

**Submission to 2017 Planning
Documents**

**SRV (Special
Rate Variation)**

Karlie Chevalley

From: [REDACTED]
Sent: Sunday, 21 May 2017 3:31 PM
To: Council Email
Cc: olg@olg.nsw.gov.au; clarence@parliament.nsw.gov.au; Debrah Novak
Subject: YOUR SAY ON RATES: Objection to proposed SRV

ATTENTION: Cr Jim Simmons, Mayor, Clarence Valley Council

Cc: Office of Local Government; Mr Christopher Gulaptis, MP – Member for Clarence Valley; Cr Debrah Novak, Clarence Valley Council

Mr Mayor

We refer to Council's proposal to apply for a Special Rate Variation ("SRV").

At the last Council election on 10 September 2016, Clarence Valley ratepayers voted overwhelmingly for those candidates who vehemently declared that they would not vote in favour of a SRV. Why then are we even considering this option now? Because, at its meeting on 18 April 2017, *"seven of the nine councillors voted to incorporate the proposal for a SRV of 8% per year for three years (including the estimated rate peg 2%) starting in 2018/19 to 2020/21 (with the cumulative increase of 25.9% to be retained permanently in Council's rate base), in Council's Integrated Planning and Reporting documents adopted for community consultation at the May 2017 Council meeting."* [Daily Examiner 21 April 2017]

Ratepayers have already spoken on this subject, loudly and clearly, despite [REDACTED]

If Clarence Valley Council has been declared "not fit for the future", it is through no fault of ratepayers, but rather due to Council's severe and ongoing mismanagement of funds over many years. [*"Council's General Fund has operated at a loss each year since the amalgamations in 2004."* – Jim Simmons, CVC Mayor, Letters to the Editor, The Independent 3 May 2017]

Council admits it remains incapable of implementing changes necessary to achieve economic sustainability, while at the same time providing even basic services to the community.

Put simply, Council needs to run like a business. Budgets must balance, costs must be contained, quality service must be provided to customers. Management and staff must be held accountable for performance and delivery of their role responsibilities, and be remunerated fairly and reasonably according to demonstrated KPI results. None of this is rocket science.

Clearly, a complete and thorough restructure of the whole Council organisation and its operations is long overdue. The best option would be for the current Council to step aside and appoint a competent administrator to lead a performance review and identify operating efficiencies and cost savings for a healthy economic future.

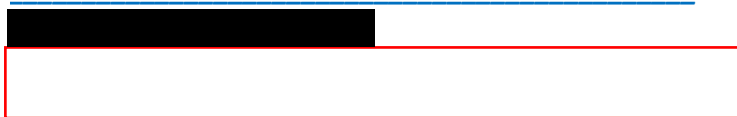
Unfortunately, discretionary services need to be treated as the luxury items they presently are – ones that we simply cannot afford while Council coffers are so badly depleted. If jobs need to be lost as part of this necessary culling process; sadly, so be it. Some of these services (and employees) may be reinstated once Council is operating on a sound financial basis. Meanwhile, we should consider which of these functions can be either sold to private enterprise, outsourced, scaled down or undertaken by volunteer community labour or service groups.

Simply increasing rates would be the easy way out – throwing good money after bad - without achieving the much-needed overhaul of performance and services. In proposing a SRV, Council is merely trying to pass the buck and put

the onus on ratepayers to solve this financial fiasco, instead of laying the blame (and placing the responsibility for rectifying the problem) where it rightfully belongs – with Council itself.

Council is out of touch when it fails to recognise the enormous burden this proposed SRV will have on its constituents, many of whom - pensioners, families, low income earners and retirees, for example - are already facing a huge financial struggle just to meet everyday living expenses.

SRV? Our say? No way!



Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Sunday, 21 May 2017 8:54 AM
To: Council Email
Subject: NO TO A RATES RISE

I am writing to you today to say I am against a rate rise , the current council can't manage the funds it has now and with the extra money they plan to get through a rates rise I believe will be poorly managed like they are doing now.

I am 37 years old, a single dad on a single wage I have been brought up by my parents to work for what I have and to live with in my means, now if I can't afford something I can't simply go out and ask my employer for more money I have to budget and I have to work my ass off for it as it stands I pay nearly \$2,500 a year in rates and for what ? yes there is sewer and bins I get that but if we are in such a bad state why are we building a "SUPER DEPO" at a huge cost when we have no money for local infrastructure it doesn't make sense.

now I ain't a rocket scientist but I would love to see the books for the council as to what money comes in and to it's current running costs and see where money could be saved like "I" have to do every damn day to make sure my kids are fed and have a roof over their head
cheers

Dear [REDACTED]

Thank you for the email and your comments which will be accepted as a submission regarding the Council's draft delivery program and operational plan, which are about to go out for public consultation.

Kind regards,
[REDACTED]

From: [REDACTED]
Sent: Monday, May 22, 2017 3:57 PM
To: Jim Simmons <Jim.Simmons@clarencenew.gov.au>; Jason Kingsley <Jason.Kingsley@clarencenew.gov.au>; Andrew Baker <Andrew.Baker@clarencenew.gov.au>; Greg Clancy <Greg.Clancy@clarencenew.gov.au>; Arthur Lysaught <Arthur.Lysaught@clarencenew.gov.au>; Debrah Novak <Debrah.Novak@clarencenew.gov.au>; Karen Toms <Karen.Toms@clarencenew.gov.au>; Richie Williamson <Richie.Williamson@clarencenew.gov.au>
Subject: Special Rate Increase

Dear Councillors

As we have heard on the news that the Clarence valley council is seeking to have a special rate increase – we as Clarence valley residents wish to state that we oppose the special rate increase

Currently we pay 92 per fortnight in rates now. As a couple on the disability pension and age pension – we just cannot afford to pay higher rates.

Please consider that the Clarence valley has a high number of aged and disability pensioners who cannot afford higher rates.

I hope you make a decision based on peoples affordability.

I also cannot see how you all can justify a special rate increase when our services to our premises remains the same.

Sincerely

[REDACTED]

[REDACTED]

Jim Simmons
Mayor
Clarence Valley Council
Locked Bag 23, GRAFTON NSW 2460
P: (02) 6643 0200
M: 0436 413 120
www.clarencenew.gov.au



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Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Tuesday, 23 May 2017 2:57 PM
To: Council Email
Subject: NO SRV

NO SRV
Find another way.

[REDACTED]
[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Tuesday, 23 May 2017 3:32 PM
To: Council Email
Subject: Opposition to SRV.

I wish to lodge my opposition to the proposed SRV.

I believe the Council needs to cut back on a lot of services that are not really Council related.

The Community has been hit hard with cost increases right across the board and really are not in a position to have another big increase.

I don't believe you can charge more simply to get yourself into prosperity. There need to be a series of rationalisations imposed.

I totally oppose any rate increase in the form of a SRV.

[REDACTED]

[REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 26 May 2017 8:58 AM
To: Council Email
Subject: Submission re Rate Rise (SRV)

For the attention of all Clarence Valley Councillors

Dear Councillors,

The Clarence Valley residents have been asked for their feedback and submissions on various council matters.

I, the undersigned am in agreement with the following proposals and suggestions and would like to be kept updated via email of any new developments and considerations.

Proposal No. 1

The people of Clarence Valley can NOT afford the increases in taxes (SRV, user charges and fees etc.)

This can be easily proven with census demographical information. I work in the welfare sector and can see the effect of rate rises and taxes on people and the harm that this causes via no food, sometimes no shelter, financial stressors if and when medical matters need attention etc.

In short form - NO rate rises.

Proposal No. 2

Increasing the taxes WILL damage the local economy more! There are store fronts closing all over the valley and families struggling to make ends meet. Again, refer to the census for statistical purposes and facts.

Proposal No. 3

We NEED breathing space to deal with the underlying causes.

We can have this breathing space by the sale of UNWANTED and UN-NEEDED assets/properties that are costing us money in maintenance.

We need a COMPLETE list of those properties and what needs to be done to make these properties a viable saleable asset.

Proposal No. 4

The people of the Clarence Valley would like to establish an OPEN committee between local people AND council with the sole aim of identifying SAVINGS rather than the SRV (rate rises) and have them meet monthly.

Proposal No. 5

We need Council to provide ACTUAL costs and expenditures.

Council's Service (Business Plan) contains NONE of the information required to appreciate where more than 40 MILLION DOLLARS of OUR money is spent on Council's massive workforce.

I thank you for your consideration of these matters and hope to hear back from you at your earliest convenience.

Yours faithfully,

[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Friday, 26 May 2017 3:51 PM
To: Council Email
Subject: Fw: Rate Increases In Clarence Valley

Please find below the email which was sent to councillors

From: [REDACTED]
Sent: Friday, 26 May 2017 8:58 AM
To: councillors@clarence.nsw.gov.au
Subject: Rate Increases In Clarence Valley

[REDACTED]
email: [REDACTED]
May 26, 2017.

For the attention of all Clarence Valley Councillors,
Dear Councillors,

Please find below my strongest objection to the proposed increase in rates in the Clarence Valley.

As a retired resident with a regular sized residential block in Yamba, my new rates will be \$10,720 per year (before water rates and the new emergency services levy which will quadruple to \$430) and this is will increase as the value increases on the UCV of the block.

Just because we have water views our land value is high. Many retired residents in the areas of Yamba with high land values will be unable to continue to live here with this immoral and abhorrent tax.

I don't believe that you have any real understanding of the impact and the consequences this will have on elderly ratepayers.

It is not the resident's fault that the Council cannot balance their books and the proposed tax is legal theft.

The Clarence Valley residents have been asked for their feedback and submissions on various council matters.

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We need a COMPLETE list of those properties please.

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I thank you for your consideration of these matters and hope to hear back from you at your earliest convenience.

Yours faithfully,



Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 26 May 2017 4:16 PM
To: Council Email
Cc: _Councillors
Subject: Submission - Rate Increase - Shelley, Robyn

Follow Up Flag: Follow up
Flag Status: Completed

Robyn Shelley

Dear Councillors and Council.

The Clarence Valley residents have been asked for their feedback and submissions on various council matters.

I, the undersigned am in agreement with the following proposals and suggestions and would like to be kept updated via email of any new developments and considerations.

Proposal No.1

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In short form - NO rate rises.

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We can have this breathing space by the sale of UNWANTED and UN-NEEDED assets/properties that are costing us money in maintenance.
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I thank you for your consideration of these matters and hope to hear back from you at your earliest convenience.

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Thursday, 15 June 2017 7:57 AM
To: Council Email
Cc: _Councillors
Subject: Submission - NO SRV RATE INCREASES

[REDACTED]
[REDACTED]

To ensure there is NO misunderstanding re my submission, Please note;- I strongly oppose this SRV rise.

The nonsense that Councillor Baker has been circulating is a load of nonsense and political spin.

Rate rises between \$19 and \$50 per year increase I do not believe this utter nonsense.

The new councillors have let the C/V residents down also.

IMO, I would like to see an administrator come in and clean up councils mess. Things could not get any worse for people of the valley.

Services being cut, while council continue with the so called super depot we did not want, and could not afford.

Regards
[REDACTED]

Sent from my iPhone
Sent from my iPhone

Karlie Chevalley

From: David Bancroft
Sent: Wednesday, 31 May 2017 12:25 PM
To: Karlie Chevalley
Subject: FW: SUBMISSION to Council plans - support for rate rise - from Elaine Pike

Hi Karlie

Another one for registration.

Thanks

David Bancroft
Communications Coordinator
Clarence Valley Council
Locked Bag 23, GRAFTON NSW 2460
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M: 0429 104 118
www.clarence.nsw.gov.au



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From: Kristian Enevoldson
Sent: Wednesday, 31 May 2017 12:14 PM
To: David Bancroft; Phillip Chambers
Subject: Fwd: SUBMISSION to Council plans - support for rate rise - from [REDACTED]

Sent from my iPad

Begin forwarded message:

From: Karrin De Bono <Karrin.DeBono@clarence.nsw.gov.au>
Date: 31 May 2017 at 12:12:23 pm AEST
To: Council Email <Council@clarence.nsw.gov.au>
Cc: [REDACTED]

Subject: SUBMISSION to Council plans - support for rate rise - from Elaine Pike

Dear Councillors

I am in favour of the rate rises.
Something has to happen one way or the other and we don't want to lose any amenities.

I don't have curb and guttering on my street and the surrounding street; I would like to see that as soon as possible.

Just connect my uncurbed part of my street to the existing curbed sections. Thank you.

[REDACTED]
Kind regards

[REDACTED]
Karrin De Bono
Project Officer
Grafton Community Function Centre
Clarence Valley Council
Locked Bag 23, GRAFTON NSW 2460
P: (02) 6642 0958
www.clarence.nsw.gov.au



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SUBMISSION TO CLARENCE VALLEY COUNCIL ON ITS SRV BUDGETARY PROPOSALS
By Oscar Tamsen, ratepayer of [REDACTED]

As a trained economist, may I with respect to Council make the following comments on Council's current deliberations to increase Clarence Valley rates by 8 per cent a year over the next three years to achieve an ongoing and permanent 25.9 per cent increase in ratepayers' funds.

In recent times, I have repeatedly heard Council spokesmen claiming that Council is living beyond its means as evidenced by its current draft budgets. This means that Council has to seek immediate savings to balance its books by cutting down on spending before it even considers to seek ratepayer financial assistance. It also does not mean that Council should delve into its long-term reserve savings and greatly depreciate its assets to satisfy its bean counting.

This attitude to Council's budgetary problems is akin to householders facing eventual bankruptcy, spending their 'rainy day' savings and depreciating their home values. What householders have to do is to cut their spending habits and do without certain less important goods and core services.

As Council's finances stand at present, it is effectively \$56.2 million in debt, needs a further \$60.2 million for road and infrastructure maintenance and essential construction and has an additional \$2 million estimated storm damage bill. By adopting an SRV policy of increasing rates by 25.9 per cent over three years, Council is only delaying its eventual financial demise. If one projects Council's finances into the future, it is all too plain to see that it will have to continue to ask ratepayers to subsidise its further spending in the years ahead.

It is also important for Council to realise that its ratepayers are not only facing its projected 25.9 per cent increase in rates over three years but are also beset by an estimated 10 per cent plus increase in electricity costs, an enhanced increase in the cost of household insurances, rising food prices, general inflationary pressures, decreased living standards and miniscule investment incomes. Council's SRV proposition can only but place further financial pressures on Clarence Valley households for years to come to enable it to balance its books.

It is very evident to me and others that the Council has to run its household finances within its available means. To become a viable entity, any financially strapped business has to cut the extent of its services and inventories to stay alive, dispense with unnecessary staff, increase productivity and not borrow more capital. Such a business cannot rely on forcing its customers to buy more of its products and services to remain open. Council is, however, currently considering just that and appears to be intent on using its reserve funds which were, for instance, set up to accrue interest and to increase in value for financial security in the future. If reserve funds are used to meet scheduled expenses, there is something very wrong with current and past budgeting. To be effective, reserve funds must have a long-term horizon of at least 30 years and more. S94 developer funds are also only to be used for the betterment of a specific area, particularly as they are provided by developers for only that purpose. Reserve funds are also vital to Council as they negate or minimise the need for future loan borrowings to cover unexpected and often emergency expenditures and are a tool that facilitates sound financial management.

It appears from Council's budget deliberations that it intends to attempt to balance its books by using \$8.8 million of internal reserves, \$14.9 million of external reserves, \$1 million of unspent loans, \$898,000 of unspent grant reserves and \$2 million from S64/S94 etc reserves. In effect, reserve funds can be likened to household savings accounts for emergency purposes and some annual income from interest. With regard to governmental reserves, the Australian Reserve Bank is barred, for instance, from allowing its \$8.8 billion reserve fund from being used to balance the Australian Government's budget in times of financial stress.

Local government was originally charged with providing basic services such as the provision of roads, sewerage, water, garbage removal, town amenities, street lighting, libraries etc. It was not expected to emulate state or central governments with relatively unrelated services such as is the case today. The NSW Government's rate pegging should not be criticised by Council spokesmen for causing Council's ongoing financial problems. These problems have largely arisen from Council's own decisions. In cases where the NSW Government has foisted additional services on to Council, it was up to Council and all other local government bodies in the State to refuse the Government action. One senior Clarence Valley Councillor even went so far as to proclaim that "it was time for ratepayers to pay for the services they have been enjoying for the past 10 years of over-spending by Council." Once again, it is a case of Council blaming others for its own financial failures and decision-making on relative luxuries such as the Maclean River Street precinct, the new and seldom used Clarence River wharf amenities etc etc.

It is my considered opinion that Council now has to consider the financial standing of such services as:

1. The non-strategic Council property assets and have them sold off.
2. The leasing of more plant, equipment and vehicles.
3. The financing of festivals.
4. The provision of climate change services which is more of a State or Central Government matter.
5. The CED programme.
6. Tourist marketing now that we are suffering a severe lack of available accommodation.
7. The economic monitoring work.
8. The economic relocation guide.
9. The image library programme.
10. The Business Awards, which should be left to the Chambers of commerce.
11. The various sponsored events that Council has funded in the past.
12. The historical services
13. The street banner programme.
14. The Community Initiatives Donations programme.
15. The running of sports centres, which should be commercialised.
16. The Industry Liaison Scheme.
17. The existing youth services funding.

In addition to the above, Council needs to seriously consider that all Councillors were 100 per cent against the SRV measure before the election and have lost all credibility with their ratepayers by suddenly changing their minds post-election. By agreeing to the SRV as a permanent method of increased rates, the Council as a whole is abrogating its financial responsibilities by taking the easy way out of its financial problems. By attempting to implement uneconomic balance sheet movements and non-cash adjustments to reduce its final budget result to a mere loss of a couple of hundred thousand dollars, Council is also showing a lack of financial leadership and poor accounting practices.

From what I can see, Council is considering depreciations of about \$35.1 million to make ends meet. This is excessive in anyone's terms.

Reserve funds should only be used to finance the \$2 million needed to cover the storm damage to Council infrastructure earlier this 2017 year. It is also palatable for Council to use the \$1 million in unspent loans to help balance the budget.

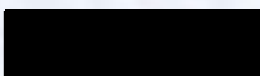
Prior to the amalgamation of Maclean Shire with the other adjoining councils, I can still hear the various promises made by the various councillors and staff that the new and bigger council was a guarantee for lower council rates and budget surpluses. How wrong they were.

We were also told at the time that the much larger local government entity would obviate the need for the number of consultants previously employed at great cost and that costly Council machinery would be employed full-time instead of standing idle between work commitments. From experience, it would appear that both these promises have not been realised. As secretary of the Yamba, Angourie, Woollooweyah Community Association at the time, I was told that amalgamation would bring greater prosperity to all our members and ratepayers in general and that the new council would ensure that all council infrastructure was maintained without any backlog. At that time, Council needed \$17 million to bring our roads and bridges etc up to date and safe to use but now the backlog is in excess of \$60 million - and rising.

Over the long-term, I cannot see Council becoming financially sustainable, even with the SRV rate rise and the use of reserve funds and re-valuing assets, unless it cuts down severely on those services highlighted in this report. Something very drastic has to be done to reduce expenses -- and now is the time before the real deficit becomes much larger and totally unmanageable. Ratepayers, on the other hand, also have to realise that the current economic times demand that everyone has to forego many of the services offered by Council outside its core activities.

I trust that Council will give some consideration to the points made in this submission.

Yours faithfully




DOC #	_____
DOC LOC	_____
G	30 MAY 2017
CLARENCE VALLEY COUNCIL	

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Wednesday, 31 May 2017 3:49 PM
To: Council Email
Subject: Saving money

Gday, I see council is thinking of reducing staff, about bloody time as where ever I see a job going on theres people standing around scratching their arse.I speak to people about town (Yamba) & they all see this.Im sure you could not replace some workers as older ones retire instead of finding a position for some ones family member as is happening now.Seriously how has it got to this ,who ever is running the show wouldnt last 10 minutes in private business but dont worry ratepayers will cough up.Can someone have the balls to make some hard decisions, cheers [REDACTED], [REDACTED]

Karlie Chevalley

From:
Sent: Friday, 2 June 2017 1:13 PM
To: Council Email
Subject: SRV ATT ACTING GENERAL MANAGER

Acting GM

Dear Sir,

I am sending to you a copy of a submission which I have circulated to each of the Councillors. I do so as a matter of courtesy you being the head of the organisation.

