



QUALITY NATURE - QUALITY HERITAGE - QUALITY LIFESTYLE

**BUSINESS PAPER
EXTRAORDINARY COUNCIL
MEETING
7 DECEMBER 2022**

Notice is hereby given in accordance with the provisions of the *Local Government Act 1993*, and pursuant to Clause 3.3 of Council's Code of Meeting Practice that a **Extraordinary Council Meeting** will be held in the "Koreelah Room", Council Administration Building, 247 Rouse St, Tenterfield NSW, on **Wednesday 7 December 2022** commencing at **9.30 am**.

Daryl Buckingham
Chief Executive

COMMUNITY CONSULTATION – PUBLIC ACCESS

Community Consultation (Public Access) relating to items on this Agenda can be made between 9.00 am and 9.30 am on the day of the Meeting. Requests for public access should be made to the General Manager no later than COB on the Monday before the Meeting.

Section 8 of the Business Paper allows a period of up to 30 minutes of Open Council Meetings for members of the Public to address the Council Meeting on matters INCLUDED in the Business Paper for the Meeting.

Members of the public will be permitted a maximum of five (5) minutes to address the Council Meeting. An extension of time may be granted if deemed necessary.

Members of the public seeking to represent or speak on behalf of a third party must satisfy the Council Meeting that he or she has the authority to represent or speak on behalf of the third party.

Members of the public wishing to address Council Meetings are requested to contact Council either by telephone or in person prior to close of business on the Monday prior to the day of the Meeting. Persons not registered to speak will not be able to address Council at the Meeting.

Council will only permit two (2) speakers in support and two (2) speakers in opposition to a recommendation contained in the Business Paper. If there are more than two (2) speakers, Council's Governance division will contact all registered speakers to determine who will address Council. In relation to a Development Application, the applicant will be reserved a position to speak.

Members of the public will not be permitted to raise matters or provide information which involves:

- Personnel matters concerning particular individuals (other than Councillors);
- Personal hardship of any resident or ratepayer;
- Information that would, if disclosed confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business;
- Commercial information of a confidential nature that would, if disclosed:
 - Prejudice the commercial position of the person who supplied it, or
 - Confer a commercial advantage on a competitor of the Council; or
 - Reveal a trade secret;
- Information that would, if disclosed prejudice the maintenance of law;
- Matters affecting the security of the Council, Councillors, Council staff or Council property;
- Advice concerning litigation or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege;
- Information concerning the nature and location of a place or an item of Aboriginal significance on community land;
- Alleged contraventions of any Code of Conduct requirements applicable under Section 440; or
- On balance, be contrary to the public interest.

Members of the public will not be permitted to use Community Consultation to abuse, vilify, insult, threaten, intimidate or harass Councillors, Council staff or other members of the public. Conduct of this nature will be deemed to be an act of disorder and the person engaging in such behaviour will be ruled out of order and may be expelled.

CONFLICT OF INTERESTS

What is a "Conflict of Interests" - A conflict of interests can be of two types:

Pecuniary - an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

Non-pecuniary - a private or personal interest that a Council official has that does not amount to a pecuniary interest as defined in the Local Government Act (eg. A friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

Remoteness

A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to a matter or if the interest is of a kind specified in Section 448 of the Local Government Act.

Who has a Pecuniary Interest? - A person has a pecuniary interest in a matter if the pecuniary interest is the interest of:

- The person, or
- Another person with whom the person is associated (see below).

Relatives, Partners

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

- The person's spouse or de facto partner or a relative of the person has a pecuniary interest in the matter, or
- The person, or a nominee, partners or employer of the person, is a member of a company or other body that has a pecuniary interest in the matter.

N.B. "Relative", in relation to a person means any of the following:

- (a) the parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descends or adopted child of the person or of the person's spouse;
- (b) the spouse or de facto partners of the person or of a person referred to in paragraph (a)

No Interest in the Matter

However, a person is not taken to have a pecuniary interest in a matter:

- If the person is unaware of the relevant pecuniary interest of the spouse, de facto partner, relative or company or other body, or
- Just because the person is a member of, or is employed by, the Council.
- Just because the person is a member of, or a delegate of the Council to, a company or other body that has a pecuniary interest in the matter provided that the person has no beneficial interest in any shares of the company or body.

