Finance & Administration Committee
AGENDA

Members Crs D Thurley (Chairperson), A Cohn, G Docksey, A Glachan, M King, K Mack (Ex Officio), J Stuchbery and H van de Ven

Staff General Manager

Apologies

Members are advised that the next **Finance & Administration Committee Meeting** will be held in the **Council Chambers,** AlburyCity Administration Building, 553 Kiewa Street, Albury on Monday 20 November 2017, immediately following the Community & Cultural Committee Meeting.

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Note *A light meal will be served at 5.15pm, at 'Charlies on Kiewa', for Councillors and staff required to attend the meeting.*

Frank Zaknich
General Manager
14 November 2017

FAC1 RECORDING AND WEBCASTING OF MEETING

In the spirit of open, accessible and transparent government, AlburyCity's Council and Committee Meetings are video recorded and webcast. By speaking at a Council or Committee Meeting, members of the public agree to being recorded and webcast. AlburyCity accepts no liability for any defamatory, discriminatory or offensive remarks or gestures that are made during the course of the Council or Committee Meeting. Opinions expressed or statements made by individuals are the opinions or statements of those individuals and do not imply any form of endorsement by AlburyCity.

Confidential meetings of Council will not be video recorded or webcast.

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An audio recording of the Council or Committee Meeting will be taken for administrative and minute preparation purposes.

FAC2 CONFLICT OF INTEREST DECLARATIONS RECEIVED BY THE CHAIR

FAC2.1 Conflict of Interest Declarations

FAC3 APOLOGIES

FAC4 CONFIRMATION OF MINUTES OF THE PREVIOUS MEETING

FAC4.1 Minutes of the Finance & Administration Committee Meeting held on Monday 18 September 2017 at 6.26pm

Present Crs D Thurley (Chairperson), A Cohn, G Docksey, K Mack (Ex Officio), J Stuchbery and H van de Ven

Apologies Crs M King, A Glachan

Staff General Manager, Director Engineering, Director Planning & Environment, Acting Director Community & Recreation, Acting Director Economic Development & Tourism, Chief Financial Officer, IT Systems Administrator, Governance Officer

FAC 1 RECORDING AND WEBCASTING OF MEETING

1.1 Recording and Webcasting of Meeting

The Chairperson advised those present that the meeting is being webcast and recorded for administrative purposes.

FAC 2 CONFLICT OF INTEREST DECLARATIONS RECEIVED BY THE CHAIR

2.1 Conflict of Interest Declarations

There were no Conflict of Interest Declarations received by the Chairperson.

FAC 3 APOLOGIES

3.1 Apologies of Committee Members

Cr van de Ven Moved, Cr Stuchbery Seconded
That the Committee receive, note and accept the apology of Committee Members, Crs M King and A Glachan, and grant leave of absence for the meeting.

CARRIED

FAC 4 CONFIRMATION OF MINUTES OF THE PREVIOUS MEETING

4.1 Minutes of the Finance & Administration Committee Meeting held on Monday 21 August 2017 at 7.12pm

Cr Stuchbery Moved, Cr van de Ven Seconded
That the Committee recommends to Council that the Minutes of the Finance & Administration Committee Meeting held on Monday 21 August 2017, at 7.12pm, be adopted.

CARRIED

FAC 5 MATTERS ARISING FROM PREVIOUS MINUTES

There were no Matters Arising from Previous Minutes.

FAC 6 REPORTS/MINUTES OF COMMITTEES AND WORKING PARTIES

There were no Reports/Minutes of Committees and Working Parties.

FAC 7 OFFICERS REPORTS FOR CONSIDERATION

7.1 2017 Local Government NSW Annual Conference - Motions

Cr Mack Moved, Cr Stuchbery Seconded

That the Committee recommends to Council that Council:

a. Adopt motions one to three of this report for inclusion in the 2017 NSW Local Government Association Business Paper; and
b. Determine any additional motions for submission at this meeting.

CARRIED

FAC 8 OFFICERS REPORTS FOR NOTING

8.1 Investment Balances – August 2017

Cr van de Ven Moved, Cr Cohn Seconded

That the Committee recommends to Council that Council receive and note the Investment Balances Report for the month of August 2017.

CARRIED

FAC 9 DELEGATES REPORTS FOR NOTING

There were no Officers Reports for Noting.

FAC 10 NOTICE OF URGENT BUSINESS

There were no Notices of Urgent Business.

FAC 11 CONFIDENTIAL ITEM

There were no Confidential Items.

Meeting closed at 6.30pm.

FAC5 MATTERS ARISING FROM THE MINUTES

FAC6 REPORTS/MINUTES OF COMMITTEES & WORKING PARTIES

FAC6.0 Nil

FAC7 OFFICERS REPORTS FOR CONSIDERATION

FAC7.1 Saturday Morning Councillor Interview Review

DATE	8 November 2017	**FIL REFERENCE**	FIL16/03349
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive Services	**PHONE**	6023 8755
AUTHOR	Alexandra Digby		

Purpose of Report

To review the Councillor Saturday Morning Interview provisions as an effective method to engage with the community.

Background

The 2017 Councillor Support Services Survey was conducted throughout July 2017. The survey provided Councillors with an opportunity to complete a survey online to provide a measurement of Councillor satisfaction with the provision of support services. Results were provided and discussed in a Councillor Workshop on Monday 18 September 2017.

One key issue from the survey that was raised was the effectiveness of the Saturday Morning Interviews. Question 11 of the survey relating to communication was, “How satisfied are you with the effectiveness of Saturday Morning Interviews for engaging with the community?" Feedback provided by Councillors was that the Saturday Morning Interviews had low attendance and were no longer effective or necessary.

In this regard, AlburyCity's increased use of social media, along with the introduction of live streaming of meetings has enhanced our capacity for interacting and engaging with the community. Further, the results of the most recent Community Satisfaction Survey indicated that the community continue to be satisfied with the ease with which they can contact Council and also the overall level of communication from Council.

Issues

Saturday Morning Councillor Interviews are held on the first Saturday of each month other than in January. The number of interview requests from February 2011 to November 2017 is outlined below:

Month	2011	2012	2013	2014	2015	2016	To November 2017
February	2	1	1	1			
March	1		1 *		1	2	
April			1	1	1	1	1
May			1 *	1	3	1	4
June		1	2				1
July			3 *				1
August							
September	1			1			1

October	1	1	2 *				
November							
December	1		2				-
Total	**6**	**3**	**13**	**4**	**5**	**4**	**8**

Note: ** In 2013 the Thurgoona Community Centre Coordinator requested interviews to provide an update on activities at the Centre*.

Advertising costs for Saturday Morning Interviews since 1 July 2012 are:

	2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**July – Oct 2017**
Saturday Morning Interview Advertising Costs	$728.82	$795.35	$812.84	$919.90	$1345.95	$432.01

Albury 2030 contains a number of outcomes relevant to the consideration of the Saturday morning Councillor interviews, including;

- *4.1.2 - use new technologies for engagement and promotion where appropriate – including on-line engagement and social networking*
- *4.4.3 - provide high quality, relevant and innovative customer service*
- *4.4.6 - apply principles of good governance, openness and transparency*

Risk

- Corporate Risk – not having effective engagement with the community is a key element of AlburyCity's Corporate Risk Plan and as a result, providing appropriate communication tools and access to councillors for community members is critical in addressing such risks.

Options

In regard to the Saturday morning interviews, the following options exist;

1. Continue with the monthly Saturday morning Councillor interviews; or
2. Continue with the Saturday morning Councillor interviews but on a quarterly basis. This option however would result in individual Councillors only being able to attend around two interviews throughout each term of Council; or
3. Discontinue the Saturday morning Councillor interviews and undertake the following actions:
    - Continue with the use of social media and explore further opportunities to enhance our approach;
    - Advise the community that they are able to make direct contact with Councillors via email, phone or by calling Executive Support to arrange a meeting. This would be promoted on the AlburyCity website; and
    - Update the AlburyCity website so that the Councillor Profiles and contact information is one click from the home page.

Conclusion

The recent Councillor Support Services Survey, indicated that the current system of Saturday Morning monthly Interviews may no longer be appropriate. In this regard, a review of the Councillor Saturday Morning Interview process has been undertaken, with a focus on ensuring AlburyCity can effectively engage with the community and utilise more efficient and effective methods of communication.

The option of discontinuing with Saturday morning interviews is the preferred approach, with the additional engagement actions identified providing a number of advantages, including;

- Interviews can be conducted at any time rather than once a month;
- If the issue relates to an operational matter relevant staff can also be in attendance; and
- Reduction in annual advertising costs.

Recommendation

That the Committee recommends to Council that Council discontinue the Saturday Morning Councillor interview process and implement the additional actions identified in Option Three of this report.

FAC7.2 Draft September Quarter Budget Review

DATE	7 November 2017	**FIL REFERENCE**	FIL17/00082
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive Services	**PHONE**	6023 8755
AUTHOR	Justin Finlayson		

Purpose of Report

The report presents the revised estimate of Council's financial performance for the 2017/18 financial year as part of the quarterly review of Council's annual budget.

Background

Clause 203 of the *Local Government (General) Regulations 2005* requires that:

1. Not later than two months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.
2. A budget review statement must include or be accompanied by:
   a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure, and
   b) if that position is unsatisfactory, recommendations for remedial action.

This report summarises major forecast variations compared to the original budget for the 2017/18 financial year. Forecast variations that are expected to result in a net nil change between accounts have not been highlighted within this report. Council's financial results for the three months ended 30 September 2017 have been examined to identify possible savings to offset cost shifts.

Issues

Financial Assistance Grants

AlburyCity receives untied Financial Assistance Grants from the Australian Government each year. These Financial Assistance Grants are a vital part of AlburyCity's revenue base as they represent 80% of the operating grants received by AlburyCity from other levels of government.

AlburyCity's allocated Financial Assistance Grants for the 2017/18 financial year equate to $6.235 million which is a 5% increase from the prior year.

In comparison over the prior three years AlburyCity's allocation decreased by 7% from $6.352 million due to the Australian Government's three year freeze to the indexation of Local Government Financial Assistance Grants.

AlburyCity continues to highlight the importance and the positive impact of Financial Assistance Grants to AlburyCity, as well as the budget implications of the Financial Assistance Grants indexation freeze by the Australian Government.

Service and Efficiency Review Program

Service and Efficiency Review Program savings of $174,655 within General Fund operations are forecast to be achieved during the 2017/18 financial year.

Operating Budget

The consolidated full year operating result is now forecast to be an operating surplus of $5.6 million which is $4.2 million less than the adopted budget. This decrease is mainly due to the receipt of Financial Assistance Grants last financial year of $3 million and unexpended grant funding, and expenditure of $1.7 million carried forward from the prior financial year.

Table 2 below summarises the forecast change in net operating result by fund separating out the carry forwards expenditure from the prior year.

Table 2

Net operating variations	Original Budget 2017/18 $'000	Expenditure Carried Forward from prior year $'000	Financial Assistance Grant received in advance $'000	Other Variations Sep Review $'000	Revised year end forecast 2017/18 $'000
General	(234)	1,677	3,074	(440)	4,077
Water	(3,166)	0	0	109	(3,057)
Sewer	(6,403)	0	0	(253)	(6,656)
(Surplus)/Deficit	(9,803)	1,677	3,074	(584)	(5,635)

Note: () indicates an improvement to budget

Operating Carried forward items from the 2016/17 financial year total $1.7 million.

Grants received in 2016/17 to be spent in 2017/18 total $707,349 and include:

- $500,000 State Government grant for flood damage rectification works;
- $75,524 Community and Recreation grants for programs run by calendar year;
- $49,639 Wagirra grants; and
- $82,186 Other operating grants.

Other operating carry forwards total $970,143 and include:

- $186,000 Economic Development and Tourism Marketing costs, including $120,000 Nexus real estate campaign;
- $160,000 Strategic planning expenses, including Environmental Lands Review and Albury DCP 2010 - Residential Review;
- $105,718 Sports Albury Grants paid by Council to Community Groups;
- $100,000 Airport Master Plan;
- $83,000 Albury Transport Study;

- $70,000 Sportsfield Renovation program; and
- $265,425 Other items.

A full listing of carry forward items are detailed within Attachment 8.

The forecast changes to the net operating result of each Fund is summarised below.

General Fund Operating Budget

The forecast is an unfavourable change to the budget of $4.3 million, including an adjustment to reflect the advanced receipt of Financial Assistance Grants of $3.074 million and carry forward items of $1.677 million; other budget variations amount to a saving of $439,453.

Community and Recreation

The forecast is an unfavourable change to the budget of $407,512, including carry forward items of $452,508; other budget variations amount to a saving of $44,996.

Improvements:

- $25,287 Workers Compensation premium savings; and
- $19,709 Other variations.

Deteriorations:

- $452,508 Carry forward items.

Economic Development & Tourism

An unfavourable change to the budget of $627,613 is forecast, including carry forward items of $381,984; other budget variations amount to $245,629.

Improvements:

- $9,445 Other variations.

Deteriorations:

- $381,984 Carry forward items;
- $177,720 Deferred net gain from real estate sales due to delays in subdivision construction; and
- $77,354 Increase in Salaries and Wages for Tourism and Communications due to service and efficiency review outcomes.

Engineering

The forecast is an unfavourable movement of $1.157 million including carry forward items of $683,000; other budget variations amount to $473,557.

Improvements:

- $355,529 Reduction in budgeted loan interest due to loans not being taken up in 2016/17;

- $80,000 Increase in landfill commissions due to the expansion of gas collection into new cells;
- $52,694 Workers Compensation premium savings;
- $42,050 Increase in Financial Assistance Grants allocation, offset by a prepayment in 2016/17; and
- $129,843 Other variations.

Deteriorations:

- $683,000 Carry forward items;
- $473,557 Increase in depreciation due to the replacement cost of building assets increasing more than budgeted as reflected in AlburyCity's Asset Management System; and
- $660,116 reduction in local roads Financial Assistance Grants due to advance payment in prior year.

Executive

The forecast is an unfavourable change to budget of $2.09 million, with no carry forward items.

Improvements:

- $143,775 Increase in Financial Assistance Grants allocation, offset by a prepayment in 2016/17;
- $136,245 Reduction in salaries and wages due to award increase being less than budget; and
- $58,973 Investment income due to higher balance of investments.

Deteriorations:

- $2,413,727 reduction in general purpose Financial Assistance Grants due to advance payment in prior year; and
- $15,559 Other variations.

Planning & Environment

The forecast is an unfavourable change to the budget of $29,907, including carry forward items of $160,000; other budget savings amount to $130,093.

Improvements:

- $99,110 Reduction in Depreciation to bring budget in line with Council's Asset Management Database;
- $17,066 Workers Compensation premium savings; and
- $13,917 Other variations.

Deteriorations:

- $160,000 Carry forward item.

Water Fund Operating Budget

The forecast is an unfavourable change to budget of $109,315. The variance is mainly due to a forecast increase in depreciation expense.

Sewer Fund Operating Budget

The forecast is a favourable change to budget of $253,038. The savings are mainly due to a $250,000 increase in forecast interest income.

Capital Budget

The capital budget net of capital income is forecast to increase by $12.5 million to $53.8 million.

Table 3 below summarises the forecast change in net capital results by fund separating out the impact of works carried forward from the prior year:

Table 3

Net capital variations	Original Budget 2017/18 $'000	Expenditure Carried Forward from prior year $'000	Other Variations Sep Review $'000	Revised year end forecast 2017/18 $'000
General	22,277	12,582	(2,132)	32,726
Water	9,522	520	(287)	9,756
Sewer	9,447	1,843	0	11,290
Net cost	41,246	14,945	(2,419)	53,772

Note: () indicates a decrease to budget

Carried forward items from the 2016/17 financial year total $14.95 million. Carried forward budgets greater than $400,000 total $10.2 million and include the following projects:

- $4,319,715 Nexus Industrial Precinct – Works delayed due to inclement weather, the discovery of aboriginal artefacts which triggered an Aboriginal Heritage Assessment and restriction of access to a significant portion of the site;
- $1,464,682 Kerr Road – Project start date delayed due to some required alterations to project design;
- $1,372,930 Airport Terminal Upgrade. Project delayed due to extended design and tender assessment periods, partly offset by grant funds below;
- ($1,101,346) Airport Terminal Upgrade Grant Funding – Funding delayed due to delay in project, offset by expenditure above;
- $1,177,280 Lavington Sports Ground Redevelopment – Carry forward due to some variation in expenditure profiling, project is still on track;
- $600,000 Thurgoona/Wirlinga Sewer Infrastructure – Project delayed due to extended design period and land owner consultation and negotiation.
- $550,000 Ettamogah Sewerage Augmentation – Project delayed due to extended design and approval period. All pipework and fittings have been purchased;
- $518,000 IT Microwave Network Replacement – Project delayed due to extended Expression Of Interest phase and availability of resources;
- $500,000 Resource Recovery Centre Push Pit and Weighbridge – Project delayed due to extended design phase and availability of resources;
- $425,304 CCTV Project – Project scheduled to be completed in 2017/18 in line with grant conditions; and

- $404,808 J C King Park Sports Pavilion – Council and the Albury Netball Association have been working on a funding strategy for the construction of a new sport pavilion. The revised funding strategy was endorsed by Council in the 2017/18 Budget.

A full listing of carry forward items are detailed within Attachment 8.

General Fund Capital Budget

The forecast increase in the net capital budget is $10.4 million, which includes carry forward items of $12.6 million. There are additional savings of $2.1 million.

Improvements:

- $1,580,000 Albury Entertainment Centre air-conditioning upgrade has been removed as reported to Council. The project will be included in future new initiative budgets once the scope of the project has been updated; and
- $598,854 increase in Road to Recovery funding received.

Water Fund Capital Budget

The forecast increase in the net capital budget is $233,361; which includes carry forwards of $520,000. The balance is a reallocation to operating.

Sewer Fund Capital Budget

The forecast increase in the net capital budget is $1.843 million which is all carry forwards.

Budgeted Loans

As AlburyCity has now been assessed as Fit for the Future by the State Government, AlburyCity is able to access loan funding via the New South Wales Treasury Corporation (TCorp) at a lower cost than what is available from the banks.

As part of the TCorp loan facility application process the Mayor and General Manager are required to sign a declaration to confirm that:

- The information provided in the TCorp Loan Facility Application Form and supporting documents is correct;
- The Long Term Financial Plan has been viewed and adopted by Council;
- The loan funds will be applied to the capital projects stated;
- The projects stated are community infrastructure projects; and
- A native title risk assessment has been conducted on any relevant land (where applicable).

Section 377(1)(f) of the Act does not allow Council to delegate the borrowing of money to the General Manager. However, Council's Delegations of Authority to the General Manager does specifically include the delegated authority to authorise application for borrowings from financial institutions at the direction of Council and subject to a resolution of Council to approve this application.

Council has budgeted to draw down new Special Variation to Rates (SVR) loans of $14 million during the 2017/18 financial year, including $11 million in loans which were not drawn down during the prior year.

In prior years AlburyCity has not drawn down loans if not required from an overall cashflow perspective due to the timing of capital works. This has resulted in short term savings as the interest expense has not been incurred until the loans have been drawn down in future years.

However TCorp have advised that they are unable to retrospectively fund infrastructure projects, unless it is within the same financial year, as their loan funding is available for new infrastructure rather than existing infrastructure that has been completed in prior years.

Although AlburyCity has budgeted to draw down $14 million in SVR loans during 2017/18, the net cost of capital SVR projects budgeted for the 2017/18 financial year including carried forward budgets only totals $2.9 million:

- $1.5 million Lavington Sports Ground Redevelopment;
- $417,000 Thurgoona Oval Change room and associated public facilities; and
- $1 million Other projects.

It is proposed that AlburyCity make application to TCorp for budgeted loan funding of up to $3.5 million, which includes amounts expended during 2016/17 on SVR projects not yet completed. The required amount of loan funding to be drawn down by 30 June 2018 will be confirmed as part of the March Quarter Budget Review.

Therefore it is proposed that AlburyCity reallocate the balance of budgeted borrowings to projects in a future financial year when required from an overall cash flow perspective. This would be assessed as part of the annual review and update of AlburyCity's Four Year Delivery Program and Long Term Financial Plan.

Unrestricted Funds

As a result of changes proposed as part of the September Quarter Budget Review it is projected that unrestricted cash and investments will be $7 million less than budgeted at 30 June 2018.

Table 5

Cash and Investments	Actual 2017 $'000	Original Budget 2018 $'000	Sep Review Changes $'000	Revised year end forecast 2018 $'000
Externally restricted	70,836	53,710	13,927	67,638
Internally restricted	17,999	8,773	(337)	8,436
Unrestricted	24,740	23,085	(7,043)	17,042
Total cash and investments	113,575	86,569	6,547	93,116

Note: () indicates a decrease to budget

Externally restricted cash and investments include Water and Sewer Fund balances, unexpended developer contributions, special purpose grants and domestic waste management funds.

Internally restricted cash and investments include employee leave entitlements, deposits retentions and bonds, prepaid burial contributions, landfill remediation, community fund, carbon funds and expenditure to be carried forward to the next financial year.

On an accruals basis it is important that an appropriate level of unrestricted cash and investments are maintained to meet liabilities as and when they fall due.

The forecast decrease in the General Fund's unrestricted cash position of $7 million is mainly due to the proposal that less loans be drawn down during the 2017/18 financial year than provided for due to the timing of works.

Council's financial position and loan funding required to support capital new initiatives will be further assessed as part of the annual review of AlburyCity's Four Year Delivery Program and Long Term Financial Plan.

Risk

- Business Risk – Although Council is forecast to achieve an overall operating surplus during the 2017/18 financial year, a deficit of $4.1 million is now forecast for the General Fund due to the timing of income and operating expenditure carried forward from the prior financial year.
- Corporate Risk – Council continues to be proactive in managing its budget as part of its Service and Efficiency Review Program while working to maintain and improve infrastructure within AlburyCity.
- WHS and Public Risk – No risks identified.
- Delivery Program Risk – Some capital project funding originally budgeted in the 2016/17 financial year will now be carried forward and expended during the 2017/18 financial year.

Community Engagement

The *Local Government (General) Regulations 2005* require that not later than two months after the end of each quarter (except the June quarter), a budget review statement must be submitted to the Council that shows a revised estimate of the income and expenditure for that year.

Options

The September Quarter Budget Review is presented for consideration. Options available include:

1. Adopt the revised budget estimates for the 2017/18 financial year as presented; or
2. Vary the proposed quarterly budget review estimates; or
3. Adopt no changes to the original 2017/18 Budget.

Conclusion

The consolidate full year operating result is now forecast to be an operating surplus of $5.6 million which is $4.2 million less than the adopted budget. Although Council is forecast to achieve an overall operating surplus during the 2017/18 financial year, financial challenges remain.

An operating deficit of $4.1 million is now forecast for the General Fund due to the advanced receipt of Financial Assistance Grants of $3 million during the prior financial year and also operating budgets of $1.7 million carried forward from the prior financial year. Council continues to be proactive in managing its budget as part of its Service and Efficiency Review Program while working to maintain and improve infrastructure within AlburyCity.

Positive operating cash flows are required to fund planned capital improvements and meet principal loan repayments which also supplement capital works program funding. The forecast net cost of the

2017/18 capital works program has increased by $12.5 million to $53.8 million, which is mainly due to project funding of $14.9 million carried forward from the prior year.

It is proposed that AlburyCity make application to TCorp for budgeted loan funding of up to $3.5 million. The required amount of loan funding to be drawn down by 30 June 2018 will be confirmed as part of the March Quarter Budget Review.

AlburyCity's unrestricted forecast cash position is forecast to be $7 million less than budgeted, which is mainly due to the proposal that less loans be drawn down during the 2017/18 financial year than provided for due to the timing of works.

The projected estimates of income and expenditure included in the September Quarter Budget Review indicates that AlburyCity's projected financial position at 30 June 2018 will be satisfactory when compared to industry benchmarks.

Council's financial position and loan funding required to support capital new initiatives will be further assessed as part of the annual review of AlburyCity's Four Year Delivery Program and Long Term Financial Plan.

Recommendation

That the Committee recommends to Council that Council:

a. Receive and adopt the revised budget estimates for the 2017/18 financial year;
b. Note the supplementary reports including the Consultancy and Legal Expenditure and Contract Expenditure Listing;
c. Authorise the General Manager to make application to the New South Wales Treasury Corporation for the budgeted credit foncier loan funding of up to $3.5 million;
d. Further assess the required amount of loan funding to be drawn down by 30 June 2018 as part of the December Quarter Budget Review; and
e. Authorise the General Manager to approve the fixed interest rate period that represents best value for money.

- **Attachments**
    1. September Quarter 2017/18 Budget Review Operating Results Report Group Structure Format.
    2. September Quarter 2017/18 Budget Review Operating Results Report Statutory Accounts Format.
    3. September Quarter 2017/18 Budget Review Capital Results Report.
    4. Cash Flow.
    5. Cash and Investment Report.
    6. Consultancy and Legal Expenditure Report.
    7. Contract Expenditure Listing.
    8. 2016/17 Carry Forward Listing.
    9. Report by Responsible Officer.

- **Items to be Tabled**

    10. Operating Results Changes – All Details.

11. Capital Results Changes – All Details.

AlburyCity

Budget review for quarter ended September-2017

Operating Results AlburyCity Group structure format: Consolidated to include ALL FUNDS. This report excludes Capital Income

		ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018	ACTUAL YTD Sep-2017
		$	$	$	$	$	$
Community & Recreation	Operating Income	(6,628,042)	(6,628,042)	(170,803)	4,646	(6,794,199)	(1,786,862)
	Operating Expense	24,251,887	24,251,887	125,807	447,862	24,825,556	5,751,601
	Net Operating Result	17,623,845	17,623,845	(44,996)	452,508	18,031,357	3,964,738
Engineering	Operating Income	(39,271,493)	(39,271,493)	498,566	0	(38,772,927)	(9,677,437)
	Operating Expense	55,678,133	55,678,133	(25,009)	683,000	56,336,124	12,822,192
	Net Operating Result	16,406,640	16,406,640	473,557	683,000	17,563,197	3,144,755
Executive	Operating Income	(45,322,601)	(45,322,601)	2,138,359	0	(43,184,242)	(10,802,754)
	Operating Expense	(1,672,341)	(1,672,341)	(48,066)	0	(1,720,407)	(449,182)
	Net Operating Result	(46,994,942)	(46,994,942)	2,090,293	0	(44,904,649)	(11,251,936)
Planning & Environment	Operating Income	(2,289,274)	(2,289,274)	(40,000)	0	(2,329,274)	(610,639)
	Operating Expense	10,372,330	10,372,330	(90,093)	160,000	10,442,237	2,428,381
	Net Operating Result	8,083,056	8,083,056	(130,093)	160,000	8,112,963	1,817,743
Economic Development & Tourism	Operating Income	(2,968,626)	(2,968,626)	1,471,800	0	(1,496,826)	(526,230)
	Operating Expense	7,615,883	7,615,883	(1,226,171)	381,984	6,771,696	1,600,034
	Net Operating Result	4,647,257	4,647,257	245,629	381,984	5,274,870	1,073,804
Total: General Fund	Operating Income	(96,480,036)	(96,480,036)	3,897,922	4,646	(92,577,468)	(23,403,922)
	Operating Expense	96,245,892	96,245,892	(1,263,532)	1,672,846	96,655,206	22,153,026
	Total Net Operating Result	**(234,144)**	**(234,144)**	**2,634,390**	**1,677,492**	**4,077,738**	**(1,250,896)**
		Surplus	Surplus	Deficit	Deficit	Deficit	Surplus
Water Fund	Operating Income	(17,157,583)	(17,157,583)	(229,156)	0	(17,386,739)	(3,620,680)
	Operating Expense	13,991,690	13,991,690	338,471	0	14,330,161	3,189,865
	Net Operating Result	**(3,165,893)**	**(3,165,893)**	**109,315**	**0**	**(3,056,578)**	**(430,815)**
		Surplus	Surplus	Deficit		Surplus	Surplus
Sewer Fund	Operating Income	(22,080,336)	(22,080,336)	(168,000)	0	(22,248,336)	(5,406,505)
	Operating Expense	15,677,163	15,677,163	(85,038)	0	15,592,125	3,799,742
	Net Operating Result	**(6,403,173)**	**(6,403,173)**	**(253,038)**	**0**	**(6,656,211)**	**(1,606,763)**
		Surplus	Surplus	Surplus		Surplus	Surplus
Total: ALL FUNDS	Operating Income	(135,717,955)	(135,717,955)	3,500,766	4,646	(132,212,543)	(32,431,107)
	Operating Expense	125,914,745	125,914,745	(1,010,099)	1,672,846	126,577,492	29,142,633
	Net Operating Result	**(9,803,210)**	**(9,803,210)**	**2,490,667**	**1,677,492**	**(5,635,051)**	**(3,288,474)**
		Surplus	Surplus	Deficit	Deficit	Surplus	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line
> ORIGINAL Budget plus or minus approved budget changes in previous quarters = REVISED Budget
> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result
> The above Group format summarises all transactions including internal charges, these are between Groups and across Funds. Totals therefore include internal values and will not reconcile to statutory formats.
> This document forms part of AlburyCity's Quarterly Budget Review Statement (QBRS) for the quarter ended September-2017 and should be read in conjunction with other documents in the QBRS.

AlburyCity

Budget review for quarter ended September-2017

Income & Expenses result Statutory accounts format for ALL FUNDS: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018	ACTUAL YTD Sep-2017
	$	$	$	$	$	$
Income from Continuing Operations:						
Rates & Annual Charges	(64,705,180)	(64,705,180)	0	0	(64,705,180)	(16,288,275)
User Charges & Fees	(38,302,147)	(38,302,147)	(265,790)	0	(38,567,937)	(8,780,364)
Interest & Investment Revenue	(2,676,734)	(2,676,734)	(408,973)	0	(3,085,707)	(881,934)
Other Revenues	(4,586,274)	(4,586,274)	(178,107)	0	(4,764,381)	(1,321,005)
Grants and Contributions - Operating	(8,802,126)	(8,802,126)	2,809,836	4,646	(5,987,644)	(1,424,949)
Grants and Contributions - Capital	(7,442,240)	(7,442,240)	(2,098,854)	(1,101,346)	(10,642,440)	(847,752)
Profit from Disposal of Assets	(132,114)	(132,114)	177,720	0	45,606	0
Income from Joint ventures	0	0	0	0	0	0
Total Income from continuing Operations	(126,646,815)	(126,646,815)	35,832	(1,096,700)	(127,707,683)	(29,544,280)
Expenses from Continuing Operations:						
Employee costs	37,710,918	37,710,918	(174,233)	1,000	37,537,685	7,398,163
Borrowing costs	3,335,847	3,335,847	(355,529)	0	2,980,318	821,532
Materials and contracts	28,569,228	28,569,228	510,638	1,267,144	30,347,010	7,412,660
Depreciations and amortisation	27,863,395	27,863,395	437,742	0	28,301,137	6,963,768
Other Operating Expenses	11,921,977	11,921,977	(62,637)	404,702	12,264,042	2,811,931
Interest and Investment Losses	0	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0	0
Savings to be achieved	0	0	0	0	0	0
Total Expenses from continuing operations	109,401,365	109,401,365	355,981	1,672,846	111,430,192	25,408,054
Net Operating Result from continuing operations	(17,245,450)	(17,245,450)	391,813	576,146	(16,277,491)	(4,136,226)
	Surplus	Surplus	Deficit	Deficit	Surplus	Surplus
Net Operating Result before capital items	(9,803,210)	(9,803,210)	2,490,667	1,677,492	(5,635,051)	(3,288,474)
	Surplus	Surplus	Deficit	Deficit	Surplus	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

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> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result

> This statutory format eliminates internals from income and expenses to the categories of Materials and Contracts and Other Expenses. Net operating result will however remain the same as shown in the group structure reporting format.