Regards, Ron Mitchell.

31 May 2017

Re Special Rate Variation (SRV)

Dear Counsellor,

I believe you are seeking feedback from residents on the SRV being considered by Council. I am a ratepayer in Yamba and I offer these comments along with a couple of queries.

Up till now I've considered the application for a rate increase of this magnitude to be an Ambit Claim, the likes of which a Trade Union submits on behalf of their members. Now that Councillors are apparently in favour of and supporting the application I feel it necessary to air my views. I'm disappointed that the Councillors who were elected on a platform of no SRV have found it necessary to walk away from that commitment. A big call.

The Council campaign to secure ratepayers endorsement of a SRV has not gone well with many people and may well be counter productive in winning the hearts and minds of ratepayers. To suggest that ratepayers should formulate a Plan B to avoid the application for a SRV and then be prepared to accept responsibility if the books don't balance and the nasties are implemented is a novel approach to the issue if nothing else. There are plenty of people paid to run the Council and at the end of the day the Council will do what they want. The tactics of talking about job losses, withdrawal of services etc. is not helpful.

My first query is whether Councillors have sought the opinion of Seniors' groups to gauge the impact of a rate rise of this order.

My second question is whether the changes to the Age Pension taper rates which took effect on January 1 this year were taken in to consideration when deciding to support the application. These changes effectively moved many full pensioners on to a part pension with a considerable reduction in their pension. At the same time part pensioners had their pensions reduced, once again with a substantial reduction in their payment. I'm talking many

thousands of dollars in these examples. I recommend a visit to challenger.com.au to see the before and after monetary effect of the taper rate changes. The table will show that the reductions in pensions, depending on a person's assets, ranged from \$1944 PA to \$14122 PA.

Existing part pensioner couples who are home owners, and there are many in this category in the Valley, were particularly hard hit suffering significant reduction in their pension. A couple in this group whose assets reach the cut off point for any pension assistance will have only enough fluid assets to invest to produce about \$20000 PA return at today's investment rates. **That's for two people.** That's an unsustainable position already given the cost of maintaining the home and paying all of the mandatory associated costs. **Existing pensioner couples who are non home owners** fared better. Their allowable assets are now \$575000 (couple) and they receive a full pension of \$34814 PA and rent assistance, if eligible, of \$3224 PA. **(for two people).** Barely enough to live on but highlights the difficulties endured by the other categories of pensioners.

Contrast the above pensioner examples with the 2016 Male Minimum Wage of \$672 per week (\$35000 per annum). **That's for one person.** That amount is generally recognised as a poverty line figure so pity the poor pensioner.

Always dangerous quoting a lot of figures. Got them off the net. They vary frequently but the ones quoted should be close. I'll stand corrected if I have any wrong.

I can be contacted on if the need arises.

Regards, 

Karlie Chevalley

From: [REDACTED]
Sent: Monday, 5 June 2017 12:08 PM
To: Council Email
Subject: Submission - Fit for the future - Mark and Gail Hagon

Option C. We believe council should bring in an Administrator.

[REDACTED]

Sent from my iPhone

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Monday, 5 June 2017 10:58 PM
To: Council Email
Subject: Submission

To whom it may concern,

I am writing in response to the consideration of an 8% CUMULATIVE! successive rates rise for rate payers.

I reject 100% this notion for 25.97% rate rise! That is a rediculously large increase for people already struggling to pay the rates and expenses of living here in Australia currently. Rather than looking for ways to increase expenses for people who cannot afford this, you should be looking for ways to decrease council expenses such as unnecessary and NON-CONSENTUAL flouride additions to the water supply!...

Stop the rate rise increase...it is pure theft!

[REDACTED]
[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Wednesday, 7 June 2017 9:08 AM
To: Council Email
Subject: Submission - Special Rate Variation - Griffioen, Mark

I would like to congratulate Council on making the very tough, but very necessary decision to apply for a Special Rate Variation. Although nobody likes to see ever increasing costs, the Council is making the only decision it has available to it, to increase revenue and review levels of service within the community to ensure its scarce resources are applied to the best benefit of the community.

I would like to commend Council on the great engagement it has been undertaking within the community around levels of service and also making tough decisions such as the Ulmarra Pool. The Clarence Valley is no longer a number of towns and small villages and must pull together as one towards a sustainable future. To this end I would also like to see the Council once and for all review its revenue policy and its rating system to ensure there is equity across the region. Rates are not a fee for service. They are a tax and the only tax available to Local Government, to raise revenue to provide for the community. Ad valorem rating is quite a blunt instrument in which to raise this revenue but it is what we have. We can see how blunt it is by the recent decision by the State Government to not continue with the Fire and Emergency Services Levy which was based on a similar structure to what Local Government has in its rating system. Time to get the whole Valley under a uniform system of rating.

Thank you for moving forward with the tough decisions and please remember not all of your community is against what you are trying to achieve and the way you are achieving it.

Regards

[REDACTED]
[REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Wednesday, 7 June 2017 12:25 PM
To: Council Email
Subject: Submission - Special Rate Variation - Davis, Margaret & Leonard David

To Clarence Valley Council ,

Firstly we would like to thank the A.G.M. and Councillors for their time effort to present information at Sunday's meeting re the S.R.V. It was unfortunate that more residents who voice their opposition to the excessive S RV , did not attend & be heard .

As a result we now better understand the difficulties of making savings or obtaining additional income .

However we remain strongly opposed to the large & on going nature of the proposed S.R.V.,which is inequitable to ratepayers, who may not use services, and places an excessive burden on ratepayers on fixed incomes. Particularly in the Lower Clarence, many residents are Retirees on fixed incomes. To meet an increase in one major item of expense, of (approx.) four times the C P I , for a period of three consecutive years, will place great strain on their budget and living standards.

It appears that Council has mainly considered two broad options, either to -:

- (a) Eliminate completely some services, popular with residents , or ,
- (b) introduce a large & ongoing S.R.V.

OUR SUBMISSION

That council abandon , substantially reduce , or shorten the term , of the proposed S.R.V., and instead consider the following actions -:

- (1) Extend as far as possible the " User Pays " , principle, across all Council services .
- (2) Where non rate paying organizations use Council services a market based charge be implemented (eg Jails)
- (3) Where the user pays principle is opposed or prohibited by the Government , further representations for change ,should be encouraged.
- (4) Strong representation be made to the Govt., requesting specific grants to C V C , to subsidize the additional on going costs incurred by C V C , as a result of the forced Amalgamation in 2012
- (5) Without becoming party political, residents could be given "information " to assist them in lobbying M.P.'s and Govt .to remove such limitations and accept user pays principle & subsidy to offset amalgamation.
- (6) Greater efficiency , and cessation of unnecessary services , are obvious avenues to follow , but unfortunately at present, we are not conversant enough with the operation of all Council services to offer specific suggestions .
- (7) Consideration be given to any other sources of additional income .

The similarity between this submission and alternative plans /options B & F , advanced by Cr. Novak, will be noted, but rather than be seen as "alternatives, we submit that all proposals be progressed in conjunction & together .

Thank you for considering this submission,

[REDACTED]

[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Thursday, 8 June 2017 7:56 AM
To: Council Email
Subject: Proposed SRV

Dear Council Members

I would like to express my disappointment at councils inability to balance its buget and to keep asking it's ratepayers for more with Special Rate Rise Variations. I would like to remind council that Fit for the Future is a opportunity to look at core needs of council operations and to cut non essential items of which there are many. FIT FOR THE FUTURE was never intended to make ratepayers pay higher rates.

I would support Clarence Valley Council cutting non essential items listed in your newspaper article to balance the budget.

Kind Regards

[REDACTED]

Sent from Samsung tablet.

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 9 June 2017 1:11 PM
To: Council Email
Subject: SPECIAL RATE VARIATION

Clarence Valley Council

We strongly oppose the implementation of the proposed SRV of 8% pa for the next 3 years. To maintain the cumulative increase of 25.97% would be a serious burden on our ability to pay Council rates and maintain the family budget, with 3 dependent children.

We ask Council to reconsider some of the many funding choices to various community facilities, and to return to sharp management of Council's core responsibilities, in an effort to restore financial stability to CVC.

Thank you
Regards

[REDACTED]
[REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 9 June 2017 8:29 PM
To: Council Email
Subject: Rates variation SRV.

The ratepayers of CVC, do not want a special rates variation.

Karlie Chevalley

From: [REDACTED]
Sent: Monday, 12 June 2017 4:51 PM
To: Council Email
Subject: Submission - integrated Planning

I am opposed to councils 26% special rates variation. I believe it necessary to cut needless spending and economise, not slug again the hand that feeds you, that being the rate payers of the Clarence Valley.

Regards

[REDACTED]



Diggers Headland Ratepayers & Friends Association Inc.

SUBMISSION – INTEGRATED PLANNING

12 June 2017

Mr Ashley Lindsay
Acting General Manager
Clarence Valley Council

council@clarence.nsw.gov.au

Dear Sir

This submission comments on Council's Draft Integrated Planning and Reporting Documents for 2017/18. In particular, to express concerns on the proposed Rates increases that we feel does not currently have adequate balance to justify increases. We do not address every item but give a general overview of some observations that we ask Council to consider with regard to financial accountability.

Specifically, we want Council's spending to be self-sustaining in that the 'spend' has a 'return' that justifies outgoings. We are concerned that unless there is a **Balance of Accounts** the increased Rates will have a seriously negative compounding effect across the valley population, and especially in the real estate sector (renters and investors).

We ask that Council does **not** seek a Special Rate Variation but rather sustain the recommended IPART 'Rate Pegging' to Council's general rate at no more than 1.5% under section 506 of the Local Government Act 1993 for the financial years commencing 1 July 2017 and 1 July 2018.

1. DELIVERY PROGRAM 2017/18-2020/21 & ANNUAL OPERATING PLAN 2017/18

An Accountability Mechanism of the form of **How we measure performance and success** needs to be added to Section D. We ask that the **Objectives** used to initiate a 'spend' must have a financial balance planned in alignment to guide delivery by the accountable officer. We ask for a **Risk Strategy** to review the balance of accounts, and cull the spend when the performance balance is not met.

In Section B under **5. Our Corporate Objectives**, we ask that Objective 5.2 be met with a more proactive accountability statement, changing "**We will have an effective and efficient organisation**" to "**We will have an effective and efficient organisation through balancing spend with returns**".

In Section C under **3. Workforce Management Strategy**, we support a strong Council workforce as we believe that locals with jobs put money back directly into the local economy. We consider this a return on investment in our current demographic.

In Section E - Revenue Policy, we agree with the NSW Treasury Corporation recommendation (*2016 Financial Assessment and Sustainability Report*), which is based

on current and forecast performance, that they do not 'recommend further borrowings in the General Fund until operating improvements are achieved.' This sentiment of achieving operating balance is key to this submission.

2. COMMUNITY STRATEGIC PLAN 2027

We note on Page 11 that "*Overall satisfaction with Council*" is down in 2017 from 2013, with promoting **economic development** right near the very bottom of the list at **21 of 24 services**.

We ask for Council to bring this satisfaction level to the top before asking for more Rates.

3. DISPERSED DELIVERY OF TOURISM SERVICES

This initiative is positive and forward thinking. We commend Council on reducing the cost of promotion for tourism as an industry through digital mechanisms.

We wish however to caution Council on spending Ratepayers funds for tourism unless there are the services and amenities to provide for return on that spend. We ask that the financial accountability for tourism has balancing mechanisms.

We ask that Council first develop a measure of returns from tourists, then advertise and promote so that the increasing impact gains balance. Simply assuming 'tourists spend money' does not in itself assure spending returns to Ratepayers in a positive balance. We ask that Council go further before spending. Please look at how tourists contribute to the area, especially their impact on our roads.

A particular example is the Wooli Road that is the only road from Grafton connecting to 4 coastal villages. It is from 35 to 50 kms with no passing / overtaking lanes, and no pull-outs for caravans to stop briefly and allow motorists (working locals) to pass safely. The gravel road to our particular residential area sustains increasing traffic and exponentially so during December-January. This 5 km road has recorded 3 major road accidents in the last 6 months. Due to the persistently bad road condition we do not get the local Wooli Pub Courtesy Bus, or have a Weekly Senior Citizens Bus or the Library Bus visit us, both services paid for by our Rates.

We ask Council to consider how tourists will contribute to Ratepayer Services and especially to road upgrades and maintenance, how they repay Council's Tourist Budget Allocation back to us, before asking Ratepayers for Rates to increase that impact.

4. SUMMARY

We ask that before Council ask Ratepayers to agree to a Rate Rise that Council's past failure for accountability be corrected. One such example is demonstrated in part by the failure of Council to provide adequate reporting on the Diggers Headland Camping (refer *Sept 2011 Item 12.159/11 Diggers Headland (R44430) Camping Sustainability review for CCRT / Financial Implications*), a report never provided and yet Council sponsored a complex Camping Management Review ('spend') and made 'determinations' without that essential information.

We feel that this is the sort of accountability that needs correcting and until such time as Council can account for performance, we feel it does not justify our support for increasing our rates.

In summary we again state that Diggers Camp residents, through the DHR&FA Committee, ask to sustain the recommended IPART 'Rate Pegging' to Council's general rate at no more than 1.5%. This so that Council can demonstrate effective and efficient financial due diligence in balancing spends and returns. By achieving this balance Council will not need to seek a Special Rate Variation in future.

We thank you for the opportunity to comment on Council's planning documents made available through Council's website.

Yours sincerely

[Redacted signature box]

[Redacted name]
Secretary

Prepared by committee members for and on behalf of the Diggers Headland Ratepayers & Friends Association

Cc. Councillors

[Redacted footer]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Monday, 12 June 2017 1:39 PM
To: Council Email
Subject: Submission: integrated planning documents

Submission:(Opposition) Integrated Planning Documents.

----- Forwarded message -----

From: "[REDACTED]" <[REDACTED]>
Date: 8 Jun 2017 20:36
Subject: Submission: Long Term Financial Plan
To: <council@clarence.nsw.gov.au>
Cc:

Re council proposed rate increase.

Dear Acting General Manager and Elected Representatives,

Clarence Valley Council area is one of NSW lower socio-economic communities and as such is not able to afford a rate increase over an already relatively high rate structure.

Council is proposing to reduce staff numbers which is expected to save over \$ 2 million per year. Good.

I submit that rates must not be increased.

All staff need to be multi skilled and efficient.

For instance the practice of engaging consultants must cease.

Not only will money be saved but if staff do such work in house, far better outcomes could be expected as staff will have a personal commitment to the work.

There is great potential for savings by streamlining services within the organisation.

One small example is the wasteful practice of posting letters to people who have reported a water supply fault.

In my experience (twice) I have been advised by mail that the matter will be attended to shortly, although the fault had been long since rectified by outdoor staff! Ridiculous!

Council must live within its means and prudently only do work that can be afforded.

This pertains to all departments.

By cutting costs council will be able to trade its way out of current difficulties and still provide good service to the Valley.

Councillors have been reluctant to rationalise staff in the past, citing a fear of harming the local economy via the reduced employment multiplier.

A combination of the substantial proposed rate rises far above pegging, together with continuing council waste would have a much worse consequence economically.

Thanks to all elected Representatives and senior staff for the effort to reform council finances.

Rates increase of 26% is not a viable option in this instance.

Rates increase will not address the fundamentals but tend to exacerbate the situation ultimately.

I trust that IPART will again recognise the facts and decline this counterproductive unsustainable proposal.

Yours faithfully,

A solid black rectangular box used to redact the signature of the sender.

From: [REDACTED]
Sent: Monday, 12 June 2017 12:54 PM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING.

SUBMISSION - INTEGRATED PLANNING.

Submission Includes Opposition to Councils SRV.

To Clarence Valley Council
council@clarence.nsw.gov.au

To ensure that there is No Misunderstanding of my Submission

Please note: I Am **Opposed** To:

- *Any Special Rates Variation (SRV)
 - *Some of the proposed Service Cuts and Council overlooking other savings.
 - *The nonsense being circulated by Councillor Baker, and apparently supported by other Councillors (with the support of the acting GM and Council), which was then propagated in the Daily Examiner with a claim that Residential Rate Increases as a result of the 26% SRV will be between \$19 and \$50 per year.
 - *Council's incorporation of a \$13M+ loan in to their IP&R documents.
- Rather than the inclusion of the proposed \$13M+ Loan:
I recommend a moratorium on All Loans from All Council Funds until 2025.

WITH REGARD TO THE PROPOSED 26% SRV:

Local People simply can't afford it.

In case you suffer from the same apparent unawareness of Local Peoples inability to pay significant Rates increases that appears to have afflicted Councillor Baker in his recent claim to Residents that:

"I'm unaware of any census demographic information that proves anything about people's ability to afford anything."

Might I suggest you avail yourselves of Councils own reports, which clearly show:
An analysis of Local Peoples relatively low incomes in comparison with the NSW average,
The shape of the local age pyramid which clearly shows an above NSW average number of Local People are over the age of 60,
Local Peoples dependency on Pensions and other Government Benefits,
Our Valleys low SEIFA scores etc.

If the figures in those reports are insufficient to convince you of the relative poverty in Our Valley:

Might I suggest that All Senior Staff and Councillors Try and Exist for a Month on the Base Rate provided by the Australian Age Pension while remembering that many People in the Valley actually get by on Less than the Pension provides.

As some of you are aware:

The negative impacts of increased taxes such as SRV's and the other cost increases being proposed by Council multiplies in their negative effects throughout the local economy. Many local business owners and operators are already suffering from the cumulative effects of running a business in a poor local economy with relatively low discretionary spending ability.

Councils proposed 26% SRV reaches its maximum impact just after the bridge and highway workers from other areas have left the Clarence.

This also coincides with the impact of the highway bypass on the area and the subsequent decrease in passing trade, which will be particularly significant in upper river areas such as Grafton and South.

As a result:

The increased user fees and charges,

The 26% SRV,

The loss of the current workers from other places and

The loss of passing trade

Will All result in negative impacts on the Valley's economy at approximately the same time.

We already have too many closed and empty shops in the CBD's of our main towns.

Councils 26% SRV and other tax increases will make this worse.

SOME OF THE PROPOSED SERVICE CUTS AND COUNCIL OVERLOOKING OTHER SAVINGS:

Council's proposals to increase DA and associated costs such as the massive 67.60% in DMU charges will further disadvantage the local economy.

The proposed increases to Cemetery charges and the removal of Local Peoples ability to pay Councils bills through their local Post Office or agency is nothing short of a cruel and horrendous assault on many of our elderly residents.

To increase many of the Cemetery charges by over 50% in an area where many families already crowd source to pay for funerals is beyond comprehension and shows a total lack of awareness and compassion for Local People.

The original proposals to close the Iluka Library and significantly reduce funding for the Regional Gallery also showed a lack of basic comprehension of what makes a healthy Community.

The decision to reduce support for Tourism, which is one of the few growth industries remaining in the Valley, shows a lack of understanding of the need to grow the Valleys economy.

Councils Draft 2017/18 Budget shows the following changes from the original 2016/17 Budget:

User Charges have increased by approximately \$4.7M from the previous year (\$10.5M to \$15.2M)

Statutory and Regulatory Charges have increased by approximately \$0.6M from the previous year (\$1.4M to \$2M)

And General User Fees have increased by approximately \$1.5M from the previous year. (\$16.8M to \$18.3M).

These are significant changes and their impact on the local economy is negative.

