Plan

The Community Strategic Plan 2018-2028, *Our Community Our Opportunity*, was developed in conjunction with our local community, who identified roads (38%) and pools (22%), including the development of a new 50-metre pool, as the highest infrastructure priorities.

The construction of the Corowa Aquatic Centre has been a priority for Council since XXXX. It was included as a priority project for Federation Council in the Community Strategic Plan, under the Built Federation Outcome:

Strategic Objective: 1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents - Progressing the development of a new swimming pool in Corowa in the near term.

Delivery Program and Annual Operational Plan

Federation Council has combined its Delivery Program with the Annual Operational Plan. This means that the Delivery Program is reviewed annually when developing the next Annual Operational Plan.

The Delivery Program supports delivery of the initiatives contained in the Community Strategic Plan. The construction of the Corowa Aquatic Centre is listed as a priority project for Federation Council in the Delivery Program, under the Built Federation Outcome:

Strategic Objective: 1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents

Operational Plan Action 1.2.4 Finalise new Corowa Swimming Pool complex.

Long Term Financial Plan

The Long-Term Financial Plan 2020 – 2030 (LTFP) was developed following an extensive service planning process and was adopted in principle by Council on 30 July 2020. The LTFP contained three scenarios as detailed in the table below. Of particular relevance, the scenarios consider the impact of a Special Rate Variation of 8%.

<p>Scenario 1</p>	<p>This scenario provides a \$38 million operating program and \$21m capital program. It contains rate increases at the rate peg of 2.6% for 2020/21, a special rate variation for the following two years and then reverts back to the rate peg for the remaining seven years. This increase has been modelled to accommodate the additional operating costs of the new community facilities.</p> <p>Federation Council area rates are currently in the lowest 10% of the NSW local government areas. Council would remain within the lowest 10% with a special rate variation between 6 and 8%, spread over two years (as modelled).</p> <p>Additional community engagement will be required to progress with this proposal and an application to IPART. A Community Engagement Plan will be developed to manage this process.</p>
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Alternate scenario 1	This scenario is consistent with Scenario 1, excepting that it limits rate increases to the rate peg for the duration of the Long Term Financial Plan (ten years).
Alternate scenario 2	This scenario is consistent with Alternate Scenario 1, excepting that it factors in the risk of receiving less than the expected level of grant funding for upgrades to the Mulwala Water Treatment Plant and Corowa and Howlong Sewerage Treatment Plants. The above scenarios are modelled on receiving government grant funding of 65% of the cost of the upgrade. This scenario presents the situation if only 50% of the grant funding is received.

Council adopted the scenario that provides for the Special Rate Variation to offset the increased operating costs once the new Corowa Aquatic Centre opens.

The LTFP was placed on exhibition between 29 June 2020 and 27 July 2020.

Five (5) submissions were received. No submissions were received in relation to the proposed Special Rate Variation that was required in Year 2 of the LTFP. The Long-Term Financial Plan 2020 – 2030 (LTFP) was formally adopted by Council on 30 July 2020.

Following further modelling of the Corowa Aquatic Centre operating model, including hours of operation, staffing levels and proposed entry fees, the Long Term Financial Plan 2020-2030 has been updated to provide additional information on the impact of the Special Rate Variation on ratepayers in each rating category. No changes were made to the financial statements contained in the LTFP. The amended Long Term Financial Plan 2020 – 2030 was adopted in principle at the 15 December 2020 Council meeting. The amendments were included in the public exhibition for the Corowa Aquatic Centre fees and charges and associated Special Rate Variation that was exhibited from 10 December 2020 to 15 January 2021.

The online survey received 145 responses. In addition there were seven individual submissions received.

The relevant sections from the online survey, and the individual submissions were considered by Council at the 2 February 2021 extraordinary Council meeting. Taking on the feedback, Council determined that the SRV increase should be applied as follows:

- 2% rate peg increase based on the value of land
- 6% above the rate peg applied evenly across each property in the Council area.

Responses to specific matters raised in the individual submissions are included in the attachments.