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AlburyCity

Budget review for quarter ended September-2017

Income & Expenses result Statutory accounts format for GENERAL FUND: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018	ACTUAL YTD Sep-2017
	$	$	$	$	$	$
Income from Continuing Operations:						
Rates & Annual Charges	(44,429,891)	(44,429,891)	0	0	(44,429,891)	(11,219,655)
User Charges & Fees	(24,025,575)	(24,025,575)	(136,634)	0	(24,162,209)	(6,014,590)
Interest & Investment Revenue	(1,178,743)	(1,178,743)	(58,973)	0	(1,237,716)	(334,813)
Other Revenues	(4,308,712)	(4,308,712)	(178,107)	0	(4,486,819)	(1,210,287)
Grants and Contributions (Operating)	(8,457,949)	(8,457,949)	2,809,836	4,646	(5,643,467)	(1,338,909)
Grants and Contributions - Capital	(5,999,520)	(5,999,520)	(2,098,854)	(1,101,346)	(9,199,720)	(730,966)
Profit from Disposal of Assets	(132,114)	(132,114)	177,720	0	45,606	0
Income from Joint ventures	0	0	0	0	0	0
Total Income from continuing Operations	(88,532,504)	(88,532,504)	514,988	(1,096,700)	(89,114,216)	(20,849,220)
Expenses from Continuing Operations:						
Employee costs	33,577,902	33,577,902	(164,956)	1,000	33,413,946	6,851,758
Borrowing costs	2,732,849	2,732,849	(355,529)	0	2,377,320	670,788
Materials and contracts	23,980,243	23,980,243	220,638	1,267,144	25,468,025	6,056,374
Depreciations and amortisation	17,350,445	17,350,445	383,032	0	17,733,477	4,335,228
Other Operating Expenses	4,657,401	4,657,401	(62,637)	404,702	4,999,466	953,209
Interest and Investment Losses	0	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0	0
Savings to be achieved	0	0	0	0	0	0
Total Expenses from continuing operations	82,298,840	82,298,840	20,548	1,672,846	83,992,234	18,867,358
Net Operating Result from continuing operations	(6,233,664)	(6,233,664)	535,536	576,146	(5,121,982)	(1,981,862)
	Surplus	Surplus	Deficit	Deficit	Surplus	Surplus
Net Operating Result before capital items	(234,144)	(234,144)	2,634,390	1,677,492	4,077,738	(1,250,896)
	Surplus	Surplus	Deficit	Deficit	Deficit	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

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> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result

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AlburyCity

Budget review for quarter ended September-2017

Income & Expenses result Statutory accounts format for WATER FUND: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018	ACTUAL YTD Sep-2017
	$	$	$	$	$	$
Income from Continuing Operations:						
Rates & Annual Charges	(3,614,616)	(3,614,616)	0	0	(3,614,616)	(903,618)
User Charges & Fees	(11,020,274)	(11,020,274)	(129,156)	0	(11,149,430)	(2,140,975)
Interest & Investment Revenue	(743,826)	(743,826)	(100,000)	0	(843,826)	(251,838)
Other Revenues	(128,368)	(128,368)	0	0	(128,368)	(45,491)
Grants and Contributions - Operating	(173,435)	(173,435)	0	0	(173,435)	(43,356)
Grants and Contributions - Capital	(597,920)	(597,920)	0	0	(597,920)	(61,784)
Profit from Disposal of Assets	0	0	0	0	0	0
Income from Joint ventures	0	0	0	0	0	0
Total Income from continuing Operations	(16,278,439)	(16,278,439)	(229,156)	0	(16,507,595)	(3,447,062)
Expenses from Continuing Operations:						
Employee costs	1,684,562	1,684,562	(4,844)	0	1,679,718	244,985
Borrowing costs	0	0	0	0	0	0
Materials and contracts	1,639,305	1,639,305	290,000	0	1,929,305	421,747
Depreciations and amortisation	6,078,545	6,078,545	109,315	0	6,187,860	1,519,938
Other Operating Expenses	3,112,214	3,112,214	(56,000)	0	3,056,214	767,793
Interest and Investment Losses	0	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0	0
Total Expenses from continuing operations	12,514,626	12,514,626	338,471	0	12,853,097	2,954,463
Net Operating Result from continuing operations	(3,763,813)	(3,763,813)	109,315	0	(3,654,498)	(492,599)
	Surplus	Surplus	Deficit		Surplus	Surplus
Net Operating Result before capital items	(3,165,893)	(3,165,893)	109,315	0	(3,056,578)	(430,815)
	Surplus	Surplus	Deficit		Surplus	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

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AlburyCity

Budget review for quarter ended September-2017

Income & Expenses result Statutory accounts format for SEWER FUND: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018	ACTUAL YTD Sep-2017
	$	$	$	$	$	$
Income from Continuing Operations:						
Rates & Annual Charges	(16,660,673)	(16,660,673)	0	0	(16,660,673)	(4,165,002)
User Charges & Fees	(3,256,298)	(3,256,298)	0	0	(3,256,298)	(624,798)
Interest & Investment Revenue	(754,165)	(754,165)	(250,000)	0	(1,004,165)	(295,284)
Other Revenues	(149,194)	(149,194)	0	0	(149,194)	(65,227)
Grants and Contributions - Operating	(170,742)	(170,742)	0	0	(170,742)	(42,684)
Grants and Contributions - Capital	(844,800)	(844,800)	0	0	(844,800)	(55,002)
Profit from Disposal of Assets	0	0	0	0	0	0
Income from Joint ventures	0	0	0	0	0	0
Total Income from continuing Operations	(21,835,872)	(21,835,872)	(250,000)	0	(22,085,872)	(5,247,998)
Expenses from Continuing Operations:						
Employee costs	2,448,454	2,448,454	(4,433)	0	2,444,021	301,419
Borrowing costs	602,998	602,998	0	0	602,998	150,744
Materials and contracts	2,949,680	2,949,680	0	0	2,949,680	934,539
Depreciations and amortisation	4,434,405	4,434,405	(54,605)	0	4,379,800	1,108,602
Other Operating Expenses	4,152,362	4,152,362	56,000	0	4,208,362	1,090,929
Interest and Investment Losses	0	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0	0
Total Expenses from continuing operations	14,587,899	14,587,899	(3,038)	0	14,584,861	3,586,233
Net Operating Result from continuing operations	(7,247,973)	(7,247,973)	(253,038)	0	(7,501,011)	(1,661,765)
	Surplus	Surplus	Surplus		Surplus	Surplus
Net Operating Result before capital items	(6,403,173)	(6,403,173)	(253,038)	0	(6,656,211)	(1,606,763)
	Surplus	Surplus	Surplus		Surplus	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

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> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result

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Albury City
Budget review for quarter ended September-2017
Capital Results Albury City Group structure format: Consolidated result ALL FUNDS

		ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018	ACTUAL YTD Sep-2017
		$	$	$	$	$	$
Community & Recreation	Capital Income	(2,535,780)	(2,535,780)	0	0	(2,535,780)	(113,766)
	Capital Expense	3,840,519	3,840,519	2,550,729	3,701,186	10,092,434	1,158,469
	Net Capital Result	1,304,739	1,304,739	2,550,729	3,701,186	7,556,654	1,044,703
Engineering	Capital Income	(3,463,740)	(3,463,740)	(2,098,854)	(1,101,346)	(6,663,940)	(617,201)
	Capital Expense	24,149,624	24,149,624	(2,584,090)	4,790,555	26,356,089	4,495,802
	Net Capital Result	20,685,884	20,685,884	(4,682,944)	3,689,209	19,692,149	3,878,602
Executive	Capital Income	0	0	0	0	0	0
	Capital Expense	0	0	0	0	0	0
	Net Capital Result	0	0	0	0	0	0
Planning & Environment	Capital Income	0	0	0	0	0	0
	Capital Expense	286,283	286,283	0	558,000	844,283	21,255
	Net Capital Result	286,283	286,283	0	558,000	844,283	21,255
Economic & Tourism	Capital Income	0	0	0	0	0	0
	Capital Expense	0	0	0	4,633,288	4,633,288	375,223
	Net Capital Result	0	0	0	4,633,288	4,633,288	375,223
Total: General Fund	Capital Income	(5,999,520)	(5,999,520)	(2,098,854)	(1,101,346)	(9,199,720)	(730,966)
	Capital Expense	28,276,426	28,276,426	(33,361)	13,683,029	41,926,094	6,050,749
	Total Net Capital Result	**22,276,906**	**22,276,906**	**(2,132,215)**	**12,581,683**	**32,726,374**	**5,319,783**
		Deficit	Deficit	Surplus	Deficit	Deficit	Deficit
Water Fund	Capital Income	(597,920)	(597,920)	0	0	(597,920)	(61,784)
	Capital Expense	10,120,300	10,120,300	(286,639)	520,000	10,353,661	544,295
	Net Capital Result	**9,522,380**	**9,522,380**	**(286,639)**	**520,000**	**9,755,741**	**482,511**
		Deficit	Deficit	Surplus	Deficit	Deficit	Deficit
Sewer Fund	Capital Income	(844,800)	(844,800)	0	0	(844,800)	(55,002)
	Capital Expense	10,291,600	10,291,600	0	1,843,000	12,134,600	378,934
	Net Capital Result	**9,446,800**	**9,446,800**	**0**	**1,843,000**	**11,289,800**	**323,932**
		Deficit	Deficit		Deficit	Deficit	Deficit
Total: ALL FUNDS	Capital Income	(7,442,240)	(7,442,240)	(2,098,854)	(1,101,346)	(10,642,440)	(847,752)
	Capital Expense	48,688,326	48,688,326	(320,000)	16,046,029	64,414,355	6,973,978
	Net Capital Result	**41,246,086**	**41,246,086**	**(2,418,854)**	**14,944,683**	**53,771,915**	**6,126,225**
		Deficit	Deficit	Surplus	Deficit	Deficit	Deficit

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Albury City Capital costs are funded from a composite of sources including loans, proceeds of asset sales, grants (from Federal and State Government) current year and past year operating cash surpluses.
Albury City funding position is evaluated using information sourced from its Cash and Investments position, Balance sheet and Cash flow status.

AlburyCity
Budget review for quarter ended September-2017
Cash Flow Results Consolidated result ALL FUNDS.

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018
	$	$	$	$	$
CASH FLOWS FROM OPERATING ACTIVITIES:					
Receipts:					
Rates & Annual Charges	(64,696,297)	(64,696,297)	0	0	(64,696,297)
User Charges & Fees	(38,204,976)	(38,204,976)	(213,790)	0	(38,418,766)
Interest Received	(2,557,538)	(2,557,538)	(408,973)	0	(2,966,511)
Grants and Contributions	(16,253,829)	(16,253,829)	710,982	(1,096,700)	(16,639,547)
Other Revenues	(5,263,780)	(5,263,780)	(230,107)	0	(5,493,887)
Payments:					
Employee Benefits & On-Costs	36,691,112	36,691,112	(174,233)	1,000	36,517,879
Materials & Contracts	29,921,477	29,921,477	510,638	1,267,144	31,699,259
Borrowing Costs	3,243,557	3,243,557	(355,529)	0	2,888,028
Other Expenses	12,664,971	12,664,971	(62,637)	404,702	13,007,036
Savings to be achieved	0	0	0	0	0
Net Cash (Provided by) or Used in Operations	**(44,455,303)**	**(44,455,303)**	**(223,649)**	**576,146**	**(44,102,806)**
	Surplus	Surplus	Surplus	Deficit	Surplus
CASH FLOWS FROM INVESTING ACTIVITIES:					
Receipts:					
Proceeds from the sales of property, plant & equipment	(389,000)	(389,000)	0	0	(389,000)
Proceeds from the sales of real estate for resale	(1,649,522)	(1,649,522)	1,649,522	0	0
Proceeds from sale of investment securities	0	0	0	0	0
Repayments from deferred debtors	0	0	0	0	0
Distribution Received from Joint Venture & Associates	(208,540)	(208,540)	0	0	(208,540)
Payments:					
Purchase of property, plant & equipment	48,688,326	48,688,326	(320,000)	11,726,314	60,094,640
Purchase of real estate for resale	0	0	0	4,319,715	4,319,715
Purchase of investment securities	0	0	0	0	0
Payments to deferred creditors	0	0	0	0	0
Payments to deferred debtors	0	0	0	0	0
Net Cash (Provided by) or Used in Investing	**46,441,264**	**46,441,264**	**1,329,522**	**16,046,029**	**63,816,815**
	Deficit	Deficit	Deficit	Deficit	Deficit
CASH FLOWS FROM FINANCING ACTIVITIES:					
Receipts:					
Proceeds from borrowings and advances	(5,000,000)	(5,000,000)	10,500,000	(9,000,000)	(3,500,000)
Payments:					
Repayments of borrowings and advances	4,244,623	4,244,623	0	0	4,244,623
Net Cash (Provided by) or Used in Financing	**(755,377)**	**(755,377)**	**10,500,000**	**(9,000,000)**	**744,623**
TOTAL CASH FLOWS (ALL ACTIVITIES):	**1,230,584**	**1,230,584**	**11,605,873**	**7,622,175**	**20,458,632**
Net Total All Movements	**1,230,584**	**1,230,584**	**11,605,873**	**7,622,175**	**20,458,632**
	Deficit	Deficit	Deficit	Deficit	Deficit

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Albury City funding position is evaluated using information sourced from its Cash and Investments position, Balance sheet and Cash flow status.

AlburyCity
Budget review for quarter ended September-2017
Cash and Investments Consolidated result ALL FUNDS.

	Opening Balance 1 July 2017	ORIGINAL Budget 2017-2018	Recommended Changes for Council	PROJECTED year end result 2017-2018
	$	$	$	$
Unrestricted	24,739,641	24,085,166	(7,042,921)	17,042,245
Externally restricted				
Developer contributions-(Section 94)-General	782,000	531,218	250,782	782,000
Developer contributions-(Section 64)-Water	0	497,920	(497,920)	0
Developer contributions-(Section 64)-Sewer	0	644,800	(644,800)	0
Domestic waste management	1,997,000	1,813,982	314,247	2,128,229
ERMW Noxious Weeds Group	0	0	0	0
Unexpended Loans	0	0	0	0
Special Purpose Grants	682,000	0	0	0
Water	30,192,000	25,096,257	4,282,593	29,378,850
Sewer-lake Hume			0	0
Sewer	37,183,000	25,126,253	10,222,387	35,348,640
Net Carry Forward Expenditure (Operating and Capital) - Water	0	0	0	0
Net Carry Forward Expenditure (Operating and Capital) - Sewer	0	0	0	0
Total Externally Restricted	**70,836,000**	**53,710,430**	**13,927,289**	**67,637,719**
Internally restricted				
Employee Leave Entitlements	2,290,250	2,321,300	(31,050)	2,290,250
Pre Paid Burials	1,551,257	1,380,439	170,818	1,551,257
Landfill Risk Rehabilitation Reserve	2,462,115	2,808,987	(189,035)	2,619,952
Tabletop Community Centre	4,444	4,444	0	4,444
Deposits, Retentions, Bonds	1,654,244	1,717,162	(62,918)	1,654,244
Elections	57,300	130,000	0	130,000
AlburyCity Community Fund	102,492	224,815	(224,815)	0
Financial Assistance Grant paid in advance	3,060,000	0	0	0
MAMA Philanthrophy	186,257	186,257	0	186,257
Net Carry Forward Expenditure (Operating and Capital) - General	6,631,000	0	0	0
Total Internally Restricted	**17,999,359**	**8,773,404**	**(337,000)**	**8,436,404**
Total restricted	**88,835,359**	**62,483,834**	**13,590,289**	**76,074,123**
Total Cash and Investments	**113,575,000**	**86,569,000**	**6,547,368**	**93,116,368**
Available Cash	**24,739,641**	**24,085,166**	**(7,042,921)**	**17,042,245**
	Available	Available	Deficit Funding	Available

Notes: > Figures in ( ) indicate a Deficit
> ORIGINAL Budget plus or minus approved budget changes in previous quarters = REVISED Budget
> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result
> This document forms part of AlburyCity's Quarterly Budget Review Statement (QBRS) for the quarter ended September-2017 and should be read in conjunction with other d

AlburyCity available cash position excludes restricted funds. External restrictions are funds that must be spent for a specific purpose and cannot be used by council for general
Internal restrictions are funds that council has determined will be used for a specific future use.
Albury City funding position is evaluated using information sourced from its Cash and Investments position, Balance sheet and Cash flow status.

AlburyCity

Budget review for quarter ended September-2017

Consultancy and Legal Expenditure result ALL FUNDS.

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	Review Budget Carry Fwd Amount	PROJECTED year end result 2017-2018	ACTUAL YTD Sep-2017	Comments
	$	$	$	$	$	$	
Expenditure:							
Consultancies	376,825	376,825	347,000	100,000	823,825	29,364	Recommended changes include a $290K transfer of investigations budget (Including Integrated Water Cycle Management Plan and Hyraulic Modelling of Water Supply Network) from Water Fund capital to operating. The Carry forward is for the Airport Masterplan.
Legal Fees	245,404	245,404	10,000	0	255,404	40,532	

Notes: > Figures in ( ) indicate a Deficit

> ORIGINAL Budget plus or minus approved budget changes in previous quarters = REVISED Budget

> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result

> This document forms part of AlburyCity's Quarterly Budget Review Statement (QBRS) for the quarter ended September-2017 and should be read in conjunction with other documents in the QBRS.

> A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors

AlburyCity
Budget review for quarter ended September-2017
Contracts Listing

Contractor	Contract detail & purpose	Commencement date	Duration of contract	Contract value as at 30/09/2017 inc GST $	Council Budget inc GST	Comment	Budgeted (Y/N)
Excell Gray Bruni Pty Ltd	Reconstruction of Yambla Place	7/07/2017	2 Months	322,982	495,000	Total project expenditure approximately $328K, savings utilised to balance Council's overall capital program.	Y
AP Delaney & Co Pty Ltd	Travel Stop Way roundabout construction	18/04/2017	3 Months	1,165,544	1,070,000	Total project expenditure approximately $1.2 million, over expenditure covered by savings from other projects in the capital program.	Y
Southern Cross Developers	Airport Terminal Upgrade Construction	8/05/2017	10 Months	4,496,176	6,270,000	To date, total project cost with current variations included amounts to $5,867,438.	Y
DDT Liners (Australia) Pty Ltd	Albury Waste Management Centre Bulk Earthworks	24/05/2017	2 Months	292,079	275,000	Scope extended to enlarge the cell lining, has incurred variations worth $225,138. Variations will be covered from savings in the 17/18 budget.	Y
The Airport Group	Airport Master Plan 2017	7/09/2017	3 Months	150,206	220,000	Contract within Council budget	Y
Longford Civil	Tabletop Water Supply	28/06/2017	6 Months	1,723,931	2,546,000	The remainder of the budget will be funding a new pumpstation and electrical upgrade as set out in the New Initiatives.	
Barro Group and Hansons Concrete	Supply and delivery of concrete	1/08/2017	3 Years	755,000 (Estimate)	n/a	Net decrease from current contract value of 2.5%(based on Barro Group pricing) using historical data over previous 3 years. Figures subject to future works program which may result in significant variations.	Y
Boral Limited	Contract for the supply and delivery of bedding sand	1/08/2017	3 Years	118,493 (Estimate)	n/a	Net decrease from current contract value of 14.3% based on historical data over previous 3 year period. Figures subject to future works program which may result in significant variances.	Y
Depan Group PL	Demo, Earthworks and Sportsfield construction	10/07/2017	6 Months	2,710,562	2,530,794	The budgeted figure includes savings from the Pearsall Street upgrade which were then transferred to this project. The remaining 7% overrun to be funded through the overall contingency for the project.	
NTNS Group Pty Ltd	Cleaning contract	3/07/2017	3 Years	346,589	399,000	A net saving to budget of 15% over a 3 year period.	Y
RMA Sport and Leisure P/L	Replacement basketball backboard and supporting structures	18/09/2017	3 Months	156,888	192,500	There are some additional project costs of up to $10k required to strengthen the connection points of the facility for the new backboards, but the project should still finish at least $20k under budget.	
Burgess Earthmoving P/L	Supply only or supply and delivery of crushed	1/08/2017	3 Years	2,160,953	n/a	Net increase from current contract value of 5.5% based on historical data over previous 3 year period. Figures subject to future works program which may result in significant variations.	Y

Notes:
> Contracts for employment are not included
> Contracts listed are those entered into from April to September 2017 and have yet to be fully performed, excluding contractors that are on Council's Preferred Supplier List.
> This data is sourced from Albury City's Contract Register

2016-17 Carry Forward List (Projects that were not completed by June 2017(including unexpended Grant projects) for resubmission into 2017-18 budget as carry forwards)

Operating	**Subtotal**	**$**	**1,677,492**
Capital	**Subtotal**	**$**	**14,944,683**
All Items	**Grand Total**	**$**	**16,622,175**

Group	Operating or Capital	Description of Project	Project number if applicable	GL Account	Work Order	Contract OR Internal works	2016-17 Final carry forward ($)	Commencement Date	Completion Date	GROUP & TEAM LEADER explanation to why project not completed within 2016-2017 Financial Year as budgeted
Planning & Environment	Capital	Microwave Network Replacement	0017.00416.571.000	11285.6120		Contract	518,000	Aug-17	Nov-17	Project delayed due to extended EOI phase and availability of resources.
Planning & Environment	Capital	Customer Service Knowledge Base	0017.00416.571.000	11285.6120		Contract	40,000	Aug-17	Dec-17	Project delayed due to vacancy of position which is project driver (TL CS)
Planning & Environment	Operating	Strategic Planning - Sundry Exp		01575.2045		Internal	160,000	Sep-17	Jun-18	Projects delayed due to long term vacancies in Town Planning teams and continued high demand on major projects. Work includes Environmental Lands Review and Albury DCP 2010 - Residential Review
Engineering Sewer	Capital	Softwood Plantation	0008.00211.453.000	13275.6120		Contract	280,000	March 2017	June 2017	Project delayed due to difficulties in harvesting on the site. Carry Forwards funds are required to re-establish irrigation and planting of native trees as per the 'Vegetation Master Plan'. Implementation of this plan is critical for the operation off the Wastewater Treatment Plant.
Engineering Sewer	Capital	Ettamogah Sewerage Augmentation	0008.00520.169.000	13275.6120		Contract	550,000	August 2016	December 2017	Project delayed due to extended design and approvals period. All pipework and fittings have been purchased.
Engineering Sewer	Capital	Thurgoona/Wirlinga Precinct	0008.00521.169.000	13275.6120		Contract	600,000	August 2016	June 2017	Project delayed due to extended design period and land owner consultation/negotiation.
Engineering Sewer	Capital	Waterview WWTP - Investigation & Design	0008.00540.453.000	13275.6120		Contract	150,000	January 2016	2021/22	Design project a to be undertaken over a number of budgets years, a review of the funding profile requires the carry forward of funds.
Engineering Water	Capital	Water Pump Station Filter Gallery - Media replacement	0007.00044.453.000	12275.6120		Contract	250,000	July 2017	September 2017	Project timing was dependent on the completion of the DAFF upgrade, however delays in the finalisation of this project have pushed back the commencement date of the media replacement project.
Engineering Water	Capital	Table Top Water Supply Augmentation	0007.00537.453.000	12275.6120		Contract	150,000	July 2016	October 2017	Project delayed due to extended design and approvals period. Contract has been awarded, all pipework and fittings have been purchased.
Engineering Water	Capital	Table Top North - Upgrade Misc. Water Mains	0007.00643.171.000	12275.6120		Contract	120,000	January 2017	November 2017	Project delayed due to extended design and approvals period.
Economic Development & Tourism	Capital	Nexus Industrial Precinct		11115.5600		Contract	4,319,715	Sep-16	Oct-17	Works delayed due to inclement weather, native title issues and the discovery of aboriginal artefacts which triggered an Aboriginal Heritage Assessment and restriction of access to a significant portion of the site
Engineering General	Capital	Kerr Road - SVR	1937.04132.161.000	11291.6120		Contract	1,464,682	Apr-17	Sep-17	Project start date delayed due to some required alterations to project design.
Engineering General	Capital	AEC - Stage Replacement & Asbestos Removal SVR	0163.00360.173.000	11290.6120		Contract	250,000	Jan-18	Mar-18	Project delayed due to availability of site (show bookings) and opportunity to align with 2017/18 HVAC funding. Project to be completed during venue closure in early 2018. Extra $50k tfr from 0199.00422
Engineering General	Capital	Administration Building Refurbishment	0139.00134.158.000	11290.6120		Contract	312,235	Mar-17	Aug-17	Project delayed to extended design period and availability of contractors
Engineering General	Capital	Airport Terminal Upgrade	0107.00014.173.000	14275.6120		Contract	1,372,930	Jul-16	Mar-18	Project delayed due to extended design and tender assessment periods
Engineering General	Capital	iNSW Grant Funding - Airport Terminal Upgrade		03012.0799		Contract	-1,101,346	Jul-16	Mar-18	Project delayed due to extended design and tender assessment periods
Engineering General	Capital	Thurgoona Oval Toilet Block	0157.00863.173.000	11290.6120			50,000	Jul-17	Mar-18	Resourcing has delayed the project. Landscape Architect has commenced design development in conjunction with the Assets Team. Tfr budget from 0157.00195.158
Engineering General	Capital	Urana Road Beautification & Blackspot - 5 Ways to Sanders SVR	1829.01081.161.000	11291.6120		Internal	33,563	May-17	Aug-17	Project delayed due to extended design and approval period for the alteration of the Urana/Griffith Roads intersection and traffic light relocation
Engineering General	Capital	Yambla Place - Yambla to End	1887.00855.161.000	11291.6120		Contract	0	Apr-17	Jun-17	Project Completed in June 2017
Economic Development & Tourism	Capital	Wonga Wetlands Product Development Masterplan implementation		11300.6115			313,573	Jul-17	June 2018	Implementation to date has not required significant capital investment. Design and costing of Visitor Education and Experience Centre to commence in coming months. Note: funds are proceeds from sale of Ettamogah Sanctuary Site which Council committed to invest in Wonga Wetlands.
Economic Development & Tourism	Operating	City wide flags (Advertising)		00595.2000		Contract	10,000	1/01/2018	30/01/2018	Preserve funding for city-wide flags for 2017/18 - demand for replacement
Economic Development & Tourism	Operating	XMAS Decorations		00595.2040		Internal	10,000			
Economic Development & Tourism	Operating	Albury Top Ten Guide - review and print		00075.2033		Internal	14,284	Jul-17	Aug-17	Unforeseen drop in stock due to the guides being displayed at the Airport instead of the Official Visitor Guides. Review and reprint of Top 10 guide.
Economic Development & Tourism	Operating	Income for collaborative projects with City of Wodonga, destination marketing and promotion.		01402.2033		Internal	21,900	1/10/2017	30/12/2017	Income received in advance for collaborative Tourism projects 2017/18.
Economic Development & Tourism	Operating	vAW Brand Extension		01402.2033		Contract	10,000	1/10/2017	30/12/2017	Resource constraints due to position vacancies and leave.
Economic Development & Tourism	Operating	Travel, Smart Cities Summit Sydney		00015.0010		Internal	1,000	25/09/2017	30/09/2017	Smart Cities Summit attendance 2017/18
Economic Development & Tourism	Operating	Conferences and Seminars - Smart Cities Summit		00015.2010		Internal	3,300	28/07/2017	30/09/2017	Smart Cities Summit attendance 2017/18
Economic Development & Tourism	Operating	Invest Albury Campaign Development Stages 1 and 2		00015.2026		Internal	28,500	28/07/2017	30/10/2017	Contracted Campaign Development and digital execution
Economic Development & Tourism	Operating	Invest Albury media buy and execution including outdoor		00015.2026		Internal	120,000	18/08/2017	30/06/2018	InvestAlbury major real estate campaign delayed due to Nexus works
Economic Development & Tourism	Operating	Invest Albury Promotional Collateral		00015.2026		Internal	2,000	18/08/2017	30/08/2017	Promotional collateral for Invest Albury
Economic Development & Tourism	Operating	Smart Cities promotion/execution		00015.2026		Internal	31,500	6/10/2017	30/09/2017	Smart Communities Framework execution contracted, project underway
Economic Development & Tourism	Operating	Riverside Parks Precinct Project Consultation		00015.2026		Internal	4,000	10/08/2017	15/10/2017	Public consultation advertising Riverside precinct pending EOI result
Economic Development & Tourism	Operating	Smart Cities Framework Development		00015.2068		Internal	17,000	30/09/2017	30/09/2017	Smart Communities Study and Framework development contracted
Economic Development & Tourism	Operating	Revision of NEXUS cost benefit analysis		00015.2068		Internal	30,000	20/09/2017	20/10/2017	Awaiting relaese of NSW Government program funding
Economic Development & Tourism	Operating	Heritage Conservation Management Plan Turks Head Building		00015.2068		Internal	15,000	20/08/2017	20/09/2017	Heritage Conservation Study - Turks Head
Economic Development & Tourism	Operating	Project Expenditure - Airside North marketing		00014.2026		Internal	8,500	20/12/2017	20/12/2017	Airside North Marketing - delayed due to pending InvestAlbury campaign rollout
Economic Development & Tourism	Operating	Convention Wing Redevelopment		00485.2036		Internal	25,000	1/08/2017	30/11/2017	Further design and costing of Convention Wing redevelopment.
Economic Development & Tourism	Operating	AEC - Repairs and Maintenance		00485.2036		Internal	10,000	1/08/2017	30/11/2017	Repairs and maintenance planned for July/August
Economic Development & Tourism	Operating	AEC Brand Awareness Research		00485.2000		Internal	20,000	1/09/2017	30/11/2017	AEC Brand Awareness Research
Community & Recreation	Capital	Aquatics Facilities Strategy - Plans	0149.00855.175.000	11295.6120		Contract	5,080	1/02/2017	1/09/2017	Funds to be provided to finish plans for the Lauren Jackson Sports Centre upgrade options which was part of the initial brief for the last stage of the Aquatics Strategy
Community & Recreation	Operating	Wagirra-Out Languages Matter Grant		04070.2040	wo40059	Grant	12,000			Project has now been completed
Community & Recreation	Operating	Wagirra-Mungabareena Celebration Day OEH Contribution SVR	0005.00095.059.000	04070.2032	wo38639	Grant	3,000			Project to commence in September 2017
Community & Recreation	Operating	ALO Grant-Reconciliation week	0021.00051.103.000	00820.2040	wo40159	Grant	1,251			Project has now been completed