What is Conspicuously Absent from Councils attempts at expenditure reductions is:

Further analysis of Councils massive workforce.

CVC currently have one of the highest Full Time Equivalent employment numbers of All Councils in NSW.

The Most Recent Office of Local Government Council Comparison Data For 2014/15 Ranks Clarence Valley Councils Full Time Equivalent (FTE) Staff Numbers At Rank 134!!!

Of ALL 153 Councils Surveyed Only 20 Councils, In All Of NSW in 2014/15, Have Staffing Levels Higher than Ours.

Councils response to this obvious concern appears to be the initially claimed reduction of 24.5 FTE positions that has since been reduced to 23 something reductions.

Since release of those initial claims, we have been told that 16 of those FTE's are already vacant.

Councils draft budget for 2017/18 shows the following Increases from 2016/17:

Salaries, Wages & Oncosts have increased from \$38M to \$39.98M
And

Other Employee Costs have increased from \$817,574 to \$902,031
The expenditure of approximately \$41M per year on maintaining Councils current workforce represents a huge burden on the Local People who pays those bills.

Councils draft budget for 2017/18 also shows increases from the original 2016/17 budget for:

Contracts: which have increased from 15,211,986 to \$15,324,307.
Councils 2016/17 budget also shows a massive blowout for Contracts to \$18,108,771.

How much of that money for the current year, and next, is intended for employment for Council work?

Council currently have a workforce in excess of 600 people.
How many extra employees are concealed under the Contracts budget?

As Council have consistently refused to provide details of the Awards and Classifications and the numbers employed in those categories:
It is Not possible for the Community to know how their \$41M and their \$15M are being spent.

It remains obvious that Council could significantly reduce costs in this area.

Council exists to serve the Local Community.
It is Not the Local Communities role to support Councils bloated workforce.

Council could also make savings through reductions in:

Councils near half a million dollars a year expenditure on Advertising
Councils provision of over 300 mobile phones and 180 motor cars.
The Fleet Review (which included the cars) was completed in 2015.
Since that time Council have had 3 or 4 Meetings to discuss the Reports implementation.

There is a willingness on the part of the Local Community to work with Council to find savings.

It has been proposed that a member of Councils senior staff meet with members of the Community, once a month between now and next year's budget cycle, to examine possible savings and for any savings found to be deducted from the proposed SRV.

As yet, Council have Not indicated their willingness to do so.

COUNCILLOR BAKERS SHEET:

As to Councillor Baker's technical Sheet which has been handed out by Councillors across the Valley and used at Councils SRV Meetings to 'show' the impact of the SRV:

It is obvious that the use of the 10-year time line for the 3 years of the SRV Rates Rises results in a reduced amount per year when divided by those 10 years.

This is skewed even further by the underlying assumptions of only a 2% Rate Peg after the 3 SRV years (an assumption which is clearly Not supported by the available evidence) and a magical belief that there will be No other changes over those 10 years that will impact Councils performance.

Councillor Baker's Sheet made it on to the pages of the Daily Examiner in two separate articles, which told Local People that:

"His figures, which match those of the council's planners, show the SRV would cost an extra \$19 a year for the Valley's lowest paying ratepayer, to \$191 for the highest."

This claim was then corrected to:

"His figures, which match those of the council's planners, show the SRV would cost an extra \$19 a year cumulatively over 10 years or the Valley's lowest paying ratepayer, to \$50 a year for the highest in the residential categories. *"

And is still available on line at:

<https://www.dailyexaminer.com.au/news/srv-on-base-rate-would-cost-as-little-as-19-a-year/3183276/>

Another Daily Examiner article titled "Ratepayers happy to pay once figures explained" Has the following claims referenced to Councillor Baker:

"He researched the figures and came armed with a spreadsheet that show the highest SRV increase would be \$50 a year in the Yamba residential C category and dropped as low as \$19 a year."

That article (complete with pictures of Councillors Clancy and Toms) is also still available on line at:

<https://www.dailyexaminer.com.au/news/ratepayers-happy-to-pay-way-once-figures-explained/3183370/>

Councillor Baker assured People at the South Grafton SRV Meeting, in front of Council's Acting GM, that his Sheet had the support of Council.

Council do Not appear to have contacted the Daily Examiner and asked for a correction to the false and misleading impressions being created across the Valley through their use of the Council endorsed Sheet.

What is claimed in both articles are outright lies and Council appears to have made No effort to inform the Community, through the Daily Examiner, of the misleading statements or to supply the correct costs to ratepayers.

It was obvious at Councils SRV Meeting in South Grafton that Councils proposed SRV was Not supported by the members of the public who attended.

It is equally obvious from the following account, posted in The Clarence Forum, of Councils SRV Meeting in Yamba that such Public rejection of Councils SRV was Not isolated to South Grafton:

“I did not hear any one agreeing to, let alone applauding the 26% rate rise. But then we all knew that the meeting was about the council trying to convince us that it is a sensible measure that is necessary to make council 'fit for the future', because failing that we will be at the mercy of an Administrator and that is likely to be much worse for us. From where I was sitting I heard at least 4 people, apart from me that were critical of the fact that Council had mismanaged the finances and are now expecting us ratepayers to fill in the shortfall. Nobody I could hear was showing any willingness to pay more than the rate peg as it is stipulated.”

Council needs to Work With the Community to explore ways to grow the local economy.

Without such measures, future SRV's, more tax increases, and an even poorer local Community are inevitable outcomes.

Misleading claims and increasing taxes are steps in the wrong direction that will eventually lead to the 'slash and burn Administrator' Councillors have encouraged us to fear.

To quote Councillor Toms immediately Before the Last Council Election:

“The stupid thing about the excessive rate increases is they will not fix the problem we face. Even the experts agree.”

Quoted from:

http://northcoastvoices.blogspot.com.au/2016/08/policy-platforms-of-candidates-in_26.html



Virus-free. www.avast.com

Karlie Chevalley

From: [REDACTED]
Sent: Monday, 12 June 2017 2:29 PM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING.

I am opposed to Councils 26% Special Rates Variation.

It does not seem right that Council becomes Fit for the Future by disposing of community facilities like the Ulmarra Pool and the Iluka Library. Perhaps Council should look to divesting itself of its huge fleet of vehicles and excess of mobile phones. I have also heard that Council uses many consultants ... it is time that Council draws on the expertise of its employees for such tasks. Surely there are many competent people who can do what the consultants do ... or maybe even seek voluntary input from some of the very clever people in our community. There are some Councils that are Fit for the Future because they have managed to reduce their deadwood – and that encourage new industries and employers by offering rates relief and other support.

Yours sincerely

[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Sunday, 11 June 2017 10:53 AM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING.

I oppose any rate increase above the pegged rate limit as the community, one of the poorest in NSW, cannot afford it.

It's that awkward feeling of deja vu. That time when the lower Clarence was forced into this amalgamation, that time when it was then compelled to pay for the debts/deficits of the broke doughnut Councils. On that occasion Cllrs balked at the hard decisions, consequently, deficit after deficit after deficit causing the up river/down river hostility.

Judgement day has arrived and once again Cllrs are balking at those hard decisions. A "regional" facility in the Clarence valley is a misnomer. The lower Clarence was never a doughnut Council of Grafton and has closer ties to Ballina - airport and, Lismore - hospital, medical, higher education and commerce.

The irony is the former MSC demonstrated it was living within it's means and could pay for it's facilities including it's Tourist Information Centre at Ferry Park. A core facility for it's communities that are dependent upon recreational tourism.

But Cllrs had no qualms in ceasing it's operations, yet continue to balk at those costly facilities that are at the heart and cause of Council's financial situation.

It's about time Cllrs showed some spine and bit the bullet.

Cease providing "Regional" Airport services.

Originally the airport was in the Ulmarra Shire, but it indicated it had no use for it and the MSC community used the Ballina airport. Consequently, The Grafton council took over the management of the "Grafton regional airport" even though it did not serve the region.

However, upon forced amalgamation, the communities of the Clarence valley have been compelled to pay for it.

The lower Clarence has a Shuttle bus service of which over 90% of it's trips are to and from the Ballina airport. There is no reason why Grafton cannot run a similar shuttle service to and from Coffs Harbour airport.

I believe that would provide an annual saving of \$469,818pa

Cease operating the "Regional" Art Gallery.

This service should not be provided by Council as it is a State/Federal responsibility. Consequently Council has no right in criticising the State/Federal governments for their cost shifting practices.

The only reason why this facility refers to itself as a "regional" facility is to obtain grants. Due to it's distance from the lower Clarence (70k's from Yamba and further from Iluka) the service is beyond children and the elderly.

Furthermore, the Galleries attendance figures are highly dependent upon it's restaurant, a private business venture. Rate payers should not be subsidising a private business venture to enable a few to make a profit.

The cessation of the gallery would show a saving of \$613,988pa

Cease providing a Salesyard service

Council has no right to be subsidising a business venture that allows a few to profit at the expense of Clarence valley rate payers.

History has demonstrated that the fluctuating market of meat prices will determine whether the Salesyard will return a profit or loss to be borne by rate payers.

Grafton is the only community that benefits from the salesyard visitation. However, as a business venture it should be competing on the free and open market and Grafton will still benefit form it's visitation.

As the meat prices are relatively high at the moment, now is the time to sell the business as a going concern.

The sale of the business will provide a capital gain, say \$1m.

The sale will also show an income saving of \$27,551pa

Refinancing debt

Based on Council's "market sounding results" their is merit in considering partial transition to refinancing borrowings with the CBA and NAB as set out out pages 14 - 18 Ernst & Young report 15-3-15.

A savings investment of say \$214,000pa

Sale of Council's properties.

There are a number of Council properties not being used by Council that could be put up for sale. Some were listed in Council's minutes 13-12-16 (item 15.175/16) However I believe there are a lot more and such information has not been forthcoming.

With a reputation of secrecy Council has achieved, it is a pity the community has to rely on the word of Council staff in this regard.

There are more listed in Council's minutes 15-11-16. I believe these are in the process of revising public lands to be classified as "operational" and is expected to be completed by the end of the year, hopefully within the 2017/18 budget year.

Once these lands have been reclassified as "operational", consideration can be given to some of them being sold and re-adjustments can be made to following budgets.

Possibly could attract a capital gain of say \$2m

Correction to Council's financial records.

Council has incorrectly listed the Yamba's CCRT rock pool within Council's GF.

As Council has been told many times and is not listening, the CCRT is a separate legal entity to the Council and it's records should be kept separately.

In ADDITION to all rate payers paying their fair share of rate revenue, some communities have sacrificed their valuable CBD waterfront lands with caravan parks that generate CCRT revenue in ADDITION to Council's rate revenues to fund crown reserves .eg, beach erosion, surf patrols, etc.

However for some irritating reason, Council continues to place CCRT funds WITHIN Council's GF distorting and confusing accounting records.

Last week Council incorrectly indicated the GF was going to borrow \$13m to finance holiday parks. This week it has incorrectly called for public submissions to cease operating Yamba's CCRT rock pool, even though all the public make no contribution to the CCRT.

It beggars the question how many more of these errors are there that we do not know about. It is obvious Council is just not listening.

Correction to Council's accounting records \$38,633.

Total INCOME SAVINGS \$1,125,357 pa

Total CAPITAL SAVINGS \$3m

My submissions have a habit of disappearing and all I can do is keep my fingers crossed that this submission finds it's way to Council.

Regards,

[Redacted Signature]

[Redacted Contact Information]



Submission - Integrating Planning - Clarence Valley Council

I have a particular concern regarding the proposed efficiency savings and improvement opportunities that include the Special Rate Variation as the method to deliver 'Fit for the Future'.

I have a major concern regarding our infrastructure and asset management as I have observed our facilities deteriorate as a result of lack of routine maintenance and lack of actual depreciation provisions.

As the Community Strategic plan notes 'Maintaining and replacing assets is a major responsibility for Council and a core community expectation.'

We want and need strategic asset management not just planning. (2.1.3)

The projected improvement by 2026/27 in the draft long term financial plan fails to demonstrate significant improvement in the key areas of particular concern to me.

Scenario 1	Scenario 2
Asset Management ratio 2%	Asset Management ratio 15%
Debt Service ratio 0.79%	Debt Service ratio 1.1%
Operation Performance ratio 13.3%	Operation Performance ratio 15.8%

Over the 10 year plan for the 3 year 25.9% rate variation increase we only achieve 15.83% improvement in overall operation performance ratio.

This limited projected performance improvement seems disproportionate to the percentage increase in rates and financial stress which will be experienced by some rate payers in particular those on fixed incomes.

In addition the financial projections still show the majority of our rates and annual charges expended on employee benefits & on-costs.

The economic services Council provides currently don't align with community expectations as stated at 2.1.

Suggested savings strategies:

- Payment options – Aust.Post cease as option and provide at staffed Community Centres.
- Economic development and information – cease providing, devolve to Chambers of Commerce and Business organisations.
- Holiday parks - leases revised to include responsibility for maintenance and promotion devolved to lease holder. Capital expenditure not to exceed profit or grant income.
- Aquatic facilities - Increase lease holder responsibility for maintenance and increase user contributions.
- Sporting facilities - Increase lease holder responsibility for maintenance and increase user contributions.
- Tourism promotion & visitor facilities – cease providing, devolve to Chambers of Commerce to partner with Tourism NSW. (3.1) Clarence Valley is already on the “map”

We cannot and should not support further development until our infrastructure catches up with current population and visitor numbers. (3.13)

- Environmental education – Cease providing, responsibility of E.P.A.
- Leadership – Cease providing legal services (dot point 10 pg. 28)
 - Improve individual and overall performance and property management by ensuring all performance measures have targets which specify, who is responsible for each item, the frequency or specific date each task is to be achieved and the funding source identified.
- Planning – Increase contributions from S64 & S94 to cover whole of life of assets.
- Airport – Cease and sell or lease asset. Lease only if maintenance is included in lease holder responsibility (i.e. cost neutral to Council).
- Commercial & residential properties – cost recovery rental income.
- Sale yards – sell or lease at cost recovery rate.
- Wharves, Jetties, boat ramps – consider some form of user contribution as in South Australia.
- Bus Shelters – fees for advertising and requirement for up keep of same.
- Street lighting – convert to solar powered LED lighting when repair required. Progressive replacement to this cost effective option.
- Companion animals Act Administration – determine number of registered companion animals registered in Clarence Valley and set Annual registration fee at cost recovery level. Supplement from fines for unregistered animals and fines from irresponsible animal owners breaching Council ordinances.
- Noxious weed management – increase fines for failure to manage noxious weed infestation.

Asset Management

Risk management strategies have to now been reliant on reactive maintenance given depreciation not budgeted.

No new capital works projects should be undertaken until demonstrated capacity to manage existing assets and address maintenance backlog.

No new capital works projects should be undertaken unless totally funded by external body or grant for whole of life of asset.

All grant applications must include whole of life asset costs and none accepted without ensuring provision for asset maintenance and replacement has been identified.

The Asset Management Plan needs to incorporate specific ACTIONS with target completion dates and responsibility, not just plans.

Thank you for your consideration of these issues and suggestions.

Yours sincerely

██████████

████████████████████

[REDACTED]
[REDACTED]

13 June 2017

General Manager
Clarence Valley Council
Locked Bag 23
Grafton NSW 2460.

Dear General Manager & Councilors

Re Council's Proposed Budget Cuts

Thank you for the opportunity to comment on this very confusing issue.

Firstly I would like to state that honestly the documents provided for comment are very hard to decipher.

After perusing these documents and Council's Executive Recommendations I would like to voice my objection to the loss of 3.3 FTE jobs in Natural Resource Management and further cuts that may be considered in Attachment O where it is noted that 6 FTE jobs (biodiversity) and 1 FTE job (catchment management) may be at risk. Total savings estimated at \$289K + \$305K + \$63K = \$657K.

The Clarence Valley Council's LGA is the largest in area in NSW. It also has some of the most diverse biological environs to manage. Personally I see Council's main role is to manage our lands responsibly.

Many jobs depend upon the health of our natural areas whether it be in tourism, which is still largely up-tapped in many areas of our valley, fisheries or farming.

The Clarence Valley is experiencing exponential growth, like many other areas on the North Coast and if the pressure of development is not well-managed we are likely to lose many of our natural assets.

Council executive would be well aware of the serious consequences that will place even more pressure on our Natural Assets due to Climate Change. Now more than ever we need staff trained in Natural Resource Management to help plan and prepare for the effects of sea level rise, unprecedented weather patterns and the stresses that will be placed on our native species, migrational species, farmlands, waterways, etc.

Clarence Valley Council has many environmental factors included in its management role, including weed control, cane toad control, flying fox issues, a diminishing species of coastal emu, koalas, floodplains and their associated drains, native title lands, crown lands, several landcare groups that consist of many caring and enthusiastic volunteers.

Clarence Valley Council also has many management plans that Council is seen as the primary agency responsible for management such as the CZMP Wooloweyah Lagoon Management Plan, Clarence Valley Koala Management Plan etc.

Whilst realizing Council needs to make significant savings due to, in my opinion, very poor management practices in the past – it is unacceptable that we cannot afford to look after our natural assets - that cannot be replaced - due to lack of management and foresight now.

Referring to CVC Business Plan 2017/18 and Attachment O I consider that significant savings can be made in other areas – areas that can be clawed back bit by bit as we move forward, where loss of natural assets cannot be clawed back as easily and in the end will cost even more to manage in the future.

My recommendations include:

1. Grafton Regional Airport – this runs at a loss and frankly the flights are not affordable for most people in the valley. Being from Yamba it is cheaper and closer to go to Ballina. Suggest you pass this management onto another enterprise. I do not consider this to be part of Council's core business. Savings \$469K
2. Cemeteries – some of the maintenance could be done by local garden clubs and historical societies (see comments below). Savings \$305K or part thereof.
3. Swimming Pools – Whilst I do not support closing ANY pools due to health and social reasons. These are obviously expensive items to maintain and need constant upgrading. I am wondering why council cannot sell these assets with clauses that the pools must be maintained for community purposes. New owners may then invest or get community grants and perhaps even offer better services. However I believe the rockpool in Yamba should be kept by council and maintained. Savings \$860K plus sale of assets
4. Economic Development Unit – I am not sure that council's role is to offer economic development and tourism services. It would be interesting to see how much consultants are paid and what do 8.2 staff do. Whilst acknowledging that these areas support businesses that provide employment, perhaps this would be better done by an external company fully trained in this area. This would result in substantial savings for Council as per Attachment O.
5. I support council having a full time grants officer employed – specifically to attract funding from State & Federal Agencies.
6. I support looking at staff restructuring – I believe like all government departments that there are efficiencies to be made. This does not necessarily mean loss of jobs. "The bus is driving but not everyone is in the right seat". Perhaps ideas from junior staff would have some positive input.
7. I support working with the community more. There are many agencies out there and many people in society with skills as you see with some of the 355 committees, landcare groups etc. Council could give more purpose to others lives by working with others that have an interest in specific fields. eg – garden clubs and historians working together to maintain cemeteries. As people age they cannot find or keep meaningful employment. Jobs such as these not only offer satisfaction, but also importantly as sense of belonging and social interaction. These are all aspects that help society maintain greater health and connectedness.

I acknowledge Council has to cut its expenditure, but nothing is more valuable and worth looking after than our natural environment. Our natural environment is detrimental to the health of our communities. These are assets that cannot be replaced and that are under serious stress.

Regards

██████████

Karlie Chevalley

From: [REDACTED]
Sent: Wednesday, 14 June 2017 5:07 PM
To: Council Email
Cc: [REDACTED]
Subject: Submission - Integrated Planning

I am a Clarence Valley Council ratepayer & resident.

Some councillors were elected on the understanding that they would not support a SRV, I trusted these councillors. It is disappointing to hear that the large SRV is again being proposed.

I do not support any special rates variation. I have subsidised the use of niche facilities for many years, it is not reasonable to expect ratepayers to pay such a large increase for discetional spending that benifits only a few people. If the few want these services the few should pay.