Fees and Charges

The Revenue Policy 2020/21, containing the Fees and Charges Schedule, was approved in principle by Council on 28 June 2020. It was released on public exhibition from 29 June 2020 to 27 July 2020. At the 30 July 2020 Council Meeting Council adopted the final Revenue Policy for 2020/21.

With further modelling undertaken of the Corowa Aquatic Centre operating model, recommended swimming pool entry fees were adopted in principle by Council at its November 2020 meeting. The recommended fees were comparative to other similar facilities and also aligned with the LTFP's proposed 8% general rate increase. The proposed fees and charges were released on public exhibition from 10 December 2020 to 15 January 2021.

As reported above the online survey received 145 responses.

The relevant sections from the online survey were considered at the 19 January 2021 meeting of Council. As a result of the feedback, Council amended the fees and charges schedule to accommodate some requests, particularly with the introduction of family permits.

4.2 When did the council meet the formal requirements for all relevant IP&R documents?

Complete Table 4.1 for the mandatory IP&R documents. If other IP&R documents are relevant to the council's application, also complete Table 4.2.

As required by Section 7 of the SV Guidelines, councils should provide web links to all relevant IP&R documents in Table 4.3.

Table 4.1 Mandatory IP&R documents

Document	Date(s)
Community Strategic Plan	
Exhibition	25 May 2018 to 22 June 2018
Adoption by council	26 June 2018
Placed on council website	28 June 2018
Delivery Program	
Exhibition	29 June 2020 to 27 July 2020
Adoption by council	30 July 2020
Placed on council website	31 July 2020
Long Term Financial Plan	
29 June 2020 to 27 July 2020	29 June 2020 to 27 July 2020
Adoption by council	30 July 2020
Placed on council website	31 July 2020
Revised LTFP endorsed by council	2 February 2021
Placed on council website	8 February 2021

Table 4.1 Other IP&R documents (if relevant)

Document	Date(s)
Asset Management Strategy / Plan(s)	
Exhibition	N/A
Adoption by council	
Placed on council website	
Operational Plan for 2020-21	
Endorsed by council	30 July 2020
Placed on council website	31 July 2020
Endorsed by council	
Placed on council website	
Endorsed by council	
Placed on council website	

Table 4.2 Website links for council's IP&R documents

Document	Website link
Community Strategic Plan	https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies

Delivery Program	https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies
Long Term Financial Plan	https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies
Asset Management Strategy / Plan(s)	N/A

4.3 What, if any, relevant issues arose in the public exhibition of the IP&R documents?

In the text box explain any issues arising from the council's IP&R processes and documentation associated with the proposed SV which you consider are relevant factors for IPART to take into account in assessing the council's application, including responses to public exhibition.

N/A

4.4 Where is the proposed special variation referred to in the council's IP&R documents?

Complete Table 4.4 with all relevant page (or section) references in the mandatory IP&R documents for material related to each criterion. Add rows for other IP&R documents if necessary.

IP&R document	Page reference(s)
Criterion 1: Financial need	
Long Term Financial Plan	Page 9, 10
Criterion 2: Community awareness and engagement	
Delivery Program	Page 33
Criterion 3: Impact on ratepayers	
Long Term Financial Plan	Page 5, 6, 7, 8

**Attachments for Criterion 4**

List attachments relevant to your response for Criterion 4 in **Table 4.5**. Use the council assigned number shown in Table 8.1.

Table 4.35 Attachments relevant to response for Criterion 4

Council- assigned number	Name of document	Page references ^a
07c	Long Term Financial Plan 2020 (V1.1)	5 to 10

a If document only relevant in part.



Criterion 5

Productivity improvements and cost containment strategies

Criterion 5 in the SV Guidelines is:

The IP&R documents or the council's application must explain the productivity improvements and cost containment strategies the council has realised in past years, and plans to realise over the proposed special variation period.

To complete the questions for Criterion 5: Productivity improvements and cost containment strategies refer to IPART's Application Guide for SV Application Form Part B.