2016-17 Carry Forward List (Projects that were not completed by June 2017(including unexpended Grant projects) for resubmission into 2017-18 budget as carry forwards)

Operating	**Subtotal**	**$ 1,677,492**
Capital	**Subtotal**	**$ 14,944,683**
All Items	**Grand Total**	**$ 16,622,175**

Group	Operating or Capital	Description of Project	Project number if applicable	GL Account	Work Order	Contract OR Internal works	2016-17 Final carry forward ($)	Commencement Date	Completion Date	GROUP & TEAM LEADER explanation to why project not completed within 2016-2017 Financial Year as budgeted
Community & Recreation	Operating	ALO Grant-NAIDOC Week	0021.00028.527.000	00820.2045	Wo39840	Grant	9,300			Project has now been completed
Community & Recreation	Operating	Wagirra-Norms Lagoon		04070.2040	Wo30918	Grant	34,639			Project has now been completed
Community & Recreation	Operating	Community Development-Mirambeena-Work for the Dole	0016.00700.527.000	00725.2008		Internal	1,877			Community project to be spent in 2017/18
Community & Recreation	Operating	Library Book Club membership-Calendar Year		00363.2040	Work Order 13849	Internal	6,677			Membership fees are for the calendar Year
Community & Recreation	Operating	Friends of Albury Libraries and Museum		00430.2045		Internal	1,107		1/07/2017	Support group funds that are expended on Library and Museum projects
Community & Recreation	Operating	Community Safety CDAT Grant Funding(to be advised)		00797.2045	WO38317	Grant	2,273			2016/17 CDAT Grant unexpended to be carried forward to 2017/18
Community & Recreation	Capital	Lavington Sports Ground Redevelopment SVR	0236.00695.175.000	11295.6120		Contract	943,599	Jul-16	Mar-19	Carry forward required due to some variation in expenditure profiling. Project on track.
Community & Recreation	Capital	Lavington Sports Ground Redevelopment SVR	0236.00695.175.000	11295.6120			1,839			Carry fwd from toilet block for Lavington sporting facility
Community & Recreation	Capital	Glen Park disabled ramp and sportsfield fencing	0001.00161.175.000	11295.6120		Community Group	109,737	July 17	January 2018	This community fund project has been delayed due design phase and club resourcing to complete the works. The access ramp has now been completed with fencing project sched to be completed prior to next season.
Community & Recreation	Capital	Albury Sports Ground sportsfield lighting assessment	0002.00142.175.000	11295.6120		Contractor	10,000	October 17	March 2018	Due to resourcing the project will be included into the 2017-18 works program. Funding will be used to review existing electrical assessment and commence design for upgrading sportsfield lighting.
Community & Recreation	Capital	West Albury Skate Park	0003.00124.175.000	11295.6120		Contractor	17,658	August 2017	December 2017	Funding from the two skate park projects (Albury and West Albury) will be diverted to developing a Citywide Skate Park Strategy and developing designs for upgrading Albury Skate Park. The project has been included into the 2017-18 Parks and
Community & Recreation	Capital	Noreuil Park Foreshore works	0002.00303.175.000	11295.6120		Contractor	241,828	July 2017	June 2018	Detailed design was delayed however is now complete. The funding has been included into grant submissions as Councils contribution to offset grant funding. Major on ground works has been scheduled into the 2017-18 works program
Community & Recreation	Capital	National Foresters Grove SVR	0002.00519.175.000	11295.6120		Contractor	15,990	November 2017	June 2018	SVR project which has been delayed due to resourcing. Information signage design and installation component to be included into 2017-18 works program.
Community & Recreation	Capital	Jelbart Park detail design	0002.00528.175.000	11295.6120		Internal	103,741	November 2017	June 2018	Design work is not completed due to resourcing. Project is to be included into Landscape Architects 2017-18 work plan.
Community & Recreation	Capital	Albury Skate Park	0003.00124.175.000	11295.6120		Contractor	32,312	August 2017	December 2017	Funding from the two skate park projects (Albury and West Albury) will be diverted to developing a Citywide Skate Park Strategy and developing designs for upgrading Albury Skate Park. The project has been included into the 2017-18 Parks and Recreation works program.
Community & Recreation	Capital	Monument Hill Master Plan	0003.00150.175.000	11295.6120		Internal	70,000	November 2017	June 2018	The master plan was endorsed by Council in February. Funding will be used to undertake detailed design of roadways and retaining walls as well as upgrading some signage over the next 12 months.
Community & Recreation	Capital	Apex Park SVR	0003.00213.175.000	11295.6120		Internal	44,930	November 2017	June 2018	A master plan is being developed for Apex Park through to the Resort boat ramp and beach area. Due to resourcing the project has been delayed and is scheduled to be undertaken in 2017-18 by the landscape architect. This project includes grant funding from NSW Roads and Maritime Services.
Community & Recreation	Capital	Hume Weir Parks	0004.00200.175.000	11295.6120		Contractor	75,000	November 2017	June 2018	A master plan is being developed for Apex Park through to the Resort boat ramp and beach area. Due to resourcing the project has been delayed and is scheduled to be undertaken in 2017-18 by the landscape architect. This project includes grant funding from NSW Roads and Maritime Services.
Community & Recreation	Capital	Mungabareena Reserve SVR	0004.00346.175.000	11295.6120		Internal	147,361	November 2017	June 2018	Mungabareena reserve has recently been gazetted as an Aboriginal Place. Prior to any significant works being undertaken a Management Plan needs to be developed. This has commenced however has been delayed . Onground works will be scheduled upon management plan endorsement. This project is SVR funded
Community & Recreation	Capital	Padman Park SVR	0005.00145.175.000	11295.6120		Internal	63,599	November 2017	June 2018	Preliminary assessments have been undertaken to include into the revised Padman Park Management Plan. The updating the management plan has been delayed and scheduled to be completed in 2017-18. the plan will identify priority works. This is an SVR funded project
Community & Recreation	Capital	JC King Park Sports Pavilion SVR	0119.00843.175.000	11295.6120		Contractor	404,808	July 2017	June 2018	Council and Albury Netball Association have been working on a funding strategy for the construction of a new sport pavilion. The final instalment of funding strategy was endorsed in the 2017-18 budget.
Engineering General	Capital	Lake Hume Village - Toilet		11290.6120		Contractor	300,000	November 2017	June 2018	Project delayed due to availability of design resources and conclusion of the Public Toilet Strategy. The most appropriate location for the toilet is also being considered as part of a master plan process. Construction of the public toilet will be included into the 2017-18 works program. *Project 0222.00847.173.000 not set up in BIS*
Community & Recreation	Capital	Sarvaas Park - Sportsfield Lights	0001.00106.152.000	11295.6120		Contractor	22,240	September 2017	March 2018	Project delayed due to resourcing and finalisation of scope of works with the Junior Rugby League Club
Community & Recreation	Capital	Bunton Park - Community Fund	0001.00119.175.000	11295.6120		Community Group	6,900	July 2017	September 2017	The North Albury Bowling Club has now completed this Community Fund project and payment made to the Bowling Club.
Community & Recreation	Capital	Albury Botanic Gardens - Perimeter Fence	0001.00141.175.000	11295.6120		Contractor	246,067	July 2017	September 2017	The perimeter fencing project has commenced with completion scheduled prior to Christmas.
Community & Recreation	Capital	Haydon Park - Sportsfield Lights	0001.00179.175.000	11295.6120		Contractor	4,859	July 2017	September 2017	Poles and lights have been delivered. Awaiting electrical contractor to complete installation.
Community & Recreation	Capital	Oddies Creek Park	0001.00306.175.000	11295.6120		Internal	20,000	July 2017	June 2018	Resourcing has delayed the project. Landscape Architect has commenced design development in conjunction with Engineering.
Community & Recreation	Capital	Melrose Park - Sportsfield Lights	0001.00518.175.000	11295.6120		Community Group	13,524	November 2017	March 2018	Project delayed due to resourcing and finalisation of scope of works with the Club.

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Group	Operating or Capital	Description of Project	Project number if applicable	GL Account	Work Order	Contract OR Internal works	2016-17 Final carry forward ($)	Commencement Date	Completion Date	GROUP & TEAM LEADER explanation to why project not completed within 2016-2017 Financial Year as budgeted
Community & Recreation	Capital	Kremur Street Boat Ramp - steambank works	0002.00190.152.000	11295.6120		Internal	60,000	July 2017	September 2017	The works are scheduled to be undertaken by the Wagirra Team and will be scheduled when the river subsides Tfr bgt from 0005.00095
Community & Recreation	Capital	Yarrunga Childcare Centre	0002.00320.175.000	11295.6120		Community Group	25,159	July 2017	September 2017	The Community Fund project is now complete and payment made to the centre.
Community & Recreation	Capital	Orana Community Centre	0002.00544.175.000	11295.6120		Contractor	15,349	August 2017	December 2017	The final stage of works is scheduled to be undertaken prior to Christmas. Project part funded by the Community Centre.
Community & Recreation	Capital	Thurgoona Community Centre	0002.00702.175.000	11295.6120		Community Group	7,847			Remaining funds from the Community Fund project to be allocate to upgrading the outdoor space at the Centre.
Community & Recreation	Capital	Fairway Gardens - playground	0003.00770.175.000	11295.6120		Contractor	91,907	July 2017	September 2017	The project was completed in September 2017 and payment made to the contractor .
Community & Recreation	Capital	Splitters Creek Community Hall	0005.00050.175.000	11295.6120		Community Group	16,997	July 2017	September 2017	The Community group has completed the Community Fund project and payment made to the Centre
Community & Recreation	Capital	Nail Can Hill - Track work SVR	0005.00160.175.000	11295.6120		Contractor	11,667	July 2017	June 2018	Council works with the Albury Wodonga Mountain Bike Club to rationalise/upgrade trails on Nail Can Hill. Works will be rescheduled to coincide with major events
Community & Recreation	Capital	Park Signage	0005.00088.152.000	11295.6120		Contractor	90,000	September 2017	June 2018	There has been a delay on developing the strategy and artwork for standard signs. The strategy development is scheduled to be undertaken prior to Christmas
Community & Recreation	Operating	Strategies and Plans		01815.2045		Contractor	34,780	August 2017	December 2017	Un spent funds due to resourcing
Community & Recreation	Operating	Sports Albury Grants		01943.2014		Community Group	105,718	July 2017	December 2017	Grant funding allocated to community groups who are yet to complete their projects.
Community & Recreation	Operating	Sportsfield Renovation program SVR	0001.00326.008.000	01827.2036		Contractor	70,000	November 2017	January 2018	Sportsfeild renovation works not undertaken due to delay in completing designs. Works scheduled for November 2017
Community & Recreation	Capital	Urban and public Art SVR	0016.00666.152.000	11276.6120	W32377		14,470			Unexpended tied donations
Community & Recreation	Capital	Urban and public Art SVR	0016.00666.160.000	11276.6120			19,572			Unexpended SVR
Community & Recreation	Capital	Replace fencing at Albury and Lavington Swim Centres	0003.00143.175.000	11295.6120		Contractor	90,000			Project has now been completed
Community & Recreation	Operating	SLNSW Special Purpose Grant 2015	0034.00019.573.000	00429.2040	W29041	Grant	14,716	August 2017	June 2018	unexpended grant funds - to be used for WAM 2018 planning
Community & Recreation	Operating	Arts Activation Albury		00619.2040	W39439	Grant	30,000	May 2017	December 2017	Unexpended Grant funds
Community & Recreation	Operating	SLNSW Special Programs Grant 2017	0034.00019.573.000	00429.2040	W38657 & 34.19.573	Grant	39,379	May 2017	December 2017	Calendar year grant received
Community & Recreation	Operating	Arts NSW 2017 Museum Programs Grant	0035.00096.573.000	00357.2040	W38658 & 35.96.573	Grant	31,500	April 2017	December 2017	Calendar year grant received
Community & Recreation	Operating	Destination NSW Regional Flagship Grant fund	0034.00050.573.000	00429.2040	W39499 & 34.50.573	Grant	20,000	July 2017	October 2017	Grant received for Write around the Murray Festival marketing.
Community & Recreation	Operating	Youth Café Indent Grant Funding	0021.00001.749.000	01320.0749	W21572	Grant	1,669			As per Mandy Wilson
Community & Recreation	Operating	Youth Café Friday Night Gigs Grant Funding	0021.00327.749.000	01320.0749	W26795	Grant	2,977			As per Mandy Wilson
Engineering General	Capital	Lauren Jackson Stadium - BMS & Lighting	0149.00169.158.000	11290.6120		Contract	235,671	Sep-17	Oct-17	Project delayed due to extended period of investigation to prepare more detailed project scope.
Community & Recreation	Operating	Youth NSW Transport Grant	0021.00327.527.000	01340.2040	W26795	Grant	2,977	January 2017	September 2017	Calendar year grant

Report by Responsible Accounting Officer

In accordance with the *Local Government (General) Regulations 2005* the Responsible Accounting Officer (RAO) is required to indicate whether or not they believe that the Quarterly Budget Review Statement shows that the financial position of council will be satisfactory at year end. Consideration having been given to the impact of changes to the original budget and the target financial position detailed in the management/operational plan.

The regulation further mandates that if the RAO believes that the "projected year end result" may result in a deterioration of councils original budgeted financial position that is considered to be unsatisfactory, then recommendations for remedial action are required to be made.

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for AlburyCity Council for the quarter ended 30 September 2017 indicates that Council's projected financial position at 30 June 2018 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: Date: 7 November 2017

Justin Finlayson
Responsible Accounting Officer, AlburyCity Council.

FAC8 OFFICERS REPORTS FOR NOTING

FAC8.1 AlburyCity 2016-2017 Annual Report

DATE	31 October 2017	**FIL REFERENCE**	FIL17/01823
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Tracey Squire Economic Development and Tourism	**PHONE**	6023 8131
AUTHOR	Kate de Hennin		

Purpose of Report

To present the AlburyCity 2016-2017 Annual Report to the Finance and Administration Committee for noting.

Background

As a requirement of the *Local Government Act 1993*, within five months after the end of each financial year Council must prepare a report (the Annual Report) for that year. The Annual Report is to report on Council's achievements in implementing the four-year Delivery Program and the Community Strategic Plan. All councils are required to provide a copy of their Annual Report to the Minister for Local Government within five months of the end of the financial year (November 30).

The Annual Report must be prepared in accordance with the guidelines under Section 406 of the Act - 'Integrated Planning and Reporting' and the *Disability Inclusion Act 2014*.

Issues

The attached 2016-2017 AlburyCity Annual Report has been prepared in accordance with the *Local Government Act 1993* No 30; Section 428 (Annual Reports), Section 406 (Integrated Planning and Reporting Guidelines), Section 508A (Special Variation over a period of years), the Local Government (General) Regulation 2005 Reg 217 (Additional information for inclusion in Annual Report), and the *Disability Inclusion Act 2014*.

The Annual Report outlines the progress Council has made toward achieving the outcomes under the Albury 2030 Themes: A Growing Economy, An Enhanced Natural Environment, A Caring Community and A Leading Community.

Recommendation

That the Committee recommends to Council that Council receive and note the AlburyCity 2016-2017 Annual Report.

- **Attachments**
  1. AlburyCity Annual Report 2016-2017 - Final (DOC17/169093)

ALBURYCITY
ANNUAL REPORT
2016-2017



AlburyCity



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The Aboriginal and Torres Strait Islander community are advised that the AlburyCity Annual Report may contain images of deceased persons

Message from the Mayor and General Manager



AlburyCity Mayor Kevin Mack and General Manager Frank Zaknich

It gives us great pleasure to present this joint overview of AlburyCity's achievements for the past financial year.

The year got off to a good start, thanks to the adoption of a solid Budget that meant we could implement our $49M capital works program and fund more than 2600 expenditure items. It cleared the way for major works on roads, sewers, the airport and other assets and pleasingly, we were able to do it with a rates rise of just 1.8 per cent (in line with the NSW Government cap), which represented an increase of about 75 cents a week for the average residential property.

In August 2016, it became clear that the budgetary and planning groundwork of previous years was paying off when new data showed strong growth in the city's residential areas. A 16 per cent jump in the number of residential building permits translated to a $205M boost to the local housing sector. It was encouraging to see such strong growth in housing to meet the demands of a growing population.

Continuing development work at the Nexus Industrial Precinct highlighted the city's exciting future as a freight and logistics hub while there was yet more housing growth when council approved a 424-lot subdivision in the growth corridor of Thurgoona.

In September we welcomed a new group of elected councillors to lead our community and begin focus on a range of key initiatives, most importantly the review of Albury 2030 – our guiding Community Strategic Plan.

In October, we were thrilled to be named the winner of the AR Bluett Memorial Award for excellence in local government. One of the most prestigious awards in the sector, it's awarded to the most progressive council in the state and was a wonderful recognition of AlburyCity's commitment to innovation, strategic planning and community engagement.

Speaking of community engagement, we harnessed our growing social media reach to ask our residents for their say on important projects. We were delighted to get hundreds of responses on our Have a Say page to projects as diverse as the proposed riverside precinct beautification and the selection of city assets for improvements.

Enabling the community to help shape the city's future was a great example of democracy in action, and critical to AlburyCity councillors and our people as we strive to get the most value for our rates at work.

A growing city needs growing infrastructure and in the financial year, with the support of the NSW Government, we kicked off a major redevelopment program at the Albury Airport. That work is powering ahead, with the first stage of the building fit-out to start in November and the entire project scheduled for completion in April 2018. The airport upgrade came at a time when Albury-Wodonga welcomed or farewelled an increased number of air passengers. The arrival of JETGO services to and from Brisbane and the Gold Coast was not only great news for locals planning holidays in the Sunshine State, it also provided a valuable boost to tourism by offering Queensland holidaymakers an aerial pathway to Albury Wodonga and the ski fields for winter adventures.

Albury Airport was named the 2016 Large Regional Airport of the Year at the National Airport Industry Awards in Canberra in November 2016. This award was in recognition of AlburyCity's strong understanding of the key drivers of aviation to the region, plus extensive work on passenger research and strategic planning. This is one of the most sought after awards in the aviation industry.

We reached another milestone in November when the revamped Retro Lane Café opened in its new QEII Square location, restoring an important meeting place for the city's young people and adding another dimension to the cultural precinct around the square.

It's been an exciting time for activities in the cultural sphere. Our nationally-acclaimed MAMA, fresh from being named overall winner at the Museums & Galleries National Awards, staged a series of thought-provoking exhibitions and hosted the MAMA Art Prize. At the same time, planning commenced to celebrate the tenth anniversary of the LibraryMuseum – a leader in its field and a beloved community asset.

From the arts to the playing field, AlburyCity also commenced a major redevelopment to make the Lavington Sports Ground one of the best in regional Australia. Work continues and when it's completed, Albury will be in prime position to host national, state and local sporting events.

We also looked to the future for our aquatics facilities. In an important partnership, AlburyCity prepared the groundwork to join forces with the City of Wodonga to seek a single operator to manage the four public swimming pools across both cities. This harnessing of joint resources will create financial synergies that will mean greater efficiencies and better offers to swimmers while paving the way for discussions in the longer term about the possibility of both cities combining to develop a joint regional scale indoor aquatic centre.

At the close of the financial year, AlburyCity was also working to improve public safety by installing a network of CCTV cameras across the Albury central business district. They're due to switch on at the end of October 2017.

The city reached important milestones in waste management throughout the year. We diverted thousands of tonnes of organic waste from five local government areas to recycling and opened a re-use shop at the Albury Waste Management Centre to give new lives to old goods. It's part of a campaign to halve our waste to landfill and we're pleased to say we're well on the way to hitting that target.

These achievements were made possible by the support of an engaged community and the work of our dedicated teams of councillors (long serving and newly elected), our people and volunteer partners. We're proud of the work undertaken this year and look forward to even more exciting projects, developments and campaigns in the 12 months ahead.

Our Vision

Community Vision – Albury 2030

The vision for Albury was determined by the community during the development of the Community Strategic Plan, Albury 2030. This vision provides a direction for the entire community to work together to achieve. In the year 2030, the community wants Albury to be:

"A nationally significant regional city that is vibrant, innovative, connected and inspired by its culture, environment and location on the Murray River".

AlburyCity Vision

The AlburyCity corporate vision is a vision for the organisation. The vision, along with the values and guiding principles, provides direction for AlburyCity in working towards the achievement of the outcomes within Albury 2030. AlburyCity staff can use the vision, alongside the community priorities, to guide their daily work.

"AlburyCity – vibrant, rewarding and community focused"



Our Values

Working Together

We respect, listen to and value the contributions of others and celebrate our achievements

Integrity

We are trustworthy, honest, accountable, open and consistent in all that we do

Courage and Passion

We are enthusiastic and have the confidence to speak up for the betterment of AlburyCity and the community

Innovation

We seek to increase our knowledge through new ideas and continuous improvement

Loyalty

We are supportive of others and committed to AlburyCity and the community

Vibrant, Rewarding & Community focused

AR BLUETT MEMORIAL AWARD 2016
NSW BUSINESS CHAMBER REGIONAL EMPLOYER OF CHOICE 2015

Our Guiding Principles

- Red carpet not red tape – we treat people as valued customers, streamline systems, listen and respond to community needs
- We listen to our employees, value and recognise their contributions
- Sustainability and value for money guide our spending
- We work with all stakeholders seeking opportunities to benefit our community by achieving Albury 2030
- Our communication is planned, clear, concise and consistent with the AlburyCity vision and values
- Short-term gains will not detract from long-term financial and environmental sustainability
- We respect and apply social justice principles including equity, fair access and participation
- We take responsibility for our decisions and actions



Overview



About our City and Region

Albury is a modern, vibrant city on the northern banks of the Murray River in the Riverina Murray region of south-eastern New South Wales. Located 300 kilometres north-east of Melbourne and 570 kilometres south-west of Sydney, the city covers 306 square kilometres and has a population of 52,165[1].

Albury's economy is diverse and resilient. It is the major manufacturing, retail, commercial, administrative and cultural centre for the region. Most recent available figures show the Gross Regional Product (GRP) is valued at $3,213M[2]. There are approximately 4,268[3] businesses in Albury and 21,959[4] employed residents. There continues to be a high level of business confidence with major construction projects continuing and many in the planning process.

The Albury region has a unique multicultural heritage. Traditionally the home of the Wiradjuri people, the region became home to German, Dutch, Italian, Greek and Polish migrant communities after World War II. More recently, Vietnamese, Philippine, Laotian, Albanian, Bhutanese and Bosnian residents have contributed to the city's vital, cosmopolitan feel.

[1] *Australian Bureau of Statistics Estimated Resident Population 2016*

[2] *REMPLAN December 2016*

[3] *Profile .id 2016*

[4] *Department of Employment – Estimate Labour Force March 2017 (smoothed)*

About our Community[5]

Females
51.7%

Males
48.3%

Population
over 15 years
81.2%

Median Age:
39 years

Median
weekly rent:
$237



Median weekly loan
repayment:
$329

Households
Renting:
32%

Households with
a mortgage:
30%

Median weekly
household income:
$1,181

Overseas born:
11%

Indigenous
Population:
2.8%

Language at home
other than English:
7%

[5] *Profile .id Albury City Community Profile 2016*

About our Council

AlburyCity administers a local government area that covers urban Albury and the suburbs of Forrest Hill, Lavington, Thurgoona, Splitters Creek, Ettamogah, Bowna, Table Top and Wirlinga – an area of 313km². It is bounded by Greater Hume Shire in the north, north-east and west, and across the border in Victoria by the City of Wodonga and Towong Shire in the south.

AlburyCity Council consists of nine councillors including the Mayor.

In 2016–17 its day-to-day operations were controlled by General Manager, Mr Frank Zaknich.

Your Rates at Work

In 2016-2017 Council managed an income of 139M, half of which came from rates and annual charges. The rest of Council's income was generated from user fees and charges, grants and investment revenue.

Council uses the income to improve the city and enhance the quality of life for Albury residents.

AlburyCity Income

46% Rates and annual charges

28% User charges and fees

9% Operating grants and contributions

5% Other

12% Capital grants and contributions

For every $100 AlburyCity budgeted to spend during 2016-2017, the following breakdown shows how the money was allocated across 12 AlburyCity services.

$19 City Improvements	$7 Visitor attraction
$14 Sustainability & Waste Management	$5 Community Health & Safety
$11 Promote Albury for Business	$6 Water services
$10 City Planning	$4 Arts, culture & libraries
$9 Sewer services	$4 Transport
$8 Community & Recreation	$3 Community engagement & future planning

Council Membership

NSW Local Government Elections

The NSW Local Government elections are held every four years. The last AlburyCity election was held on 10 September 2016. Under the NSW Local Government Act, all Councillor positions were deemed to be vacant on the day of the election – 10 September 2016, therefore this Annual Report shows our Council membership pre and post-election

July 1 2016 - September 10 2016 Local Government Elections



From left to right.

Cr David Thurley (Deputy Mayor)

Cr Darryl Betteridge

Cr Kevin Mack

Cr Henk van de Ven (Mayor)

Cr Ross Jackson

Cr Alice Glachan

Cr Darren Cameron

Cr Patricia Gould OAM*

Cr Graham Docksey OAM

Post September 10 2016 Local Government Elections



From left to right.

Cr David Thurley

Cr Alice Glachan

Cr Henk van de Ven

Cr Kevin Mack (Mayor)

Cr Graham Docksey

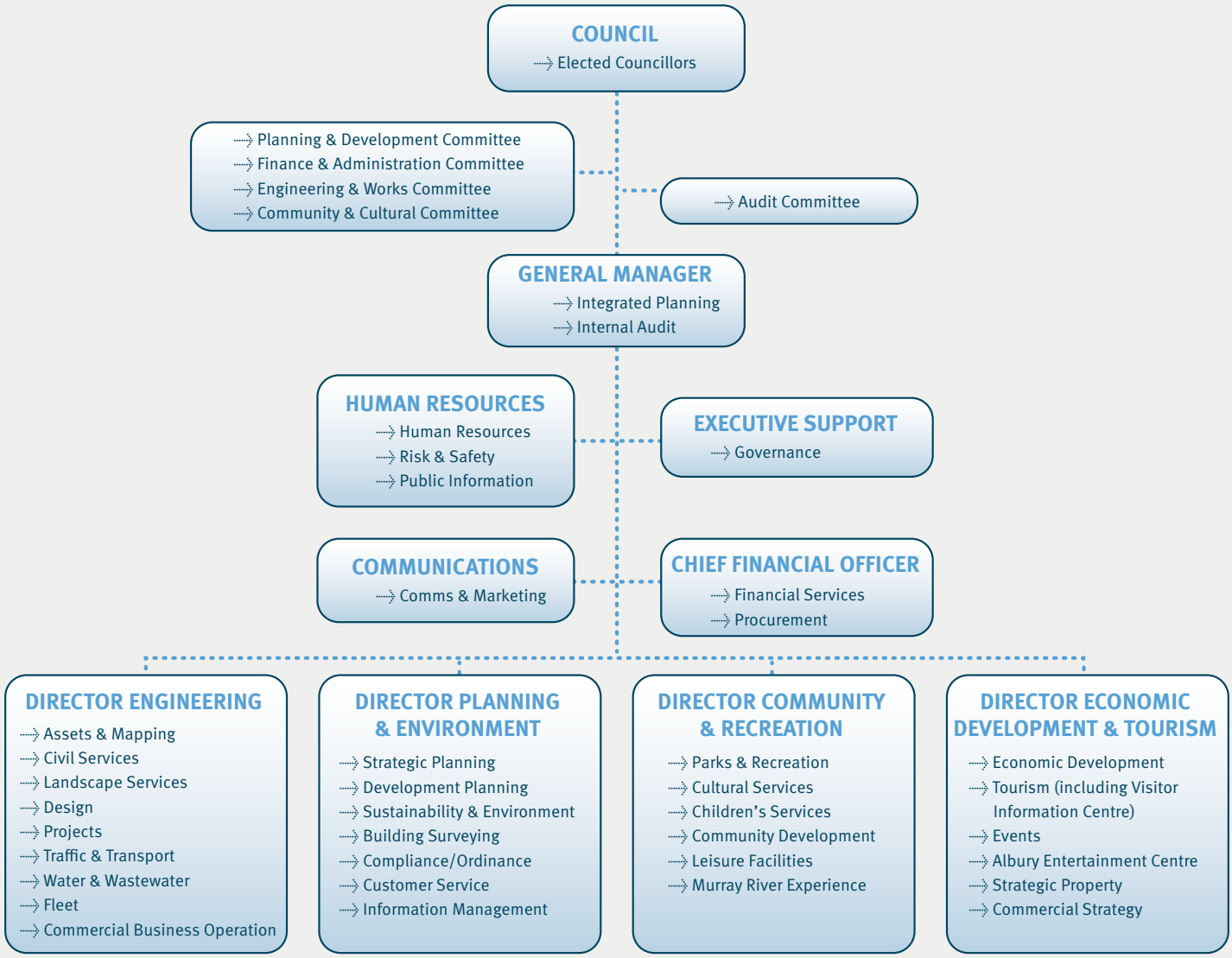
Cr Amanda Cohn (Deputy Mayor)

Cr Darren Cameron

Cr John Stuchbery

Cr Murray King

Organisational Structure 2016–2017



Council Committees

AlburyCity's decision-making is supported by four specialist committees:

- Finance and Administration,
- Community and Cultural,
- Engineering and Works, and
- Planning and Development.