If council is not able to fulfill the "Fit for the future" requirements without the proposed SRV, it is my strong preference that council should, as an alternative implement as many of the following options needed to comply with the fit for the future requirements without any SRV.

- implement all of service reductions listed in attachment O with the exceptions of cemeteries & biodiversity.
- Appoint a General Manager who clearly understands that the priority is cost cutting, a GM that is willing to make the necessary cuts.
- seek further cost reductions through increased efficiencies & reduced services, specifically tourism, community development & business & economic development.
- reduce staffing levels in all administrative areas, HR & IT appear to be greatly over resourced for the size of the council.
- Cancel the proposed new works depot.
- Cancel any improvements at 2 Prince St,
- Freeze on further council employment, any vacancies to be filled by internal transfer
- State government apointment an administrator
- State government force an amalgamation with one or more ajoining councils.

Yours sincerely

[REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Wednesday, 14 June 2017 8:35 PM
To: Council Email
Subject: Submission - Integrated Planning

As a Clarence Valley Council ratepayer and resident I am disappointed to hear that despite Councillors being elected on the understanding they would not support a SRV, it now seems they are willing to support the proposed SRV. I feel not enough has been done to cut costs within Council. Positions are still being advertised so I assume staff are still being recruited. Why would a Council that can not guarantee it is fit for the future be employing more staff rather than looking at current staff being more efficient or given appropriate training to carry out other roles within Council. I have dealt with many office based Council staff in my profession as a Lending Manager in the Clarence Valley for 26 years. I have also dealt with some Council staff in my community role as a Civil Celebrant, it seems office staff have time to arrange loans and organise their weddings during work time from their work PC using their work email indicating they are not fully productive during Council work time. Outdoor staff have always made appointments after they finish their work duties.

I do not support any special rates variation. Council needs to look at spending on the needs of the whole community, not events that are of interest to select groups. If council is not able to fulfil the "Fit for the future" requirements without the proposed SRV, it is my strong preference that council should, as an alternative implement as many of the following options needed to comply with the fit for the future requirements without any SRV.

- implement all of service reductions listed in attachment O with the exceptions of cemeteries & biodiversity.
- Appoint a General Manager who clearly understands that the priority is cost cutting, a GM that is willing to make the necessary cuts.
- seek further cost reductions through increased efficiencies & reduced services.
- reduce staffing levels in all administrative areas, HR & IT appear to be greatly over resourced for the size of the council.
- Cancel the proposed new works depot.
- Cancel any improvements at 2 Prince St.
- Freeze on further council employment, any vacancies to be filled by internal transfer
- State government appointment an administrator
- State government force an amalgamation with one or more adjoining councils.

Yours sincerely

[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: Wednesday, 14 June 2017 5:01 PM
To: Council Email
Subject: CVC SRV SUBMISSION

[REDACTED]

SRV Submission

I am 100% opposed to any further Rate Variations for the following reasons

- 1 CVC has demonstrated that it is incapable of managing its own affairs, and no further injection of funds will fix that.

- 2 The Elected Councillors of CVC have consistently engaged staff who continue to mislead both Councillors and Ratepayers, are often rude and unhelpful and while that situation continues a further injection of funds will achieve nothing.

- 3 I attended the Public Consultation Meeting 6 months ago along with 6 others and a few Councillors. I was disgusted to hear no mention of plans to save money by
 - (a) Improvement of Senior Staff efficiency and management skills
 - (b) Rectifying the worryingly obvious low staff morale, which is apparently due to staff having no confidence or trust in the “management team”
 - (c) Reinstatement of initiative in operational staff (at present the operational staff will do nothing until specifically instructed “from above” because of their fear of repercussions and even demotion or dismissal)
 - (d) Plans to increase efficiency in the workforce
 - (e) Cessation of engaging Consultants to do the most simple of jobs that should be done in-house by staff, who are either incapable or too tired, or both.
 - (f) Use of CVC’s own resources for procurement, to make huge savings. e.g. Quarries
 - (g) Encouragement of new development, growth, businesses and industries. Without this, the Valley economy will just continue to shrink, and from my experience the management staff are determine to discourage/and or obstruct any form of development, and turn away some golden opportunities. e.g. the proposed girder plant for the Pacific Highway, subsequently snapped up by Coffs.(if you need any more examples I will be pleased to provide them

4 I have read that Council intends to spend a lot more on road maintenance and construction, which has been almost non-existent in recent years. This sounds good, and many of my fellow rural ratepayers in particular are crying out for it. However, from my observations, nearly every job undertaken on roads by Council fails completely, often within a few days. The cause of this, which I suggest is obvious, must be addressed and rectified before there is any point in increasing expenditure (see 1 above)

4 If Councillors are prepared to make a few simple decisions, starting with the immediate replacement of incompetent managerial staff. I would be more than happy to pay more in rates to get the Valley back on track. Until that happens, count me out.



Karlie Chevalley

From: [REDACTED]
Sent: Thursday, 15 June 2017 10:58 PM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING.

The Mayor, Deputy Manager, Councillors

I cannot agree to bearing another 8% increase for the next 3 years. It will put me into the hardship category. I know for a fact, that there are many other people who are in similar circumstances in this shire.

I live purely on the pension. Let me say that this was NOT due to lack of industry or forward planning, but only because of circumstances beyond my control.

At a minimum this SRV proposed will require someone in a small modest house to pay akin to \$1,000 pa just for the rates. On top of that there are the other charges which are at present somewhere in the region of \$1,200 or \$1,400 per annum, and this is only for those who like me live in a small house with a postage stamp for a backyard and no views at all. These charges are also set to rise; by how much is anybody's guess at this stage.

To some, a rise of yet another \$10 to pay may seem trifling, but to someone whose whole income is barely over \$400 a week, it is not so. That income has to cover not only daily expenses and the regular bills but one needs to shore up against unexpected financial burdens.

People and houses all tend to need more maintenance as they grow older. I am one of those. I have many imperatives that demand financial consideration. Should I pay more to council to pave more roads or should I abandon my house and go into a nursing home and let the state pay for my upkeep?

This is my dilemma, and no doubt variants of that beleaguers many others.

So I can only conclude that I cannot agree to pay more and I cannot accept your proposal for this Special Rate Variation.

Regards,

[REDACTED]



VALLEY WATCH Inc.

ABN 68 541 154 062

The Acting General Manager
Clarence Valley Council
Locked Bag 23
Grafton NSW 2460.

14 June 2017

Dear Sir

Re: Council's Proposed Budget Cuts

Valley Watch, an incorporated association, has for 25 years played an active role in watching over the ecosystems of the Clarence Valley with a "maternal" eye.

We object to Council's proposed reduction of 3.3 FTE jobs in Natural Resource Management shown at Strategy 22 on Attachment 'A' of Council's Executive Recommendations.

Whilst it is not apparent which of these positions are to go, the management of the Valley's natural resources and biodiversity (core assets) should be Council's main priority. This is quite apparent as the influx of people to the Valley puts more pressure on the complex ecosystem in and around the rivers and estuaries.

If Council allows the health of these assets to slip, it will have a major impact on the Valley's ability to support its primary fishing and tourist industries.

A large number of constituents offer their time and energy through many voluntary organisations to maintain the health of the environment. It is their recognition of how important these assets are. Council's guidance to these volunteers is paramount.

We note that, if the Special Rate Variation is either not implemented or is 'watered' down, Council will in addition consider implementing cuts to those services shown in Attachment O – Options for Council to Consider. Here we see 6 FTE jobs (biodiversity) and 1 FTE job (catchment management) at risk.

Again we ask Council, as custodian of the Valley's core assets, to maintain (not cut) the resources it has, in order to manage its main tourist attraction.

Referring to CVC Business Plan 2017/18 and Attachment O, we submit savings can be made by cutting other services including:

- (a) Economic Development Unit – a lot of this work is contracted out to consultants when it can be and should be dealt with by staff.
- (b) Grafton Airport – running at a loss

Our mission: to advocate for a healthy and biologically diverse environment and to preserve the quality of life of the Clarence Valley

(c) Non-essential spending - street banner program, Business Awards, image library work, economic monitoring, digital hub services

(d) Reduced spending on

- sponsored events and festivals
- event industry development
- industry liaison services.

We acknowledge Council has to cut its expenditure. Thus it comes down to Council's priorities. Our submission is to maintain staffing levels for Council's most valuable assets, its natural resources (ecosystem) and biodiversity.

Keep these assets in good health and the rest will look after itself.

Yours sincerely



President

Karlie Chevalley

From: [REDACTED]
Sent: Wednesday, 14 June 2017 4:52 PM
To: Council Email
Subject: Fwd: Fwd: fit for the future

----- Forwarded Message -----

Subject: Fwd: fit for the future
Date: Wed, 14 Jun 2017 11:15:53 +1000
From: [REDACTED]
To: [REDACTED]

----- Forwarded Message -----

Subject: fit for the future
Date: Tue, 13 Jun 2017 18:59:11 +1000
From: Pam & Fergus Fysh [REDACTED]
To: philip.chambers@clarence.nsw.gov.au, jim.simmons@clarence.nsw.gov.au,
jason.kingley@clarence.nsw.gov.au, andrew.baker@clarence.nsw.gov.au,
greg.clancy@clarence.nsw.gov.au, "w.gov.au, peter.ellem"@clarence.nsw.gov.au,
arthur.lysaught@clarence.nsw.gov.au, debrah.novak@clarence.nsw.gov.au,
karen.toms@clarence.nsw.gov.au, richie.williamson@clarence.nsw.gov.au

To all Clarence Valley Councilors and relevant staff

FIT FOR THE FUTURE

I am writing in support of some of Grafton's very valuable and essential Services which will be sold or very drastically cut in your new budget

Without these community services Grafton will DIE ,IT SEEMS THAT THIS IS YOUR INTENTION ,are you proud to think that you will be remembered for the death of our beautiful valley which at the moment has so much to offer locals and the very many tourists who visit

A thriving community only survives if there are jobs .I notice that there are very many in your very over managed ,top heavy CVC chamber ,550 employed I am told and that the salary paid to all these is \$37,000,000. They operate behind locked doors and it is general knowledge that it takes months and costs very dearly for a request to get a result.I hear that business applicants/developers have a very difficult time.We do not know how much work or just what this number of staff do, but we do know how much it costs

TO BE FIT FOR THE FUTURE it is absolutely essential to support assets such as the South Grafton Live Stock Selling Complex .The weekly fat cattle and regular store sales not only bring in the cattle ,the

families who own them come in to shop, go to the doctor ,have lunch ,socialise with friends (its their day out)and they spend the money they make in this town (not Casino as you would have it)Truck drivers,Stock and Station agents,buyers from all over NSW and QLD. come to purchase the stock bred in this valley

TO BE FIT FOR THE FUTURE Grafton must have an airport with services for visiting medical specialists and surgeons to fly into (I recently needed one) ,if we have a vibrant community we will attract better medical services and hospital facilities We need an airport, not in Coffs Harbour , for day tripping business people , for the judges and other legal fraternity coming for Court hearings in Grafton (are you going to let that close too) tourists ,holiday makers etc etc

I hear that the Library is also in the firing line ,recently built it has been a huge success and very much utilised.

TO BE FIT FOR THE FUTURE the Clarence Valley must keep it's thriving Regional Art Gallery which caters for the Cultural ,Educational,emotional,social needs of the Valley, this well established and much visited icon is busy every day of the week , especially when we have a cafe operating ,one that the gallery would like to manage itself. The Gallery does bring much wealth to the Valley, Council's accountants may not see it in dollars as it comes in as assets such as the amazing collections it houses. Art is an Industry that thrives in this valley .

I am told that you want to see the Gallery making money,you may not be aware that the Gallery budget covers all the museums in the Valley's costs as well . Compared to some of the costs as stated below it runs very efficiently and provides excellent service .The dedicated staff work many hours overtime

HOW ABOUT THIS The Parks and Open Space's budget is \$5. 175 mil. I am told that it takes"weeks to do a job that can be done in one week " and that " there are 3 hour coffee breaks" . How much profit do the Parks and Gardens return to the Valley ?"

Also Sporting Facilities,used mainly just at weekends with a budget of \$2,9 mil. can these services be helped more by the volunteers who use them, as happens at the Gallery

It has cost well over \$20 mil to clean up the new Depot site of asbestos that we all knew was there ,this amount could well and truly have covered the cost of your budget blowout .In private enterprise this would never happen as people in business have to be responsible for their own debts , they do not have ratepayers .How can you justify cutting back on all our much needed and very important assets to make up for your mistakes when cut backs should occur in your own house

THESE ESSENTIAL SERVICES AND VITAL ASSETS ARE WHAT YOU NEED TO KEEP THE VALLEY FIT FOR THE FUTURE



Karlie Chevalley

From:
Sent: Thursday, 15 June 2017 3:49 PM
To: Council Email
Subject: SRV Att Acting GM

Hi Again,

Contents self explanatory.

Regards, Ron Mitchell.

Re SRV Submission 14-6-17

Please accept this submission as an addendum to the correspondence previously submitted.

Being unable to attend the various consultations I must put my point of view forward by way of submission. To date the emphasis has been on the increase of the Ordinary Rate over a ten year period and the fact that the other components will increase over that period also hasn't been considered. Ratepayers are concerned about the amount of their rates , not just one component. My concern is the ability to pay in the medium to long term if the SRV is retained as well as the impact on the Low Income Sector.

To illustrate, the amount that my rates will increase over the ten years, as in Councils examples, consider that my 2016 Rates were \$3320, (Ordinary rate \$1402, Other components \$1918). When the Ordinary rate is compounded by 8% for three years and a further 7 years at 2%,(compounding) that figure increases to \$2028. The five other items on my 2016 rate notice totalling \$1918 will increase to \$2338 after ten years if compounded at 2% per year. These other components will invariably increase at a much higher pace. My 2016 rate notice of \$3320 has now increased to \$4366. An increase of \$1046. Extrapolate the example a further 3 years and the increase is \$1313. Hence my fear of compounding interest.

Increasing the rates to an unsustainable level is not the answer. The consequences of failing to achieve the Fit For The Future goal hasn't been explained either. To use that requirement, with the accompanying deadline, as an argument for a hefty rate increase is unconvincing.

[REDACTED]

[REDACTED]

Clarence Valley Council
By Email

14 June 2017

To Whom it may Concern,

Re: SRV and Discretionary Services

We have read the list of Discretionary Services and have many concerns in relation to many of these services.

The first is the majority of these services are unable to be accessed by people in the Mid Clarence area. In our area we get roads, slashing and that's about it.

A rate rise to continue paying the Gallery in excess of \$600,000 per year, and funding the many swimming pools and gymnasiums should be done as a user pays system, our rates should not rise for many of these services.

Frankly we are unable to see why pools within a few minutes drive time from each other was essential, and if they aren't standing on their own to cover costs, they were never needed in the beginning.

The list is quite mind boggling, to those who pay for the services, aren't able to use them, and now you want to raise our rates.

Maybe if the CVC undertook works each two years, such as assisting with driveways on properties or similar we would see some value in our rates rising. Or maybe raise rates in the areas that are using these facilities.

Before going ahead with this rate rise I'd like to know exactly what all these services do, if they actually make any money and if CVC gets that money. As well as give much more information and transparency in relation to the services. It's not good enough to raise our rates based on decisions made some years ago to some areas that now look like they may be 'white elephants'.

Yours sincerely,

[REDACTED]

CC [REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Thursday, 15 June 2017 9:13 AM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING

Submission includes Opposition to Councils SRV

I am opposed to the SVR.

[REDACTED]
[REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Thursday, 15 June 2017 6:23 PM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING

Clarence Valley Council

I am opposed to Clarence Valley Council's proposed SRV.

regards

[REDACTED]

[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Thursday, 15 June 2017 9:58 PM
To: Council Email
Cc: john hagger
Subject: Fwd: NO SRV and NO cuts in services! AMENDED!

----- Forwarded message -----

From: [REDACTED]
Date: Thursday, June 15, 2017
Subject: NO SRV and NO cuts in services!
To: council@clarence.nsw.gov.au

Dear Council,

I wish to express my absolute opposition to the proposed SRV 8%Rate increase over 3 years.

I like many based my CVC vote on those councillor's who opposed further rate increases.

I'm distressed that some councillors have had a change of "heart"!!

The low socio economic status of the community, high unemployment and low property values do not in any way coincide, with the already disproportionate Council rates, we are all struggling to pay.

Councils inability to access this and people's just opposition to a unnecessary, dangerous, toxic depot.....which has blown out by millions in budget.....and taking little notice of the continual distress of the Clarence valley residents demands attention and action.

Cuts to the Grafton Regional Gallery and the closure of the Ulmarra Swimming Poollike the disastrous Toxic Depot next to Sth Grafton High schoolare an assault on the people of an already disadvantaged community!

The Clarence Valley and it's people deserve so much better!

I await CVC's response to this letter of genuine concern.

Regards [REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Thursday, 15 June 2017 8:36 PM
Subject: SUBMISSION - INTERGRATED PLANNING

Dear Councillor

RE: SUBMISSION - INTERGRATED PLANNING

We wish to convey our opposition to the proposed Special Rates Variation and any other taxes council is considering imposing on ratepayers.

Council have previously shown a complete lack of competent planning for the future of the Clarence Valley. A future that only seems to include more debt. An inability to manage within a budget has resulted in an out of control debt you expect ratepayers to throw more money at. Money most of us are struggling to pay now. Our household of two both oppose SRV.

As far as selling council assets, why don't you sell that stupid looking sculpture on the river in Maclean? Not sure how much it cost but whatever it cost and whatever it is, it is a prime example of wasteful expenditure.

We would also like to ask why council do not advertise in the free Independent newspaper? The only paper many people in the valley can afford to read and is not owned by Newscorp.com

Sincerely
[REDACTED] (Both Opposing SRV)

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Thursday, 15 June 2017 6:38 PM
To: Council Email
Subject: SUBMISSION -INTEGRATED PLANNING

I am opposed to the SRV. Rates are already too high in comparison to other councils and a rise will make it unaffordable especially for pensioners and those on low income.

[REDACTED]
Ratepayer

[Sent from Yahoo7 Mail on Android](#)



18 June 2017

The General Manager
Clarence Valley Council
Locked Bag 23
GRAFTON NSW 2460

Dear Sir

SUBMISSION
COUNCIL'S INTEGRATED PLANNING - PROPOSED SRV

Herewith my submission objecting to Council's Special Rate Variation proposal. There is so much to report on this but because of space here are a few observances.

Since the forced amalgamation of Clarence Valley councils in 2004 the unified Clarence Valley Council (CVC) has continually increased its deficit over that period, despite assurances to its public that 'the budget has been addressed'.

CVC's management has proven consistently that it cannot manage a budget nor manage its funds (for example: McLachlan Park, Maclean; and road reconstruction costs way over original estimations, and the hiring expensive consultants across its operations. Further, Council is STILL hell-bent on proceeding with its wholly unnecessary 'Super Depot' in Grafton, with original costings around \$4m now blown out to over \$20m, and still rising; predictions are that it may cost half that again by the time it is built.

Council has already earmarked the probable cutting of essential services across the board, including basics like reserves, swimming pools, libraries and the like – there's a long list. This is the very base core of what a council is there to do and provide to its community, and now the people across the Clarence are asked to decide which services they are 'happy' to do without. Ulmarra pool has already been cut, and Iluka Library was seriously threatened but saved by strong local interaction. How about cutting the airport, consultants, excessive staffing, cars, glossy brochures? \$295,000 to the new GM?

Council has clearly not set aside sufficient funds for depreciation. And it is selling off lands that it owns that are vital to the future needs of the community (ie. is VITAL to future growth needs) – for example in spite of strong public input is selling off No 1 MacNaughton Place Maclean (a strategically vital riverfront property for Maclean's future), and it has already sold off one-third of Cameron Park to a developer. Much of this is driven by one or two councillors, who may have other agendas.