Refer also to the IPART publication *Special Variations in 2021-22 – Information Paper*

5.1 What is the council's strategic approach to improving productivity in its operations and asset management?

In the text box explain the council's overall approach to improving productivity, containing costs, increasing own source revenue in the context of its operations and IP&R resource planning.

Following the merger of the former Corowa and Urana Shire Councils in May 2016, Council's priority has been establishing itself as new, larger, more mature organisation, and delivering on the significant community projects funded through the Stronger Communities Program and other grant funding programs.

After a period of administration, the first Federation Council was elected in September 2017. This commenced a period of organisational structure review with a new General Manager appointed in December 2017, a revised senior structure adopted in October 2018, new Directors commencing in April 2019, a revised organisational structure adopted in September 2019, and new managers commencing from November 2019 through to February 2020. This new management structure has been established to guide the organisation as it matures into a Council that delivers a range of comprehensive services that meet legislative responsibilities and community expectations.

Significant organisational improvements delivered through this time, some of which were funded through the New Council Implementation Fund, include:

- Upgrade of enterprise wide finance system (Authority) to consolidate finances for the merged councils
- Development of a new Long Term Financial Plan / Service Planning / Asset Management Framework
- Development of a unified tourism brand and marketing strategy for the Council area
- Digitisation of building records
- Roll out of new branding and signage across Council area
- Implementation of Risk Management Framework (underway)
- Implement technology solutions to connect workplaces and remote staff.

With a more robust organisation in place, Council has now refocused on its financial sustainability. To address the financial sustainability challenges, Council is primarily focused on:

- Developing and implementing a finance services improvement strategy to ensure the organisation is well supported by its finance function and is better able to make well-informed considered decisions
- Implementing the Long Term Financial Plan
- Implementing improvements to asset management practices
- Identifying key financial performance measures to guide long term financial planning and improve Council's financial position

Finance services improvement strategy

The finance services improvement strategy, developed in late 2019, has four main objectives being improved data integrity and control, improved capability, improved reporting and improved service provision to the organisation. The following key initiatives have been implemented:

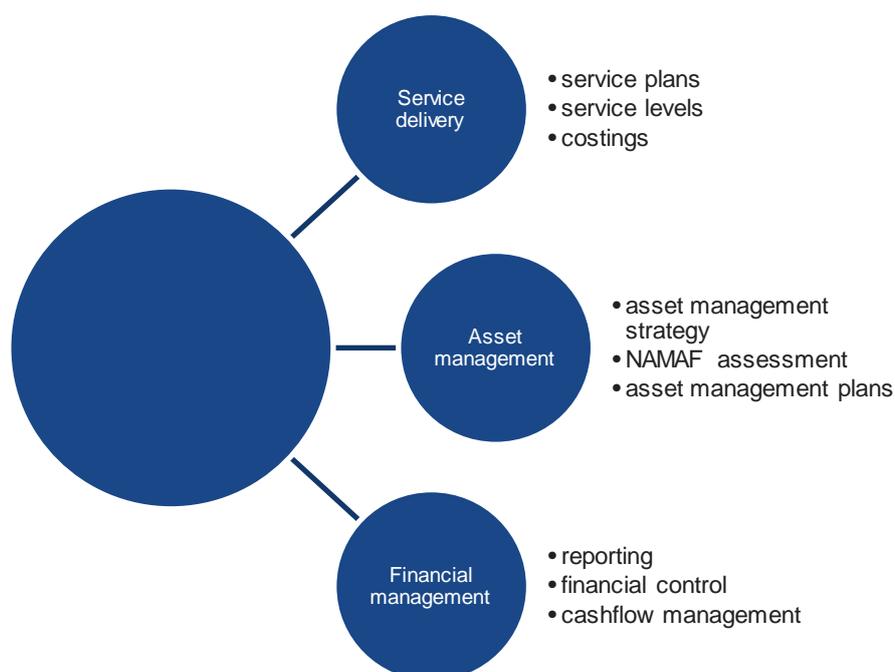
- Implement Authority budget control mechanism
- Improve financial reporting to Council, Manex and managers
- Undertake regular monitoring of cashflows
- Implement strategies to ensure full costing to:
 - grant funded projects
 - water, sewer and domestic waste services
 - business units (saleyards, caravan parks, other waste, etc)
- Introduce online timesheets
- Establish monthly meetings with individual managers to review financial results
- Develop Financial Management Policy to provide clear guidance to managers