Councillors bring to their roles a vast range of experience in business, health and community service, education, sports administration and other areas, and through the work of the specialist committees they are able to use this experience to guide decision-making.

Finance and Administration Committee

The Finance and Administration Committee considers matters associated with the Council Plan, the Finance Plan and budgets; organisational performance and audit; policy development and review, including communications and branding, governance, human resources, information management, risk management, procurement and strategic corporate planning.

Membership 1 July 2016 to 10 September 2016: Councillors H van de Ven (Chairperson), D Betteridge, G Docksey, A Glachan, K Mack and D Thurley

Membership after 10 September Local Government Elections 2016: Councillors D Thurley (Chairperson), A Cohn, G Docksey, A Glachan, M King, K Mack (Ex Officio), J Stuchbery and H van de Ven

Community and Cultural Committee

The Community and Cultural Committee considers matters associated with children's services; community, cultural and youth services; community development; community health; community safety; natural resources management; and parks, sport and recreation.

Membership 1 July 2016 to 10 September 2016: Councillors D Thurley (Chairperson), D Betteridge, G Docksey, A Glachan, K Mack and H van de Ven (Ex Officio)

Membership after 10 September Local Government Elections 2016: Councillors A Cohn (Chairperson), G Docksey, A Glachan, M King, K Mack (Ex Officio), J Stuchbery, D Thurley and H van de Ven

Engineering and Works Committee

The Engineering and Works Committee considers matters associated with the Albury Airport; the Albury Waste Management Centre; the cemetery and crematorium; asset management; emergency services; major construction projects; roads, bridges, buildings, footpaths and drainage; traffic management and parking; fleet management; floodplain management; and water and sewerage.

Membership 1 July 2016 to 10 September 2016: Councillors G Docksey (Chairperson) H van de Ven (Ex Officio), D Betteridge, A Glachan, R Jackson, K Mack and D Thurley

Membership after 10 September Local Government Elections 2016: Councillors H van de Ven (Chairperson), A Cohn, G Docksey, A Glachan, M King, K Mack (Ex Officio), J Stuchbery and D Thurley

Planning and Development Committee

The Planning and Development Committee considers matters associated with building regulations; development applications; economic development; enforcement and compliance policy; events; regional development; strategic land use planning; and tourism.

Membership 1 July 2016 to 10 September 2016: Councillors K Mack (Chairperson), D Betteridge, G Docksey, A Glachan, R Jackson, D Thurley and H van de Ven (Ex Officio)

Membership after 10 September Local Government Elections 2016: Councillors A Glachan (Chairperson), A Cohn, G Docksey, M King, K Mack (Ex Officio), J Stuchbery, D Thurley and H van de Ven



Council Meetings

Attendance at Council meetings between 1 July 2016 and 10 September 2016

	Engineering & Works Committee	Planning & Development Committee	Finance & Administration Committee	Community & Cultural Committee	Extraordinary Council meetings	Council meetings
No. of meetings	2	2	2	2	0	2
Cr Betteridge	2	2	2	2	0	2
Cr Cameron	0	0	0	0	0	2
Cr Docksey	1	1	1	1	0	1
Cr Glachan	2	2	2	2	0	2
Cr Jackson	2	2	2	2	0	2
Cr Mack	2	2	2	2	0	2
Cr Thurley	2	2	2	2	0	2
Cr van de Ven	2	2	2	2	0	2

Note: Councillor Patricia Gould retired from Council in February 2016. The number of Councillors from July 2016 was therefore eight, until the September NSW Local Council elections.

Note: Councillors who are not voting members of a particular Committee do not have to attend its meetings.

Attendance at Council meetings after 10 September Local Government Elections 2016

	Engineering & Works Committee	Planning & Development Committee	Finance & Administration Committee	Community & Cultural Committee	Extraordinary Council meetings	Council meetings
No. of meetings	8	7	7	7	3	9
Cr Cameron	1	0	0	0	3	8
Cr Cohn	7	7	6	6	3	9
Cr Docksey	5	4	4	4	2	8
Cr Glachan	7	6	6	6	3	9
Cr King	6	5	7	7	3	9
Cr Mack	6	5	5	5	3	9
Cr Stuchbery	8	7	7	7	3	9
Cr Thurley	8	7	7	7	3	9
Cr van de Ven	8	7	6	6	2	9

Note: Councillors who are not voting members of a particular Committee do not have to attend its meetings.

Integrated Planning and Reporting

Albury 2030 – Review and Strategic Directions

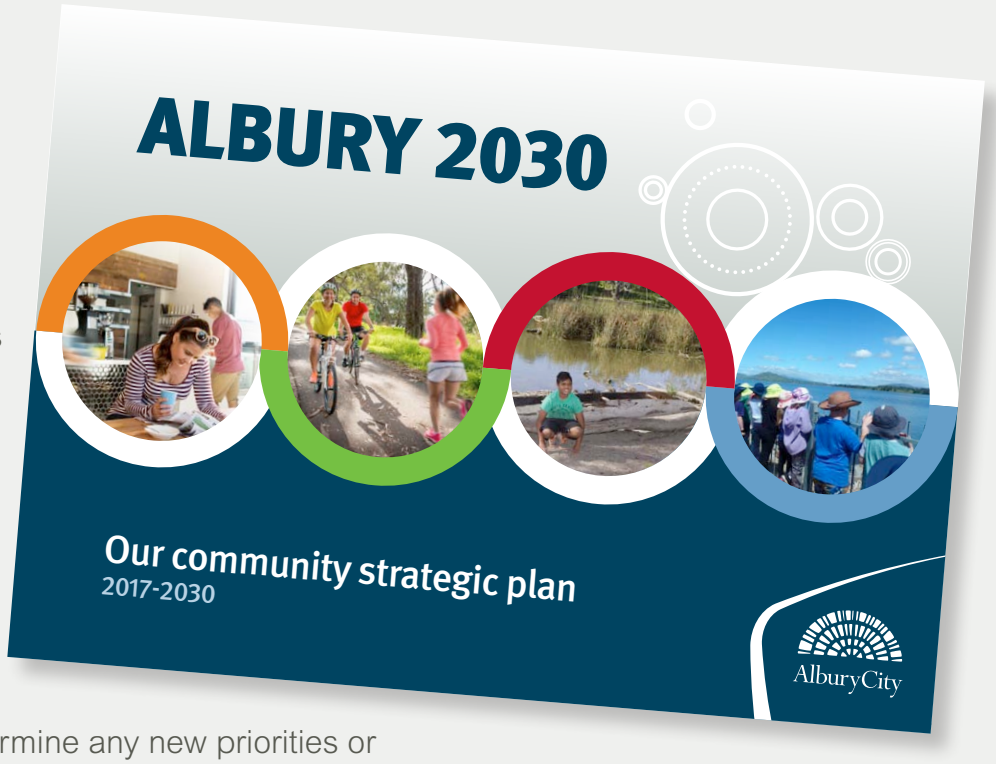
Under the *NSW Local Government Act 1993*, AlburyCity adopted the integrated planning and reporting (IP&R) framework in 2009. The new framework included the development of a Community Strategic Plan – 'Albury 2030' and required all other council strategies to integrate with this plan.

A key feature of Albury 2030 is that it is not a Council plan. The content and direction of Albury 2030 is determined by the community, and many stakeholders and other agencies are responsible for the delivery of the community priorities.

This Annual Report reports back to our community on the progress of the Council projects and strategies developed to support the achievement of Albury 2030. These projects are listed in Council's Four-year Delivery Program and Operational Plan



The Albury 2030 Review

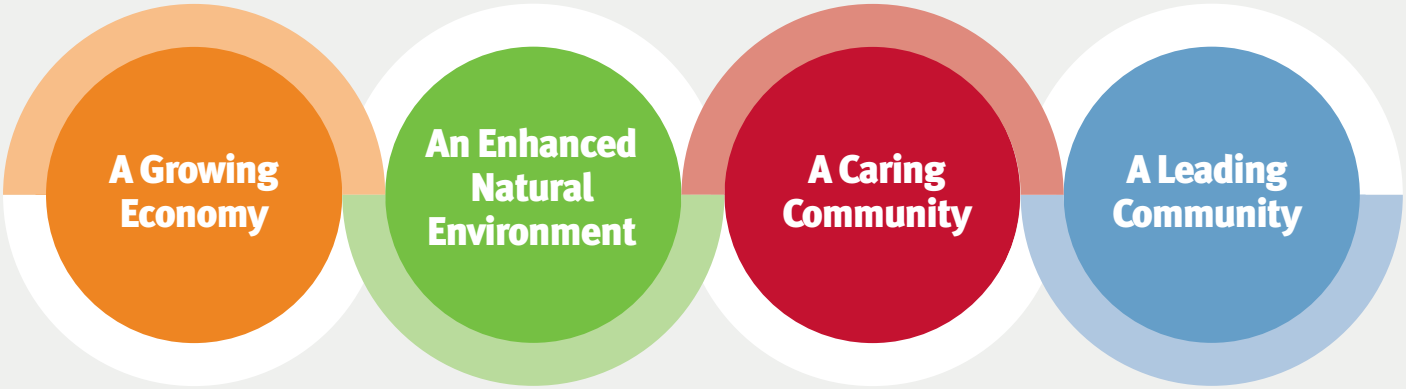


Under the Local Government Act, the Community Strategic Plan must be reviewed in the year of an ordinary Council election. The review process uses extensive community and other stakeholder consultation to determine any new directions for the next term of Council.

Community engagement for the review of *Albury 2030* was undertaken from 7 July 2016 until 7 October 2016. The purpose of the engagement was to obtain feedback on the existing outcomes of *Albury 2030* (reviewed by the community in 2012) and to determine any new priorities or directions for the next four years of the long-term plan. At the completion of the consultation period, 1,017 representations had been received from the community.

The reviewed ***Albury 2030*** was placed on Public Exhibition for six weeks and adopted by Council in April 2017.

Albury 2030 is based on the guiding principles of equity, access, participation, rights and sustainability. The four themes within *Albury 2030* represent the quadruple bottom line of economic, social, environmental and civic leadership issues.



Performance Report

Reporting against Strategic Directions

The strategic directions outlined in Albury 2030 play a major role in guiding Council's decisions and priorities. Albury 2030 guides the development of the Four-year Delivery Program, which in turn informs the one-year Operational Plan. The strategic actions listed in Albury 2030 have been identified as ways to work towards achieving the higher level aspirations of the community.

In order to monitor progress towards the achievement of strategic actions, Council staff report monthly on the progress of projects derived from Albury 2030. This includes ongoing commentary and key performance indicator reporting.

Councillors receive quarterly reports on progress towards the strategic actions and projects outlined in each year's Operational Plan. A six-monthly report is made available on the AlburyCity website to allow the community to see Council's progress towards achieving the relevant actions arising from Albury 2030.

The following pages outline the progress Council has made in achieving the specific projects and strategic actions of Albury 2030 during 2016–17. The colours used in the tables demonstrate links to the themes within Albury 2030.

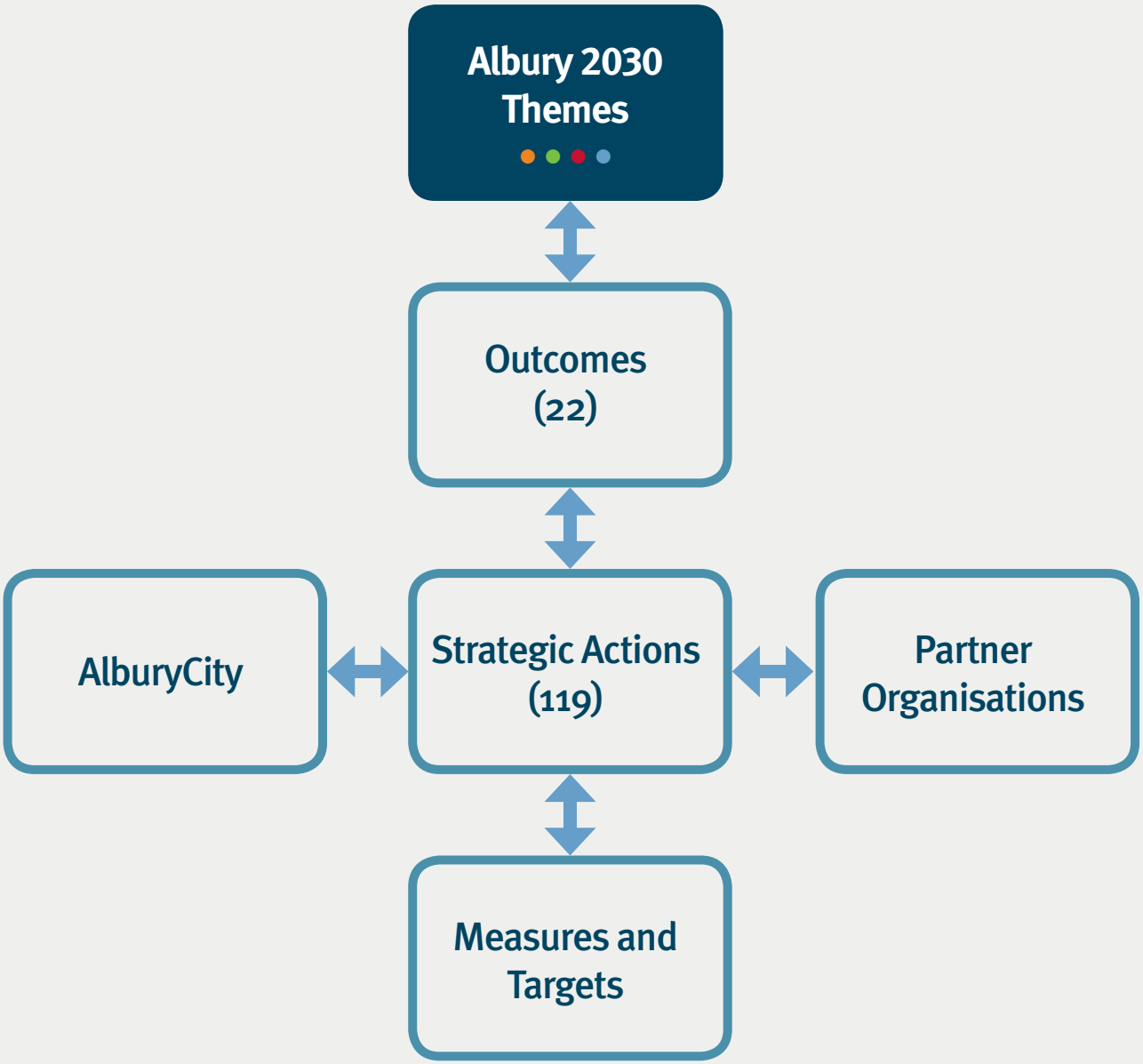


Information Hierarchy

Albury 2030 has a hierarchical structure feeding down from four **Themes**.

Outcomes are the highest level aspirations of the community and the **Strategic actions** show how the outcomes will be achieved. **Partner Organisations** are listed to demonstrate that Council is not wholly responsible for achieving the community outcomes.

Outcome measures show methods of determining whether an outcome is being met and Targets are used to help with reporting on the plan's progress. Achievement of targets feeds upwards to achieving the outcome measures and ultimately the outcomes (community aspirations) of Albury 2030.



Annual Snapshot – Operational Plan Performance – Albury 2030 Themes

The annual AlburyCity Operational Plan lists all of Council's projects and activities to be undertaken during the financial year. Not all projects are scheduled to be completed in one year, for example the implementation and development of strategies, or construction of major infrastructure, and some projects are 'ongoing' in nature. In the case of those projects, the 100% complete status refers to all requirements scheduled to be completed during the respective financial year.

Operational Plan projects are linked to relevant Albury 2030 Strategic Actions and as AlburyCity completes items in the Operational Plan, this works upward to achieve the community aspirations through the Outcomes of Albury 2030.

Theme One: A Growing Economy

This theme recognises the need to grow the city and its population so that businesses can confidently increase and expand their workforce. Integrated transport routes will meet the needs of this growing city and connect Albury to the national and global economy by road, rail and air.



Theme Two: An Enhanced Natural Environment

This theme involves improving the health of the Murray River, being a leader in natural resource management and protecting local plants and animals. Continued development in these areas combined with feedback and interaction with community and special interest groups is improving the quality and range of outcomes being achieved as well as the range of activities on which AlburyCity can focus.





Theme Three:
A Caring Community

This theme involves Albury being recognised as a cultural and creative city that embraces and celebrates its diversity; provides quality health care; supports children and young people, promotes positive ageing; encourages healthy lifestyles; values knowledge and life-long learning and is recognised nationally as a provider of quality education.

There were a total of 67 projects under this theme. At the end of June 2017, 36 of these projects were 100% complete with 31 still in progress.

Theme Four:
A Leading Community

This theme involves establishing strong government and regional networks, empowering the community to contribute to the future direction of the city, developing future leaders and providing inclusive decision-making processes.

There were a total of 137 projects under this theme. At the end of June 2017, 86 of these projects were 100% complete with 51 still in progress.

Albury 2030 Performance Report in detail



THEME 1
A Growing Economy

Outcomes

1.1 Increase visitors to Albury and the surrounding region

1.2 Improve visitor and residents' experiences

1.3 Plan and cater for increased population growth

1.4 Albury has a secure and well managed water supply

1.5 Promote Albury for industry and business

1.6 Integrated transport network for Albury

1.7 Increase usage of bicycle and pedestrian networks

1.8 Albury's infrastructure and assets are well managed and maintained

Outcome 1.1 Increase Visitors to Albury and the Surrounding Region

During 2016–2017 Council implemented a variety of strategies and programs to increase visitors to Albury and our surrounding region. All programs to support tourism and economic development and improve visitor experiences were completed in accordance with relevant strategies and schedules.



Activity under this Outcome included implementation of:

- the Destination Management Plan -100% complete
- the AlburyCity Events Strategy – 100% complete, and
- the Wonga Wetlands Tourism Product Development Master Plan – 65% complete

The total economic benefit from tourism to Albury Wodonga[6] is as follows:

2013	2014	2015	2016
$525,000,000	$751,338,890*	$615,453,533	$724,559,280

**The increase in economic benefit from tourism to Albury Wodonga in 2014 is attributed to a higher than normal increase in business and sporting events*

6 Albury Wodonga Visitor Economy Trends

PERFORMANCE MEASURES — Tourism and Visitors

KPI	Aspirational Target	Units	Achieved 2016-2017 (12 month average)	Achieved 2015-2016 (12 month average)	Achieved 2014-2015 (12 month average)
Visitalburywodonga.com	4,000	Unique visitors per month	10,782	4,130	4,128
Enquiries – telephone/email	220	Persons per month	182	232	203
Walk-in visitors to Visitor Information Centre	1,500	Persons per month	1,546	1,697	1,601
Industry Service Requests	60	Service requests per month	50	57	47

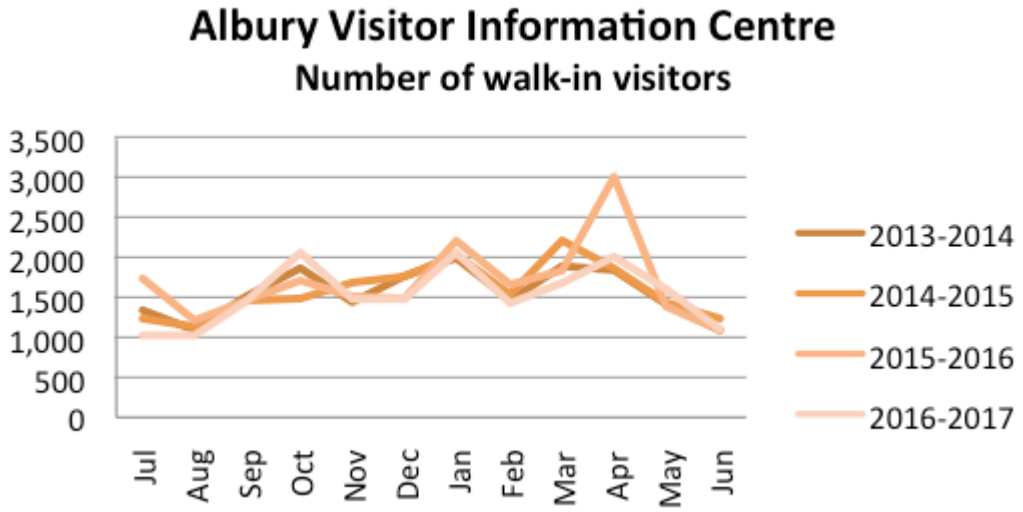
**The large increase in website visitation to visitalburywodonga.com was due to the commencement of on-line digital campaigns rather than traditional methods such as print. This greatly increases promotion of AlburyWodonga to visitors and our community.*

Outcome 1.2 Improve Visitor and Residents' Experiences

AlburyCity projects working to improve visitor and residents' experiences in 2016-2017 included the implementation of the AlburyCity Events program, a refresh of the Visitor information Centre, the Botanic Gardens fencing, and ongoing tourism promotion and opportunities.



The tourism key performance indicators of walk-in visitors, telephone/email requests and industry service requests were slightly down on forecast targets. This is demonstrating the shift towards a more online focus from visitors, and the need for 'real time' information. The large increase in visitors to the visitalburywodonga.com website is also indicative of this change.

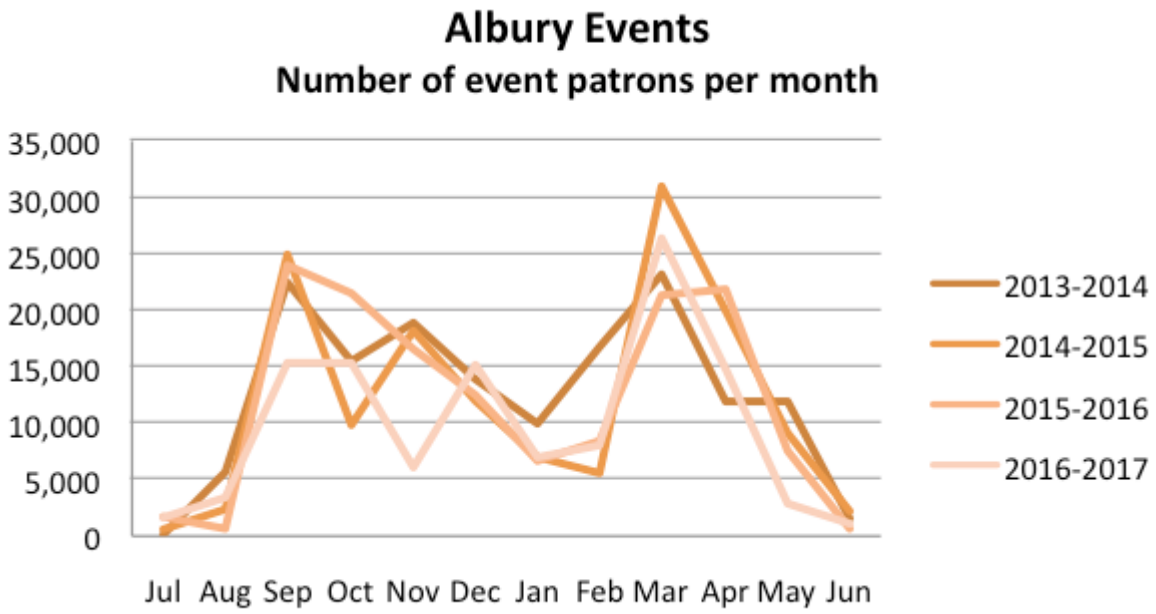


The number of walk in visitors to the Albury Visitor Information Centre has followed a similar pattern over the last four years. Numbers for the 12 month average for 2016-2017 were slightly down on figures from previous years, but still above the monthly target.

End-of-year data revealed events activity impact in 2016-2017 of in excess of $45 million to the local economy. This included events conducted, facilitated and sponsored by AlburyCity and those held in Council venues such as the Entertainment Centre, the Lauren Jackson Sports Centre, and the aquatics and athletics facilities. Community events such as the QEII Twilight Markets, Carols and Music in the Gardens continued to attract thousands of participants building on the social and community benefit of the events program.

Highlights were the Lambex conference in August 2016 and the RSL NSW State Congress during May, the inaugural Border Bash cricket event during December and the successful AFL JLT Community Series match between Sydney and St Kilda in March.

More than 350 proud new Australian citizens took the oath during the year, an increase on the 200 new citizens last year.



The winter months of June, July and August are typically quiet months for the Events Team. This time is used to plan and promote upcoming events. The number of event patrons per month follows a similar trend when comparing with the previous year. The spike in March each year is a result of the patronage at the Albury Gold Cup.

Special Variation to Rates

Project	% complete as at 30 June 2017	Comments
Albury CBD Strategy – Dean Street (Macauley Street to Young Street)	100%	The project was carried over from 2015-2016 and completed during 2016-2017.
AlburyCity Urban and Public Art Strategy	100%	The strategy was implemented as scheduled for 2016-2017. Recruitment continued for the Urban and Public Art Officer. A number of projects are ongoing including the vinyl wrapping of NBN Cabinet Nodes and artist led design of the screens at Volt Lane Carpark. Planning is underway regarding a public art program in QE11 Square.

Outcome 1.3 Plan and Cater for Increased Population Growth



Albury remains well positioned to cater for, and provide for, growth and development across all sectors including residential, commercial and industrial. Planning for future infrastructure provision and coordination of this in line with growth demands will remain a critical element in the future.

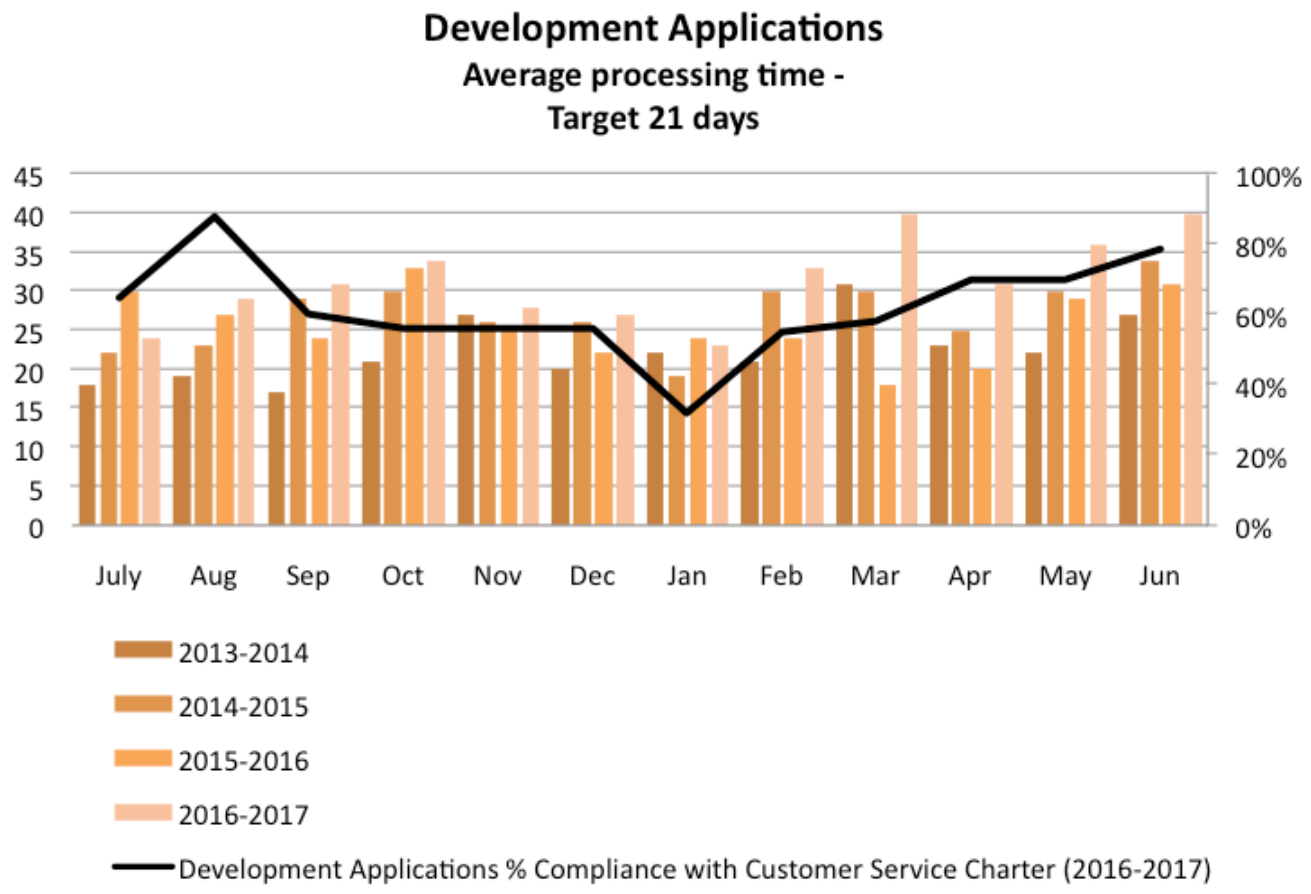
2016-2017 was another strong year for development and growth in Albury. Council continues to plan for Albury's long-term future through the development and implementation of a variety of projects and strategic plans.

Total value of development approved for this financial year was $171.7M and construction approved was valued at $181M including 381 new dwellings. Further works and planning regarding critical infrastructure to facilitate the growth areas of Thurgoona and Wirlinga are well underway. This includes major Water and Wastewater Strategies, initiated a new Stormwater / Drainage strategy for the Woolshed Creek catchment and upcoming reviews of the Albury Development Control Plan and Thurgoona Wirlinga Precinct Structure Plan.