The impact of the rate rises sought by Council will be substantial on many of its citizens – the Valley has something like a 35% population of Pensioners and self-funded retirees, already faced with low

interest and rising costs in other areas (food, rent, electricity etc). These people simply cannot absorb the impost of more living costs.

This whole issue of deficit has now been bandied around since the “Roads to Sustainability” of a few years ago, and with all the fluff and bumf of various proposals and schemes, media and press coverage, coloured schedules and plethora of closing dates, people have simply lost both track and interest in the continuing saga, even in spite of the politically motivated ‘listening posts’ recently set up by Council which a few people attended. The resultant lack of public input/interest will no doubt be interpreted that “the majority of residents have no issue” with the rate rise proposal. Which is certainly not the case.

The fact is, Council’s management has gotten us into this mess, and it is up to their highly paid management to get us out. The problem is not new. Ironically, the former GM would have to carry much of the responsibility, but has walked off no doubt with a handsome handshake under the undisclosed terms of his recent “resignation”

It is worthy to note that Maclean Shire ALWAYS ran in the black until the forced amalgamation. This is a fact that no-one in Council wants to recognize, acknowledge or even hear about – even to the point of management specifically gagging the raising of that subject at a public meeting on rates in Maclean a couple of years ago.

Unfortunately this short submission may appear as just a some sort of a disgruntled gripe. It is not. It is just a small overview of a multitude of experiences, interactions, involvements and observances with Clarence Valley Council over a considerable number of years, and from a number of perspectives. I wish however that it was not the case, and that this council was one that was effective, transparent and accountable, and one to work with. One who actually listens. And also display professionalism, real objectivity and ‘best practise’ in its forward planning.

CVC’s core **Corporate Statement Function** is to be “Responsible for the Local Government of the Clarence Valley”. Has it failed then? And why has there not been much earlier oversight or intervention from the State? Why has this position been allowed to get to where it is? If this was private enterprise administering the enterprise and budget that CVC does, heads would have rolled YEARS ago. This Council needs professional management and direction, and until that happens the wallowing in the mire will perpetuate.

Yours in frustration

[REDACTED]

[REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 16 June 2017 3:31 PM
To: Council Email
Subject: Submission - integrated planning

I am opposed to Clarence valley councils proposed SRV.
I grew up in Yamba and completed an apprenticeship with my father.
I saved really hard for a deposit to buy my home but once my partner became pregnant we could no longer afford the cost of keeping our home on a single income.
We left the area for higher paying jobs so that we could keep making the repayments in the hopes of one day being able to move back to our home to raise our family in the beautiful Clarence valley.
With your proposed SRV the cost of holding on to our property will grow even higher.
If this happens we will most likely sell our home and another local family will never return.

Regards

[REDACTED]

Thursday, 15 June 2017

Clarence Valley Council
Locked Bag 23
GRAFTON NSW 2460

Re: SUBMISSION - INTEGRATED PLANNING.

Acting General Manager

Dear Sir,

I am strongly opposed to Council SRV wanting to put my rates up by 8% over the next three years, which I am informed will equate to 26% by 2021/22.

My objection is based on the following reasons:

Reason # 1: The forced amalgamation was sold to us on a platform that this valley would enjoy a bigger council that would deliver "better services and cheaper rates".

Reason # 2: Council News Letter dated October 2016 with bold headlines "What should the Clarence be in 10 years - Your vision becomes our mission" - unquote.

A 26% rate hike was certainly not the vision of the rate payers in this valley.

Reason # 3: It is not the rate payers fault that CVC executive senior staff did not understand or have the vision of the local government act to ensure that all elements of government would be fit for the future. To my mind this is what they are paid to undertake and as elected councillors were voted in to ensure that staff work was up to speed to meet all government requirements.

Reason # 4: Council had 12 years to get their books in order and blind Freddy can see why this council fell into such a financial black hole. It is called management and project management. Local projects that CVC have undertaken over many years have all blown out of budget, mainly the results of poor decisions backed by poor administration.

Conclusion – If rate payers do not agree to the proposed CRV 26% rate hike the community must show alternative measures that would enable CVC to achieve an operating surplus by 2020/21.

The answer is simple..... CVC needs new managers.

[Redacted]

[Redacted]

[Redacted]



16 June 2017

Mayor Clarence Valley Council
Mr Jim Simmons
Locked Mail Bag 23
Grafton
NSW 2460

Dear Jim

Re: SUBMISSION IN OPPOSITION TO INTERGRATED PLANING AND PROPOSED 26% SRV.

Whilst the Grafton Chamber of Commerce understands the need for the Clarence Valley Council to investigate ways in which it can meet the criteria for the NSW State Governments "Fit for the Future" program and to ensure the sustainability of the Council the Chamber is **strongly opposed** the proposal by the CVC for a Special Rate Variation (SRV) of 8% per year for three (3) years (including the estimated rate peg 2%) commencing 2018/19 to 2020/21 (with the cumulative increase of 25.9% to be retained permanently in Council's rate base)

The Grafton Chamber of Commerce is concerned that the proposed SRV as listed above is only a short term bandaid approach to enable the Council to meet "The Fit for the Future" requirements and will have a severe negative economic impact on businesses, ratepayers and the Valley community at large but will not form part of the need for sustainability of the LGA in the longer term.

We, the Chamber, would refer the CVC to the attached documentation as submitted to Council on two (2) previous occasions outlining the Council activities and the initiatives that have the potential, if explored to the fullest by Council, to achieve the outcome necessary to meet the requirements of "The Fit for the Future" program.

The Chamber is disappointed that there has been no official response received from the Council in relation to the twice submitted document (as attached).

We the Chamber would also remind many of the Councillors of their Pre Election commitments to the residents of the Valley that "they would not support any rate rises/increases".

Whilst the Chamber supports the CVC in their many of its endeavours we are very mindful that the CVC and Councillors need to be diligent and understand the ramifications of their decisions and whom they represent.

We look forward to hearing from you in a reasonable timeframe regarding the above.

Yours sincerely


President GCC



Submission as presented to Council in November 2016 and April 2017

November 2016

“The SRV and the proposal to embed the 6.5% increase into future rate rises is causing considerable contention in the community. While we understand that the CVC is endeavouring to address expenses within their budget and the long term liability of asset maintenance and replacement, it is our concern that the internal measures don’t cut deep enough to reduce the impost to the rate payers and that many items within the Morrison Low Report will have a negative impact on business and the community at large.

The GCC has taken the opportunity to address some of the issues presented by the CVC in their endeavour to bring their budget in line. We have also provided some ideas for consideration which could add value to the whole debate.

As an introduction the measures which are previously identified as discretionary or non-discretionary in the budget paper don’t address the opportunities to increase the revenue base which can be achieved in several ways:

- 1. Provide more incentives for people and business to relocate*
- 2. Market ourselves to other areas ie. Brisbane or Sydney and further. The EVO cities initiative is also an avenue if not already explored.*
- 3. Review the zoning around Grafton and surrounding areas, to allow flexibility in lot sizes and easier considerations for dual occupancies*
- 4. Free up the DA process to allow a more streamlined approach*
- 5. Expand the economic development unit within council to reflect the demand*
- 6. Review the position of Mayor possibly to a full time position with a promotional emphasis and appropriately remunerate the incumbent.*
- 7. Benchmark the CVC against like councils and measure performance against accepted benchmarks.*

INCREASING REVENUE BASE

As an example only; allowing flexible Rezoning legislation in rural metropolitan areas say within a 10 – 15 km radius of the CBD with consent?

Advantage

- Immediate increase in the number of rateable properties*
- Minimal infrastructure requirements for CVC*
- Sewerage can have a caveat that only allows for a sewerage treatment plant per lot to a 10 EP capacity.*
- Power at owners cost as with water*
- Sealed access also at owners cost*

Considerations

- a lot of the small rural landscape properties have clay soils which are not productive*
- precedents have already been set in the metropolitan areas*
- dual occupancy considerations extended to detached dwellings*



There are a myriad of ways to deal with budget deficits, however long term sustainability is critical. While reducing services and shedding inefficient assets is a short term solution long term solutions need to be addressed which either make assets more efficient or grow your business.

Understanding that the CVC has addressed a number of issues relating to the above items and that strategies are in place to improve outcomes but the fundamental issue, as we see it, is how to increase the rateable base. Simply if we were to attract more businesses to the Valley then the workers and families will follow.

When we look at the big picture the CVC should be focused on the "2050 plan for the future" which should be aligned with the long term population projections for NSW and Australia generally. The 2050 plan once developed could be a marketing tool that targets politicians but more importantly the State Planning Division to set the long term scene for our region.

The plan should focus on the attributes of the region and if laid out clearly, identify future growth potential in residential, commercial and industrial areas which when combined with the major Pacific Highway arterial, future upgraded airport and hopefully a fast train service makes the region geographically attractive.

The Plan for the future should say "WE ARE OPEN FOR BUSINESS" and have a clear view of where we are going with our critical mass that is needed for us to be sustainable for the future. Also, future local members at all levels of government should be appraised and armed with this plan as the population increases impact on the larger cities and they need look at alternatives in the regions to accommodate the future growth

Yours sincerely


President GCC



18th April 2017

Mayor Clarence Valley Council
Jim Simmons
Locked Mail Bag 23
Grafton
NSW 2460

Dear Jim

Re: SUBMISSION ADDRESSING:

1. PROPOSED 8% RATE RISE AS LISTED FOR THE ORDINARY COUNCIL MEETING (Business Papers 18TH April 2017)

The Grafton Chamber of Commerce **strongly opposes** the proposal by the CVC for a Special Rate Variation (SRV) of 8% per year for three (3) years (including the estimated rate peg 2%) commencing 2018/19 to 2020/21 (with the cumulative increase of 25.9% to be retained permanently in Council's rate base)

2. PROPOSED PROGRESSIVE COST SAVING FOR TOURISM AS LISTED IN ATTACHMENT A OF THE ORDINARY COUNCIL MEETING BUSINESS PAPERS 18TH APRIL ATTACHMENT A

The Grafton Chamber of Commerce **strongly opposes** any reduction to the CVC commitment to Tourism as proposed in Tourist Information – progressive cost savings - operate new business model (ultimately no building and reduction of 1 vacant position in 17/18 and additional staff in 18/19), plus marketing contributions.

The Grafton Chamber of Commerce are concerned that the proposed measures as listed above will have severe economic impact on businesses and ratepayers.

We would refer the CVC to the submission by Chamber in November 2016 (see below) and would implore that the CVC refrain from any decision on the matters until such time that full and open consultation has been had with the Chamber and stakeholders.

We the Chamber would also remind many of the Councillors of their Election commitments to the residents of the Valley that "they would not support any rate rises/increases".

Whilst the Chamber supports the CVC in their many of its endeavours we are very mindful that the CVC and Councillors need to be diligent and understand the ramifications of their decisions and whom they represent.

We look forward to hearing from you in a reasonable timeframe regarding the above.

Yours sincerely

President GCC

COUNCIL ACTIVITIES	INITIATIVES
<i>Economic services and economic development or promotion services</i>	<i>Expand the unit with KPIs to measure performance targeted at increasing the number of businesses in the Valley. Not just inward looking event coordination.</i>
<i>Natural Resource Management Services</i>	<i>A lot of this appears to be 'cost shifted' from the State gov't. Need to try and push back, but it's certainly needed.</i>
<i>Ageing and Access Services</i>	<i>Outsource to private providers. Impact on their staffing levels and flow on to CVC budget, HR and other operational factors that aren't part of the grant process.</i>
<i>Safe Communities Services \$114k</i>	<i>Is this a case of cost shifting from Police? What are the KPIs and outcomes?</i>
<i>Library facilities and services</i>	<i>Review the mobile library service and review the efficiency and monitor outcomes.</i>
<i>Community Centres</i>	<i>Aim for cost neutral or transfer to a social enterprise model.</i>
<i>Sponsored events and festivals</i>	<i>This should be part of the tourism line/team and cost neutral. Also, be more event friendly making it easier for organisation to start-up organise and run events. Cost recovery basis, not profiteering, for events, popup trade eg. markets on council owned areas eg. market square.</i>
<i>Community Care Services not funded by other levels of government</i>	<i>Outsource to private providers</i>
<i>Public Halls</i>	<i>These little halls can be vital to the small villages, however they need to be looked after by the communities with council just 'paying for the paint' etc. Social enterprise models could be explored to become cost neutral.</i>
<i>CVC owned properties</i>	<i>Major review and rationalisation of all properties/assets owned by the CVC</i>
<i>Provide nationally/International accredited sporting facilities.</i>	<i>Consolidate centrally showgrounds/Fisher Park sporting facilities at Prince Street. Consider relocating the Speedway and showground out of town and utilising that area for upgraded sporting facilities on a user pay system. Clubs could combine and apply for grants plus manage and maintain their own areas.</i>
<i>Aquatic facilities</i>	<i>These high maintenance ageing assets need to be addressed immediately, need to find a way to attract the required capital investment (>\$10M?) for a new facility. The new one should include a 50m pool (for Olympic standard training) and be open year round and heated in winter?</i>
<i>Under-utilised public amenities</i>	<i>Review to include consideration of tourism needs. The older people we serve need lots of comfortable, clean and easily accessible toilets. RV friendly needs to be entrenched in the vision. Suitable parking for RVs and caravans closer to shopping centres need to be considered.</i>
<i>South Grafton Saleyards</i>	<i>Consider leasing or selling to Stock agents who can maintain and operate</i>
<i>Grafton Regional Gallery</i>	<i>This is an important facility for the community and for tourism. Again we have clearly got bookkeeping issues distorting the real cost of operating it. It needs to</i>



	<i>be run much more 'cleverly' and cost neutral.</i>
<i>Grafton Airport operation and/or ownership</i>	<i>This essential service/asset needs to remain in council hands as it is unlikely to ever make a profit whilst still providing the required services to the community and to all of our industries. We need to support REX airlines and work with them on cost efficiencies not increasing fees.</i>
<i>Cemeteries</i>	<i>Lease or sell to private provider with a view to a DA approval for a crematorium which will allow the provider to generate income and capitalise on the asset</i>
<i>Annual Council kerbside pick up</i>	<i>Delete and introduce a free day on a quarterly basis at the tip. This would decrease the cost of cleaning up illegal dumping and the cost of the annual kerbside pickup and increase the income potential for larger item recyclables.</i>
<i>Quarries</i>	<i>Not sure why these are on the books</i>
<i>Environmental sustainability services</i>	<i>Costs nothing – all grant money?</i>
<i>Under-utilised caravan parks and camping facilities</i>	<i>Costs nothing because the income earning, profitable caravan parks subsidise them. Best to keep the current leasing arrangements and hang on to the asset, but need to ensure the leases are managed to best results for the council at the same time as producing the required services to visitors. However to sell off would inject capital to reduce deficit</i>
<i>Cleaning up the streets</i>	<i>Do we have a street sweeper? Consider seeking funds from Pacific Compete/Fulton Hogan/Gail consortium in March 2017 to contribute community development funding for beautification projects in both Grafton and South Grafton</i>
<i>Review vehicle and mobile phone allocation</i>	<i>Pool vehicle ratios should be reduced and personal allocation reviewed to high level contract employees only. Mobile phone allocation to essential personnel only</i>
<i>Efficiency dividends for unit managers</i>	<i>5% efficiency per annum for say 5 years and reflected in KPIs which don't impact on the level of service to the community.</i>
<i>Maximum staffing level targets</i>	<i>Staff levels need to be benchmarked, measured and reported with an upper ceiling level established</i>

Improvement Opportunities as Recommended I the Morrison Low Report

Category: Commercial Approach		
<i>3. Environmental sustainability</i>	<i>Coffs Harbour Waste opportunity</i>	Supported
<i>5. Finance and supply</i>	<i>Review Fees and Charges</i>	<i>Increase must be limited to CPI</i>
<i>11. Airports</i>	<i>Full cost recovery</i>	<i>Totally opposed to closure and increase of user fees. Explore other opportunities for commercial activities at the site that could subsidise the operational cost until a cost neutral point.</i>
<i>24. Works and Civil</i>	<i>Saleyards cost recovery</i>	<i>Consider leasing or selling to Stock agents who can maintain and operate</i>
	<i>Commercial Review</i>	<i>Increase must be limited to CPI. In support of options for commercial activities.</i>
<i>45. Regulatory Services</i>	<i>a. Full time parking officer</i>	<i>a. Supported, but there must be due consideration given in the method of enforcement taking into consideration</i>

	<p>b. footpath dining</p> <p>c. dog registration officer</p>	<p>the LACK of available parking in the CBD areas.</p> <p>b. NOT supported as this will be an additional impost to businesses whom are already rate payers. The rates in the Grafton CBD areas are already considerably higher than other areas of the valley.</p> <p>c. Not Supported: should be integrated and an integral part of the operation of the pound.</p>
58. Development & Environmental Services	Review of DA & CC lodgement procedures	Supported provided that it is a "one stop shop" and NO increase in staffing level as a result of this imitative
79. Sport facilities	Sporting fields	Supported but increase must be limited to CPI
41. Development & Environmental Services	DMU	NOT Supported as any increase will result in a negative impact on development and businesses. However these cost could be absorbed into the development contributions as part of the finalisation of the DA process.
Category: Facilities	Please advise why there is NO entry into this section	
Category: Governance		
2. Finance & supply	Operating grants	Recommendation would be to include these in the LTFP and to revisit the methodology used in the processes of all grants and the accountability thereof.
4. Information Services	Phone line audit & true up	Supported but additional audit is necessary on the provision of mobile phones to staff.
6. Finance & supply	Payment options review	NOT Supporting the cancellation of the Australia Post option. However the "online" option is supported. Consideration should also be given to allowing salary deductions/bank direct debits as well.
8. Finance & supply	Improved procurement strategies	Supported why hasn't this been the case previously. Consideration should be given to a "buy local" strategy which encompasses a local area consideration percentage. This should be part of a Local area participation policy that includes the advertising of all tenders/quotes/purchases locally.
9. Finance & supply	Timesheet improvements	Supported however there needs to be a more cost effective method other than the introduction of tablets but instead introduce an APP that the staff are provided with for their mobile phones? The implementation of a performance/project based evaluation system for field operatives could be explored.
12. Finance & supply	Interest charges on sundry debtors greater than 30 days	Support of the 5.75% pa interest rate for COMMERCIAL debts. Recommend a late payment fee of \$15.00 to NON Commercial debts. Recommendation for all debts over 45 days to incur interest or late payment fees.
16. Information services	Hyper convergence of server infrastructure	Supported only after extensive research is found to be cost effective
18. Information services	Extending useful life of high	Supported only after rationalisation of existing



	<i>cost technology infrastructure</i>	<i>technology infrastructure.</i>
<i>37. Organisation performance</i>	<i>OPAG structure review</i>	Supported but NOT limited to this one governance position
<i>63. Finance & supply</i>	<i>Depreciation Review</i>	<i>Where is this report?</i>
<i>67. Works and civil</i>	<i>Manager water cycle</i>	<i>Please explain.</i>
<i>68. Works and civil</i>	<i>Manager water cycle</i>	<i>Please explain.</i>
Category: Service Review		
<i>70. Roads</i>	<i>Infrastructure services review</i>	Need to improve efficiencies: <i>The implementation of a performance/project based evaluation system for field operatives could be explored</i>
<i>82. Civil and Works Administration</i>	<i>Further depot improvements</i>	Need to improve efficiencies: <i>The implementation of a performance/project based evaluation system for field operatives could be explored</i>



Karlie Chevalley

From: [REDACTED]
Sent: Friday, 16 June 2017 4:09 PM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING

I am opposed to Clarence Valley Council's proposed SRV.

sincerely

[REDACTED]

Karlie Chevalley

From: [Redacted] [Redacted]
Sent: Friday, 16 June 2017 12:49 PM
To: Council Email
Cc: Peter Gordon; Sedona Mohave Pty Ltd; Margot Scott; Katie Kelemec; Bruce Bird; Sonia Deakin; Hands on Admin Services; Warren Campbell; Maclean Lower Clarence Services Club - Joy; Symphony Retail & Business Pty Ltd; AB Accounting
Subject: SRV input submission

Good afternoon,
I would like to make a submission on behalf of the following bodies, and confirm that I have been authorised to do so.
Maclean Business Chamber, as Secretary.
Clarence Valley Combined Business Chamber, as facilitator.