Disclosure and participation in meetings

- A Councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.
- The Councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
 - (a) at any time during which the matter is being considered or discussed by the Council or Committee, or
 - (b) at any time during which the Council or Committee is voting on any question in relation to the matter.

No Knowledge - A person does not breach this Clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

Participation in Meetings Despite Pecuniary Interest (S 452 Act)

A Councillor is not prevented from taking part in the consideration or discussion of, or from voting on, any of the matters/questions detailed in Section 452 of the Local Government Act.

Non-pecuniary Interests - Must be disclosed in meetings.

There are a broad range of options available for managing conflicts & the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflicts of interests must be dealt with in at least one of the following ways:

- It may be appropriate that no action be taken where the potential for conflict is minimal. However, Councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. Participate in discussion but not in decision making or vice-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. Relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in S451 of the Local Government Act apply (particularly if you have a significant non-pecuniary interest)

Disclosures to be Recorded (s 453 Act)

A disclosure (and the reason/s for the disclosure) made at a meeting of the Council or Council Committee or Sub-Committee must be recorded in the minutes of the meeting.

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## ORDER OF BUSINESS

### Community Consultation (Public Access)

1. Opening & Welcome
2. Civic Prayer & Acknowledgement of Country
3. Apologies
4. Disclosure & Declarations of Interest
5. Open Council Reports
  - Our Governance
6. Meeting Close

# AGENDA

## COMMUNITY CONSULTATION (PUBLIC ACCESS)

### WEBCASTING OF MEETING

This meeting will be recorded for placement on Council's website and livestreamed on Council's YouTube Channel for the purposes of broadening knowledge and participation in Council issues and demonstrating Council's commitment to openness and accountability.

All speakers must ensure their comments are relevant to the issue at hand and to refrain from making personal comments or criticisms or mentioning any private information.

No other persons are permitted to record the meeting, unless specifically authorised by Council to do so.

### 1. OPENING & WELCOME

#### 2. (A) OPENING PRAYER

*"We give thanks for the contribution by our pioneers, early settlers and those who fought in the various wars for the fabric of the Tenterfield Community we have today.*

*May the words of our mouths and the meditation of our hearts be acceptable in thy sight, O Lord."*

#### (B) ACKNOWLEDGEMENT OF COUNTRY

*"I would like to acknowledge the traditional custodians of this land that we are meeting on today. I would also like to pay respect to the Elders past, present, and emerging of the Jukembal, Kamilaroi and Bundjalung nations and extend that respect to other Aboriginal people present."*

### 3. APOLOGIES

### 4. DISCLOSURES & DECLARATIONS OF INTEREST

### 5. OPEN COUNCIL REPORTS

#### OUR GOVERNANCE

(ITEM GOV101/22) APPLICATION TO IPART FOR A SPECIAL RATE VARIATION TO INCREASE GENERAL INCOME - ORDINARY RATE INCOME. .... 5

### 6. MEETING CLOSED

|                      |                                                                                                             |
|----------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Department:</b>   | <b>Office of the Chief Corporate Officer</b>                                                                |
| <b>Submitted by:</b> | Roy Jones, Manager Finance & Technology                                                                     |
| <b>Reference:</b>    | <b>ITEM GOV101/22</b>                                                                                       |
| <b>Subject:</b>      | <b>APPLICATION TO IPART FOR A SPECIAL RATE VARIATION TO INCREASE GENERAL INCOME - ORDINARY RATE INCOME.</b> |

**LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

|                      |                                                                                                                                                      |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CSP Goal:</b>     | <b>Leadership</b> - Council is a transparent, financially-sustainable and high-performing organisation, delivering valued services to the Community. |
| <b>CSP Strategy:</b> | Ensure Council operates in an effective and financially sustainable manner to deliver affordable services.                                           |

**SUMMARY**

This report is in response to Council resolution (237/22) and is the proposed Final Draft Application to IPART (Independent Pricing and Regulatory Tribunal) for a Section 508 A (Permanent) Special Rate Variation (SRV) for the Financial Year commencing 2023/2024 and 2024/2025.