PERFORMANCE MEASURES — Certificates and Approvals

KPI	Aspirational Target	Units	Achieved 2016-2017 (12 month average)	Achieved 2015-2016 (12 month average)	Achieved 2014-2015 (12 month average)
Building approvals	95	% service charter compliance	62%	78%	83%
Construction certificates	95	% service charter compliance	74%	84%	82%
Complying development certificates	95	% service charter compliance	44%	65%	59%
Building certificates	95	% service charter compliance	70%	71%	72%
Planning approvals – Development Applications town planning	95	% service charter compliance	77%	83%	86%
Planning approvals - Average processing time	21	Days	31	26	27
Planning certificates	95	% service charter compliance	100%	99%	98%
Plumbing approvals	95	% service charter compliance	69%	75%	78%

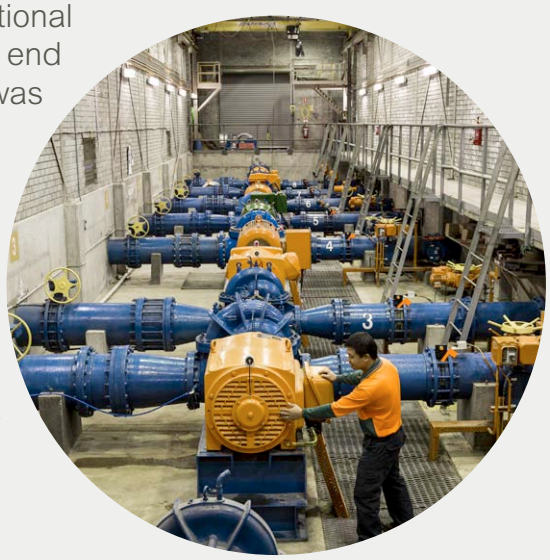
PERFORMANCE MEASURES — Glenmorus Gardens					
KPI	**Aspirational Target**	**Units**	**Achieved 2016-2017 (based on original budget)**	**Achieved 2015-2016 (based on original budget)**	**Achieved 2014-2015 (based on original budget)**
Glenmorus Gardens -Return on Investment	100	% budget	(194%)	320%	59%



The processing times achieved for Development Applications reflects the levels of development activity across the city and resourcing challenges. There are a number of peaks in the reporting period indicating extended processing times and these typically reflect the completion of significant and major applications. Even with these peaks, the overall times remain well below the state average* of 48 days and reflect Council's commitment to reducing red tape and facilitating suitable and appropriate development.

**the state average figures for 'Average processing time' from the NSW Department of Planning are not available more recently than 2014-2015 at the time of writing this report.*

Outcome 1.4 Albury has a Secure and Well-Managed Water Supply



There were a suite of initiatives within the 2016-2017 Operational Plan to ensure Albury has a well-managed water supply. By end June 2017, the watermain replacement / renewal program was 100% complete, the water and sewer augmentation was 94% complete, the water filtration plant B augmentation Dissolved Air Flotation and Filtration (DAFF) was 100% complete and the annual sewer main rehabilitation program was 100% complete. These programs helped contribute to a positive result for 2016-2017.

As part of the 10 year Operational Plan AlburyCity will investigate groundwater sources as an alternate town water supply. Council are continuing to look at treated effluent reuse from Waterview as an alternative source of water for irrigation purposes at the Crematorium.

Albury has developed and is in the process of implementing the improvement plan under its Drinking Water Quality Management System in accordance that the NSW Public Health Act 2010 and associated Public Health Regulation 2012.

The cumulative water consumption total for 2016-2017 was 7,667 megalitres which was 6.55% (or 537 megalitres) below the same time last year. At end June 2017, the Hume Dam was at 69.88% of capacity (compared with 38.14% at the same time last year). Dartmouth Dam by end June 2017 was at 78.20% of capacity (compared with 46.64% at the same time last year). Their current combined storage was 73.72% above the same time last year.



Outcome 1.5 Promote Albury for Industry and Business

All projects have been actively progressed under this Outcome with a number of minor variations to the actual versus target performance results. AlburyCity projects to promote Albury for industry and business during 2016-2017 included:



- the NEXUS Precinct Infrastructure Project - Stage 1 subdivision – 62% complete
- the implementation of the Retail Sector Development Strategy – 100% complete
- the implementation of the Economic Development Strategy – 100% complete
- Environmental Health programs
- the development and implementation of the Creative Economy Strategy – 100% complete; and
- Evocities Implementation

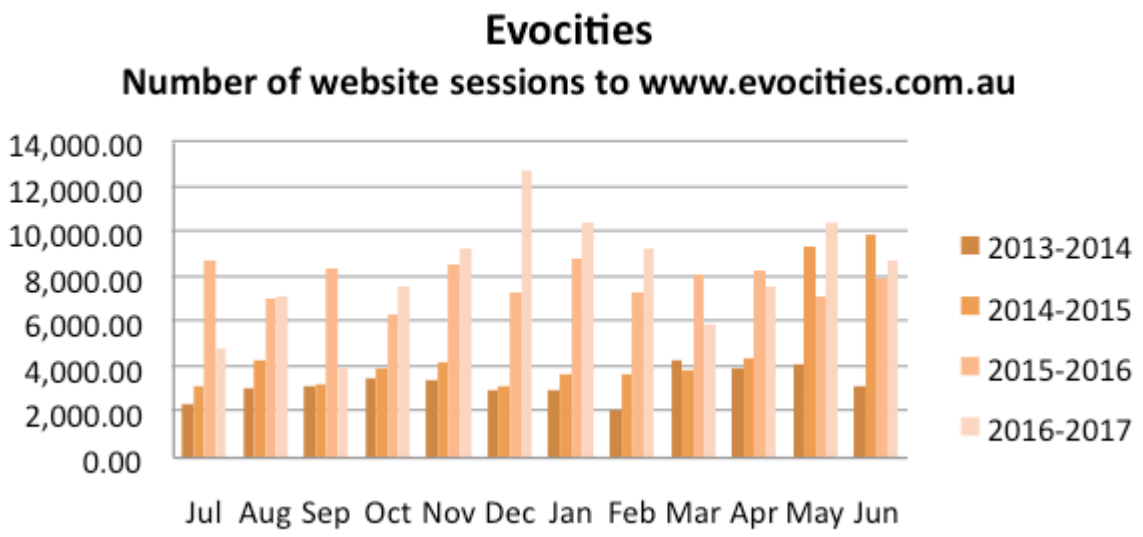
During 2016-2017 AlburyCity collaborated with the NSW Government to host a number of business workshops to improve energy resilience and operating cost. The 'Battery storage for business' two half day workshops was held and participating businesses learnt about the different battery storage technologies, potential benefits, risk identification / mitigation and workshopping potential projects for participants.

Albury businesses were invited to the 'Solar for Business Demystified' workshop where participating business received free independent advice regarding installing solar and / or battery storage to reduce their operating costs. Participants who brought along an electricity bill received independent analysis estimating the system size and simple payback.

The Evocities campaign continued to be instrumental in promoting opportunities in Albury which is recognised as a leading regional centre with a positive outlook for growth, investment and employment.

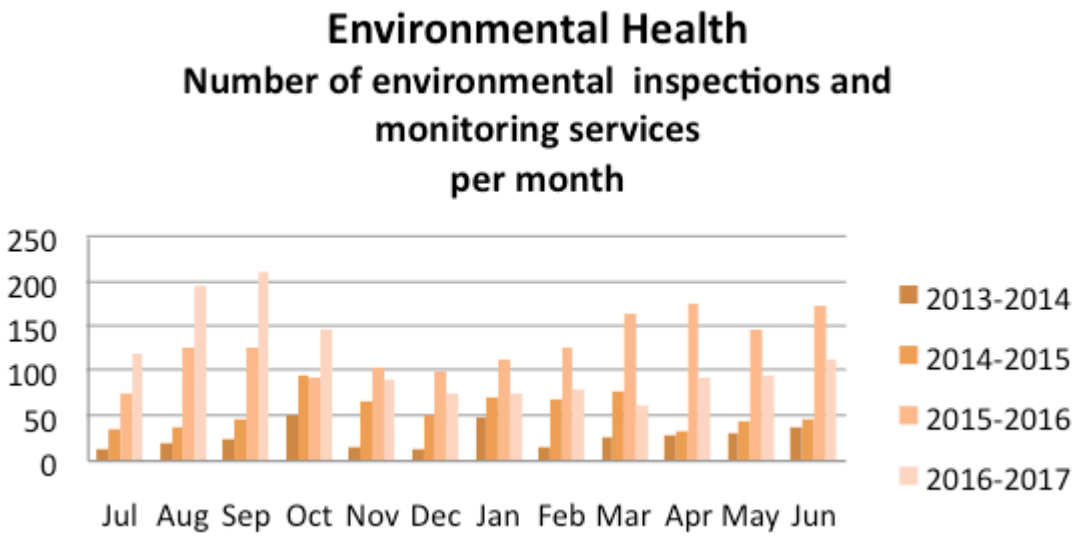
PERFORMANCE MEASURES — Economic Development Enquiries					
KPI	**Aspirational Target**	**Units**	**Achieved 2016-2017 (12 month average)**	**Achieved 2015-2016 (12 month average)**	**Achieved 2014-2015 (12 month average)**
Economic development returned phone calls	Within 24	Hours	24	24	24
Detailed response	Within 5	Working days	5	5	5
Customer service requests	40	Service requests per month	44	45	48
"Business in Albury" web pages	500	Unique visitors per month	No longer collected	1050	947
Business and Investment web pages	950	Unique visitors per month	2,429	Not collected	Not collected
"Population and demographics" web pages	850	Unique visitors per month	912	990	596

PERFORMANCE MEASURES — Evocities Implementation					
KPI	**Aspirational Target**	**Units**	**Achieved 2016-2017 (12 month average)**	**Achieved 2015-2016 (12 month average)**	**Achieved 2014-2015 (12 month average)**
Unique visitors to www.evocities.com.au	6,000	Number per month	8,179	7,842	4,724



Visitors to the Evocities web page continue to climb each year. The figures from 2016-2017 are almost three times those of 2013-2014.

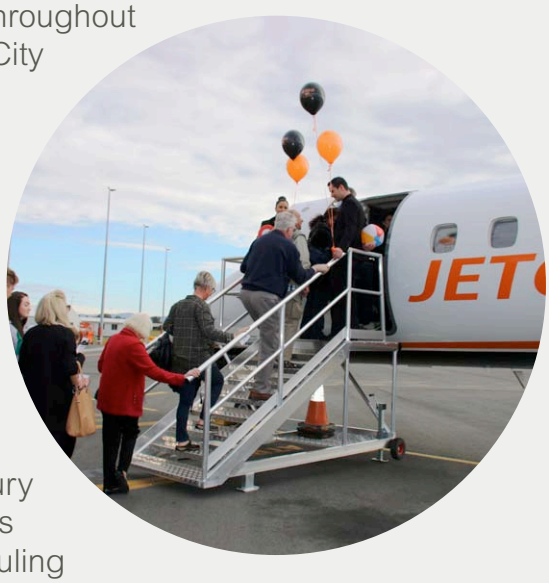
PERFORMANCE MEASURES — Inspections and monitoring				
KPI	**Aspirational Target**	**Units**	**Achieved 2016-2017 (12 month average)**	**Achieved 2015-2016 (12 month average)**
Environmental (noise, dumping, soil erosion control and on-site sewer)	20	Inspections per month	113	127
Public Health (food, hair, beauty, skin penetration & water quality monitoring)	65	Inspections per month	59	66



There was a significant increase in the levels of activity in the early part of 2016-2017 which then decreased by end June 2017. This increase in inspections is directly attributed to an improved focus in the inspection and monitoring program for development and compliance related issues. The number of environmental inspections is still more than double those of 2014-2015 and 2013-2014. Specific areas of focus have been in regards to soil and erosion control, stormwater, hours of operation and related matters.

Outcome 1.6 Integrated Transport Network for Albury

The integration and effectiveness of all forms of transport throughout the city is an important component of Albury 2030. AlburyCity initiatives under this Outcome include the Albury Transport Model, the Airport Development Strategy, Airport Terminal Upgrade, and the Traffic Improvement Program.



Airport return on investment has remained strong for the year and there was an average of almost 22,000 passengers per month.

AlburyCity in collaboration with Benalla Rural Council, Rural City of Wangaratta, and City of Wodonga undertook the Hume Corridor Passenger Rail Study. The purpose of the study was to ensure passenger rail services on the Albury Wodonga – Melbourne line met the current and future needs of our communities in terms of reliability, punctuality, scheduling and user amenity. On the back of the study findings AlburyCity and partners lobbied various levels of government in order to prioritise planning and development of passenger rail infrastructure in the region. This resulted in a $140M Federal budget allocation to upgrade the Albury Wodonga–Melbourne passenger rail infrastructure.

Council worked with the NSW Roads and Maritime Services (RMS) to jointly deliver the Albury Transport Network Model. Consultancy was awarded in September 2015 and works commenced in October 2015. The Base Case report was presented in February 2016.

Under the Traffic Improvements Program the following items were completed in during 2016-2017:

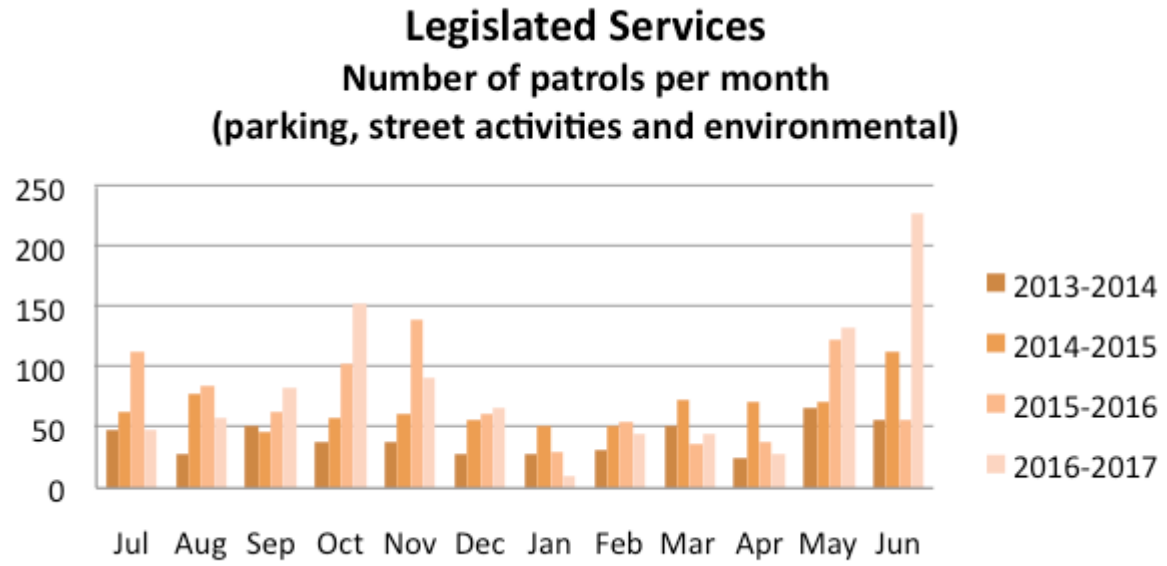
- Tynan Road Bus Bay and Shelter Installation
- Sunset Drive and Southern View Drive Splitter Islands
- Hoffman Drive Median
- Mountford Crescent/Kookaburra Way Roundabout Improvements
- Benyon Street/Rivergum Drive Median
- McDonald /Wagga Roads Intersection delineation



PERFORMANCE MEASURES — Legislated services

KPI	Aspirational Target	Units	Achieved 2016-2017 (12 month average)	Achieved 2015-2016 (12 month average)	Achieved 2014-2015 (12 month average)
Regulatory patrols and procedures (parking, street activities and environmental)	25	Scheduled patrols per month	83	76	67

PERFORMANCE MEASURES — Albury Airport					
	Aspirational Target	**Units**	**Achieved 2016-2017 (based on original budget)**	**Achieved 2015-2016 (based on original budget)**	**Achieved 2014-2015 (based on original budget)**
Albury Airport - Return on Investment	100	% of budget (or greater)	164%	127%	140%



AlburyCity Rangers carried out a high number of patrols across all regulatory areas. This is in support of community safety programs as well as in response to community expectation and requests.

Patrols included monitoring on and off-street parking, assisting businesses with the requirements of Council's Street and Outdoor Activities Policy, and checking for abandoned vehicles or goods.

A variety of objectives were completed during 2016–2017 to extend and improve the pedestrian and cycle networks throughout Albury.

A review of the Pedestrian Access and Mobility Plan, (PAMP), commenced in early 2016. The information gathered from engaging with our community has been collated and considered to assist in the review of the plan. A pedestrian crossing in Griffith Road, Lavington was part of the 2016-2017 AlburyCity PAMP and is currently under construction.

Under the AlburyCity Bicycle Plan, shared off road cycle/pedestrian paths were constructed alongside Union Road, from Yarramba Crescent to Dick Road. This link then continued along Dick Road from Union Road to Noland Avenue. The location of this section of path was identified in the Bicycle Plan to create more east / west connections between the Albury/Thurgoona Trail and the Bungambrawatha Trail.

Outcome 1.8 Albury's Infrastructure and Assets are Well-Managed and Maintained



Projects implemented under this outcome included works in the plant replacement program, road and drain construction and rehabilitation program, landscape construction and maintenance program, and the road resealing program.

The overall accomplishment of programs was 94% as at 30 June 2017. In particular this included:

- Design program – 96% complete
- Plant replacement program – 93% complete
- Road resealing program – 100% complete
- Landscape construction and maintenance program – 97% complete
- Road and drain rehabilitation program – 100% complete
- Road and drain construction – 100% and
- Kerr Road construction – 90% complete.

There were a number of AlburyCity services under this Outcome that were being reviewed through the Service and Efficiency Review program during 2016-2017. These reviews included:

- Stores Management – 50% complete
- Concrete construction and maintenance – 35% complete
- Street and drain cleaning – 95% complete
- Mechanical and electrical services – 95% complete
- rade Waste services – 80% complete



PERFORMANCE MEASURES — Infrastructure and assets

KPI	Aspirational Target	Units	Achieved 2016-2017 (12 month average)	Achieved 2015-2016 (12 month average)	Achieved 2014-2015 (12 month average)
Utilisation of the Wonga Wetlands Education/ Interpretation Centre	600	Number of educational visitors per month	857	981	774
Water treatment operational cost	21	Cents/kL of produced treated water	No longer reported	16	19
Trade waste pit inspections	22	Number of pits inspected and/or tested per month	No longer reported	10	9
Wastewater treatment operational costs	81	Cents/kL of treated wastewater	No longer reported	60	66

PERFORMANCE MEASURES — Waterview Laboratory

	Aspirational Target	Units	Achieved 2016-2017 (based on original budget)	Achieved 2015-2016 (based on original budget)	Achieved 2014-2015 (based on original budget)
Waterview Laboratory Return on Investment	90	% of budget (or greater)	175%	104%	219%



THEME 2
An Enhanced Natural Environment

Outcomes

2.1 Albury has improved environmental outcomes

2.2 Albury is prepared for changing environmental conditions

2.3 An increased awareness in sustainability and environmental issues

Outcome 2.1 Reduce Albury's Ecological Footprint



AlburyCity continues to build on and foster a greater awareness and appreciation of the impacts of operations and activities with respect to our ecological footprint. This includes actively promoting our natural environment encompassing a whole of organisational approach. The actions and initiatives are aimed at reducing our environmental footprint (reduced energy consumption and carbon emissions) through to improving natural areas and long term management of natural areas (fire management, community education and awareness).

AlburyCity was a finalist in the 2016 NSW Local Government Excellence Awards in the category of 'Excellence in Environmental Leadership and Sustainability population under 100,000' for the AlburyCity Energy Management Framework.

AlburyCity's Energy Saving Action Plan identifies and programs energy efficiency and cost saving initiatives. This plan has resulted in solar systems being installed on eight premises since 2013 totalling 205kW. Over 280,000 kWh was consumed by the AlburyCity systems in 2016–2017, which equates to an approximate $55,000 saving on electricity bills.

AlburyCity worked toward reducing Albury's ecological footprint through a range of projects and activities including:

- the implementation of the Biodiversity Strategy – 100% complete
- the Biocertification Review – 20% complete
- the implementation of the three bin kerbside collection contract – 95% complete
- the implementation of the Halve Waste Campaign – 100% complete; and
- the light vehicle recycling and transfer station development at the Albury Waste Management Centre – 100% complete

All scheduled actions under the Halve Waste program were completed as scheduled. Delivery of the 2016–2017 Halve Waste Campaign has been completed with a limited number of minor activities to be rolled over into 2017–2018. The ongoing contamination minimisation program for the year recorded a 0.15% decrease in the organics contamination rate when compared with the same period last year. The average organics contamination rate for 2016–2017 was 0.98%.

AlburyCity is one of 35 local Councils to join the first round of the Cities Power Partnership. The partnership has been developed by the Climate Council and aims to accelerate greenhouse gas emission reduction across Australia. AlburyCity has six months to decide which five pledges it will implement from four themes including renewable energy, energy efficiency, transport and working together. AlburyCity's commitment to this Partnership follows on from the number of initiatives that AlburyCity has already enacted relating to renewable energy and energy efficiency. The Partnership will also provide opportunities to share knowledge, experience and expertise across Australia to further enhance AlburyCity's outcomes.

Other activities completed in 2016-2017 included:

- LED stage lighting at the Albury Entertainment Centre;
- Energy training (Battery storage for business workshop);
- Third year rollout of thin client technology to replaced desktop computers;
- Design for the replacement/upgrade of Heating, Ventilation and Air Conditioning equipment at the Albury Entertainment Centre;
- Network tariff review; and
- Insulation and vapour barrier installed at collection store.



Outcome 2.2 Albury is Prepared for Changing Environmental Conditions



The natural environment is a key asset to the City and our community. This is reflected in ongoing activities such as Halve Waste, Tree Planting, Sustainability Week and many education and awareness programs. There are a number of opportunities for further partnerships with agencies including the Office of Environment and Heritage and community groups such as Woolshed and Splitters Creek Landcare Groups and these will be further developed and explored in 2017-2018.

The Halve Waste program and infrastructure improvements provide affirmation of the success achieved to date in leading sustainable waste management practices and advocating the benefits of reduce, reuse and recycle.

Projects and activities undertaken by AlburyCity to works towards the achievement of this Outcome during 2016-2017 included:

- the Roadside Remnant Vegetation & Waterways Management Plan –100% complete
- a Review of E3 Zones – 50% complete
- the development of a Noxious Weeds Inspection Policy – 100% complete
- the Padman Park Management Plan – Weed control and revegetation – 100% complete
- the Mungabareena Management Plan – 100% complete; and
- the Implementation of the Energy Savings Action Plan

The Albury Recycling Centre (ARC) opened on 3 November 2016. This $2.4 million state of the art recycling centre comprises an undercover drive through recycling drop off centre, storage and processing area and a recycling shop. The ARC is a key initiative of AlburyCity to reduce waste to landfill. This initiative provides a significantly improved recovery area for our community to drive through and unload their household waste material. It provides improved access for large scale transport collection and introduced processing methods onsite for recyclable material. This facility has achieved a 64% diversion rate away from landfill.



During 2016-2017 AlburyCity and the NSW Department of Industry provided in-kind support to the Albury Conservation Company to map 500 hollow-bearing trees throughout the Thurgoona Wirlinga area. The information was captured using ground-based surveys with binoculars, and relates to species, number of hollows per tree, diameter of tree at breast height, and noting whether the tree is alive or dead. The data will prove to be a useful tool in assessing future development applications, planning for habitat connectivity in our revegetation and restoration projects and to ensure that protection of these hollow-bearing trees in the Thurgoona / Wirlinga is maintained.

Hollow bearing tree – Bells Reserve photo credit Albury Conservation Company



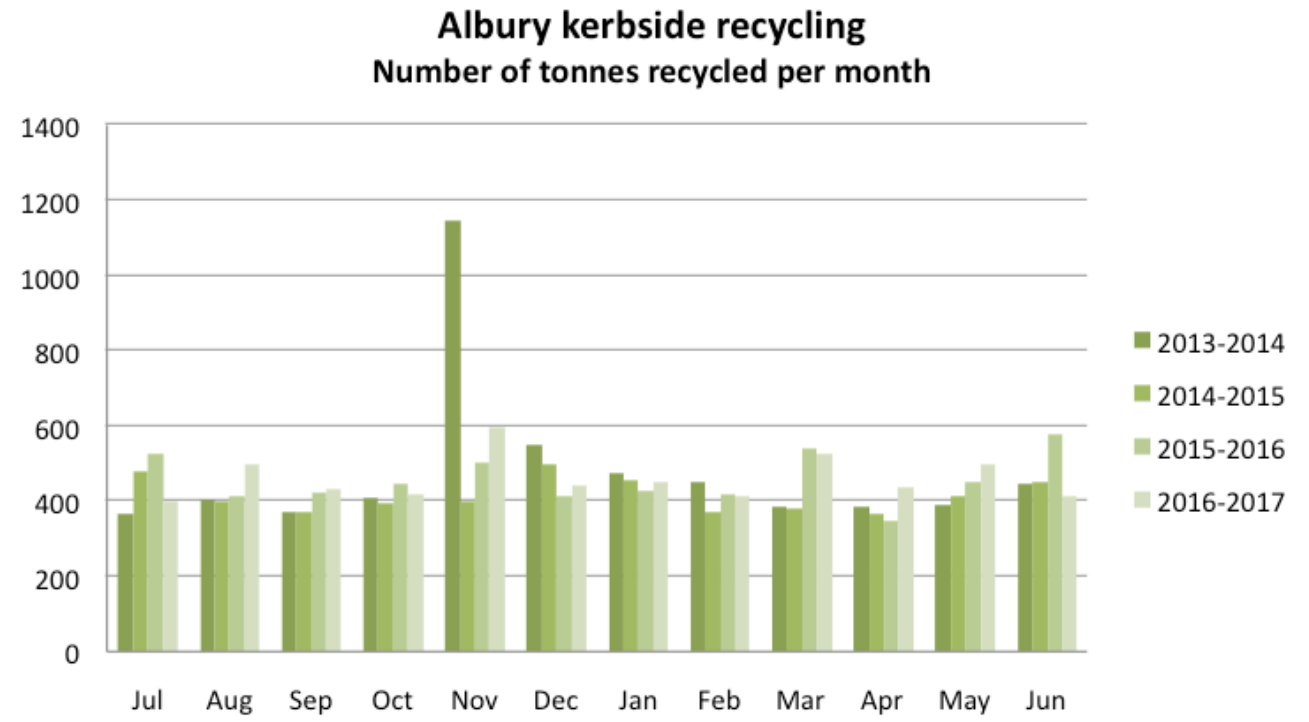
Forty-two nest boxes equipped with solar powered cameras were donated to, and installed by, AlburyCity's vegetation management team in secret locations across the local government area. The camera inside sends data back to the office automatically, reducing the need for physical on ground utilisation monitoring. Funding for these nest boxes came from the 2016 Edge Pledge Campaign.

AlburyCity has been working with the Office of Environment and Heritage on the Enabling Regional Adaptation Steering Committee as a representative of the Riverina and Murray Regional Organisation of Councils (RAMROC) region. The group is in the process of finalising a report that will contain important information on pathways identified by stakeholders as necessary to transform social, economic and environmental systems to resilient systems under the potential impacts of climate change. The report will also identify potential projects to enable the transformation to occur.

Special Variation to Rates

Project	% complete as at 30 June 2017	Comments
Padman Park Management Plan – Weed control and revegetation	100%	Weed control and revegetation occurring as planned. Flying Fox Management Plan is well advanced.
Mungabareena Management Plan	10%	The development of the Management Plan was deferred due to the declaration of Mungabareena Reserve an Aboriginal Place under the NSW Act. A Request for Quotation is currently being sought for an Aboriginal Due Diligence Report, the incorporation and update of the original AlburyCity Vegetation Management Plan and the incorporation the 11 requirements of a Management Plan for a gazetted Aboriginal Place. There is a temporary Plan of Management Intent (Office of Environment and Heritage) which is in place until the Management Plan is finalised.

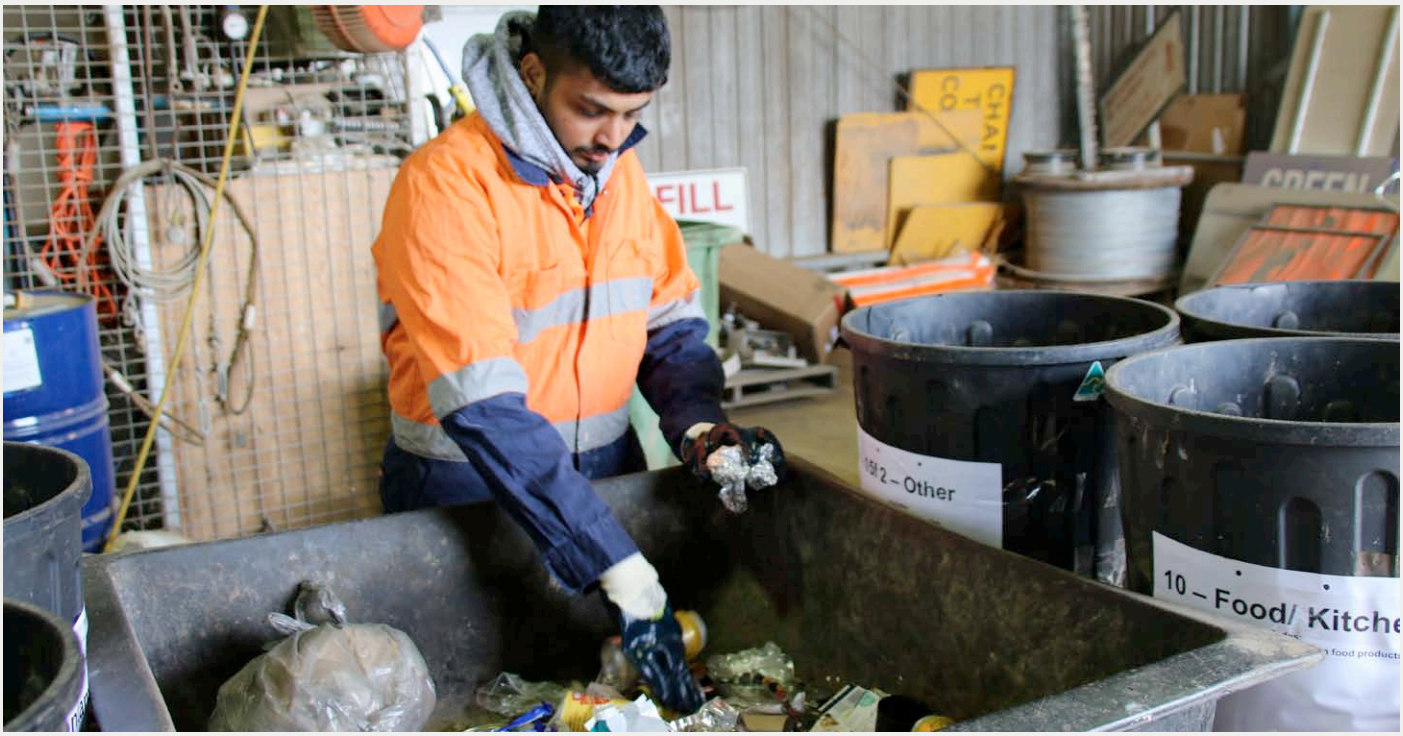
KPI	Aspirational Target	Units	Achieved 2016-2017 (based on original budget)	Achieved 2015-2016 (based on original budget)	Achieved 2014-2015 (based on original budget)
Albury Waste Management Centre profitability	90	% of budget or greater than	108%	134%	232%

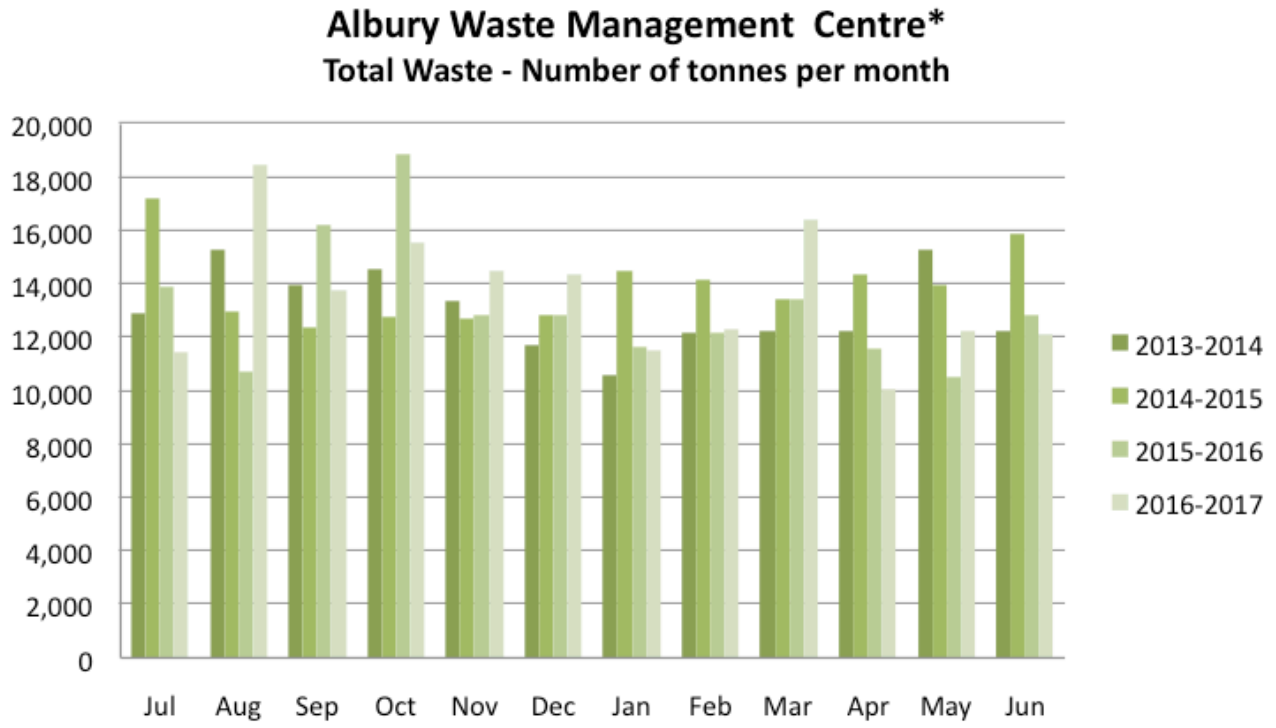


The total amount of recycled waste collected at kerbsides in Albury for 2016-2017 was 5,515 tonnes. This is less than the 5,748 in tonnes 2015-2016. The average monthly amount of recycling collected for the 12 month period was 460 tonnes compared with 456 tonnes in the previous financial year.