"We acknowledge that over the past few months, the Councillors and senior management are attempting to reach out and to drive positive change. The sins of the past are just that, and belong in history, to serve as lessons on how we must move into the future. We understand that the Council has no option but to raise the rates above the peg limit. Opinion on that topic is extremely divided. We believe that the general community would be more comfortable with the rise if they were convinced that the council was operating efficiently and managing our affairs to the highest possible standard. We, as a peak business body, are committed to collaborate with community organisations across the Clarence, with Council and other levels of Government to provide real input in managing our economy, sustainability and community engagement. We will insist that we continue to improve and will provide assistance wherever we can."

Kind Regards,

[Redacted Signature]

Secretary
Maclean District BUSINESS Chamber

[Redacted Box]



Disclaimer:
This message contains confidential information and is intended only for the individual named.

Karlie Chevalley

From:
Sent: Friday, 16 June 2017 2:49 PM
To: Council Email
Subject: SRV submission

We would like to make the following submission.

We acknowledge that over the past few months, the Councillors and senior management are attempting to reach out and to drive positive change. Congratulations to you all on the hard decisions you have taken; we have no doubt as to your intentions.

We appreciate the opportunity to provide this input

The sins of the past are just that, and belong in history, to serve as lessons on how we must move into the future.

We understand that the Council has no option but to raise the rates above the peg limit, or face a situation where control is taken out of our hands.

Opinion on the topic of the rate rise is extremely divided, which is largely attributed to communication which has not had the desired effect.

We do not see Council as being solely responsible for the changes that need to happen.

We believe that the general community would be more comfortable with the rise if they were convinced that the Council was operating efficiently and managing our affairs to the highest possible standard.

Recent attempts to communicate have missed the mark and an entire communication plan needs to be developed starting with the end user, to be totally effective.

We do not believe that attempting to gain real community feedback on the SRV as well as five other plans at the same time is appropriate or will be effective.

We strongly believe that this is a time to engage with the community and to work collaboratively with business bodies, community organisations and citizens.

This needs to be in the form of planning and execution of planned improvement projects, managing our economic development, environment and community facilities.

We strongly disagree with the notion that we have no alternative but to slash services or reduce heads.

Publishing a list of services that may need to be terminated has only raised community angst and created more division as people scramble to protect their own individual priorities.

Our people are our greatest asset, we should not embark on a staff reduction exercise at this time. Many of the Council staff that we have dealt with over the past year are wonderful people, who have the best interest of the community at heart.

Strongly led and inspired, they will be the secret to our success.

We speak of a genuine collaboration that is proactive, transparent and occurs before any major decisions are taken.

We also believe that the community needs to see some quick wins; some good news that will help allay the fears that all is lost.

We will insist on such engagement and we in turn make an absolute commitment to provide community leadership and practical assistance where we can.

With all sincerity and the very best of intentions.

Kind Regards,



[REDACTED]
[REDACTED]

June 16, 2017

Att:

Acting GM Ashley Lindsay E: council@clarence.nsw.gov.au

Mayor Jim Simmons E: jim.simmons@clarence.nsw.gov.au

CC: CVC Councillors

Dear Mr Lindsay and Mayor Simmons

I am a resident and ratepayer living in Grafton and would like to provide a submission relating to Clarence Valley Councils (CVC) goal to be Fit for the Future. My submission relates to a savings measure, specifically Attachment A-Strategy 3 of CVC's 2017/18 Operational Result Improvement Strategies - Executive Recommendations. Strategy 3 -Infrastructure Services Review highlights a review of work practices to achieve savings in Roads, Bridges, Internal Road Services, Civil and Works Admin, Bus Shelters, Footpaths, Public Amenities and Parks and Reserves Maintenance.

I would like to propose some cost savings in relation to particular infrastructure services.

Living within the Grafton CBD, I know the frequency with which the CBD roads and footpaths are swept with one of two sweeping machines. Street sweeping operations begin at 3.30am and currently have a road sweeper travelling back and forth along Prince St and adjacent streets and a footpath sweeper following a similar path. This can occur up to 5 times or more each week including weekends. As a ratepayer and resident I believe this is a service that could be scaled back without noticeable impact on our streets but with noticeable impact to Council's budget. When taking into account overtime for machine operators and machine maintenance, I estimate, but would be happy to be appraised of exact costings if useful, the current service provision would cost ratepayers well over \$100000.

I have sincere doubts as to the value and impact of the current street sweeping services. On numerous occasions, I have observed leaves and other matter on both the footpath and the road regardless of street sweeping activity.

I would like to submit that Clarence Valley Council investigate the cost to the ratepayer of providing this extent of maintenance activity, determine a less frequent maintenance regime and investigate any savings that could be made by outsourcing this maintenance activity altogether.

I would also like to express my concern at the strategic options put forward in Attachment O-2017/18 Operational Result Improvement Strategies. I believe that cultural, environmental and community services are fundamental requirements for a local government area and that to consider ceasing providing such services will be detrimental to growth in the Clarence Valley in the long term. I urge the CVC to instead of considering cuts to any of these vital services, focus on increasing the efficiency of the existing organization.

Yours sincerely,



CC: CVC Councillors

jason.kingsley@clarence.nsw.gov.au; andrew.baker@clarence.nsw.gov.au;
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karen.toms@clarence.nsw.gov.au; richie.williamson@clarence.nsw.gov.au

Karlie Chevalley

From: [REDACTED]
Sent: Friday, 16 June 2017 12:30 PM
To: Council Email
Subject: Submission - Integrated Planning

Hi after looking at the proposed plan I strongly object to the large increase in burial fees and the increase in rates, both these are well above CPI and unaffordable as a rate payer in the Clarence Valley. [REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 16 June 2017 12:38 PM
To: Council Email
Subject: Fit for Future - submission re Grafton Regional Gallery

Dear Madam/ Sir,
please accept my submission in regard to the proposed changes to rates, and necessary reductions to Council Services.

SRV 8%

- * I would like to say that I strongly support the 8% Special Rate Variation for each of the 3 years. I also understand it is on the General Rate only, as revised by the NSW Valuer General.
- * While I am happy for the percentage to be higher, I understand from Cr Baker's comments at the Community meeting held to support the Gallery, why you have chosen such an amount.
- * We can't go back on decisions that were, or were not, made in the past. As a community, we all have a responsibility to decide how we want our Council to operate.
- * I do remember a Council meeting my husband and I attended in late 2010 to discuss a proposed special rate variation. We had only been living in the Clarence Valley for 8 months. We were surprised then at the antagonism within the community.
- * This variation is clearly necessary if the CVC is to avoid Administrators being appointed. As Cr Baker stated; if that were to happen, many services would be just cease.

"Save the Grafton Regional Gallery"

- * The Community meeting attended by supporters of the Gallery was very informative. I certainly appreciated the attendance of a number of our elected Councillors, and the information they provided.
- * While the quoted \$20 per head through the door has been widely discussed in the Daily Examiner, it is obvious that Gallery attendance is not the only factor that should be taken into account when assessing the cost of the Council contribution. I was not aware of all of the other activities that the Gallery does to contribute to the Clarence Valley Community. Certainly programs such as for children are available for anyone to participate in.
- * I personally attend about half of the exhibitions at the Gallery each year. I keep up to date with what is coming. I enjoy seeing a variety of styles, themes, materials, etc. I don't like all of the exhibitions; but no-one would. Art is a personal taste.
- * As "grey nomads", my husband and I have been to many towns and cities around Australia. We try to visit many of the Galleries and Museums; they are an integral part of enjoying a town. You learn about their history and the current town "feel". If there is a cafe, we will often have a meal or snack. When travelling, we have visited certain towns just to see an exhibition eg Grace Kelly at Bendigo, the Archibald Prize in a Victorian regional city, Margaret Olley at Murwillumbah.
- * We were previously Melbournites, we have many friends and family who come to stay with us to enjoy the Clarence Valley. This does include a Gallery visit for some. All comment on the Gallery's pretty location and buildings, as well as how lucky Grafton is.
- * I personally had some trepidation about retiring to a regional area.

I would not have the same facilities, culture, shopping, cafes, etc that comes with big city living. I was pleasantly surprised on my first visit to the Gallery.

- * The Clarence Valley needs a revival. We have seen a number of large employers leave the area while we have been here - jail, abattoir, Telstra call centre. New blood is needed. That new blood needs to be people with income and ideas. If you are to attract such people, you need entertainment, dining, facilities that will attract people, such as ourselves. The Saraton has certainly helped here with live concerts.
- * We attend "Gate to Plate", "Art in the Paddock". We can afford to, but we also recognise events put a town "on the map".
- * There can be a perception that Art Galleries only appeal to "older women", so some in the Community see Council funds that could be spent elsewhere. Even if that perception were to continue, doesn't CVC want to attract that older demographic, as it is a growing proportion of the population?
- * What to cut? Studying the proposals in the provided Attachment O is very sobering. Clearly the Gallery is one of the largest line items and it would seem to be "simple" to remove it completely, as that is what may as well happen if its funding is to be reduced to very low levels.
- * It is awful to pitch one Community group against another. I am not in a position to comment on the relative benefits to the Clarence Valley gained by eg "am sponsored Events & Festival Program".

Thank you for the opportunity to participate in this difficult process. You will be criticised whatever decisions you make.



Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 16 June 2017 2:36 PM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING

I am opposed to a SRV for Clarence Valley Ratepayers for the following reasons:

- the Clarence Valley is one of the lowest socio-economic areas in NSW yet we already pay one of the highest level of household rates in NSW.
- The Clarence Valley is a Community suffering from extremely high suicide rates, especially amongst our youth. This community in crisis cannot afford added financial burden on already struggling families.

Karlie Chevalley

From: [REDACTED]
Sent: Friday, 16 June 2017 3:41 PM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING

I am opposed to Clarence Valley Council's proposed SRV.

[REDACTED]

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 16 June 2017 9:06 AM
To: Council Email
Subject: Rates Increase

Geoff and I, after attending the Maclean meeting, are still of the opinion that No Rate Increase above CPI should be an acceptable choice for the people of the Clarence Valley. Our residents can't afford it, and our businesses can't afford it. The more you take, the less chance there is for growth and employment.

Regards,

[REDACTED]

Sent from my iPad

Karlie Chevalley

From: [REDACTED]
Sent: Friday, 16 June 2017 2:16 PM
To: Council Email
Subject: Objection to Special Rate Variation

Sir

Please regard this letter as my objection to Council's seeking a Special Rate Variation (SRV) of 8% for the financial years 2018/19, 2019/20, and 2020/21 which results in a 25.97% increase in the third year.

As you should be aware the Clarence Valley Local Government area has a large percentage of residents who are either pensioners or whose average income is almost half that of the National average. 35% of these residents are either pensioners or Self Funded Retirees whose disposable income is reducing each year because of low interest rates, a volatile stock market and outrageous increases in electricity charges. These people cannot afford to pay increased rates. The existing rates are already excessive in comparison to rates in other Local Government areas throughout the State.

The history of the Clarence Valley Council and its management over the past 10 years does not indicate that any increase in the ordinary rate would improve the Council's performance in managing its assets. The condition of Council roads both urban and rural is entirely attributable to a lack of timely maintenance, and contrary to statements from Council management it should not be the responsibility of Council ratepayers to advise Council where and when maintenance needs to be carried out. Ongoing maintenance is a basic function of asset management and should be the responsibility of Council staff. The constant reliance on Consultants for Engineering and Planning matters indicates the lack of expertise in the core areas of Council's responsibilities. If the Council needs a Special Rate Variation of 8% for 3 years to become "Fit for the Future" why, for example, would it engage consultants to prepare an "Aquatic Centre Conceptual Plan" for the Grafton pool if there is insufficient funds to carry out current and future asset maintenance let alone construct an aquatic centre?

The Economic Development Unit of Council would appear to cost more money than it generates and should be dispensed with altogether.

The Grafton "Super Depot" and McLachlan Park, Maclean, would indicate the lack of expertise in budget management and living within your means.

If Council needs to be financially sustainable (Fit For the Future) it should look to improving efficiencies by closing down the Economic Development Unit, cease making contributions to the Regional Art Gallery and the Grafton Airport. It should also stop selling assets which generate income, particularly when in some cases the assets are then leased back to Council.

I will not comment on a recent article in the press where the increase of 8% for 3 years is averaged over a 10 year period, the logic of this escapes me. Perhaps it is part of Council's secret financial strategy.

[REDACTED]
[REDACTED]

Clarence Valley Council
Locked Bag 23
GRAFTON NSW 2460

16/06/17

Re: SUBMISSION - INTEGRATED PLANNING.

Acting General Manager

Dear Sir,

I completely oppose Clarence Valley Council's proposal for an SRV of 8% over the next three years, which I am informed will equate to 26% by 2021/22.

My objection is based on the following reasons:

Reason # 1: The State Government forced amalgamation on the basis of the bigger council delivering efficiencies, economies of scale and subsequently better services and lower rates. Not one of the benefits foreshadowed by the Government has materialized.

Reason # 2: The Administration of this Council has been demonstrably incompetent in not only the management of Council finances, but in every facet of activity Council has engaged in. The budget for the Depot Rationalization Project has blown out from the original \$13M estimate and if continued will approach \$30M. The means by which Council approved the project without a comprehensive business case and the haste in which existing Depots were sold demands a full judicial inquiry.

Reason #3: There is currently in Queensland, Parliamentary accusations of gross corruption in the Ipswich City Council and other Local Government authorities in that State. The recently dismissed General Manager and one of the current Directors had close links to the Ipswich City Council.

Reason # 4: It is no fault of Ratepayers that the CVC Executive and Senior staff were unable to manage the Council that would have made it "fit for the future". The LG Minister has been aware for several years that there was considerable dissatisfaction with Councils performance within the Valley but did nothing. The Ministers Office offered none of the support to CVC at Amalgamation that was offered to Councils in NSW similarly threatened with forced Amalgamations. Instead, the newly formed CVC was burdened with the huge deficit then carried by Grafton City Council.

Reason # 4: Councils current debt and financial crisis is the product of the Amalgamation by the Carr government and the subsequent failure of successive Ministers for Local Government to intervene.

Conclusion – If rate payers do not agree to the proposed 26%SRV, and the Clarence Valley Council is not capable of returning the Council finances without imposing huge rates and charges increases on one of the least affluent Local Government

areas in the State, then it is the State Government who needs to assume financial responsibility for the disaster NOT the ratepayers!

[REDACTED]

[REDACTED]

[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Thursday, 15 June 2017 6:14 AM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING

Good morning Clarence Valley Council

Please no **SRV**.

As a rate payer for 2 properties I cannot justify such an increase in rates. The average income is at bare minimum and my budget cannot stretch much further.

I am concerned at the lack of service for what I pay in rates now. Come and look at the beautification of Swan Creek village, a project that was over budget and has not been maintained since completed. I am NOTHING but disgraced in Council even compiling a **SRV**.

I look forward to some councillors coming to visit our village and see with your own eyes the disgrace of maintenance on the project completed.

Please act on behalf of residents of the valley who voted for you rather than increasing rates to cover over spending and poor management.

Kind regards

[REDACTED]
[REDACTED]

Karlie Chevalley

From: [REDACTED]
Sent: Thursday, 15 June 2017 8:32 AM
To: Council Email
Subject: SUBMISSION - INTEGRATED PLANNING

Submission Includes Opposition to Council's SRV

I wish to notify Council of my opposition to the SRV.

Yours faithfully,

[REDACTED]

WE ARE TOTALLY OPPOSED TO THE COUNCILS PROPOSED RATE RISE, WHY SHOULD THE RATEPAYERS BE RESPONSIBLE FOR THE COUNCILS INCOMPETENCE.

① WHY DO WE NEED THREE SUPERVISORS, OVERSEEING TEN MANAGERS, WHO THEN FIND IT NECESSARY TO HAVE TO CONSULT CONSULTANTS (AT A HUGE COST TO RATEPAYERS) TO DO THE JOB THAT THEY ARE EMPLOYED, (AND SHOULD BE QUALIFIED TO DO).

STOP USING CONSULTANTS, (UNLESS FOR LEGAL REPRESENTATION ETC) IF CONSULTANTS ARE NECESSARY FOR THREE SUPERVISORS AND 10 MANAGERS, BEFORE THEY ARE ABLE TO DO THEIR JOBS, THEN THEIR JOBS SHOULD BE TERMINATED AND EMPLOY SOMEONE WHO CAN DO THE JOBS.

② JUST HOW MUCH DEBT ARE WE IN, WE HAVE BEEN TOLD THAT THE COUNCILLORS WERE GIVEN ONE FIGURE, BUT THE AMOUNT WAS FAR IN EXCESS TO WHAT THE PUBLIC HAS BEEN TOLD THAT WAS THE AMOUNT OF DEBT OWED, HOW MANY REDUNDANT WE WERE ADVISED THAT THERE WERE GOING TO BE SEVENTEEN TWENTY FIVE, TWENTY SEVEN (WHATEVER NUMBER YOU CHOOSE TO BELIEVE) BUT IN THE LOCAL PAPER RECENTLY COUNCIL HAS ADVERTISED FOR FOUR NEW STAFF, PLUS THEY ARE GOING TO EMPLOY FOUR ABORIGINES IN THE NEAR FUTURE, MAKING A TOTAL OF EIGHT NEW EMPLOYEES, TAKE THESE EIGHT AND ADD THOSE TO THE "SUPPOSED" AMOUNT OF REDUNDANCYS PROPOSED BY COUNCIL, PLUS COUNCILS PLEDGE THAT IF AN EMPLOYEE IS MADE REDUNDANT, AND HE DOES NOT WISH TO GO, HE OR SHE, WILL BE MOVED TO ANOTHER DEPARTMENT WITHIN THE COUNCIL, SO THERE WILL BE NO REDUNDANCYS AND EIGHT NEW EMPLOYEES, WHAT SORT OF COUNCIL DO WE HAVE! INCOMPENT, EVASIVE, AND UNTRUTHFUL. NO RATE RISE, LET THEM HAVE TO GET OUT OF THEIR OWN PROBLEMS, THE BEST THEY CAN.

REGIONAL AIRPORT. (\$469-818) SHOULD BE SOLD TO PRIVATE ENTERPRISE.

BIODIVERSITY SERVICES - \$783-164 ① SCRAP ONE

SUSTAIN PROJECTS CLIMATE CHANGE \$95,755 ② WHY DO WE NEED TWO

PLUNGE FESTIVAL \$45,252 - WASTED, (DEBARCLE) MONEY

INDIGENOUS SERVICES - \$79-532 - OUR RATES SHOULD NOT BE USED FOR ABORIGINAL SERVICES, THEY RECEIVE STATE AND FEDERAL FUNDING.

GRAFTON ART GALLERY - \$613-988 - CUT BY $\frac{3}{4}$ MAYBE BE THEY SHOULD USE THE DONATIONS THEY RECEIVE, AND RAISE THEIR OWN FUNDS.

ECONOMIC MONITORING WORK - \$30,153

ECONOMIC STRATEGIC SERVICES - \$68,317 SCRAP TWO

COST MITIGATION PROGRAMME - \$40-968 WHY THREE?

INDUSTRY DEVELOPMENT WORK - \$87,435 SCRAP ONE

INDUSTRY LIAISON SERVICES - \$89-310 WHY TWO?