This application developed for submission is consistent with Council resolution (237/22)- Notification to IPART of Intent to Apply for a Special Rate variation comprising a permanent Special Rate Variation of 43% (including rate peg) in 2023/2024 and 43% (including rate peg) in 2024/2025, representing a cumulative increase of 104.49%.

**OFFICER'S RECOMMENDATION:****That Council:**

- (1) Receive the attached application for a permanent Special Rate Variation.**
- (2) Adopt the submission to IPART, consisting of IPART application form Part A Special Variation 2022/2023 and IPART Application form Part B Special Variation 2022/2023.**
- (3) Lodge the attached application to the Independent Pricing and Regulatory Tribunal (IPART) under section 508A of the Local Government Act 1993 for increases to the ordinary rate income of 43% in 2023/2024 (including the rate peg) and 43% in 2024/2025 (including the rate peg), representing a total cumulative increase of 104.49% over the two-year period, to be a permanent increase retained within the rate base.**
- (4) Authorise the Chief Executive Officer to undertake any necessary minor administrative or editorial changes to the submission to IPART.**

Our Governance No. 101 Cont...

### **BACKGROUND**

Council recognises it must address its current financial sustainability and level of service to address community expectation. Over the last several years, and as recently as March 2022 as part of the quarterly budget review process Council resolved:

*"(e) That a plan be developed to increase operational income and further reduce operational expenditure as per previous discussions and comments in Council Reports, may include a Special Rates Variation request with a view to returning Council's operating position to surplus." (resolution 103/22).*

As at 30 June 2022 Council's Own Source Operating Revenue was 32.79% which is significantly below the Office of Local Government benchmark of greater than 60%. This indicates that Tenterfield Shire Council is highly dependent on external grants and contributions for operational purposes, that is unsustainable in the long term.

Council resolved through resolution (156/22) on 27 July 2022 to commence community engagement to support an application to IPART for a proposed Special Rate Variation comprising of a permanent increase of 43% (including rate peg) in 2023/24 and 43% (including rate peg) in 2024/25, representing a cumulative increase of 104.49% using the current rating structure to determine yield.

Community consultations and information sessions were held in September 2022 where Council requested community feedback and provided face to face meetings with executive staff to go through concerns and/or comments regarding the Special Rate Variation.

Additionally, several Councillor Workshops have been held between January 2022 and September 2022 discussing community feedback and the impact of Special Rate Variation on Council's financial sustainability and the impact on community.

On 26 October 2022 Council resolved through resolution (237/22) *that Council:*

- (1) Request the Chief Executive Officer notify the Independent Pricing and Regulatory Tribunal of its intent to apply under section 508A of the Local Government Act 1993 for a Special Rate Variation of 43% (including the rate peg) in 2023/2024 and 43% (including the rate peg) in 2024/2025 to be a permanent increase retained within the rate base, for the purpose of maintaining current service levels, maintenance and renewal of assets and enhancing financial sustainability.*
- (2) Receive the report on Notification to IPART of Intent to Apply for a Special Rate Variation*
- (3) Receive the report on community engagement undertaken between April 2022 to September 2022 and its outcomes.*
- (4) Receive a further report that will include a draft Application to the Independent Pricing and Regulatory Tribunal (IPART) under section 508A of the Local Government Act 1993 for an increase to the ordinary rate income, on the confirmed percentage increase as resolved by Council as part of this meeting.*

The proposed SRV is focused on Council being able to fund asset maintenance and renewal.

Our Governance No. 101 Cont...

The SRV timeframe proposed has been driven by the need to achieve an increase in revenue in a short period. This is to ensure that Council has sufficient cash to fund renewal and maintenance of its assets that have been under pressure due to prolonged reduction in maintenance and renewal.