Long Term Financial Planning

The improvements to Long Term Financial Planning, that are based on Service Planning and interim Asset Management practices, has resulted in an integrated financial model for 2020/21 and provides a path forward for further improvements. Initial assessments were undertaken of Council's asset management practices with improvement opportunities identified. Service plans, with associated service levels and service costings, were developed for each of the 43 services that Council provides. This data was consolidated into the Long Term Financial Plan 2020 – 2030. Council utilised the services of an experienced local government consultancy, CT Management, to assist with this process.

This strategically critical project enables Council to better understand key financial and asset management risks and assist with more informed decision making.

The following diagram displays the three key components that are being addressed and the focus area in each component.



Specific improvement recommendations that are currently in progress include:

- Securing \$2M loan for the Howlong Industrial Estate development.
- Reducing General Fund capital works by \$850k in each year of LTFP.
- Seeking approval from OLG for internal loan that supports Council's operations whilst on the financial sustainability improvement pathway.
- Reviewing internal financial services to improve the financial control and performance reporting, including reporting on the achievement of the expenditure reductions listed above.
- Submitting Special Rate Variation application to fund the additional operating expenses related to new community infrastructure.
- Reducing General Fund ongoing operating expenditure by \$750k in year 1 and then by a further \$500K for year 2, through implementing best practice asset management and procurement practices, as well as revising the employee related expenses.

Priorities for 2021 include:

- Develop a Delivery Program that recognises Council's capacity constraints
 - Develop a workforce plan to ensure that the staffing resources can deliver on the Delivery Plan, as well as be financially sustainable.
 - Review of procurement practices to deliver increased purchasing power (lower prices for the same value) with enhanced contractor control and administration.
-

Asset Management

The Asset Management project identified above, continues in 2020/21 and 2021/22. Following the initial NAMAf assessment, progress is scheduled to develop an Asset Management Strategy, develop Asset Management Plans by asset category and enable better financial planning of long term asset needs.

An Asset Management Steering Committee has been formed to progress these improvements. The following extract details the purpose of the Steering Committee:

- *To lead and the delivery of the asset management framework, including enhancing the capability of the asset management system, asset management planning and the performance management of each asset portfolio.*
- *To facilitate integrated planning and situational awareness by including the various interests such as engineering, finance, information technology and human resources.*
- *To improve the financial sustainability of Council through advice to Council on the consideration of project business cases, the prioritisation of capital investments and the allocation of resources to operate and maintain existing assets.*
- *To maintain a current capital works plan, integrated with the asset management planning and long term financial plan, including monitoring the delivery of the capital work program.*

With a better understanding of Council's asset management and renewal requirements, appropriate long term financial planning can be undertaken. Given the infrastructure backlogs transferred from the former Corowa and Urana Shire Councils, and the community's feedback regarding road infrastructure needs, it is likely that this will result in a further Special Rate Variation in future years.

Key financial performance measures

A review has commenced to identify key financial performance measures to guide long term financial planning and improve Council's financial position. The table below provides a summary of the targets with the immediate focus on measures to address short term financial sustainably.