TOURISM MARKETING SERVICES - \$132,686 WHY TWO, SCRAP

VISITOR INFORMATION SERVICES - \$367-534 KEEP THIS ONE

ECON DEV MARINE AND ENGINEERING CLUSTER? \$24,539 - SCRAP

ECONOMIC DEVELOPMENT PROGRAMME -? \$330,825 SCRAP

COULD BE

BE SAVINGS OF -

\$2,928-451

TWO MILLION, NINE AND TWENTY EIGHT THOUSAND

FOUR HUNDRED AND FIFTY ONE

TOTALLY OPPOSED TO THE COUNCILS PROPOSED RATE RISE, WHY SHOULD THE RATEPAYERS BE RESPONSIBLE FOR COUNCILS ~~BE~~ INCOMPETENCE

IF YOU DON'T WANT A (Special Rate Variation) SRV here is a list of CVC DISCRETIONARY SERVICES and their costs you can cut = 22 jobs.

- 1) Regional Airport Services = \$469,818.00
- 2) Grafton Sports Complex = \$95,832.00
- 3) Maclean Indoor Sports Complex = \$51,352.00
- 4) Yamba Indoor Sports Complex = \$131,109.00
- 4) Cemeteries Services = \$305,604.00
- 5) Catchment Management Services = \$62,683.00
- 6) Biodiversity Services = \$783,164.00
- 7) Public Halls Services = \$189,885.00
- 8) Maclean Pool = \$203,513.00
- 9) Grafton Pool = \$490,679.00
- 10) Yamba Heated Pool Complex = \$177,548.00
- 11) Yamba Rock Pool = \$38,633.00
- 12) Aquatic Facilities Administration \$356,493.00
- 13) Sustain Projects Climate Change Services = \$95,755.00
- 14) Sale yards Services \$27,551.00
- 15) Community Dev Administration Services = \$718,505
- 16) Community Initiatives Donation Program = \$140,137.00
- 17) Plunge Festival = \$45,252.00
- 18) Youth Services Services = \$183,449.00
- 19) Ageing & Access Services = \$148,471.00
- 20) Safe Communities Services = \$148,471.00
- 21) Indigenous Services Services = \$79,532.00
- 22) Clarence Regional Library Services = \$222,859.00
- 23) Mobile Library Services Services = \$110,799.00
- 24) Grafton Art Gallery = \$613,988.00
- 25) Historical Services = \$11,272.00
- 26) Community Centres Services = \$414,151.00
- 27) Economic Development Programs = \$330,825.00
- 28) CED Programs = \$26,492.00
- 29) Image Library Work = \$10,769.00
- 30) Street Banner Program = \$5,519.00
- 31) Business Awards = \$3,311.00
- 32) Economic Monitoring work = \$30,153.00
- 33) Digital Hub services = \$31,338.00
- 34) Relocation Guide = \$12,923.00
- 35) Econ Dev Marine & Engineering Cluster = \$24,539.00
- 36) Economic Strategic Services = \$68,317.00
- 37) Events and Festivals Program = \$130,732.00
- 38) Cost Mitigation Program = \$40,968.00
- 39) Industry Development work = \$87,435.00
- 40) Visitor Information Services = \$367,534.00
- 41) Tourism Marketing services = \$132,686.00
- 42) Industry Liaison services = \$89,310.00

Karlie Chevalley

From: [REDACTED]
Sent: Friday, 16 June 2017 11:44 AM
To: Council Email
Subject: Submission - Integrated Planning

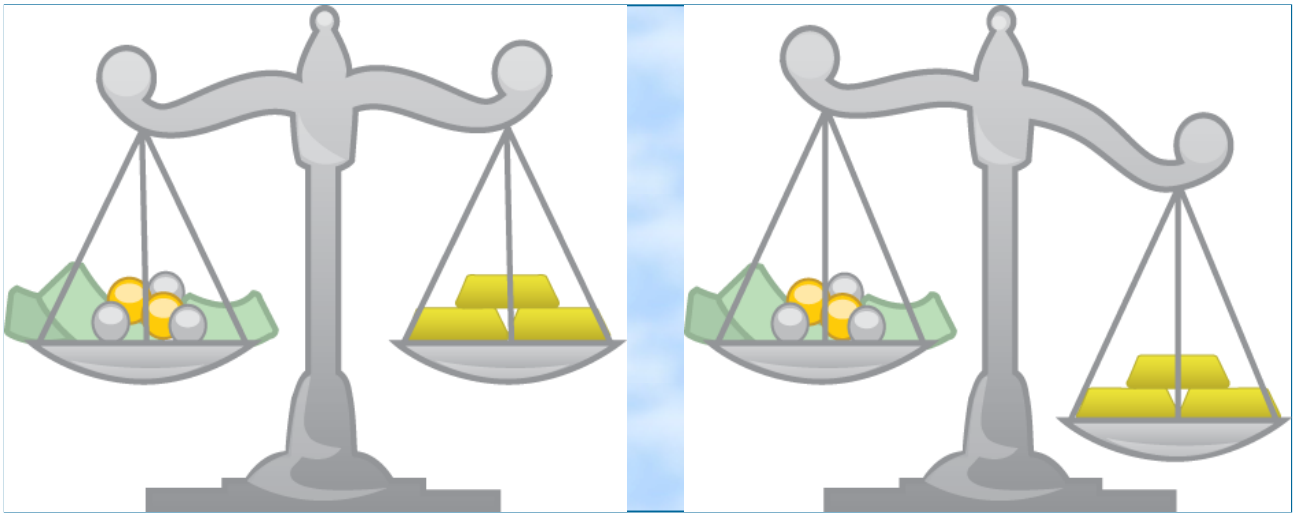
I wish to lodge my objection to the proposed SRV.

These are my reasons:

1. By any possible measurement the Clarence Valley is an economically depressed area. We have a high number of pensioners, unemployed and young families who just cannot afford such a big rate increase. Businesses are struggling as evidenced by the high vacancy rate of commercial property. The centre of Grafton is like a ghost town. I am sure this proposed CRV will cause more businesses to close down.
2. I have seen no evidence that Council has made any real attempt to cut costs and live within its budget. It is difficult to get detailed information about where the money goes but it seems that far too much is spent on consultants and outside contractors. When Council has such high staff levels surely they should be using their staff to do the work being passed to highly paid consultants. The amount of money wasted on consultants for the McLachlan Park upgrade is ridiculous. There are too many grandiose projects that we cannot afford: the new depot, the proposed upgrade to the Grafton Pool, the new library. All great if you've got lots of money to throw around but we haven't! And all centred in Grafton to the detriment of smaller towns. There seems to be no attempt to rationalise any of Council's assets: unused, land and buildings, excess vehicles and equipment etc. There seems to be little interest in rationalising staff numbers.
3. I resent being given a handpicked list of Council facilities and told to choose which have to go. Firstly, we are not given nearly enough information to make this choice. Secondly all these facilities are important to the ratepayers and all would choose the ones they don't personally use. I have not seen any cost/benefit analysis of these facilities, but the worth of some to smaller communities goes way beyond their cost to ratepayers.

The proposed CRV will really hurt the people of the valley. It should be a last resort after all other avenues of saving money have been exhausted. I don't believe they have been.

[REDACTED]
[REDACTED]



SUBMISSION

Prepared by

Les McPherson

For the
Clarence Valley Council

In respect of
The proposal for a Special Rate Variation of 8% for 3 years

14. Jun. 2017

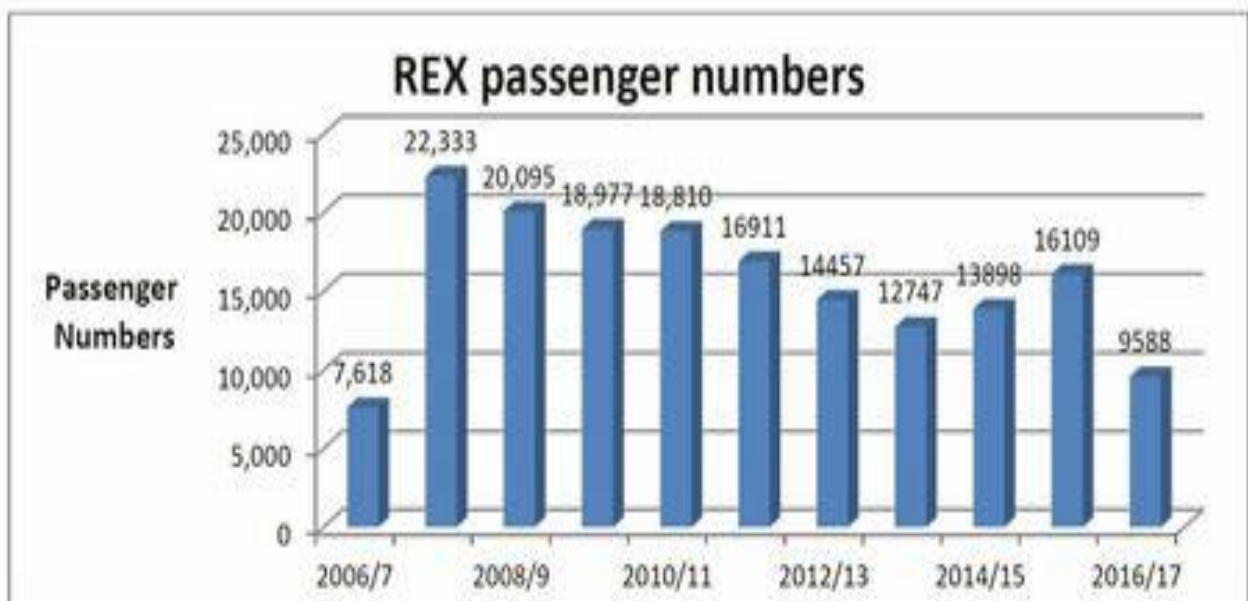
Contact:

██████████

Overview: The application for a Special Rates Variation I believe has to go ahead. But I believe there are several Items that need to be addressed in the application that could see a smaller variation for the second and third years. I believe the **Grafton Airport** is something that needs to be addressed urgently and a decision made to either keep it and run it in a break even mode or sell it and let somebody else run it. Currently from the figures I have it would appear that it is costing about \$16 dollars to the rate payer for every passenger using it. So I believe a major effort has to be made to either make the airport cost neutral with in the next twelve months or get rid of it.. There are other suggestions to follow in the Engineering area that I believe could save much more then what has been put up in Attachmenmt A of the papers submitted at the Maclean meeting.

Support: It would appear from the current figures of Passenger numbers from the table below that was on the CVC site, that indeed there is a drastic issue with the running of the local airport.

Figure 1 – Passenger numbers 2006/7 to 2016/17



Cease providing Regional Airport Services	Exit Service	3114 - Airport	817 - Regional Airport	436,273
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One can easily calculate that it is costing the rate payer at least \$16 per passenger and I assume this is after the \$7 dollar per passenger loading. This needs to be run as a business and if it is not cost neutral then it needs to be sold.

On other costs I feel that the maintenance area could benefit from better work planning as I have seen the Arbourist group working at Chatworth for five days without having effective equipment for the job they were doing. They travel from Grafton each day and have one

cherry picker, one front end loader and one small tip truck. NO TREE CHIPPER. So they take down one truck full then that has to go to the local Maclean tip so there is so much time wasted instead of having a chipper that could do everything on site. To add to this you have the OH&S people who have to be there for traffic control for five days. A local Tree specialist could have done the same work in 1 day saving a huge amount on traffic control alone. This was not an only incident there was two weeks of this on the Iluka road as well. So I believe the engineers have to get much smarter in using resources.

We seem to spend a heap on community facilities, I am not sure I have seen the benefit of the expenditure and I am sure other rate payers feel the same. So I believe this needs to be reduced.

Conclusion: Although I believe that a rate increase is probably necessary to get CVC out of trouble. It is very obvious this council management has been living beyond its means for some time and there are areas where the council is involved and rate payers are paying out for but really we should not be involved in.

I believe it is a time that we should get back to council basics and get the books in order. People are doing it tough and the council should also look at more austerity in its operation.

Karlie Chevalley

From: [REDACTED]
Sent: Friday, 16 June 2017 4:20 PM
To: Council Email
Subject: Submission Re: SRV - Planned Reduction of Services

Hello @ Council.

I am opposed to the proposed SRV that you have planned to apply for, to IPART.

I strongly oppose this intention on 2 points:

1. Many pensioners live in this place, our home, the Clarence Valley. They are finding life tough enough and going without, because prices just keep increasing,
2. To strip away facilities and services at the same time that you are going to be charging 25% more on our rates over three years, is both cruel and unjust

My opinion: Invite BIG city government offices and business to de-centralize into Grafton. Great spot, on junction of two major arterial highways, upgrades, great living environment, great place to rear children (multiple sporting bodies etc), friendly folk, etc. etc. This would mean more Rates' income, boost local economy trades and shops etc. There are a whole host of ideas that would ensure that Grafton grows and prospers.

But does anybody in positions of power want to listen and act?? Or are there individuals/businesses in Grafton that just want to keep the status quo?? I wonder

Thank you for your time
I hope I haven't missed the deadline!!

Too busy in our three-year-old business, Andavine House Bed & Breakfast, to get this to you earlier. Booked solid. 9.8/10 on Booking.com. Have done it all by ourselves. Spent thousands in Grafton since our arrival in Grafton, supporting local business.

Cheers,

[REDACTED]

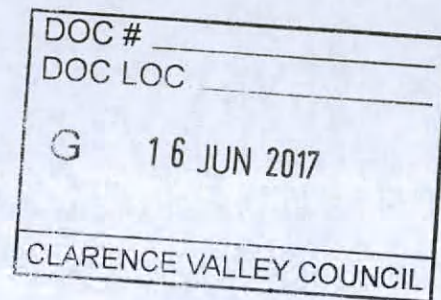


Acting G/M

C.V.C

Locked Bag 23

Grafton 2460



SUBMISSION AGAINST SPECIAL RATE VARIATION

I object to a S.R.V as rates are too high at present and to increase them of the magnitude and over the period suggested by Council will no doubt bring hardship to many people especially Pensioners and other low income earners

We on Junction Hill are still angry remembering the huge rate increase the results of the Amalgamation oof Councils in 2004.

This was done to bring Copmanhurst Shire in line with Grafton and we have had no relief since.

This amalgamation should never have happened with

Council now admitting that it has caused together with bad management, their financial difficulties.

Council has made many bad decisions and there have been a few "White Elephants " along the way. I agree with Councils "cuts", anything that's not viable and necessary should go.

There are many things Council can explore to cut.

Too many staff at jobs— standing around whilst work is going on. Grafton Library doesn't seem to attract many.

Council wastes too much money employing consultants— Council staff and Councillors should be able to effect a lot of ~~TAIS~~ business.

Council ^{to} ~~is~~ appoint a new GM, with an ^{firm} outside ~~a~~ to select him wasting \$30-40,000 when again staff or Councillors should be able to select the man Council wants. They should not be there if they can't.

Leaks from Council employees that there is a number of vehicles at the disposal of certain staff , probably part of a pay package, but it is indicated that some of these are used indiscriminately, interstate , other family members using them at night and delivering firewood. This is using ratepayers money and should be stopped.

Concurrently many years ago, many great men were elected to councils to set the stage to what we have now

. They did it for the pride of achievements and for the love of their community. Now Councillors are paid. Paid a reasonable sum and a few "perks", for not so many meetings.

Council could save some ratepayers money if the Councillors had the same Community Spirit as those old blokes and donated their "annuity" back to Council for the period it takes CVC to get back on its feet and help avoid a SRV.

Yours faithfully



14th June, 2017



17 June 2017

Clarence Valley Council
2 Prince Street, Grafton, and
50 River Street, Maclean

Dear Councillors,

Response to CVC Special Rate Variation Proposal for 2018/19 to 2020/21

I refer to the CVC Special Rate Variation Proposal for 2018/19 to 2020/21 in handouts 2 June 2017 commencing at 5:30pm at the Maclean Council building.

I welcome the opportunity to comment on the Proposal and ask that you accept this letter as a private submission on the Special Rate Variation Proposal for 2018/19 to 2020/21.

I would like to comment in the attachment on the following issues:

1. Framework and approach to rate systems
2. Anatomy of Decision Making Selection
3. Pacific Highway - mandatory fitness-for-purpose programme
4. Imbalance of Process Improvement Power
5. Timetable for roads in general

I would be pleased to discuss my comments at your convenience. Should you wish to discuss this submission in any way, please do not hesitate to contact me on 0488 145 494.

Yours sincerely,

[Redacted signature box]

[Redacted contact information box]

submission continues in Confidential Attachment

Confidential Attachment – Marcus Steel’s Response to CVC’s Special Rate Variation Proposal for 2018/19 to 2020/21

Framework and approach to rate systems

A rate system that is neutral with respect to population density sounds good in theory but results in smeared rate increases and skewed service outcomes. I've come to conclusion that Clarence Valley is a bi-culture. Grafton and Yamba verge on consumerism like urban population centres at Coffs Harbour to Woolgoolga. Then there's remainder of Clarence Valley which is overwhelmingly greater in land area and non-taxable natural resources – air, water and sun.

The rates structure of CVC Special Rate Variation Proposal is more like Monopoly than Australia's classic board game – Squatter. Monopoly is an appropriate metaphor for urban population centres. whereas Squatter has rural context - which is actually more like CVC's overwhelmingly greater land area - not including swathes of land that get resumed without compensation by state or federal government, or unrateable due to global issues such sea-level rise.

Anatomy of Decision Making Selection

<https://www.sunshinecoastdaily.com.au/news/council-touts-10-rate-hike/2633766/>

I felt (after reading weblink on 2015 rate hike news) as if at presentations and responses to questions at 2 June 2017 meeting that our CVC rate hike struggle is with ghost of past-mayor and GM-past. This is due to a ranking approach - ranking list of best projects, one variable, unknown liability, can't account for time, cant account for options. However, Ranking and Optimisation are different.

Optimisation (see attached from Essential Energy) arrives at best list of projects, multiple variables, known liability, maximises returns over time, multiple options. Furthermore, accountability for time is primary importance since costs are consequentially increased (e.g. wastage due to waiting times) with time delays. The “I Will Be On Time” attachment was prepared by myself for a small team/s such as likely result from CVC changing to dispersed delivery model.

Time will reveal effectiveness of anatomy changes but small differences can yield big business improvement. After 6 million years, we are still 99% chimpanzee. Vision trumps all other senses - *source: brain rules by Dr John Medina*

Pacific Highway - mandatory fitness-for-purpose programme

I am concerned that \$4+ billion Pacific Highway Upgrade is leaning on ratepayers in Clarence Valley about hidden costs from their reactive repairs stance. About 10pm on 10 June 2017, two northbound vacationers' vehicles were sidelined by same deep pothole that blew a tyre in both vehicles. While potholes were

repaired next dry day (13 June 2017) all the ongoing cost penalties are ultimately recovered from CVC tourism industry due to bad reviews by vacationers.

Pacific Highway Upgrade is of maximum benefit to interstate trucking who are mostly overnight whereas vacationer and CVC traffic is mostly in daylight. Pacific Highway Upgrade and interstate trucking has a lot in common with "it is the last straw that breaks the camel's back". The cumulative effect of small actions by Pacific Highway Upgrade construction weakens the highway and they cease work when inclement weather occurs. Then a seemingly minor or routine action by interstate trucking which causes a pothole that local traffic then worsens.

It may perhaps be more appropriate for Pacific Highway Upgrade to be paid any recurrent CVC spending for Pacific Highway in return for end-to-end accountability for Pacific Highway and costs being borne by Pacific Highway Upgrade construction on a Pacific Highway mandatory fitness-for-purpose programme plus penalties for failures to ensure a proactive maintenance stance.

Imbalance of Process Improvement Power

I am concern that an imbalance of process improvement power exists between vulnerable residents or small business and farmland category. In my view, this arises not only from "property scale imbalances in the process improvement process" but also from the different time/economic pressures on the categories.