Cardboard and paper are still the most prominent product collected, an overall volume of 2861 tonnes. The glass collected equated to 1340 tonnes with the remainder material being made up of plastic and aluminium.

The peak of recycling activity in November corresponds with National Recycling Week and an increase in recycling education programs.

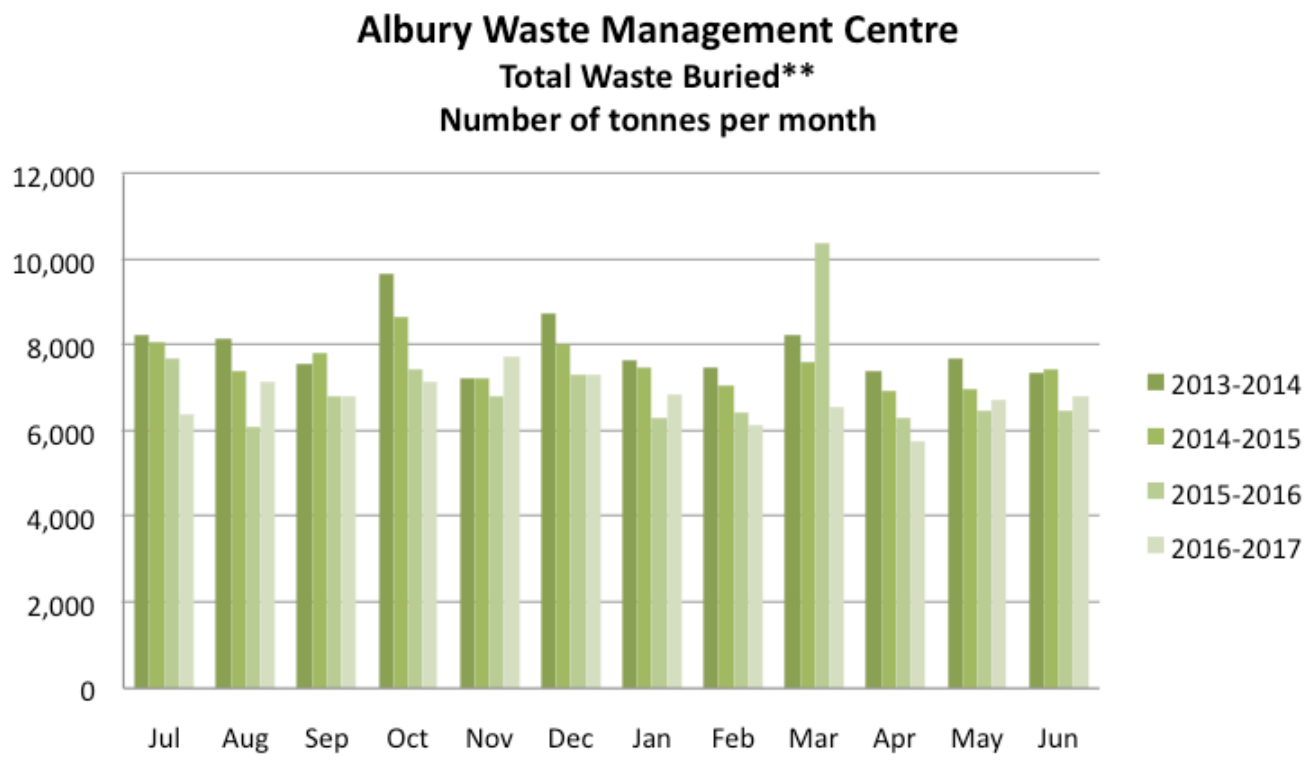




Year	Total waste (tonnes)	Waste, monthly average (tonnes)
2013-2014	156,717	13,060
2014-2015	167,375	13,948
2015-2016	157,589	13,132
2016-2017	162,789	13,566

The 12-month average for amount of waste going to the Albury Waste Management Centre in 2016-2017 was 13,566 tonnes. This was not an improvement on the 13,132 average per month in 2015-2016. The total waste to the Albury Waste Management Centre in 2016-2017 was 162,789 tonnes.

**The figure for total waste to the Albury Waste Management Centre includes all waste generated from domestic and commercial sectors from six regional councils.*



Year	Total waste buried (tonnes)	Waste buried, monthly average (tonnes)
2013-2014	95,612	7,968
2014-2015	90,773	7,564
2015-2016	84,677	7,056
2016-2017	81,465	6,789

The 12-month average for waste buried per month in 2016-2017 was 6,789 compared with 7056 tonnes in 2015-2016. The total waste buried for 2016-2017 is over 3,000 tonnes less than for 2015-2016. This shows an ongoing and continued improvement in diverting waste away from landfill.

***The amount of waste buried is the remaining amount of waste after all possible diversions.*

Outcome 2.3 An Increased Awareness in Sustainability and Environmental Issues



Council is continuing to promote environmental awareness and appreciation across our local community. This is proving to be a very positive program with strong community support, enthusiasm and interest. In particular there was an expansion in the development of AlburyCity environmental awareness programs in local schools.

Awareness activities undertaken by AlburyCity or in partnership with other agencies included:

- **5th Wildflower Walk** - Held on Nail Can Hill and was attended by approximately 120 people. The event included guided tours of the Wildflowers on Nail Can Hill, children's Ranger Activity, Wiradjuri storytelling and free native plant giveaways
- **Planet Ark Schools Tree Planting Days** - Over 300 students help to plant approximately 2,500 native trees and shrubs along the Lake Hume foreshore to further enhance the biodiversity of the area and provide additional habitat for bird and the squirrel glider population at Lake Hume
- **Planet Ark National Tree Planting Days** - Two community tree days we held at the Splitters Creek Community Centre and Earnest Grant Park Thurgoona. The Splitters Creek event attracted 35 participants and resulted in the planting of approximately 250 trees and shrubs. Over 50 people attended the event at Ernest Grant Park helping to plant 700 trees and shrubs creating important wildlife corridors and enhancing habitat for some of our threatened fauna species found in Thurgoona
- **World Environment Day** - Special environmental themed children's story time and art and craft activities were held at the Lavington Library and LibraryMuseum to mark this occasion
- **Albury Wodonga Sustainable Living Festival** - AlburyCity partnered with City of Wodonga, and event sponsors Powershop and Halve Waste, to deliver a month long festival during November 2016. It included a range of events hosted by the partner organisations as well as a number of community initiated events. The highlight of the Festival was the Twilight "We're going Green" Market held at QE2 Square
- **Clean Up Australia Day** - Held at Bonnie Doon Park West Albury resulting in approximately 110kg of waste being collected over a 2 hour period.
- **Repair Café** - Funded by Halve Waste and operated on the first Saturday of the month between 10am-1pm at the Sustainable Activity Centre on Gateway Island, Lincoln Causeway Wodonga. The repair café boasts a 76% success rate for repairs and during June–December 2016, 17 volunteers repaired 64 items and diverted 67kg of waste from landfill each month (on average)
- **ClimateWatch Trail** – Launched at the Botanical Gardens with participants from Albury Public School and the general community. This project is supported by AlburyCity and Murray Local Land Services through funding from the Australian Government' National Landcare Programme and Catchment Action NSW

- **Monthly Enviro Chats**
  - Held at both the LibraryMuseum and the Lavington Library covering a wide variety of topics including purchasing energy efficient appliances, solar installations, establishing a new gardens, guides to Albury's walking tracks and trails and protecting Albury's woodlands
- **World Animal Day**
  - This event provided the community with the opportunity to learn more about how to look after our precious native wildlife. Event attendees helped to create woollen pouches to keep orphaned native animals safe and warm. All pouches made on the day were donated to the Wildlife Information, Rescue and Education Service (WIRES). Volunteers from WIRES attended the event along with some of their rescue animals including a baby wombat, eastern grey kangaroo, bearded dragon and a carpet python
- **Solar for business demystified**
  - Held in conjunction with the NSW Government to assist local businesses understand the benefits of solar regarding their ongoing operating costs. Participating businesses were also offered the opportunity of a free assessment solar assessment
- **Battery storage for business Workshop**
  - Two half day workshops held in conjunction with the NSW Government to provide businesses with background information on battery storage and enabled a desktop business case to be completed on a potential project.





THEME 3
A Caring Community

Outcomes

3.1 Albury offers access to a diverse range of educational opportunities

3.2 Albury's key community safety indicators demonstrate an improvement

3.3 The health of the Albury community improves

3.4 Albury offers a diverse range of facilities and activities for all ages

3.5 Improved health, employment and education for the Aboriginal community in Albury

3.6 The improved settlement of people from diverse cultures

3.7 Increased participation in a diverse range of art and cultural activities in Albury

Outcome 3.1 Albury Offers Access to a Diverse Range of Educational Opportunities



AlburyCity continued to perform well in its contribution to educational opportunities during 2016-2017 particularly through the offer of before, after and during school care and education. As at June 2017, Banjora Long Day Care had a waiting list of 53 children.

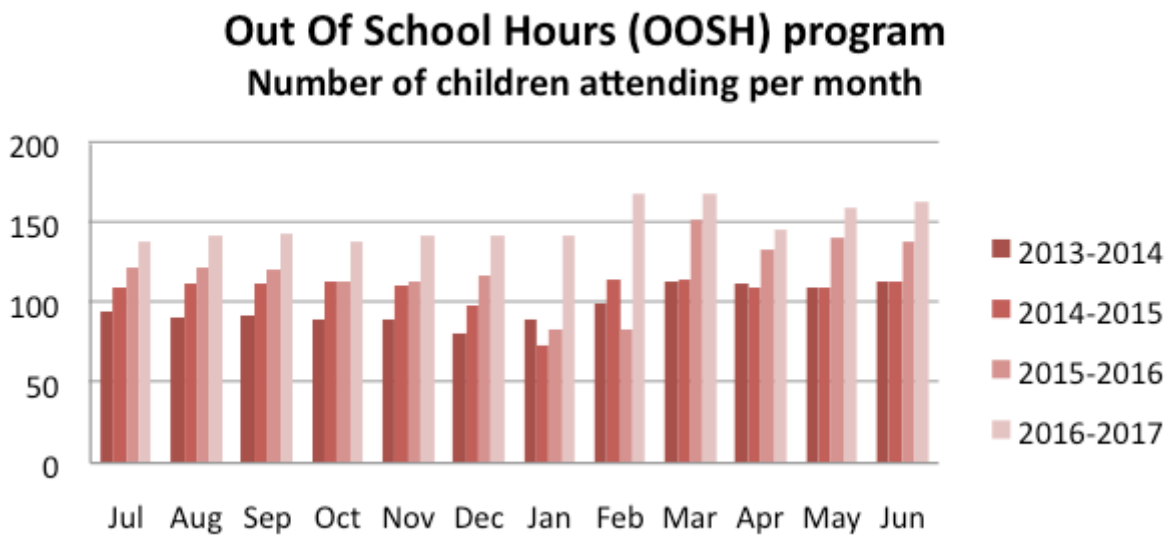
The new Before School Care service at Albury Primary School was trialled for the first six months of the year and target numbers have been surpassed. The growing demand for Vacation Care was met by increasing the capacity at St Patricks Out of School Hours (OOSH) where utilisation doubled with an average of 68 children attending each day during school holidays. The average overall attendance for Vacation Care was 138 children, surpassing the 100 children target set.

PERFORMANCE MEASURES — Infrastructure and assets

KPI	Aspirational Target	Units	Achieved 2016-2017 (12 month average)	Achieved 2015-2016 (12 month average)	Achieved 2014-2015 (12 month average)
Banjora Children's Centre – number of children attending	36	Children per day	40	40	37
Family day care – number of children attending	132	Per month	121	118	127
Out-of-school-hours program – After school care. Number of children attending	130*	Per day	150	120	108
Out-of-school-hours program – Before school care** Number of children attending	10	Per day	17	Not collected. Program not commenced	Not collected. Program not commenced
Vacation care utilisation – number of children attending	100	Per day	138	110	104

** The target of attendance per day for After School Care was raised from 85 to 130 from 2015-2016 and 2016-2017.*

***Commenced February 2017*



Numbers of children attending the Out of School Hours (OOSH) program were above the target of 130 for every month of 2016-2017. The average monthly attendance over the 12 months was 150, an increase on the average monthly attendance for 2015-2016 (120), 2014-2015 (108), and 2013-2014 (98).



Outcome 3.2 Albury's Key Community Safety Indicators Demonstrate an Improvement



The Road Safety Program for 2016-2017 with support from Roads and Maritime Services was successfully completed as scheduled. The program included:

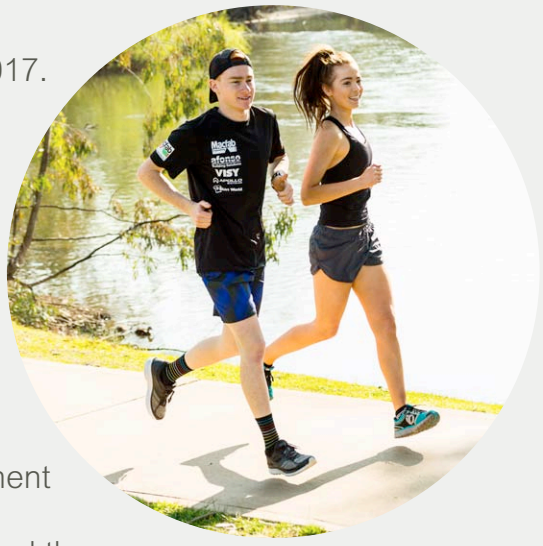
- Arrive Home Safely
- Drinking? Ditch the Keys
- Be Safe & be seen Be Motorcycle Smart
- 65 Plus presentation
- Motorised Wheelchair and Pedestrian Safety; and
- the Graduated Licensing Scheme Parent Workshops

Other initiatives under this outcome included:

- the implementation of strategies within Crime Prevention Plan, (including the Prevention of Family Domestic Violence Policy) – 100% complete
- the development of the Graffiti Management Policy – 50% complete
- the development of the Vandalism Policy – 30% complete
- the development of CCTV policies and procedures – 95% complete
- CCTV installation in Dean St / Volt Lane carpark – 50% complete



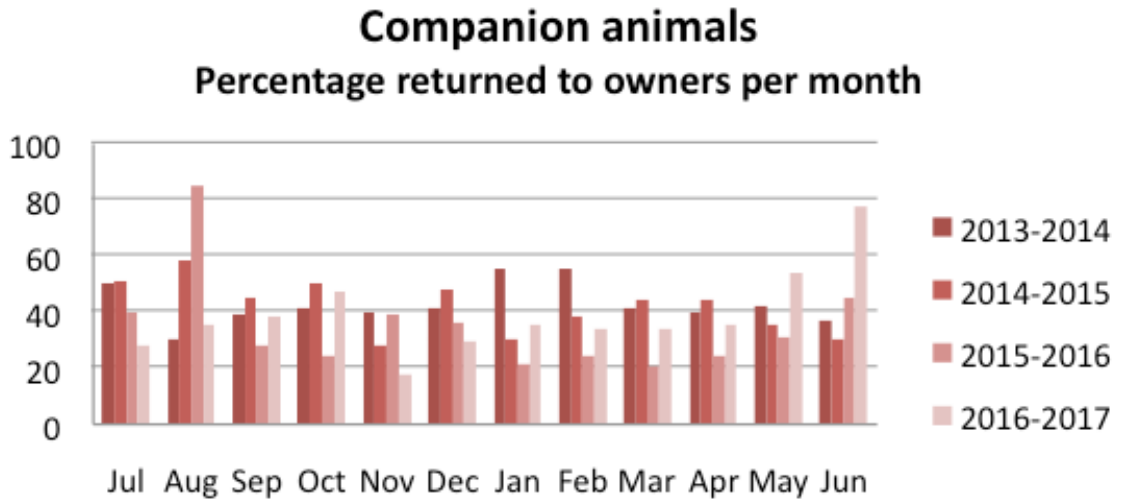
Outcome 3.3 The Health of the Albury Community Improves (including access to appropriate services)



A range of initiatives progressed in this area during 2016-2017. This included the planned upgrade or installation of ten footpaths across the city (eight of which were completed by June 30 2017). The construction of paths provides increased opportunity to walk for exercise and health.

Environmental Health Officers continued to conduct inspections of food premises and provide food-handling seminars. The performance level for Environmental Health officers was influenced significantly by the complexity of investigations regarding environmental health and development control, and due to a shared service arrangement with Greater Hume Shire. The Team continued to provide a professional service to our community across all functions and there was no significant increase in risk or incidents.

Albury Rangers followed up community concerns relating to neighbourhood trees, fences, noise, public health and swimming pools and, where possible, returned companion animals to their owners.

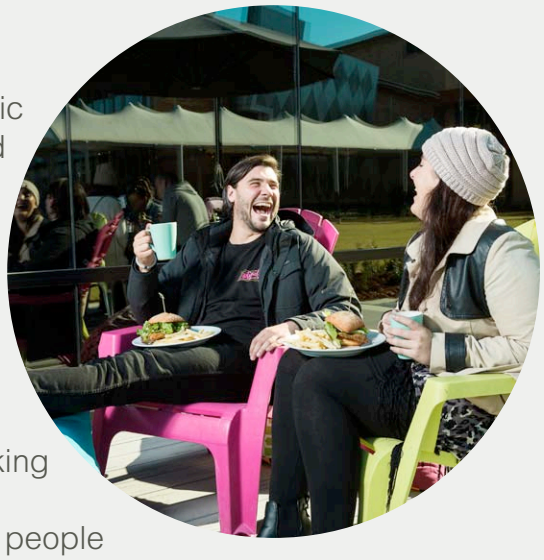


On average, 39% of the total companion animals seized by AlburyCity Rangers in 2016-2017 were reunited with their owners, compared with 35% for 2015-2016. This figure could significantly improve if more pet owners had their animals micro-chipped and registered with Council.

Responsible pet ownership and control would also reduce the number of animals being seized by rangers.

In 2016-2017 AlburyCity held another successful annual Pets Big Day Out, which included free pet registration, information about responsible pet ownership, and discounted microchipping services for animal identification.

Outcome 3.4 Albury Offers a Diverse Range of Facilities and Activities for All Ages



Ongoing management and promotion of AlburyCity sports facilities including the Lauren Jackson Sports Centre, Aquatic Facilities and the Alexandra Park Athletics Complex ensured that a range of activities were available to community members of all ages and abilities.

The total projects scheduled under this outcome were at 85% complete by end June 2017.

The AlburyCity Youth Team has continued the work with young people to determine needs and priorities and ensure access to a wider range of services and opportunities, working on a wide range of projects and initiatives. Over 100 young people attended AlburyCity's Youth Forum, providing young people with the opportunity to provide input into the development of key strategies and projects around issues such as Mental Health, Sexual Health, Drugs and Alcohol and how to engage more young people at the new Retro Lane Café. The programs and strategies identified on the day will be implemented into our Youth Strategy Action Plan.

Further achievements under this outcome included:

- a replacement playground installed at the Lavington Swim Centre
- a participant, stakeholder and community survey was conducted for the Lauren Jackson Sports Centre
- the final draft Aquatics Strategy was considered by Council in June 2017. Council resolved to endorse Option1 including the replacement of the Lavington Swim Centre from 2021-2022 and to continue negotiations with the City of Wodonga regarding a regional aquatics facility
- the progression of the Lavington Sports Ground Redevelopment Project
- the replacement of scoreboards at the Lauren Jackson Sports Centre
- the AlburyCity Disability Inclusion Action Plan was endorsed by Council
- the Construction of youth space and cafe at Library/Museum
- directional signs have been installed in Wodonga Place to direct visitors to the riverside parks, and Kremur Street, to direct visitors to the Kremur Street Boat Ramp

Special Variation to Rates

Project	% complete as at 30 June 2017	Comments
Murray River Experience – Wagirra Trail: Horseshoe Lagoon to Wonga Wetlands	95%	Wagirra Team and Albury & District Aboriginal Lands Council worked together to reinstate an artefact site. Final 50 metres of hot-mixing has not been completed. This is programmed to align with hot-mix trail construction around Wonga Wetlands scheduled for commencement in 2018.

Outcome 3.5 Improved Health, Employment and Education for the Aboriginal People in Albury



AlburyCity's Aboriginal health, employment and education initiatives were progressed as planned for 2016-2017. The AlburyCity Aboriginal Community Development Officer commenced in May 2017 and Council staff continue to support the monthly Aboriginal Community Working Party meetings.

The Aboriginal and Torres Strait Islander Protocol was endorsed by Council during the 2016-2017 financial year.

There was a strong focus on Aboriginal culture, celebrations and sporting carnivals particularly during June working towards NAIDOC Week with a range of programs planned including the launch of exhibitions at both the Murray Art Museum Albury (MAMA) and the LibraryMuseum.

In October 2016, Mungabareena Reserve was gazetted as an Aboriginal Place. Gazettal recognises that the area has significant cultural and natural values. Wiradjuri Elders value Mungabareena as a place where business and meetings with neighbours took place, stories were shared and ceremonies and trade occurred. Indigenous people from the surrounding areas traditionally met near Mungabareena prior to crossing the river and travelling to the Alps to collect Bogong moths in the summer.

Reconciliation Week this year celebrated two significant anniversaries in Australia's reconciliation journey:

- 50 years since the 1967 referendum recognising Aboriginal people; and
- 25 years since the historic Mabo High Court decision.

Locally a "Yarra wiindya" was set up, which translates to 'talk at the fire'. A campfire was set up in QEII Square where Elders and Aboriginal community members held a yarning circle for a week sharing stories and culture. It was a success and will be replicated in future years.



Outcome 3.6 The Improved Settlement of People from Diverse Cultures

A successful Refugee Week was held during the year with approximately 300 people in attendance. A variety of other engaging activities occurred in particular the LibraryMuseum hosted weekly activities for people from other cultures.



Throughout 2016–2017 Council staff continued to attend local interagency meetings, including those of the Multicultural Interagency Group.

Albury's culturally diverse communities continued to use the Community Wood Fired Oven as a place to gather to celebrate and showcase their cultures. Events were staged in partnership with AlburyCity and local agencies for Harmony Day, NAIDOC Week and the Hindu celebrations of Holi and Navarati.



Outcome 3.7 Increased Participation in a Range of Art and Cultural Activities in Albury

Across 2016-2017 the Murray Art Museum Albury (MAMA) displayed an average of 130 collection artworks each month. MAMA collection exhibitions toured to Tamworth Regional Gallery, Hurstville Regional Gallery and Museum, Logan Art Gallery, Blue Mountains Cultural Centre, Rockhampton Art Gallery, Lake Macquarie Art Gallery, Bega Regional Gallery.



Special Variation to Rates

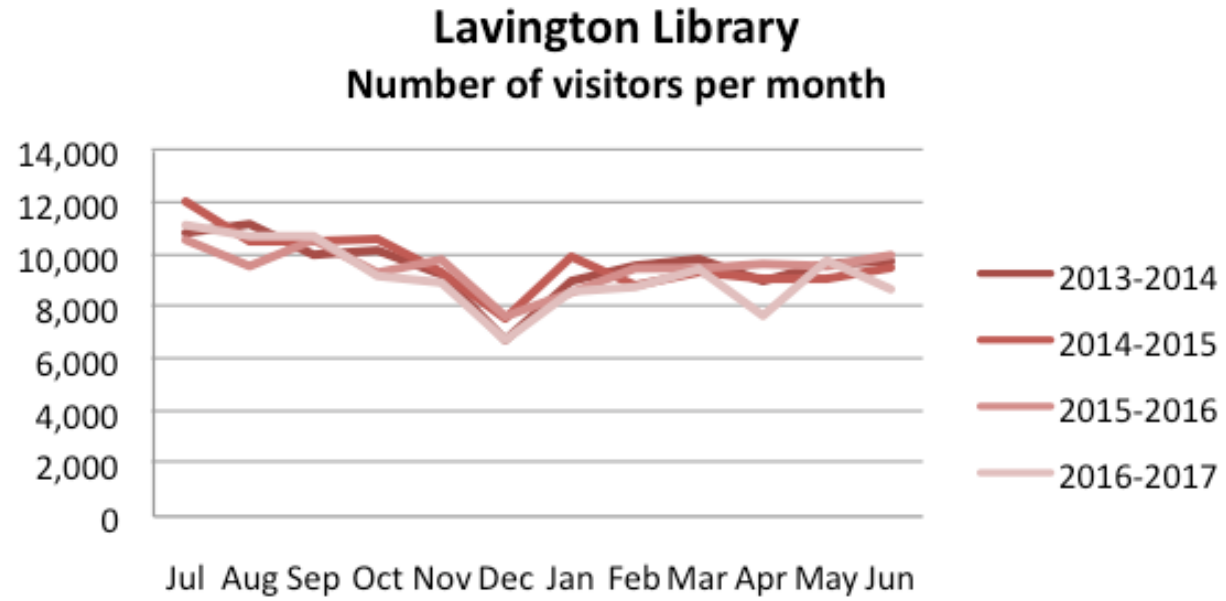
Project	% complete as at 30 June 2017	Comments
Albury Entertainment Centre – Upgrade Commercial Kitchen	100%	This project has been competed in full.

PERFORMANCE MEASURES — Cultural Facilities

KPI	Aspirational Target	Units	Achieved 2016-2017 (12 month average)	Achieved 2015-2016 (12 month average)	Achieved 2014-2015 (12 month average)
Wood - fired oven community bakes & community functions	5	Per month	4	7	7
Number of exhibitions at the LibraryMuseum and Lavington Library	2	Per month	2	3.5	3
LibraryMuseum attendances	16,000	Per month	20,403	17,936	20,138
Lavington Library attendances	8,000	Per month	9,232	9,559	9,749



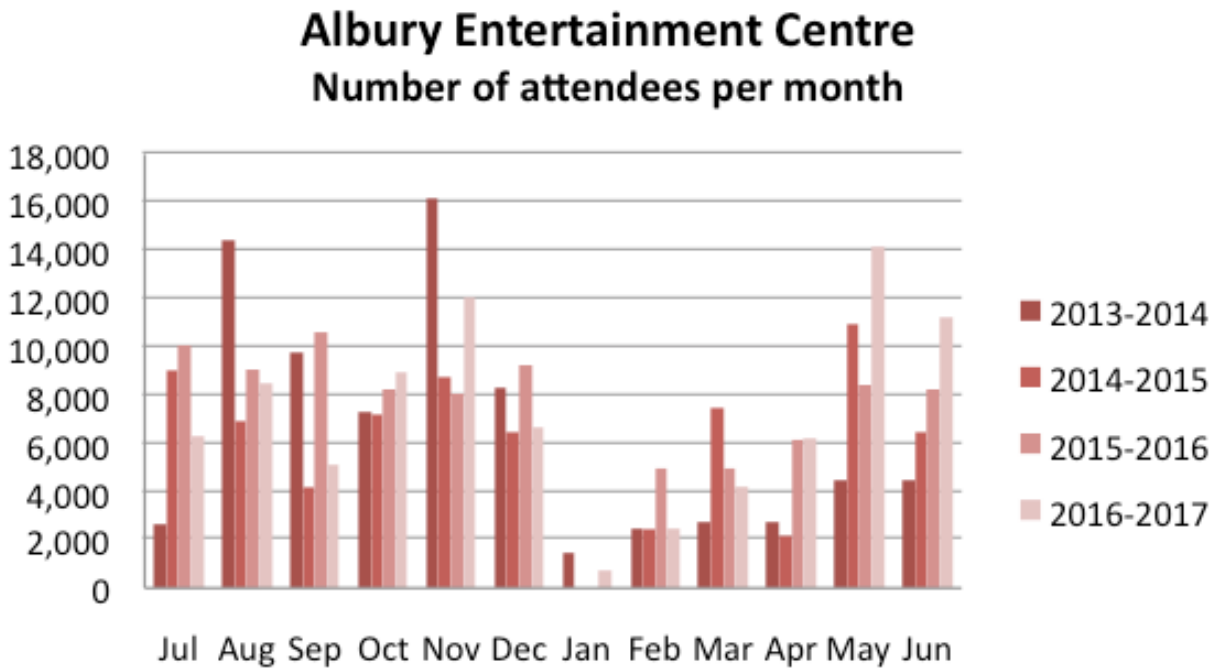
The LibraryMuseum and Lavington Library maintained high levels of visitation throughout 2016–2017, exceeding the 12 month average targets set for monthly attendances. Visitation rates traditionally decrease during December due to the wind-down of school and the number of public holidays during this period.