Ratio	Calculation	Target	Source
Operating performance	Total continuing operating revenue excluding capital grants and contributions less operating expenses / Total continuing operating revenue excluding capital grants and contributions	>0	IP&R
Own source operating revenue	Total continuing operating revenue ¹ excluding all grants and contributions / Total continuing operating revenue ¹ inclusive of all grants and contributions	>60%	IP&R
Unrestricted current ratio	Current assets less all external restrictions / Current liabilities less specific purpose liabilities	>1.5 x	IP&R
Debt service cover ratio	Operating results ¹ before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the Statement of Cash Flows) + borrowing costs (from the Income Statement)	> 2 x	IP&R
Rates and annual charges outstanding percentage	Rates and annual charges outstanding / Rates and annual charges collectable	< 10%	IP&R
Cash expense ratio	(Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financing activities) x 12	> 3 months	IP&R
Unrestricted cash (effective)	Unrestricted cash less FAGs advance payment less creditors plus government debtors	>\$1million	Internal
Internally restricted reserve - waste	Internally restricted waste reserve / Waste Management Levy collected less funds incurred to rehabilitate closed landfill /s (cumulative)	100%	Internal
Capital expenditure ratio	Capital expenditure / Depreciation	>110%	Tcorp

5.2 What outcomes has the council achieved from productivity improvements and cost containment strategies in past years?

In the text box:

a) Explain initiatives undertaken in the past few years to improve productivity and contain costs.

Productivity improvements and cost containment initiatives that Council has implemented in past years are included below.

Finance services improvement strategy

Productivity savings have been achieved through:

- Establishment of a zero-based budget to effect immediate cost savings in the 19/20 budget and to improve awareness and ownership of program budgets.
- An uplift of finance engagement within the organisation to ensure greater understanding of Council's finance and improve decentralised decision making
- Introduction of a month end hard close to improve the accuracy and timeliness of financial information.
- Whole-of-life costing for significant financial transactions extending over more than one financial year.
- Major upgrade of the Authority finance system that is enabling integration and reporting.
- Monthly reporting from finance to all program areas with accountability for results.
- Improved financial controls.

Long Term Financial Planning

The most significant cost containment strategies have been:

- Reduction of \$750,000 in the operating budget for the 2020/21 year
- Reduction of \$850,000 of capital works each year
- Reduced operating costs for the Oaklands and Howlong swimming pools by using a local government owned labour-hire firm
- Reduced operating costs for the Urana Swimming Pool by using a fob system to have unsupervised access
- Recruitment hold – each time a job role becomes vacant, Manex must support progressing refilling the role prior to any recruitment action being undertaken. This has enabled there to be savings where recruitment into non-critical roles has been delayed.

Additional cash flow has also been realised through:

- Sale of excess assets (land)
 - Sale of properties with outstanding rates greater than 5 years
-

Other initiatives

Other productivity improvements and cost containment initiatives implemented include:

- Implemented Vendor Panel to enable visibility of all procurement activities, reduce risk, achieve greater value for money and reduced time spent on procurement.
- Business Continuity Plan developed for Council, including subplans for all critical services.
- Emergency preparedness plans updated across key Council facilities (underway).
- The IT desktop environment has been improved so that staff can login at any site and work remotely resulting in reduced travel movements between sites, reduced travel time, reduced paper movements across sites, and greater productivity.
- Developed and progressively implementing IT Strategy, including development of as disaster recovery plan.
- Implemented appropriate security network controls.
- Implemented single sign on for users to improve efficiency of access.

Increased business activity and future rates income has also been generated through:

- Development of business parks in Mulwala and Howlong and sale of associated industrial land

The table in item (b) details the range of initiatives, their outcomes and an estimate of the financial impact.

b) Outline the outcomes which have been achieved.

Ref	Strategy	Outcome type	Service	2018/19	2019/20	2020/21 forecast
1	One off reduction of from the roads operating budget	Cost reduction	Roads	-	-	\$730,000
2	Reduction of internal audit operating budget (ongoing)	Cost reduction	Governance	-	-	\$20,000
3	Deferral of capital works	Cost reduction	Org wide	-	-	\$850,000
4	Recruitment delays	Cost reduction	Org wide	-	\$120,000	\$150,000
5	Asset sales (land)	Additional revenue generated	Asset sales	\$50,000	\$948,000	\$500,000
6	Sale of properties with rates outstanding > 5 years	Cashflow improvement	Rates	-	\$364,867	-
7	Vendor Panel to increase value & reduce risk	Risk reduction	Procurement	-	-	\$20,000
8	Transformation - Zero-based budgeting adopted	Productivity saving				n/a

c) Where possible, quantify the gains these past initiatives have realised.