I'd been to Proserpine canegrowers in late 2014 about community-based energy systems. They had an absence of empathy and understanding. I've visited Clarence canegrowers at Maclean in early 2017 late 2014 about community-based energy systems. I experienced a 100% identical response here. Canegrowers have one or two year plan they keep re-using or recycle. If it's not HELL YES with canegrowers, it's NO WAY. Study Howard-Thomas attachment:-

1. Incremental gains by efficiency improvement from harvest to mill – harvesters are paid by hour but waiting time occurs due to insufficient trucks with containers to keep pace with harvesting entire cane sector.
2. [Australian farmer's weed-destroying invention draws world interest](#) – Imagine an Australian canegrowers invention, which juice extracts cane during harvest, has the potential to reduce the need for transporting cane to mill. What if a machine can be retro-fitted into modern cane harvesters and, with cage mill (or other) technology adapted from the mining industry, pulverises cane to the point where cane juice initial extraction is done.
3. Then three sugar mills in NSW (Harwood, Woodburn, Broadwater) could be rationalised to one mill. Sugar cane bagasse could remain on-farm for more organic process easing need for burning bagasse in mill. This diversifies revenue stream for canegrowers and improve land productivity.

Debating which comes first extra rate increase for canegrowers or the process improvement is like asking "How many angels can dance on the head of a pin?" Clarence Valley Council rates have to push farmland beyond 'business as usual'.

Timetable for roads in general

I am concern that bonus rainfall improves capacity for farmland category to pay rate increases whereas it damages roads (inconveniencing other rate categories) which are already under pressure having resurfacing interval increased from 15 to 25 years. For example,

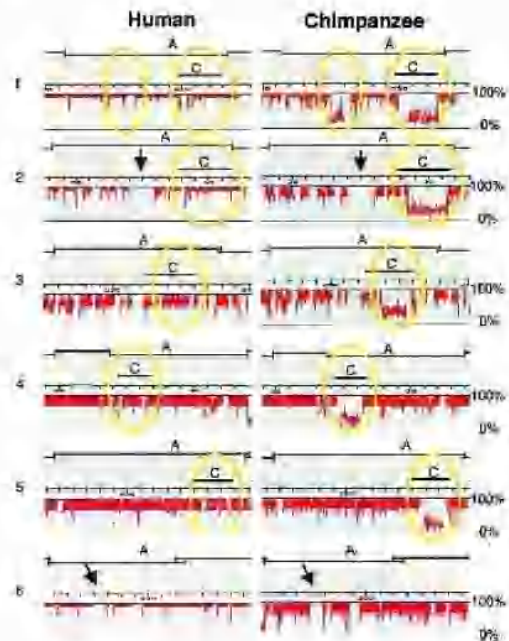
- Rural Road Grading Program resulted in Sandon River Road being done just before rains and then being deteriorated quickly due to normal traffic.
- Iluka Road near Esk River bridge was covered three times this year and the eastern approach is getting ongoing damage below bitumen surface.
- Edges on Armidale Road and Tucabia - Tyndale Road are being undermined by rain, traffic, and surface portion of road being too narrow.
- Most cane fields on Goodwood island have absentee owners who are remote rent-seekers instead of community members in Clarence Valley.

Small Differences Can Yield the Big Business Improvement

*After 6 million years,
we are still 99%
Chimpanzee*

**Vision trumps
all other senses**

source: *brain rules* by Dr John Medina



Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Thursday, 15 June 2017 11:35 PM
To: Council Email
Subject: Submission - Integrated Planning

Please note:
I Am Opposed To:

- *Any Special Rates Variation (SRV)
- *Some of the proposed Service Cuts and Council overlooking other savings.

WITH REGARD TO THE PROPOSED 26% SRV:

Local People simply can't afford it – and those who have invested in the valley will soon not be able to! Many local business owners and operators are already suffering from the cumulative effects of running a business in a poor local economy with relatively low discretionary spending ability.

Councils proposed 26% SRV reaches its maximum impact just after the bridge and highway workers from other areas have left the Clarence. This also coincides with the impact of the highway bypass on the area and the subsequent decrease in passing trade, which will be particularly significant in upper river areas such as Grafton and South.

As a result, the increased user fees and charges; the 26% SRV; and the future downturn in investment and loss of passing trade will result in negative impacts on the Valley's economy at approximately the same time. We already have too many closed and empty shops in the CBD's of our main towns.

Councils 26% SRV and other tax increases will make this worse.

SOME OF THE PROPOSED SERVICE CUTS AND COUNCIL OVERLOOKING OTHER SAVINGS:

The original proposals to close the Iluka Library and significantly reduce funding for the Regional Gallery are not supported – the Gallery decision is particularly frustrating – I'd like to know how much rent has been lost following the decision to increase the rent on "Georgies" by 40%?

The decision to reduce support for Tourism, which is one of the few growth industries remaining in the Valley, whilst increasing operational expenditure on flood prone public toilets which need to be moved with every rise in the river, shows a lack of common sense.

Councils Draft 2017/18 Budget shows the following changes from the original 2016/17 Budget:

User Charges have increased by approximately \$4.7M from the previous year (\$10.5M to \$15.2M)

Statutory and Regulatory Charges have increased by approximately \$0.6M from the previous year (\$1.4M to \$2M)

And General User Fees have increased by approximately \$1.5M from the previous year. (\$16.8M to \$18.3M).

These are significant changes and the impact of the pace of their introduction has been and will continue to be negative. The SRV is proposed on top of these increases.

WHAT IS CONSPICUOUSLY ABSENT FROM COUNCILS ATTEMPTS AT EXPENDITURE REDUCTIONS IS:

Further analysis of Councils massive workforce. CVC currently have one of the highest Full Time Equivalent employment numbers of All Councils in NSW.

There is a willingness on the part of the Local Community to work with Council to find savings.

Regards

[Redacted signature]



Before printing, please consider the environment

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Karlie Chevalley

From: [REDACTED]
Sent: Friday, 16 June 2017 3:07 PM
To: Council Email
Subject: Delivery Program 2017/18 - 2020/21 and Operational Plan 2017/18

Mr Ashley Lindsay,
Acting General Manager,

Bringing in an independent administrator would appear to be our only options available.

As a new resident I wish to acknowledge my continuing disappointment in the ability of the Clarence Valley Councillors and the Executive Team in being able to manager its responsibilities.

Since my arrival in December 2014 I have regularly been informed by the local newspapers of the constant financial and operating problems incurred by the present (and past) Clarence Valley Council, not very encouraging or inspiring especially in these troubled times.

In September ensuing the 2016 Elections I find the Clarence Valley Councillors and the Executive Team undertook an extensive review of its operations with the view to reducing costs following the February 2016 unsuccessful SRV application of 6.5% for five years effective 1/7/2016, being an cumulative increase in ordinary rates of 37% by the year five (2020/21).

The result of the abovementioned extensive review undertaken was the presentation of the '**2017/18 to 2020/21 Efficiency Saving and Improvement Opportunities**' being; SRV of 8% per year for three years effective 2018/19, a cumulative increase of 25.9% to be retained permanently in the council rate base.

Following the recent strong objection by the ratepayers to this intended increase I understood the Clarence Valley Council had concurred, however transparency appears to be somewhat missing.

Other items that I find worrying (and consuming addition revue), are due in most parts to what appears to be ill informed decision making:

- **Clarence Valley Council Super Depot located in Grafton**
- **Recent resignation and departure of the Clarence Valley Council General Manager, Mr Greensill**

What ratepayers expect and are willing to pay annually via a rate notice remains the same, their fair share of the costs of running their shire, they don't expect to be used as a source of revenue whenever council planning and management fall short due to foreseeable advice.

I note from the expenditure papers that our Clarence Valley Council decision makers are indeed well remunerated for their acquired skills, so attention to details should not be asking too much.

A lot of good work and programs are carried out on a daily basis by the Clarence Valley Council employees for which I am very appreciated, this Clarence Valley is a very special part of this country and I feel very lucky in making my home here.

[REDACTED]

Karlie Chevalley

From: Ashley Lindsay
Sent: Sunday, 18 June 2017 11:33 AM
To: Council Email
Subject: FW: Submissions WRT Council's SRV

Submission from [REDACTED] – see email below

Ashley Lindsay
Acting General Manager
Clarence Valley Council
Locked Bag 23, GRAFTON NSW 2460
P: (02) 6643 0804
M: 0419 496 135
www.clarence.nsw.gov.au



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From: Greg Clancy
Sent: Sunday, 18 June 2017 9:10 AM
To: [REDACTED]_Councillors
Cc: Ashley Lindsay
Subject: RE: Submissions WRT Council's SRV

Hi Laura,

Thank you for your email expressing your concern with the proposed Special Rate Variation. The SRV is a compromise as it is coupled with cuts to services which involve job losses. The issue of unused properties has been discussed and the few that can be sold will not solve this problem created by successive councils not putting money in reserve for the depreciation of assets. The Office of Local Government found that Clarence Valley Council was not Fit for the Future so these measures are proposed to address the \$15.5 million shortfall.

Thanks you again for your submission which will be considered along with the others received by Friday.

Regards

Greg
Dr Greg Clancy
Councillor

From: [REDACTED]
Sent: Friday, 16 June 2017 12:38 PM
To: _Councillors <Councillors@clarence.nsw.gov.au>
Subject: Submissions WRT Council's SRV

For the attention of all Clarence Valley Councillors

Dear Councillors,

The Clarence Valley residents have been asked for their feedback and submissions on various council matters.

I, the undersigned am in agreement with the following proposals and suggestions and would like to be kept updated via email of any new developments and considerations.

Proposal No.1

The people of Clarence Valley can NOT afford the increases in taxes (SRV, user charges and fees etc.)

This can be easily proven with census demographical information.

In short form - NO rate rises.

We as a community are already struggling to cope with ever increasing costs and it would be unfair and irresponsible to think that our current councils financial issues will be resolved by this proposed rate rise it will only further disadvantage our already disadvantaged community.

Proposal No. 2

Increasing the taxes WILL damage the local economy more! There are store fronts closing all over the valley and families struggling to make ends meet. Again, refer to the census for statistical purposes and facts.

Proposal No. 3

We NEED breathing space to deal with the underlying causes.

We can have this breathing space by the sale of UNWANTED and UN-NEEDED assets/properties that are costing us money in maintenance.

We need a COMPLETE list of those properties please.

Proposal No. 4

The people of the Clarence Valley would like to establish an OPEN committee between local people AND council with the sole aim of identifying SAVINGS rather than the SRV (rate rises) and have them meet monthly.

Proposal No. 5

We need Council to provide ACTUAL costs and expenditures.

Council's Service (Business Plan) contains NONE of the information required to appreciate where more than 40 MILLION DOLLARS of OUR money is spent on Council's massive workforce.

I thank you for your consideration of these matters and hope to hear back from you at your earliest convenience.

Kind Regards



Greg Clancy
Councillor
Clarence Valley Council
Locked Bag 23, GRAFTON NSW 2460
P: 0429 601 960
www.clarence.nsw.gov.au



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16 June 2017

The General Manager
Clarence Valley Council
Locked Bag 23
Grafton NSW 2460

Dear Sir

Submission on Council's Proposed SRV

The Greater Maclean Community Action Group submits its objections to the rate rises proposed under the current plan.

Council's mismanagement of its whole area of operations has placed its ratepayers in this position of deficit, and now seeks to cut essential services to pay for the outcome. These are essential services are core functions of local government, that they are there to provide and maintain, not take away. Now it appears the community is to be held to ransom over these basic community needs and expectations.

The impact of such savage rises will not be able to be met by many people in the council area – we have a demography of about one third of the population being pensioners, unemployed, and retirees. These people simply cannot sustain a further impost in their lives. Council should already be aware of this.

There has been a continuing incompetence in the running of this council ever since the unwanted amalgamations were forced on us some 13 years ago. This incompetence was identified to councillors in the last few years, but ignored (until recently, with the “resignation” of the former GM), but the damage has been done. Unelected Council Management has created this problem and has allowed it to fester, despite advices from some very competent persons in the community, and with proper management it should get us out of it. That does not include the cutting of services, nor the posting of exorbitant rates. All of this the Minister has been fully aware of but has failed to act.

Council has consistently proven that it cannot budget nor manage its fiscal operations, yet continues to hire consultants (instead of using its own paid expertise), and worse, continues to pursue its highly controversial “super depot” in South Grafton which has had a massive costing blow-out way beyond all reasonable norms. Yet it is prepared to cut essential community services eg threat to Iluka Library, the closing of Ulmarra Pool. McLachlan Park at Maclean is another example of money mismanagement, the original estimate and funding for the WHOLE of the redevelopment being blown at only half a park, and now reliance on an unexpected government grant to divert funds to finish the park off.

People are now so confused with just what is happening with all this SRV hype over the last years that a blanket complacency has set in – a fatalistic attitude - “well Council will do what it intends to do in the end, so what is the point of making an effort”? This however is NOT a reflection that people at large have no objection to, or accept the proposed rate increases.

Postal Address: [REDACTED]

Bringing our great communities together “Our Town Our Voice”

2.

This Group has consistently objected to Council's poor planning practices, and the selling off of vital public lands, all to no avail. There is no such thing as objective listening with (the majority of) councillors, who's minds are made up well before any public interaction or formal meeting deliberations. People who express a difference of opinion to that of Council are styled as 'keyboard warriors, minority groups, whingers' and the like, thus placing an automatic discredit to their inputs and approaches.

Council has done nothing in the past to really address the deficit problem, and it is not new. In fact this position started its downhill turn after amalgamation occurred, and certainly worsened under the more recent administration. Council has, in the past done everything it can to NOT listen, and to simply pay lip service to public input. It does not reply to correspondence in spite of its adopted policy; it does not make its expenditure on certain projects available; it has not been open and transparent to many enquiries; and staff have had instructions "not to talk". Everything at the public counter is recorded, both camera and audio. The public often feel alienated. This is not the way a council should be run.

Both the current and the more recent past management must take a responsibility for the disastrous financial position. Where is that accountability? All we have seen is a presumably nice golden handshake for the "resigned" former GM, who surely had been a significant part of the problem but by no means the ONLY part. An action Council should have taken three years ago.

Council's own Guiding Principles will be severely compromised or indeed obviated if it cuts basic community services. These Principles are part of its charter under Council's own Corporate Statements. The public should not have to expect to lose their libraries, their swimming pools, their parklands. It should not even be a consideration. Period.

And it should not be the responsibility of ratepayers to advise Council when and where maintenance needs to be carried out; this is a basic asset management function of any council and should be the responsibility of council staff.

This Group requests that there be no rate rise beyond the normal CPI expectancy, and that Council gets its management practices in order – then we, the community, can work cooperatively together with Council into the future. It's a wonderful area to live, get it right and we can all prosper.

Yours faithfully

[Redacted signature box]

[Redacted name]
Secretary

Postal Address: [Redacted]

Bringing our great communities together "Our Town Our Voice"

Karlie Chevalley

From: [REDACTED] [REDACTED]
Sent: Friday, 16 June 2017 8:04 PM
To: Council Email
Subject: SRV

To whom it may concern,
I'm writing to you about the SRV. I am totally opposed to the SRV. Not only will I have to pay extra on my home I will have to pay more in rent for my business. As I'm a small business renting a premises its hard enough as it is without the SRV. It looks like you don't really care about the people that keep you in a job. If you don't start looking after the people you will have a ghost town on your hands then people will start leaving then you will get less rates. So maybe think about the consequences of your actions now.

[REDACTED]
Sent from Surface



16th June 2017

The Acting General Manager
Clarence Valley Council
Prince Street
GRAFTON 2460

Email: council@clarence.nsw.gov.au

Proposed SRV and Efficiency Measures (Budget)

The Clarence Valley Conservation Coalition (CVCC) has particular concerns about the proposed cuts in three areas of Council's operations.

1. Natural Resource Management

a) The CVCC is very concerned about the proposed reduction of staff in Natural Resource Management Services by 3.3 EFT positions. We find it astounding that Council can list Biodiversity and Catchment Management services as **discretionary**. Weed Management and Bushfire Management are not considered discretionary. (Attachment R, p. 61) So are the 3.3 positions taken from Catchment Management and Biodiversity with the remaining EFT positions dealing with the so-called non-discretionary services?

b) Our LGA covers a large area (around 10,500 sq km) and our natural environment is facing growing challenges from urban expansion, rural land clearing and habitat loss and, over time, increasing impacts from climate change. Any reduction in the council staff with the relevant expertise to assess the impact of developments would have negative impacts for the natural environment which provides vital services for all of us (e.g. clean air and clean water and healthy soils) which the Council is delivering (if there are sufficient FTE positions!) for "the community, agricultural industries, and the environment" (Attachment R, p.62).

c) We note that Attachment R lists the critical risks that need to be managed in delivering the Natural Resource Management service. Those risks will obviously become greater with the loss of 3.3 positions.

d) We also note that an incredible contribution to natural resource management in our LGA is made by local community volunteers through on-ground work by organisations such as Landcare and the educative and lobbying activities by environment groups such as the Clarence Environment Centre, the Clarence Valley Conservation Coalition and Valley Watch. While these groups make a valuable

contribution, it is only natural that they expect Council to play its part in protecting the natural environment into the future.

2. The Regional Gallery

- a) The proposed drastic cut to the budget for the Regional Gallery is another matter of concern. The Clarence LGA is extremely fortunate to have such a wonderful asset. It is in Council's interest to promote this asset as a tourist attraction as well as encouraging further visitation by locals. The drastic cutting of funding will be likely to have the reverse effect.
- b) While the drop in visitation numbers may have been the excuse for cutting back the budget, Council and Councillors should remember that the fall in numbers happened as a result of the shilly-shallying and poor decisions taken by the former council and senior council officers.
- c) The CVCC believes Council should be providing the Gallery with all the support it can to re-build its profile and visitor numbers as well as ensuring that a café or restaurant continues operating to assist in attracting visitors.
- d) We also note that with the Gallery, as well as with Natural Resource Management, volunteers play a very important role in its operation as well as in fund-raising for it.

3. Library Services

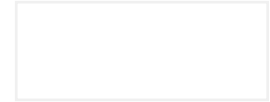
- a) The CVCC is also concerned about proposals to cut library services, including the proposal to close Iluka Library. Our libraries provide important information/recreational services to a range of people from school students to retirees, from the well-off to those on low incomes. In addition these libraries have an important social function in our community.
- b) If consideration is being given to developing greater efficiencies in local libraries, library staff should be fully involved in developing these.

AND ANOTHER MATTER

The CVCC is aware that Council has undertaken various measures to reduce costs (e.g in upgrading its airconditioning in at least one Council office and installing solar panels on some of its buildings). Has Council considered cutting expenditure in such areas as:

- the car fleet it operates? For example, are the vehicles fuel-efficient 4 cylinder models – including those allocated to senior management?
- street lighting - by ensuring the energy provider has a realistic and timely program of replacement of inefficient lighting that is unnecessarily expensive for Council?


Hon Secretary



16th June 2017

To: Clarence Valley Council

RE: Integrated Planning Documents

Maclean Landcare would like to address the 2017- 2018 Planning documents including the proposals for budget cuts with and without a Special Rates Variation.

In particular we would like to emphasise the importance of retaining a functional Natural Resource Management (NRM) section within council.

The Clarence Valley covers the largest land area of any North Coast council and includes many natural areas under care and control of Council. These areas form important connections with National Parks and State Forests. Maclean Landcare and many other Landcare groups in the Valley spend many hours each week caring for some of these areas. The support and expertise provided by the NRM team is invaluable to us as volunteers. In addition, areas not covered by Landcare require repeated ongoing treatments for pests and weeds by council. Without this care, the biodiversity and aesthetic values and ecosystem services (water, soil and air quality, erosion control, fish habitat etc.) will be degraded with consequences for all industries in the Clarence Valley.

Tourism, Fishing, Cane and Cattle industries are dependant on a healthy environment, good water and soil quality and pleasant vistas.

We therefore contend that NRM is not a discretionary service, and, if anything requires more resources.

██████████

Maclean Landcare Group