PERFORMANCE MEASURES — Cultural Facilities and Activity					
KPI	**Aspirational Target**	**Units**	**Achieved 2016-2017 (12 month average)**	**Achieved 2015-2016 (12 month average)**	**Achieved 2014-2015 (12 month average)**
Number of attendees at the Albury Entertainment Centre	5,000	Per month	7,207	7,303	6,010
Attendees at the Theatre Season performances	316 based on an average over 12 months	Per month	627 resulting from seven out of 12 months of scheduled performances*	Not collected	Not collected
Number of current season subscribers*	25	Per month	No longer reported	164	56
Number of public programs initiated by the Learning and Outreach Team	40	Per month	97	78	87

**There were no monthly targets set for attendees at theatre performances in November and December 2016, or January, April and June 2017.*



Monthly attendance at the Albury Entertainment Centre averaged 7,207 which exceeded the target of 5,000.

The relatively low attendance figures for January and February were due to fewer events being hosted by the Albury Entertainment Centre at that time.



THEME 4
A Leading Community

Outcomes

4.1 The community is consulted on all major changes that will affect them

4.2 Regional issues are addressed through an integrated approach

4.3 The Albury community provides resources and opportunities to develop future leaders

4.4 The community are informed on progress against the Community Strategic Plan

4.5 Albury Council will plan and lead with good governance

Outcome 4.1 The Community is Consulted on all Major Changes that will Affect Them



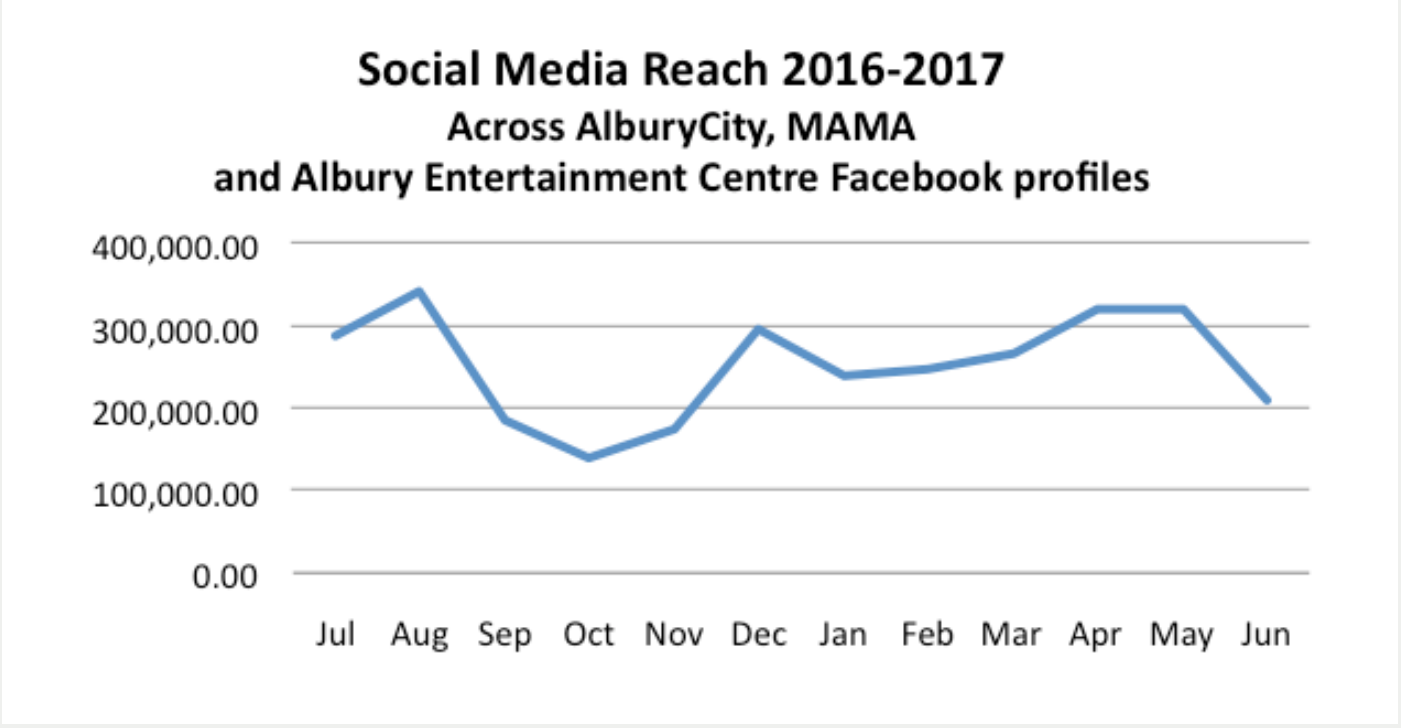
This Outcome focuses on engaging with the community on all major projects that may have an impact. Community interest in the 'Have a Say' page on the AlburyCity website continues to grow. Have a Say' allows the community to have input into Council policies, plans and projects before they are developed as final drafts. The page includes a link to documents on public exhibition, giving the community a final opportunity to make submissions.

The AlburyCity Community Engagement Policy and Procedure was reviewed and the revised documents adopted by Council in June 2017.

The website maintenance and development project continued with a goal to improve the ability for customers to 'self-serve' by finding the answers they need online instead of requiring a follow-up phone-call to AlburyCity. The project has identified new web content and seeks to improve customer interaction on line.

All social media profiles recorded an increase in followers, with the AlburyCity Facebook profile exceeding its 2016-2017 KPI of 5000 followers in June 2017.

AlburyCity's social media reach averaged over 250,000 people per month for the 12 month period (across Facebook, Twitter, YouTube and LinkedIn). Across all platforms and profiles (including MAMA Facebook, Twitter, Instagram, Albury Entertainment Centre Facebook and AlburyCity), the social media reach averaged over 407,000 people per month for the 12 month period.



Outcome 4.2 Regional Issues are Addressed Through an Integrated Approach

The Outcome ensures that regional issues are addressed through integration and that discussions continue with surrounding councils regarding potential shared service opportunities.

AlburyCity continued to participate in a large number of committees, forums and reference groups considering regional and cross-border issues. These include Murray Region Tourism, Riverina Regional Cities, the Alliance of the Councils and Shires of the Upper Murray (ACSUM), the NSW Inland Forum and the Riverina and Murray Regional Organisation of Councils (RAMROC).

Several NSW councils in the region met to discuss the proposed Joint Organisations and regional collaboration. Discussions regarding specific services identified future opportunities for AlburyCity and its neighbours.

Outcome 4.3 The Albury Community Provides Resources and Opportunities to Develop Future Leaders

AlburyCity's ongoing support of the Youth Council allowed a number of local projects to be conducted through the partnership between the Youth Council, AlburyCity staff and the community. The Youth Council Constitution was reviewed and updated during 2016-2017.



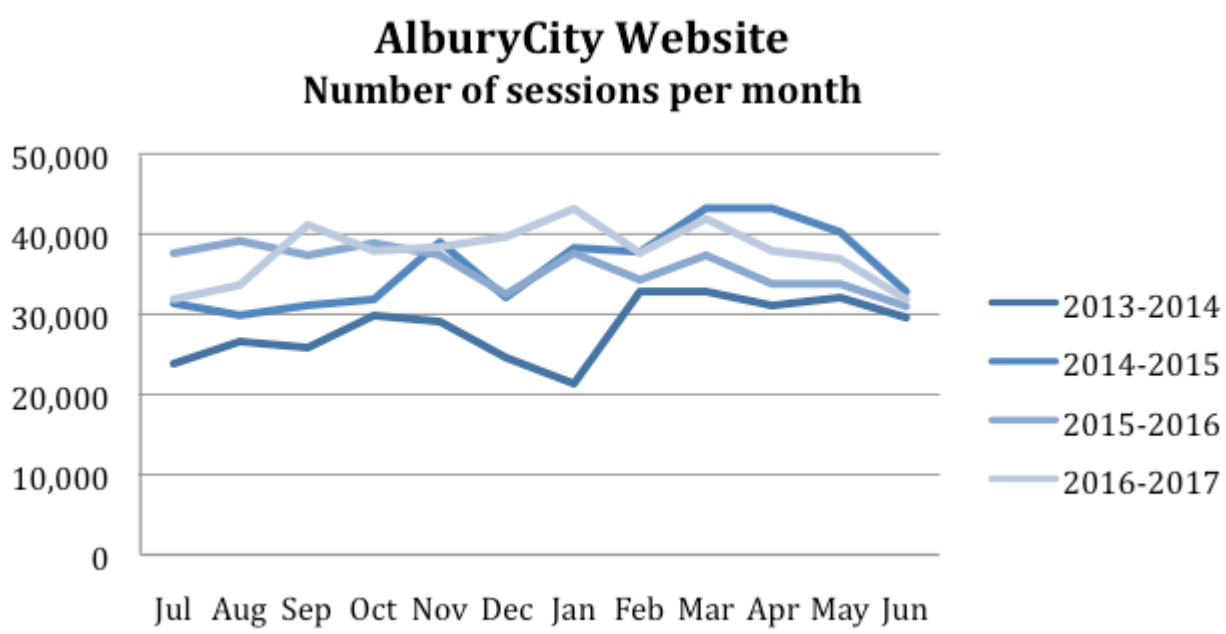
AlburyCity's 'Grow Our Own' trainee and apprentice program continued to provide excellent pathways for individuals. This has resulted in outstanding employees within the organisation and also excellent young leaders for both AlburyCity and our wider community. The target to have 10% of the AlburyCity workforce as trainees was not met, however at end June 2017, the figure was 8.5%.

Outcome 4.4 The Community are Informed on Progress Against the Community Strategic Plan

Six-monthly progress reports showing Council's achievements in relation to the Community Strategic Plan 'Albury 2030' are placed on the AlburyCity website.

Under the NSW Local Government Act, in the year of an ordinary Council election, an 'End of Term' report must also be provided to the community. This report covers the four years of the previous Council term and is required to be completed by August of the election year. The 'End of Term' report for 2012-2016 details Council's achievements against the targets set in Albury 2030 and is available on the AlburyCity website.

Through these reports, the community can see Council's progress against the aspirations of the community plan.



In total there was over 21,000 greater website sessions to the AlburyCity website in 2016-2017 compared with 2015-2016. The target number of sessions per month was 35,000, and although not reached every month, the average number of sessions per month over the last 12 months was 37,901.

Outcome 4.5 Albury Council will Plan and Lead with Good Governance



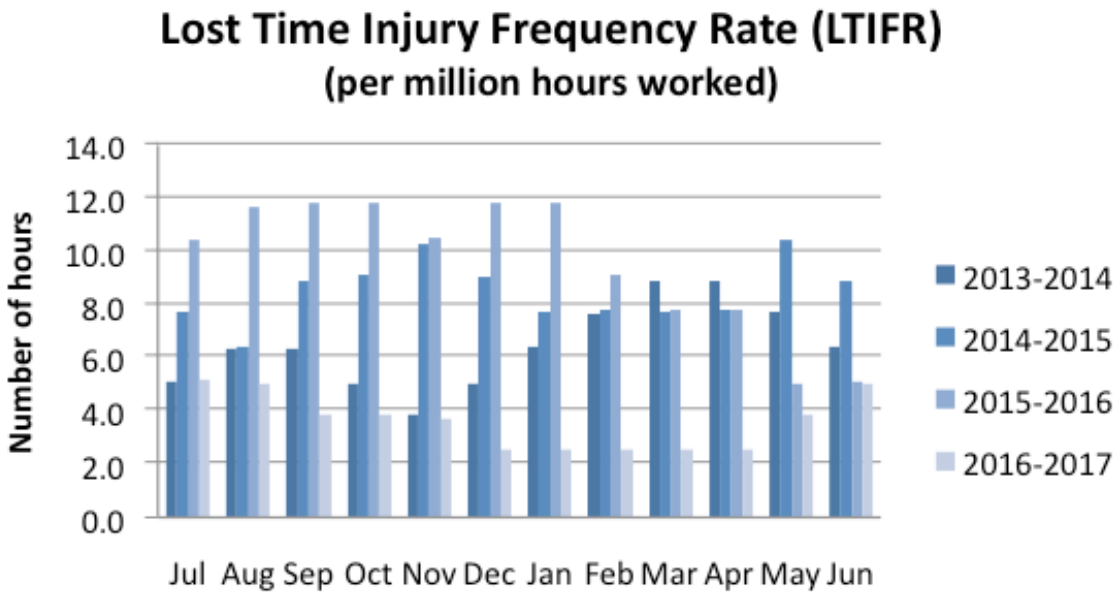
This Outcome includes staff achievements across the five AlburyCity directorates. All sections work together to ensure good planning and governance.

In recognition of AlburyCity being the most progressive, and committed to innovation, strategic planning and community engagement, we were named the winner of the AR Bluett Memorial Award for excellence in local government. This is one of the most prestigious awards in the sector. Winners were announced in October 2016.

We continue to ensure effective and efficient group management through the assessment of risk, strategic planning, sound financial management, continuous improvement and a high level of customer service demonstrate good governance practice.

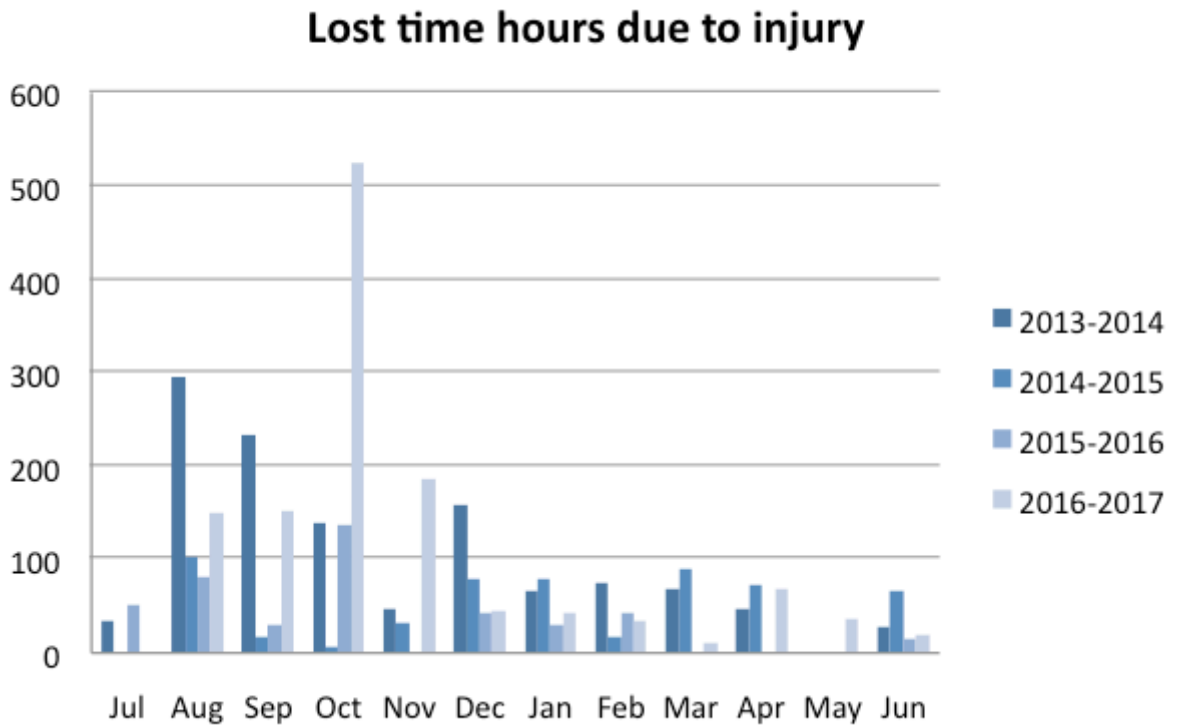
Activities under this Outcome for 2016-2017 included:

- reviews of policies and procedures across all directorates
- updates to the Business Improvement Register
- assessment of risk and update of Group Risk Management Plans
- complaints management
- reports on risk and safety
- reports on response times to community requests, and



AlburyCity recorded the same number of lost time injuries (four) in 2016-2017 as in 2015-2016 with the LTIFR being 5.0 at end June. This is a very positive result having regard to long term trends as well as benchmarking with other similar local government organisations.

NB: Previous LTIFR data may vary slightly due to the reclassification of injuries.



Work related injuries continue to be very tightly managed with the majority of lost time injuries from 2016-2017 incurring minimal time lost, although one injury resulted in significant surgery and associated recovery.

Total lost time for the financial year was 1255 hours with an average of around 104 hours per month.

PERFORMANCE MEASURES

KPI	Aspirational Target	Units	Achieved 2016-2017 (as at 30 June 2016)	Achieved 2015-2016 (as at 30 June 2016)	Achieved 2014-2015 (as at 30 June 2016)
Twelve month rolling: Lost time injury frequency rate	9 in 2014-2015 0* from 2015-16	No. of lost time injuries per million hours worked	5.0	5.1	8.9
Lost time hours due to injury	106 in 2014-2015 0* from 2015-2016	Average number of hours per month	104	35	45
			(12 month average)	**(12 month average)**	**(12 month average)**
Social media new subscribers/ followers (across all social media profiles)	50 in 2014-2015 70 in 2015-2016 500 in 2016-2017	Number per month	1,041	43	58
AlburyCity Website hits	35,000	Number per month	37,902	36,115	36,042

** Aspirational targets reduced to zero to reflect AlburyCity's focus on zero harm.*



Community Engagement Activity and Public Exhibition

There was significant community engagement undertaken in 2016-2017 particularly in relation to the review of the Community Strategic Plan – Albury 2030. Engagement on AlburyCity projects, activities and Council decisions occurred through a variety of ways including community meetings, meetings with stakeholders, 'Have a Say' online consultation, surveys, letterbox drops and public exhibition.

Community engagement continues to be very important to the community as shown by the results of the February 2016 Community Satisfaction Survey. The community rated AlburyCity at 3.68 out of 5 for satisfaction, an increase from 3.48 in 2013.



The top five key drivers of satisfaction for the Albury community were:

1. Town planning decisions
2. Provision of council information to the community
3. Communicating and doing business with council online
4. Traffic flow
5. Community input into Council decisions

AlburyCity uses the results of the survey to assist with future decision-making, service delivery and communication with Albury residents.

Engagement with the community and other stakeholders during 2016-2017 included:

Public Exhibition and Public Notification

- Draft Privacy Management Policy and Plan
- Draft AlburyCity Corporate Sponsorship (incoming) Policy
- Draft Undetected Leak Policy for Water and Wastewater Charges
- Draft Encroachment on Council Land Policy
- Draft Monument Hill Master Plan
- Draft Revised Procurement Policy, Contract Management Policy and Statement of Business Ethics.
- Albury Local environment Plan 2010-Planning Proposal (Revised), Rezoning for Industrial Purposes - Willowbank
- Public notification of bi-annual clean-up at Glenmorus Memorial Gardens
- Albury 2030
- Draft Prevention of Family Domestic Violence policy
- Draft AlburyCity Budget, including four-year Delivery Program, annual Operational Plan and Long Term Financial Plan
- Draft Water and Wastewater Strategies
- Draft Revised Investment Policy and Procedure
- Draft Creative Economy Strategy
- Draft CCTV Policy
- Draft Disability Inclusion Action Plan
- Draft CCTV Code of Practice and Standard Operating Procedures
- Draft CCTV signage
- Albury Local Environment Plan 2010 – Planning Proposal – Rezoning of land in Table Top and Splitters Creek
- Draft Economic Development Policy
- Renewal of Alcohol Free Zones and Alcohol Prohibited Areas

Have A Say items

- Albury 2030
- Annual Business Survey
- Better Parks for People
- Monument Hill Master Plan
- Disability Inclusion Action Plan
- Business Investment in Albury
- Tennis in Albury Strategy
- Riverside Precinct and Parks

Forums / Hearings

- Community Forum 'Breaking the Ice' – in partnership with the Albury Wodonga Community Drug and Alcohol Action Team
- Community Forum – Modify Consent for bulk Storage Bunkers
- Public Information Forum for the local plumbing industry
- Community Information Session – Thurgoona Park North sub-division
- Community Forum – Dual occupancy development
- Community Information Session – Revised Planning Proposal Willowbank
- Community Forum – in partnership with Murray Local Land Services on the Murray Regional Strategic Weed Management Plan
- Community Forum – Revised Planning Proposal Willowbank
- Community Information Session – Doctors Point Emergency Response Planning

Other Community Engagement

- Community Engagement Group – Albury 2030
- Shopping Centre – Listening posts – Albury 2030
- Schools – Albury 2030
- Stakeholder meetings with State Agencies – Albury 2030
- Expression of Interest to join the AlburyCity Sustainability Advisory Committee
- Meetings with the Thurgoona Community Action Group, Renewable Albury Wodonga Energy, NSW Office of environment and Heritage and Community Power Agency
- Park Party – Gordon Street Reserve, Springdale Heights
- Hume Corridor Passenger Rail study in partnership with City of Wodonga, Benalla and Wangaratta Councils
- Meetings with Spring Park residents regarding white cedar trees
- Meetings with Albury Central regarding CBD promotion
- Welcome letter and new resident survey
- Letter drop to neighbourhood – Harvesting of the softwoods at Waterview Wastewater Treatment Plant
- Letters to affected owners – Current flood planning provisions
- Meeting with Mayor – Table Top residents regarding improvements to open space
- Meeting with Splitters Creek residents – deer and goat concerns

Development Applications

AlburyCity continually places Development Applications on public notification in accordance with the provisions of the Albury Development Control Plan 2010. Advertising in the local newspaper occurs twice weekly and submissions are invited at these times for individual applications.

Our Management

Management Structure

Albury City Council consists of the Mayor and eight Councillors. Its day-to-day operations are controlled by the General Manager. For further information about the management structure, please refer to the organisational structure diagram on page 12 of this report.

Mayoral and Councillor Fees and Expenses

Mayoral and councillor fees and expenses for 2016–2017 were as outlined in the table below.

Council's policy on the payment of expenses and the provision of facilities for Councillors is available on the **AlburyCity website**.

Expense	$
Mayoral allowance	42,885
Members' fees and allowances	163,608
Conferences and seminars	6,158
Council meeting costs	12,351
Civic duties	7,885
Travel (NSW and interstate)	15,610
Travel (overseas)	0
Telephones, communications, IT equipment	17,692
Provision of office equipment	409
Sundry expenses	4,086
Mayoral vehicle	12,500
Training	4,150
Civic receptions (hosted)	2,087
Childcare	0
Spouse/partner costs	527
Total	289,948

Overseas Travel

No overseas travel was undertaken by AlburyCity Councillors during 2016-2017.

Senior Staff Remuneration

The total amount payable in 2016-2017 with regard to the employment of Senior Staff at AlburyCity is identified below. This includes amounts payable for salary, superannuation, vehicles, fringe benefits tax and all other costs directly associated with employment.

Position	Total Amount
General Manager	$322,021
Senior Staff (other than General Manager)	$1,095,581

Human Resources Activities

During 2016-2017, AlburyCity implemented a significant range of activities aimed at reinforcing our position as an employer of choice through a strong focus on employee engagement, community focus and a vibrant and rewarding work environment.

Support for the organisational Service and Efficiency Review Program continues to be a focus. Human Resource activities have particularly centred on change management initiatives as well as successful talent attraction and retention strategies to support the key changes that have been implemented. This has been particularly critical in order to ensure that AlburyCity's workforce resourcing is clearly aligned with our strategies, functions and planned projects.

The Disciplinary Procedure and the associated Internal Investigation Procedure have been reviewed to more clearly outline the interview process, along with clarifying of the role of support persons.

This year saw the remaining actions from our 2013 Employee Opinion Survey being finalised. In addition, we also undertook a further survey to seek the views of our employees with regard to working at AlburyCity. The survey results were extremely positive with around 400 employees participating. Among the highlights were 87% of respondents saying that they enjoyed working for AlburyCity and 84% saying it was a great place to work. These are outstanding results and show we have a highly satisfied workforce. It was great to see that our results improved on those from 2013 survey which shows that our commitment to continuous improvement is working. An Action Plan has also been prepared which further strengthens AlburyCity's commitment to engaging with our employees, through actively listening and the prioritising initiatives aimed at making the workplace even more positive, rewarding and enjoyable.

AlburyCity has undertaken an extensive amount of recruitment during 2016-2017, with 75 permanent positions filled as well as numerous casual placements. This has been driven by outcomes of the Service and Efficiency Review, an increased focus on secondment opportunities, conclusion of trainees/apprentices along with retirements.

AlburyCity's 'Grow Our Own' trainee and apprentice program continues to provide extensive opportunities for our people to live and learn locally. In 2016-2017 we recruited 13 new trainees, apprentices and graduates in the fields of Library Services, Laboratory, Regulatory Services (Ranger), Horticulture, Urban Planning, Hospitality, Children's Services and Human Resources.

Several of these positions were the result of existing trainees being successful in securing permanent positions, either at AlburyCity or in our wider community. We also successfully nominated a finalist in the 2017 NSW Regional Training Awards and held a further networking session where our trainees/apprentices engaged with AlburyCity's Directors and heard about their interesting and varied career journeys.

An extensive review of the Grow Our Own program was undertaken which resulted in a more comprehensive and flexible procedure. It provides clarification around eligibility, roles and responsibilities, contract periods and progression, as well as refining the trainee quarterly review progress to better reflect our values and performance expectations.

From a learning and development perspective, AlburyCity continues to support, deliver and offer a diverse range of individual, team and corporate training programs and opportunities. In 2016-2017 this included coordinating a significant amount of compliance training, supporting numerous career enhancement opportunities, facilitating important leadership development activities as well as coordinating specific programs such as managing challenging situations, manual handling, procurement, EEO and Code of Conduct.

As part of AlburyCity receiving the AR Bluett Award, we had the opportunity to present the associated Stephen Ward scholarship, which was complemented with an additional AlburyCity scholarship. Both of these honours allowed us to recognise the achievement of three employees who have all demonstrated a strong commitment to their professional and personal development.

Equal Employment Opportunity (EEO)

AlburyCity has continued to focus on creating and providing a positive and collaborative work environment and maintains a strong commitment to ensuring that EEO and diversity principles are reflected in everything we do. Over the last 12 months, AlburyCity has undertaken a range of activities, identified in our EEO and Diversity Strategy, including;

- Continued promotion of our Employee Assistance Program which provides valuable support for employees and their families in assisting them with both workplace and personal issues.
- Revision of the Flexible Work Arrangements procedure to provide employees with clearer guidance on the process and improved reference to specific legislative provisions.
- A review of the Grievance Procedure to clarify arrangements where employees are able to seek a review of specific decisions/ outcomes to ensure fairness and equity in the workplace.
- Reframing our EEO training program to better reflect our values and intent, with the training now indicating a positive approach to working together and contributing to a harmonious workplace. A number of the revised training sessions have been delivered to new employees.

Risk Management and Work Health and Safety

Over 2016-2017 AlburyCity's Enterprise Risk Management Framework was updated to reflect local government best practice with the publication of a new mandate and commitment. This included a totally revised Risk Management Policy. The Enterprise Risk Management Framework is aligned with AlburyCity's Integrated Planning and Reporting requirements and is focused on the delivery of AlburyCity's Community Strategic Plan, Albury 2030. The Enterprise Risk Management Framework articulates the risk management practices required to be undertaken in relation to all of AlburyCity's strategic, project and operational activities.

AlburyCity has continued with the development of the Safety Management System throughout 2016-2017. Major projects that were rolled out across the organisation included;

- a comprehensive redevelopment of the methods used to undertake site safety inspections at AlburyCity workplaces;
- refinements and updates to practices regarding the assessment and registration of contractors, and
- a review of the vaccination requirements for staff with an occupational exposure to infectious disease.

AlburyCity's Health and Wellbeing program continued to be well received and supported by employees over the last 12 months. In addition to initiatives associated with mental health and social engagement, a major workplace program was undertaken to improve the physical wellness of employees. Interested staff were given the opportunity to work for a six month period with health professionals to address any key identified health related issues.

The management of workplace incidents and injuries remained a strong focus for the Risk and Safety Team. AlburyCity continues to perform well in this area, with the Lost Time Injury Frequency Rate remaining steady over the 2016-2017 period and still well below historical trends. Tight management of claims and a strong ethos of encouraging workers to recover at work has kept lost time at relatively low levels and again had a significant positive impact on our workers compensation premium.

Our Accountability

Government Information (Public Access) Act 2009

(GIPA) Report

During the reporting period, AlburyCity received six formal 'access to information' applications under the *Government Information (Public Access) Act 2009* (GIPA Act). In the spirit of more open and transparent government, it is AlburyCity's practice to respond to the majority of requests for information informally or by proactively releasing information, rather than relying on the formal access to information process.

AlburyCity has adopted a practice of proactively publishing a broad range of information on our website and through social media sites such as Facebook and Twitter. AlburyCity regularly reviews the content that is proactively released. Where members of the public have expressed a keen interest in a particular subject matter, AlburyCity will seek to contribute new information for proactive release in an effort to meet community expectations of more open and transparent government. The improved content is based on the foundation of 'self-service' where members of the public can easily locate information that is regularly sought from AlburyCity.

When seeking information, AlburyCity encourages members of the public to:

- describe what information they would like to access in as much detail as possible, and
- explain why this information is important to them.

This further detail will assist AlburyCity in locating the information more efficiently and responding to the enquiry in a timely manner.

Public Interest Disclosure Annual Report July 2016 – June 2017

Section 31 of the Public Interest Disclosure (PID) Act requires public authorities to prepare an annual report on their obligations under the PID Act. The report below meets AlburyCity's obligations under the Act.