The table in item (b) quantifies the gains that implemented initiatives have realised.

5.3 What productivity improvements and cost containment strategies are planned for future years?

In the text box summarise the council's ongoing efficiency measures.

a) Explain the initiatives which the council intends to implement.

Productivity improvements and cost containment initiatives that Council intends to implement over future years are detailed below.

Finance services improvement strategy

Continue implementation of the finance services improvement strategy, including:

- Undertake regular monitoring of cashflow and unrestricted cash
- Implement strategies to ensure full costing to:
 - grant funded projects
 - water, sewer and domestic waste services
 - business units (saleyards, caravan parks, other waste, etc)
- Roll out online timesheets across indoor staff
- Implement Financial Management Policy to provide clear guidance

Long Term Financial Planning

Continue to implement the Long Term Financial Plan.

Priorities for 2021 include:

- Develop a Delivery Program that recognises Council's capacity
- Undertake service reviews and implement service level changes where appropriate.
- Develop a workforce plan to ensure that the staffing resources can deliver on the Delivery Plan, as well as be financially sustainable.
- Review of procurement practices to deliver increased purchasing power (lower prices for the same value) with enhanced contractor control and administration.

Asset Management

Continue development of an Asset Management Strategy, develop Asset Management Plans by asset category and enable better financial planning of long term asset needs.

Key financial performance measures

Priorities for 2021 include:

- Refine key financial performance measures and introduce regular reporting to Council and Manex.
- Ensure progress is made towards the financial performance measure targets when developing the 2021/22 budget.

Other initiatives

- Upgrade street lights to LED technology to provide ongoing savings
-

b) Estimate their financial impact.

Ref	Strategy	Outcome type	Service	Estimated impact 2021/22	Estimated impact 2022/23	Estimated impact 2023/24	Incl. in LTFP
1	Continue implementation of the finance services improvement strategy	Productivity savings / Cost reduction	Org wide	\$30,000	\$30,000	\$30,000	Yes
2	Continue implementation of the Long Term Financial Plan	Productivity savings / Cost reduction	Org wide	\$80,000	\$80,000	\$80,000	Yes
3	Continue development of an Asset Management Strategy	Productivity savings / Cost reduction	Infrastructure	\$100,000	\$100,000	\$100,000	Yes
4	Implementation of Key Financial Performance Measures	Productivity savings	Org wide	\$50,000	\$50,000	\$50,000	No
5	Upgrade street lighting	Cost reduction	Roads	\$90,000	\$90,000	\$90,000	Yes

c) Indicate whether these have been incorporated in the council's Long Term Financial Plan.

The table above identifies initiatives that have been included in the Long Term Financial Plan.

5.4 How have the council's levels of productivity and efficiency changed over time, and compare with those of similar councils?

In the text box summarise data which demonstrates how the council has improved productivity over time, and indicates its performance against that of comparable councils.

Since merger Council's priority has been establishing itself as new, larger, more mature organisation, and delivering on the significant community projects funded through the Stronger Communities Program and other grant funding programs. As a larger organisation Council has taken a proactive response to identifying regulatory gaps and to developing strategic long term responses. This has resulted in additional outputs from the Council administration team, such as new financial management practices, grant funding applications for infrastructure works to address deficiencies and improved governance practices. Taking a proactive response has been enabled through productivity improvements and has resulted in an improved compliance culture in the organisation.

With the service reviews currently underway there will be further work undertaken on opportunities to improve productivity, whilst also considering Council's legislative responsibilities and the service expectations of the community. This work will also include benchmarking against other councils.



Attachments for Criterion 5

List attachments relevant to your response for Criterion 5 in **Table 5.1**. Use the council assigned number shown in Table 8.1.

Table 5.11 Attachments relevant to response for Criterion 5

Council- assigned number	Name of document	Page references ^a
13a	Financial Sustainability Ratios	
13b	Finance Services Improvement Strategy January 2021	

^a If document only relevant in part.