Budget constraints have been highlighted even more so in recent years due to natural disasters and adverse weather events. There are also cash management difficulties associated with grant expenses compared to the timing of the income and Council's lack of reserves. The extra financial burdens include, but are not limited to:

1. The rate peg for the 2023/24 financial year (4.2% for the FY 2023/24) which will not cover Council's exponential increase in operating expenditure due to high inflation primarily driven by economic conditions;
2. Additional audit and internal costs;
3. Rising emergency services levy costs;
4. Cost shifting proposed by State Government to Tenterfield Shire Council by transferring Rural Fire Service assets and associated depreciation to Council;
5. Increasing inflationary pressures, including but not limited to cost of materials, transport and contract cost; and
6. Real declining value of Financial Assistance Grants by the Commonwealth to Council.

**REPORT:**

The New South Wales Local Government Act 1993 requires Council to manage its assets, resources, and finances responsibly and sustainably.

On 25 May 2022 Council adopted its ten-year long term financial plan as part of the Integrated Planning and Reporting Framework (Resolution 98/22). The plan forecasts a 'Net Operating Result before Grants and Contributions provided for Capital purposes' deficit range between \$3.5M and \$5.7M in the general fund for the next ten years without a special rate variation.

Council's current financial position requires Council to increase its revenue or significantly reduce costs through service reductions to close the financial gap of continuing forecasted operational deficits.

The community engagement undertaken through Council's Community Strategic Plan (CSP) process has shown strong opposition to service reductions and a preference to see no increase in rates or a decrease in rates. In combination, these views result in a financially unsustainable Council. Even with additional income proposed, the current inflationary environment may make it difficult to achieve current service levels used to forecast the increase in income for the application.

This significant challenge is forecasted as a result of:

1. Upgraded core infrastructure assets for Council as a result of grant funded works (e.g. replacing timber bridges with concrete bridges, and widening and sealing of Mount Lindesay Road),
2. New and upgraded community assets (e.g. public toilets, playgrounds and community halls),
3. The increased cost of asset replacement,
4. Increasing cost of managing grants applications and acquittals, and
5. Increased costs due to meeting regulated requirements (e.g. audit costs, emergency services levy, and ongoing disaster recovery management).

Our Governance No. 101 Cont...

For Council to address this type of operating result it has four options available to it. These are:

1. Reducing service levels,
2. Sell and/or dispose of assets that will reduce the associated on-going expenses,
3. Increase income raised through rates, user fees and charges, and/or
4. A combination of the above options.

Council's income base from rates is fixed. Any increase is limited to an annual 'rate peg' amount set by the State Government. The rate peg for 2022/23 was 0.7% which is much lower than obligated expense increases (e.g. award wage increases). The rate peg for 2023/2024 determined by IPART is 4.2% for Tenterfield Shire Council. In real terms, the cost to deliver services and maintain community assets to current service levels increases above the rate peg amount each year, compounding the impact on Council's financial position over a number of years leading to the need for additional income.

Councils are under constant pressure to deliver the same services for less which is an unsustainable model. This includes mandatory requirements and costs associated with it to function as a Local Government entity. Tenterfield Shire Council has very limited opportunity to materially increase own-source revenue and as a result an increase in rates, combined with further operational efficiencies, is the most viable solution for a financially sustainable Council.

#### **How much does Council need:**

Based on current service levels, known asset data and Council's current estimated forecast operating result, the gap in the General Fund between what Council should be spending on assets, compared to current budgets is currently approximately \$4.5m per annum.

This deficit has the potential to be reduced by capital grant income that can be used to offset any operational works, but currently grant funds do not generally allow for undertaking operational works.

This proposed SRV does not include any funds to address the backlog of works (approximately \$15 million, with the largest areas being roads and buildings).

Council applied for and received an SRV in 2013/14. This application made allowances for \$47 million+ of service level reductions and deferrals of renewals. As a result of this, adjusting service levels will adjust the value of increased income required, however based on current known data there is not enough capacity to cover the full amount through efficiency gains alone.

#### **Special Rate Variation Application:**

***A Special Rate Variation (SRV) of 43% in FY 2023/2024 and a 43% Special Rate Variation in Financial Year 2024/2025, resulting in a compound (accumulative) impact of 104.49%.***

This will result in an additional income of approximately \$2.081M in the financial year 2023/24 and a further \$2.976M in financial year 2024/25 providing an additional income from rates of \$5.057M over two years. This will be in addition to Council's current rate income of approximately \$4.8M per year.

Attachments -1 and 2) IPART Application Part A and Part B

Our Governance No. 101 Cont...

This additional income will be spent on the maintenance of Council assets. Based on the current information at hand the distribution of this additional income will be as follows;

- 75% of additional income – Roads, Transport, Stormwater and Drainage.
- 15% of additional income – Buildings Renewal and Maintenance
- 10% of additional income – Other assets (e.g. swimming pool, parks and open spaces)

With this, Council will ensure:

- Improved financial sustainability by reducing the General Fund operating deficit,
- Provide additional funding to meet asset renewal funding requirements,
- Improve Council current cash position (unrestricted cash),and
- Meet compliance obligations under the Local Government Act 1993 and other forms of legislation.

In addition to the above, Council has already commenced significant efficiency measures and reduction in operational expenses. This is reflected by Council currently undertaking organisational structural changes to align skills and qualifications of employees to better align with service delivery and organisational requirements. This includes redeployment and internal transfers of employees in consultation with employees, which has also reduced services in some areas.

Council has kept the concerns of ratepayers at the forefront of transparent decision making whilst balancing the challenging financial situation council currently faces and will face in the future. In March 2022, IPART allowed Council to conduct an Additional Special Variation for 2022/2023 of 1.8%. However Council on 27 April 2022 resolved not to proceed with the additional special rate variation of 1.8% for 2022/23 financial year (Resolution 81/22) allowed under IPART, considering that the community engagement had commenced through the IPR Process and flagged the need for the SRV for FY2023/2024 onwards.

In order to develop the application council undertook additional research including engagement with Office of Local Government and Morrison Low Consultants. Summary of the attachments are below:

### **Tenterfield Shire Council Financial Analysis Review – Conducted by Office of Local Government**

Council proactively approached Office of Local Government to undertake a financial performance activity. The Office of Local Government also acknowledged that it had received a number of complaints this year from community members within the Tenterfield Shire Council area and as a result, an assessment of Council's financial performance was undertaken. Council's financial performance was compared to in relation to a selected group of similar councils, being – Glenn Innes Severn, Gwydir, Kyogle, Upper Lachlan and Uralla.

#### **Key findings are:**

- Council's net operating result before capital has declined since FY17 and turned negative in FY21. This is similar to the trend of the peer councils analysed.
- There seems to be a high reliance on grant income, shown by Council's inability to meet the Own Source Revenue KPI for the five years analysed. The majority of other councils in the group analysed perform poorly on this KPI.
- Council's overall cash balance has declined since FY18. Other councils analysed have improved their overall cash balance over the period analysed.

Our Governance No. 101 Cont...

- Council had a negative unrestricted cash balance in FY21. This has since been restored in FY22.
- Council has struggled to meet asset management KPIs. The infrastructure backlog KPI has not been met during the five year period.
- Council's governance and administration costs have increased significantly in FY20 and FY21. OLG understands from Council that this is due to a re-allocation of income recoveries out of governance and administration costs calculations into transport and communication.

**Other findings include:**

- Council's average population is below average for the group and has experienced the second largest population decline.
- Unemployment is highest in the group and Council ranks lowest on the Socio-Economic Index Rating (SEIR).
- Council has the second largest land area and second lowest population in the group.
- Council's full time equivalent staff (FTE) is the lowest on the group and ranks third highest in terms of the number of people to service per staff member.
- Council is the third largest in the group for:
  - network of roads
  - road length per capita and
  - road spending as a percentage of total expenditure (32%).

**Tenterfield Shire Council Rate Payers Capacity to Pay**

Council engaged an independent firm Morrison Low to undertake a Capacity to Pay assessment to understand the potential impact on the community if the SRV was accepted, to ensure Council can maintain existing service levels into the future. The report provides an analysis and evaluation of relative wealth and financial capacity; and looks at the financial vulnerability and exposure of different community groups within the local government area.