Criterion 6 Other relevant matters

Criterion 6 in the SV Guidelines is:

Any other matter that IPART considers relevant.

6.1 Reporting requirements SV compliance

In the text box propose additional SV compliance community awareness in addition to the requirements in the IP&R documentation.

N/A

The Guidelines provide further that:

IPART will assess each application based on its merits against the assessment criteria. In doing so, IPART may consider:

- size of the council
- resources of a council
- size (both actual \$ and %) of increase requested
- current rate levels and previous rate rises
- purpose of the special variation
- compliance with this or any other applicable guideline
- compliance with the conditions of any previous special variations, and
- any other matter considered relevant in the assessment of a special variation application.

To complete the question for Criterion 6: Other relevant matters refer to IPART's Application Guide for SV Application Form Part B.

In the text box the council may provide information in addition to that provided elsewhere in the Application Form which it would like IPART to consider when assessing its proposed SV.

Federation Council is in the midst of Strategic Asset Management improvement project and is currently unable to provide a robust Infrastructure Backlog ratio. However, the below table demonstrates the improvement of Council's cash position with the special variation:

Cash, cash equivalents and investments

Baseline scenario	Actuals 2019	Actuals 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Total cash, cash equivalents and investments	38,646	29,491	19,490	20,038	21,703	25,092	24,736	23,227	21,056	19,055	19,675	21,095
Breakdown by funds:												
General Funds	23,474	13,044	-394	-1,211	-1,835	-1,469	-1,951	-1,521	266	-656	122	325
Water Fund	8,898	8,744	10,722	11,238	13,076	15,729	15,408	13,088	10,055	10,907	11,573	12,259
Sewerage Fund	6,203	7,641	9,001	9,899	10,395	10,810	11,304	11,734	10,859	8,982	8,213	8,802
Domestic Waste Fund	71	62	160	111	68	22	-25	-74	-125	-179	-233	-291
	38,646	29,491	19,490	20,038	21,703	25,092	24,736	23,227	21,056	19,055	19,675	21,095
Special variation scenario	Actuals 2019	Actuals 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Total cash, cash equivalents and investments	38,646	29,491	19,486	20,248	22,412	26,337	26,530	25,585	23,992	22,584	23,812	25,856
Breakdown by funds:												
General Funds	23,474	13,044	-398	-1,000	-1,125	-224	-157	837	3,202	2,873	4,259	5,087
Water Fund	8,898	8,744	10,722	11,238	13,076	15,729	15,408	13,088	10,055	10,907	11,573	12,259
Sewerage Fund	6,203	7,641	9,001	9,899	10,395	10,810	11,304	11,734	10,859	8,982	8,213	8,802
Domestic Waste Fund	71	62	160	111	68	22	-25	-74	-125	-179	-233	-291
	38,646	29,491	19,486	20,248	22,412	26,337	26,530	25,585	23,992	22,584	23,812	25,856



Attachments for Criterion 6

List attachments relevant to your response for Criterion 6 in **Table 6.1**. Use the council assigned number shown in Table 8.1.

Table 6.11 Attachments relevant to response for Criterion 6

Council- assigned number	Name of document	Page references ^a

a If document only relevant in part.

Council certification and contact information

To prepare the Council certification and provide council information refer to IPART's Application Guide for SV Application Form Part B.

Certification of application

Prepare a document in the form indicated below, sign, scan and attach as a public supporting document.

Application for a Special Rate Variation

To be completed by General Manager and Responsible Accounting Office

Name of council: Federation Council

We certify that to the best of our knowledge the information provided in this application is correct and complete.

General Manager (name): Adrian Butler

Signature and Date:

Responsible Accounting Officer (name): Shane Norman

Signature and Date:

Council contact information

Complete Table 7.1.