**Key findings include:**

- Tenterfield Shire Local Government Area has some of the lowest rates amongst NSW large rural Councils. The average residential rate is in the bottom five of average residential rates for all NSW large rural Council's.
- Council's total rates revenue as a percentage of total operating expenditure, for the LGA is only 16%, well below most comparable Councils. This is a strong indication that Council's rates are below the level required to service the community.
- Tenterfield Shire Council has a relatively low proportion of outstanding rates at 4.4% (2021) and 4.0% (2022), ranking 5th best amongst all large rural councils compared to Office of Local Government benchmark of 10%. This provides a strong indicator of both capacity and willingness to pay.
- High proportion of fully owned homes (50%) relative to NSW regional averages, and relative low values when it comes to monthly mortgage repayment.
- However, Tenterfield Shire Local Government Area experiences significant levels of disadvantage. This is demonstrated through indicators such as equivalised household income, which measures the economic resources available to a standardised household (77% of the LGA within the lowest two quartiles) and SEIFA (Socio-Economic Indexes for Areas) index, which rank the LGA in the 11<sup>th</sup> percentiles when measuring socio-economic disadvantages and advantage. This means that 11% of Australia's suburb have a SEIFA index lower than this are (more disadvantaged), while 89% are higher. Individuals in social housing are unlikely to be impacted by a change in rates.

Our Governance No. 101 Cont...

The report and the accompanying analysis are included in the application attachment.

### **COUNCIL IMPLICATIONS:**

#### **1. Community Engagement / Communication (per engagement strategy)**

Initial Community Engagement took place in January 2022, as part of the Community Strategic Plan process.

Community Engagement regarding SRV took place in April 2022 across Shire, with the long term financial plan and Delivery program established.

Attachments to the application detail all the engagement activities.

#### **NOTE:**

Staff have attached the application to this business paper; however, we acknowledge that in printing, the font size of some tables required in the application template are small to read. The full report is available electronically on Council's website, including links to all attachments referenced in the application.

#### **2. Policy and Regulation**

- Local Government Act 1993
- Local Government (General) Regulation 2005
- NSW Local Government State Award
- An SRV requires compliance with S508(a) of the Local Government Act 1993 and associated guidelines and regulations.
- Independent Pricing and Regulatory Tribunal (IPART) processes

#### **3. Financial (Annual Budget & LTFP)**

Nil at the time of the writing of the report, however significant work and staff time is required to consult and develop the proposed application. These costs will be absorbed in current operational budgets through deferral of non-urgent tasks.

Council delayed a consideration for an SRV in FY 2022/2023, which resulted in borrowings in the current operational plan. Council continues to borrow funds from external sources to fund a number of its current Capital Projects as per Council Borrowing Policy, however this is not a viable solution in the long run and will impact Council financial sustainability and Office of Local Government benchmark against the debt service coverage ratio.

#### **4. Asset Management (AMS)**

Nil at the time of the writing of the report, however significant work would be required subject to the outcome of the proposed application as it is all focused on meeting the Asset Maintenance and Renewal outlined in the Asset Management Strategy.

#### **5. Workforce (WMS)**

Nil at the time of the writing of the report, however significant work would be required subject to the outcome of the proposed application noting Council's current low employee number relative to similar councils.

Our Governance No. 101 Cont...

## **6. Legal and Risk Management**

Council's operations and rating structure are quite complicated and detailed. There is a risk that SRV information is not well understood by the community.

Should Council not achieve the level of income required to service its asset base, the risk is that assets will deteriorate much quicker and not provide the level of community service required. Without appropriate intervention Council will see an increase in the asset maintenance and renewal gap required for future works.

## **7. Performance Measures**

Nil.

## **8. Project Management**

Nil.

**Kylie Smith**  
**Chief Corporate Officer**

|                               |                                                                                       |
|-------------------------------|---------------------------------------------------------------------------------------|
| Prepared by staff member:     | Roy Jones, Manager Finance & Technology.                                              |
| Approved/Reviewed by Manager: | Kylie Smith, Chief Corporate Officer                                                  |
| Department:                   | Office of the Chief Corporate Officer                                                 |
| Attachments:                  | <b>1</b> Part A - Application For SRV to General Income Worksheets 34 Pages           |
|                               | <b>2</b> Part B - Application Form - Special Variation Application to IPART 106 Pages |