Table 6.2 Council contact information

General Manager	
General Manager contact phone	02 6033 8901
General Manager contact email	[REDACTED]
Primary council contact	
Council contact phone	02 6033 8999
Council contact email	[REDACTED]
Council email for inquiries about the SV application	[REDACTED]

List of attachments

To prepare the List of attachments refer to IPART's Application Guide for SV Application Form Part B.

Table 8.1 is the list of all attachments to the council's SV Application Form Part B.

To complete Table 8.1 (adding rows as necessary):

1. Assign an identifying number and/or letter to each document.
2. Name each document.
3. Check the box to indicate that it is being submitted with the application.

Table 6.3 List of Attachments to the council's application

Council-assigned number	Name of Attachment	Is the document included in the application as submitted?
Mandatory forms/attachments		
01	Application Form Part A (Excel spreadsheet)	<input checked="" type="checkbox"/>
02	Application Form Part B (this Word document)	<input checked="" type="checkbox"/>
03	Council resolution to apply for the proposed special variation	<input checked="" type="checkbox"/>
04	Certification	<input checked="" type="checkbox"/>
If applicable for Description and Context Question 4		
NA	Instrument for expiring special variation	<input type="checkbox"/>
NA	OLG advice confirming calculation of amount to be removed from the council's general income	<input type="checkbox"/>
If applicable for Description and Context Questions 5 and 6		
NA	Declaration of compliance with conditions in past instruments (if applicable)	<input type="checkbox"/>
NA	Relevant instrument(s) for past special variations (if applicable)	<input type="checkbox"/>
NA	Evidence of compliance with conditions in past instruments (if applicable)	<input type="checkbox"/>
Mandatory public supporting material (ie, to be published on IPART's website)		
05	Community Strategic Plan – Relevant extracts	<input checked="" type="checkbox"/>
06	Delivery Program – Relevant extracts	<input checked="" type="checkbox"/>
07a to 07c	Long Term Financial Plan with projected (Consolidated Fund) financial statements (Income, Cash Flow and Financial Position) in Excel format	<input checked="" type="checkbox"/>

Council- assigned number	Name of Attachment	Is the document included in the application as submitted?
08a to 08d	Consultation material, eg copies of media releases, notices of public meetings, newspaper articles, fact sheets used to consult on rate increase and proposed special variation	<input checked="" type="checkbox"/>
09a to 09c	Community feedback (including surveys and results if applicable)	<input checked="" type="checkbox"/>
NA	Willingness to pay study (if applicable)	<input type="checkbox"/>
10a to 10b	Hardship Policy	<input checked="" type="checkbox"/>
Other public supporting material		
NA	Asset Management Strategy / Plan(s) (if applicable)	<input type="checkbox"/>
06	Operational Plan for 2020-21 (ie, not for 2021-22) (if applicable)	<input checked="" type="checkbox"/>
NA	NSW Treasury Corporation report on financial sustainability (if applicable)	<input type="checkbox"/>
11	Capital Expenditure Review report – Question 7	<input checked="" type="checkbox"/>
12	Report on the Conduct of the Audit 2020	<input checked="" type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
Confidential supporting material (ie, not to be published on IPART's website)		
08	Long Term Financial Plan with projected (General Fund) financial statements (Income, Cash Flow and Financial Position) in Excel format	<input checked="" type="checkbox"/>
13	Financial sustainability indicators	<input checked="" type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

Important information for completing and submitting Special Variation Application Form Part B for 2021-22

Submitting the application online

Applications must be submitted through the Council portal by Monday, 8 February 2021.

- ▼ A file size limit of 10MB applies to the Part B Application Form.
- ▼ For supporting documents (Attachments) a file size limit of 70MB applies to public documents, and another 50MB to confidential documents.

Confidential content in applications

IPART will post all applications (excluding confidential content) on the IPART website. Examples of confidential content are those parts of a document which disclose the personal identity or other personal information pertaining to a member of the public, a document such as a council working document that does not have formal status, or document which includes commercial-in-confidence content.

Councils should ensure supporting documents are redacted to remove confidential content where possible, or clearly marked as CONFIDENTIAL.

Publishing the council's application

Councils should also post their application on their own website for the community to access.