Statistical Information on PIDs

	July 2016 to June 2017
Number of Public Officials who made PIDs	0
Total number of PIDs received by AlburyCity	0
Of the total received, the number in each of the following categories:	
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Number of PIDs finalised in this reporting period	0

Update on PID obligations

AlburyCity currently has in place an Internal Reporting – Public Interest Disclosure Policy and an accompanying procedure. These documents are consistent with the NSW Ombudsman's model policy and they also align closely with Council's Code of Conduct. The policy and procedure are on the AlburyCity website under "Public Policies".

As part of our continuous improvement approach, the current Policy and Procedures will be updated pending the outcomes of the review of the Public Interest Disclosures Act 1994, to ensure alignment with any revised legislative changes.

AlburyCity has also taken positive steps to ensure employee awareness of PID reporting, obligations and associated information through the following means:

- Previous briefings to senior management and training for all employees on the PID legislation delivered by the Ombudsman
- Availability of the Internal Reporting – Public Interest Disclosure Policy, Procedure and reporting form on the AlburyCity intranet
- Ensuring that all new employees are informed on the policy, procedure and reporting tool as part of their orientation, including a brochure which outlines the key aspects of making a PID.

Further updates/information sessions will also be scheduled for all employees following any reviews of the Policy and Procedure.

Council responsibilities under the NSW Disability Inclusion Act 2014

Inclusion Policy and Legislation

"The Disability Inclusion Act 2014 (DIA) demonstrates the ongoing commitment of the NSW Government to building an inclusive community and requires the government to produce a Disability Inclusion Plan. The NSW Disability Inclusion Plan supports the DIA and provides a strategy to implement the Act's objects and principles across government and the community.

Disability Inclusion Action Plans (Action Plans) also mandated by the DIA, play a critical role in promoting the ethos of inclusion and provide the practical measures by which intent is transformed into action by agencies and local government. Action Plans will outline the practical steps NSW Government agencies will put in place to break down barriers and promote access to services, information and employment and promote the rights of people with disability". (NSW DIAP Guidelines)

Under the requirements of the NSW Disability Inclusion Act 2014, AlburyCity has completed the following:

- An Easy English Disability Inclusion Action Plan
- A review of the Access Committee's charter and purpose, to be known as the Terms of Reference has commenced, with adoption of the new Terms of Reference scheduled to occur at the November Access Committee meeting
- Council staff continue to actively participate in the Access Committee meetings and its activities
- The Albury Access Committee has formally collaborated with the City of Wodonga disability access committee, with an end of year function planned to occur as part of the International Day of Disability

Swimming Pools Amendment Act 2012 – Schedule 1

With the introduction of inspection requirements into the state legislation, AlburyCity has maintained a public safety focus through a swimming pool inspection program. During the reporting period 1 July 2016 to 30 June 2017, AlburyCity Council officers conducted more than 229 inspections on a total of 173 individual pools. Many of these were found to be non-compliant due to faulty components and poor maintenance regimes. The most common defects included:

- Height of fencing <1200mm
- Gaps in fencing >100mm below the fence
- Gates unable to self-close
- Resuscitation chart not on display

In most instances the property owners have cooperated with Council and had all identified non-compliance issues rectified before a subsequent inspection. AlburyCity will generally work with an owner to achieve compliance. However, where cooperation is not forthcoming, formal notices are issued. During the reporting period AlburyCity issued two notices of intention to serve an order and two orders for pool safety barriers to be upgraded. There are no orders or notices currently outstanding.

Since the introduction of the State Swimming Pool Register a total of 2353 swimming pools have been registered in the AlburyCity LGA showing a significant increase from 2174 in 2016.

Reporting Requirement	Total Number
Number of inspections carried out on tourist or visitor accommodation	7
Number of inspections of premises on which there are more than two dwellings	3
Number of Certificates of Compliance issued under section 22D of the Swimming Pool Act 1992	138
Number of Certificates of Non Compliance issued under clause 18BA of the Swimming Pools Regulation 2008	16



Competitive Neutrality Principles

To ensure that its operations comply with national competition requirements, Council has identified those activities that must be treated as separate business operations. Council's declared business activities are categorised as either Category 1 (gross operating turnover exceeding $2M – Albury Airport, water supply, sewerage and Albury Waste Management Centre) or Category 2 (gross operating turnover less than $2M – Banjora Children's Centre, cemetery and crematorium, and Albury Entertainment Centre).

All Category 1 business activities are expected to generate a return on capital investment that is comparable to rates for commercial businesses operating in similar activities, having regard to the local, national and global financial conditions. Further, any advantages that the business activities may enjoy because of Council ownership (in borrowing funds and the equivalent of any taxation payments that would be payable by private sector operations) are identified by the Special Purpose Financial Statements.

Council has a complaints management policy that also provides for dealing with complaints relating to competitive neutrality. No such complaints were received during the 2016–2017 reporting year.

AlburyCity Representation on Regional Forums

To enhance cross-border and regional cooperation, recognise growth opportunities and foster consistency and better use of resources, AlburyCity continues to have active representation on the following regional forums:

- Albury Wodonga Consultative Committee
- Alliance of the Councils and Shires of the Upper Murray
- Charles Sturt University Murray Hume Regional Consultative Committee
- Evocities
- Hume Corridor Passenger Rail Collaboration
- Hume Zone Bush Fire Management Committee
- Hume Zone Liaison Committee
- Lake Hume Land and On-Water Management Plan Community Reference Group
- Local Emergency Management Committees
- Murray Arts Board
- Murray Darling Association Inc.
- Murray Regional Tourism (Murray River Region Tourism Limited)
- NSW Inland Forum
- Parklands Albury Wodonga
- Public Library NSW Association (South West Zone Group)
- Regional Consultative Committee Coalition of Councils for High Speed Rail
- Riverina and Murray Regional Organisation of Councils
- Riverina Regional Cities Group

Section 508A Special Variation to Rates Income (SVR) Report

In 2011 the Independent Pricing and Regulatory Tribunal (IPART) determined that AlburyCity may increase its general income for the period 2011–2012 to 2013–2014 by 16.98% through a Special Variation to Rates (SVR) with the following annual increases.

	Year	Annual increase in general income (%)	Cumulative increase in general income (%)
Year 1	2011–12	5.64	5.64
Year 2	2012–13	5.69	11.65
Year 3	2013–14	4.77	16.98

The approval was subject to two conditions:

1) That Council uses the additional income for the purposes of funding the projects consistent with the Council's application.

2) That Council reports in its annual report for each rating year over the period 2011–2012 to 2020–2021:

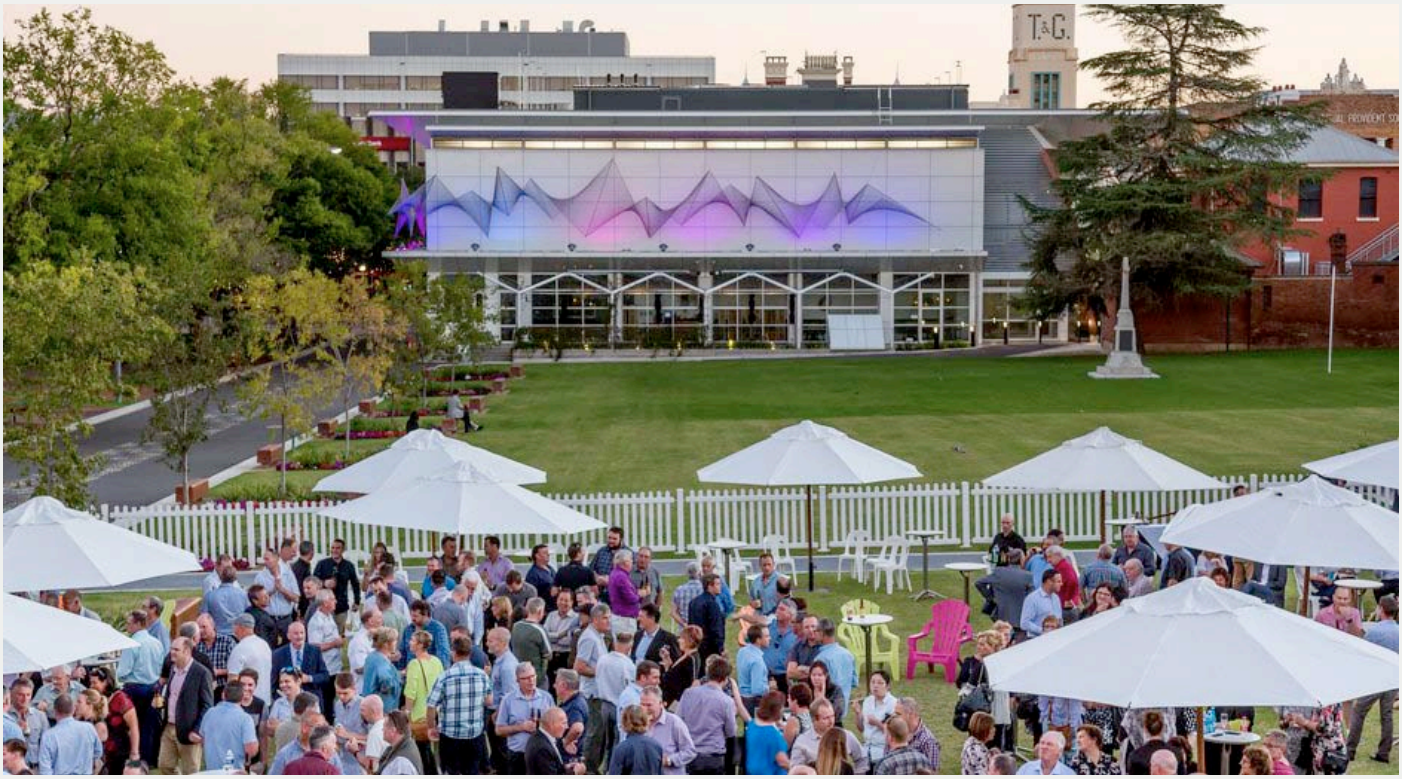
   a) Expenditure on the projects listed in Appendix A of IPART's determination

   b) The outcomes achieved as a result of the special variation

   c) Its asset renewal and maintenance expenditure

   d) Its actual productivity savings achieved

   e) Any significant variations from its financial results as forecast in its Long Term Financial Plan and any corrective action taken or to be taken.



a) Expenditure on SVR projects

Project Description	SVR Allocation	Total Project Expenditure
Hamilton Valley Sports Field establishing (next to Lavington Oval)	$1,155,000	$920,462
Lavington Oval Master Plan works – Sporting Hub	$1,500,000	$302,937
Alexandra Park track resurface & drainage	$1,000,000	$954,469
Sportsfield Lighting upgrade program	$300,000	$155,899
Albury Entertainment Centre upgrade	$560,000	$723,814
Cultural Precinct Master Plan works including joining Art Gallery and Burrows House	$3,500,000	$11,577,381
Wagirra Trail, Murray River Experience	$2,205,000	$2,983,515
Mungabareena Vegetation Master Plan works	$130,000	$62,058
National Foresters Grove Master Plan works	$30,000	$18,901
Padman Park Management Plan – Weed control and revegetation	$105,000	$37,901
Reserve and open space upgrade works: Apex Park, Nail Can Hill and Monument Hill	$137,500	$188,221
Roads and footpath program	$5,769,000	$5,011,905
Change rooms, Public toilet and kiosk upgrade program	$340,000	$640,311
Volt Lane public car park	$5,500,000	$8,015,535
Volt Lane, AMP Lane redevelopment & beautification	$1,000,000	$974,127
Way finding signage	$200,000	-
CBD Rail Precinct – southern access	$300,000	$323,174
CBD Kiewa Rehab	$1,600,000	$1,800,156
CBD Mate Street – central median and landscaping	$300,000	$378,340
CBD Dean Street (Macauley to Young) - central median and landscaping	$100,000	$562,220
CBD Wodonga Place – central median and landscaping	$400,000	$457,567
CBD Urana Road – car parking, landscaping and reconfiguring	$300,000	$1,002,844
CBD QE II Square improvements	$160,000	$333,003
CBD Urban and Public Art	$770,000	$689,592
CBD Wagga Road – upgrade^	$2,600,000	$2,767,685

^After extensive community consultation in July 2013, the Griffith Road SVR project was transferred to 'CBD Wagga Road'. 87% of respondents were supportive of Council relocating the $600,000 earmarked for Griffith Road to Wagga Road.

b) Outcomes achieved as a result of the special variation and significant variations

The projects undertaken through the SVR process have had an impact on the outcomes of the Community Strategic Plan – Albury 2030. Within this annual report, each SVR project has been listed under the particular theme and outcome of Albury 2030. Along with other identified strategic actions, the completion of the SVR projects will work towards achieving the long-term vision for Albury as determined through community consultation.

Asset renewal and maintenance expenditure

Actual asset renewal within the General Fund compared to depreciation expense has been better than projected in Council's special variation application as detailed in below.

Asset Renewal Ratio	2011	2012	2013	2014	2015	2016	2017
Actual	45%	72%	86%	126%	108%	108%	72%
Projected	48%	52%	45%	56%	45%	57%	59%

Actual asset maintenance expenditure has been greater than or equal to the level of required maintenance.

c) Productivity savings achieved

AlburyCity's Special Variation Application highlighted the following planned productivity improvements:

Planned productivity improvements	Status
Introducing a self-check-out system at libraries	Complete
Using traffic modelling software to minimise the use of consultants	Complete
Reducing paper use through double-sided printing	Complete
Replacing desktop personal computers to reduce electricity consumption and extend equipment life	In progress
Investigating the conversion of water and sewer telemetry system to the Council's IT network	In progress
Adopting an online development application tracking system	Complete
Undertaking reviews of kiosk and library services, vacant positions, procurement, fees and charges	Complete
Relocating the Lavington Library to a commercial building in 2012	Complete

The estimated annual value of completed productivity improvements is equal to $294,000.

d) Any significant variations from its financial results as forecast in its Long Term Financial Plan and any corrective action taken or to be taken

Actual financial results for the past four years have been better than forecast in Council's Special Variation Application.

Due to projected Service and Efficiency Review program savings and other budget improvements, Council's Long Term Financial Plan now projects that the General Fund will achieve at least a break-even operating result before capital income in future years.

General Fund operating result	2011 '000	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000
Actual surplus (deficit)	($6,226)	($1,856)	($2,447)	($3,428)	$7,383	$3,540	$7,050			
Long Term Financial Plan projected surplus								$241	$964	$989
Special Variation Application projected deficit	($7,063)	($6,417)	($6,562)	($3,956)	($5,522)	($5,728)	($6,297)	($7,049)	($7,584)	($8,118)

Service and Efficiency Review Program

The Service and Efficiency Review Program assists to deliver the community strategic plan 'Albury 2030' while being financially sustainable as an organisation. It's an opportunity for Council to review its services and service levels and find ways to improve delivery and boost efficiency.

Fifty four (54) AlburyCity services are being reviewed between 2013 and 2018, with the full implementation scheduled to continue until 2020. 29 reviews had been completed as at the end of June 2017.

The ongoing General Fund operating budget savings achieved to date total $2.84 million.

Actual Savings	2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	2017/18 $'000	2018/19 $'000
Total savings	$1,027	$26	$618	$988	$179	0	0

Details of each contract over $150,000 awarded by Council during 2016–2017

Vendor	Description	Start Date	End Date	Contract Value	2016-2017 Spend
Hardman Chemicals Pty Ltd. 11 Boden Road SEVEN HILLS NSW 2147	Calcium nitrate supply for sewer system	09-08-16	09-08-19	$376,200	$149,662
AP Delaney & Co Pty Ltd PO Box 730 ALBURY NSW 2640	NEXUS Subdivision Stage 1 construction	07-09-16	17-02-17	$3,409,186	$1,986,947
Abergeldie Watertech Pty Ltd PO Box 10 REGENTS PARK NSW 2143	Rehabilitation of existing sewer mains	13-09-16	12-12-16	$697,880	$725,690
Excell Gray Bruni Pty Ltd 4A Mores Court WODONGA VIC 3690	Diggers Road Reservoir to Oliver Street reconstruct	10-10-16	23-12-16	$437,371	$456,429
Ausshredding Pty Ltd PO Box 250 MILDURA SOUTH VIC 3501	Green waste mulching 2016	01-11-16	31-10-18	Pricing agreement* Approx total value $250k	$118,773
Teilion Pty Ltd Architects 431 Smollett Street ALBURY NSW 2640	Lavington Sportsground design services	10-11-16	15-09-17	$635,767	$236,667
A P Delaney & Co Pty Ltd, Hutchinson Civil, Hurst Earthmoving, Walsh Earthmoving, Porter Plant PO Box 730 ALBURY NSW 2640	Earthworks and plant hire panel contract	02-01-17	01-01-19	Pricing agreement* Approx total value $400k	$195,295
SNP Security 30-32 Richmond Road HOMEBUSH NSW 2140	Airport Security screening services	16-01-17	15-01-22	$5,513,405	$1,133,375
Mitchell Construction NSW 142 North Street ALBURY NSW 2640	Mitchell Park footpath concreting	30-01-17	03-04-17	$376,044	$222,045
Smart Cities Solutions Locked Bag 155 COFFS HARBOUR NSW 2450	CCTV Dean Street Stage 3	02-02-17	27-05-17	$483,912	Nil
Ried Constructions Pty Ltd PO Box 741 ALBURY NSW 2640	Albury Botanic Gardens perimeter fence	09-02-17	27-05-17	$304,361	$212,700

Details of each contract over $150,000 awarded by Council during 2016–2017

Vendor	Description	Start Date	End Date	Contract Value	2016-2017 Spend
Southern Cross Developers Pty Ltd PO Box 350 ALBURY NSW 2640	Albury Waste Management Centre push pit construction	29-03-17	28-07-17	$1,594,556	$300,657
Excell Gray Bruni Pty Ltd 12 Allied Drive TULLAMARINE VIC 3043	Reconstruction of Yambla Place	07-04-17	08-06-17	$322,982	$354,365
A P Delaney & Co Pty Ltd PO Box 730 ALBURY NSW 2640	Travel Stop Way roundabout construction	18-04-17	17-07-17	$1,165,544	$930,221
Southern Cross Developers Pty Ltd PO Box 350 ALBURY NSW 2640	Airport terminal upgrade construction	08-05-17	05-03-18	$4,496,176	Nil
DeKort Pumps PO Box 8155 WODONGA VIC 3689	RFQ North Albury Pump Station modifications	06-06-17	25-09-17	$156,366	Nil
Teneo Level 2 50 McDougall St MILTON QLD 4064	Albury Waste Management Centre bulk earthworks Stage 2	25-05-17	30-07-17	$292,079	$215,309
Longford Civil 54 Honeyeater Circuit THURGOONA NSW 2640	Table Top water supply augmentation -south	28-06-17	23-12-17	$1,723,931	Nil
NTNS Group 1/47 Quinn St PRESTON VIC 3072	Supply of cleaning services city area	11-04-17	11-04-20	Pricing agreement* Approx total value $399k	$47,148
Depan Group 23 Milton Parade MALVERN VIC 3144	Lavington Sportsground demo, earthworks and sportsfield construction	30-06-17	10-01-18	$2,710,562	Nil

**Price per unit only. Set element is the period of time rather than specified value.*

Legal Issues Completed

There were no insurance matters litigated during the 2016-2017 period and no costs incurred in relation to legal proceedings in that regard.

There were two court cases determined through the Land and Environment Court:

- Case 2015/11181 – Class 1 Appeal – Albury Demolitions Pty Ltd v Albury City Council. Appeal against Council's determination to refuse consent. Matter determined in Section 34 Conference. The legal costs incurred during 2016-2017 were $10,821.25
- Case 2016/180882 – Class 3 Proceedings – Gordongai Pty Ltd v Albury City Council. An appeal on valuation assigned to land as part of a compulsory acquisition process was settled prior to court proceedings. Legal costs incurred during the 2016 -2017 were $10,689.

One Outstanding Notice was issued for overgrown vegetation. The appeal was unsuccessful however Council incurred costs of $1,500 during 2016-2017.

External Bodies Exercising Delegated Functions

During 2016–2017 the external bodies that exercised functions delegated by Council were the Wonga Wetlands Conservation Association and the Riverina and Murray Regional Organisation of Councils (RAMROC).

Contributions and Donations to Community Organisations

Financial Assistance	$
Albury Northside Chamber of Commerce –Promotional Levy	135,320
Albury Northside Chamber of Commerce	132,340
Event Sponsorship[1]	54,218
Albury Entertainment Centre subsidised use[2]	8,251
Landfill Charity Donations[3]	47,751
SportsAlbury[4]	29,796
Murray Arts	29,555
Albury Wodonga Eisteddfod	25,450
HotHouse Theatre	25,450
Albury City Band	20,180
Cultural Grants[5]	19,850
Community Grants[6]	12,391
Council Buildings - Hot House Theatre	7,453
Mayoral Discretionary[7]	3,359
Individual Athletes[8]	3,400
Albury and Border Rescue Squad	2,767
Albury Showgrounds	9,858
Subsidised rates[9]	149,000
Border Trust (proceeds from White Ribbon Ball)	23,120
Murray Conservatorium	17,500
The Flying Fruit Fly Circus	9,934
Total	**$766,943 excl. GST**

Recipients of AlburyCity Contributions and Donations

Event Sponsorship[1]	
Water Polo Australia - National under 14 championships	NSW RSL Congress
Albury City Band - 150th anniversary	Border Districts Show Jumping Club
Border Music Camp Inc.	Albury Wodonga International Horse Trials
Border District Budgerigar Society	Revolution Pictures - The BBQ feature film
Australian Country Junior Basketball	Albury-Wodonga Yacht Club Inc. – Sail Country
Albury Wodonga Darts Open	AFL (NSW/ACT) State Carnival
Albury Show Society Inc.	Albury Tennis Association - National Schools Tournament
Rotary Club of Albury Wodonga - Border Dimensions Event	Dragons Down Under Pty Ltd - National Dragon Boat Championships
St Matthew's Music Association - Chamber Music Festival	Hockey Albury Wodonga
Majestic Vanners Australia	Hume Camellia Society Inc.
In-kind support for Community Events (such as additional waste management collection or equipment)	Albury Wodonga Racquetball Club - National Championships
Albury Croquet Club Inc.	Murray Conservatorium Choir
Charles Sturt University Banners	Albury Harness Racing Club
Lake Hume Cycle Challenge	National Wagyu Conference
Antique Car Club of Albury Wodonga	
Albury Entertainment Centre Subsidised Use[2]	
Albury/Wodonga Eisteddfod	Northern Folk (Band supporting Mental Health Week)
Livid Theatre Company - "Annie"	Lavington East Public School
James Fallon High School	Lavington Public School
Charles Sturt University	Albury High School Subsidy
Albury Wodonga Junior Football League	
Landfill Charity Donations[3]	
ADRA Op Shop	Albury Showground Trust
Albury Wodonga Volunteer Resource Centre	Emergency Services
Kalianna Enterprises Inc.	Lifeline Albury Wodonga
Mercy Connect Limited	Salvation Army
St Vincent De Paul Society	Thurgoona Men's Shed

Recipients of AlburyCity Contributions and Donations

SportsAlbury[4]	
Senior Soccer Net - Grant	North Albury Bowling Club
Lavington Tennis Club	Albury & Border Kennel Club
Wirlinga Pony Club	St Patrick's Cricket Club
Northside Stingrays Water Polo Club	Ovens & Murray Water Polo Association
Cultural Grants[5]	
Petaurus Education Group	Murray Arts
The Other Theatre Company Inc.	Albury Chamber Music Festival
Albury Wodonga Aboriginal Health	
Community Grants[6]	
Murray River Warriors Inc.	A J Sullivan Dance First Nations Football Match
Survivors of Suicide and Friends	Albury Legacy Club
United Hospital Auxiliaries of NSW	Brave Hearts on the Murray
Albury Toy Library	Albury Wodonga Aboriginal Health
Mayoral Discretionary[7]	
Lions Club Of Albury Inc.	Quality Resort Siesta Albury
Made With Love Craft Group	Albury Gang Show
Technical and Further Education	Albury North Manual Activities
Filipino Australian Community	Carly Ward
Albury Police-Fleur Riordan	2nd Albury Cub Scouts Group
Rotary Club of Albury North	Carevan Foundation
Individual Athletes[8]	
Joanne Barber	Blair Talbot
Michael Hamilton	Samantha Campbell
Sharnee Effting	Bradley Nicholson
Leisa King	Damian Gillard
Nicky Lockley	Gerard Wild
Angela McDonald	T M Heather
Shane Martin	

Recipients of AlburyCity Contributions and Donations

Subsidised Rates[9]	
Equestrian Association	Civil Aviation Academy Australasia
The Flying Fruit Fly Circus	Wonga Wetlands Conservation Association
HotHouse Theatre	Age Concern Albury Wodonga Inc.
Lapidary Club	Hockey Albury Wodonga/Little Athletics
Central Albury Occasional Care	Albury Umpires League Inc.
Yarrunga Childcare Centre	North Albury Football Netball Club
West Albury Preschool	Albury Football Club
Ross Circuit Preschool	Albury Netball Association
Lavington Girl Guides	St Pats Tennis Club
Scout Association of NSW	Lavington Tennis Club
Rotary Club of Albury North	Forrest Hill Tennis Club
Mitta Mitta Canoe Club	Glenly Tennis Club
Lavington Anglers Club	East Albury Tennis Club
Albury Wodonga Sport Fishing Club	Albury Tennis Club
Albury Wodonga Table Tennis Association	Westside Community Centre Inc.
Riding For The Disabled	Thurgoona Community Centre Inc.
Albury Wodonga Amateur Radio Club	Lavington/Springdale Heights Community Centre
Albury Croquet Club Inc.	Albury Smallbore Riffle Club

Sport and Recreation Grants

	$
St Patrick's Cricket Club	8,500
Albury United Soccer Club	5,510
Lavington Tennis Club	4,291
Wirlinga Pony Club	3,820
Ovens & Murray Water Polo Club	3,212
North Albury Bowling Club	2,506
Albury & Border Kennel Club	1,200
Northside Stingrays Water Polo Club	757
Total	**29,796**

Subsidised usage of community centres

	$
Thurgoona Community Centre Incorporated	114,274
Westside Community Centre Incorporated	67,201
Lavington/Springdale Heights Community Centre	36,901
Total	**218,376**

AlburyCity Community Fund projects

	$
JC King Park (Albury Netball Association) amenities building	9,825
Billson Park - cricket wicket upgrade	16,027
Splitters Creek Community Hall - Outdoor facility improvements and installation of new floor in the hall	21,328
Thurgoona Community Centre - Stage 3 Landscaping Recreational area	4,500
North Albury Bowling Club - Completion of Iris garden and Flagpole area including pergola erection	3,523
Ground improvements at Albury Hockey Centre grassed area – Albury Hockey Association and Murray United joint proposal	18,182
Jelbart Park Perimeter Fence installation	46,259
Glen Park - improved disabled access and risk mitigation works	20,263
Lavington Sports Ground - disabled toilet facility	12,545
Total	**152,452**

Controlling Interests in Companies

AlburyCity has a controlling interest in the Wonga Wetlands Conservation Association. Council also holds the position of Director on the Board of the Murray River Region Tourism Limited (Murray Regional Tourism) on behalf of Riverina and Murray Regional Organisation of Councils (RAMROC).

Section 355 Committees

As allowed by section 355 of the Local Government Act 1993, some of Council's functions are exercised by the Riverina and Murray Regional Organisation of Councils (RAMROC) and the Table Top Community Centre Committee.

Joint Ventures

Council is party to two joint venture agreements. The first is with the Australian Government Department of Finance in relation to the Thurgoona Industrial Estate Joint Venture Agreement, the second with State Forestry Commission of NSW being a Softwood Joint Venture Agreement related to a softwood plantation at the Waterview Treatment Plant.

Work Carried Out on Private Land

There was no work carried out on private land during 2016–2017.

Responsible pet ownership and the requirements of the NSW Companion Animals Act

Companion animals play an important part in the lives of Albury residents. AlburyCity has continued to support and encourage responsible pet ownership and the positive experiences and benefits it brings to people in our community. To promote responsible pet ownership, AlburyCity was involved in a number of community based events throughout the year including the RSPCA's Million Paws Walk. AlburyCity Rangers actively participated by assisting animal owners with the registration process and providing microchipping services.

The Companion Animals Management Panel which comprises local veterinarians, the RSPCA, animal welfare groups, kennel clubs and special interest groups continued to play an important role by encouraging pet ownership through their participation and local networks. However, complaints about nuisance and destructive behaviour of companion animals continue to require significant Council resources.

These include complaints about barking, stray and aggressive animals.

AlburyCity's Animal Management Facility provides a valuable service for the community with housing companion animals and stray livestock. The number of seized and impounded animals for 2016-2017 was 1224 with 184 (approximately 15%) being returned to their owner prior to impounding. A further 482 (approximately 40%) were claimed by their owners at the Animal Management Facility. Council maintains a focus on early identification and returning animals to their owners and this reinforces the principles of responsible pet ownership. The main reasons for not being able to reunite animals with their owners are:

- A lack of identification and/or
- Failure to keep owner contact information up to date on the Companion Animals Register

Data Collection Return for Companion Animals

DOGS	Seized	Returned to Owner before Impounding	Transferred to Council's Facility	Returned to Owner after Impounding*
2012-2013	1070	425	645	409
2013-2014	1147	411	736	501
2014-2015	1063	361	702	511
2015-2016	907	218	689	491
2016-2017	805	168	637	442

**Number does not include animals adopted by new owners and/or animal organisations.*

CATS	Seized	Returned to Owner before Impounding	Transferred to Council's Facility	Returned to Owner after Impounding*
2012-2013	334	16	318	26
2013-2014	296	33	263	24
2014-2015	398	16	382	28
2015-2016	357	17	340	31
2016-2017	419	16	403	40

**Number does not include animals adopted by new owners and/or animal organisations.*

Off Leash Areas

Providing off-leash areas encourages residents to actively exercise with their dogs, therefore gaining health benefits and promoting social interaction between dogs and between dog owners.

At the end of June 2017, AlburyCity had five designated off-leash areas to allow owners to exercise their dogs without the restrictions of a leash (off-leash).

The five areas are located at:

- Oddies Creek Park – off Wodonga Place next to the Oddies Creek Adventure Playspace
- Alexandra Park – at the corner of Cadell Street and Keene Street
- Logan Road Off Leash Park – on Logan Road between Fredericks Park and Bunton Park
- Poplar Drive Reserve – behind Heathwood Park
- Gordon Street Reserve – corner of Garoogong Road and Gordon Street.

Investigations are continuing in relation to the provision of additional off-leash areas in Thurgoona, Mungabareena Reserve in East Albury and West Albury. The off-leash areas are all signposted and promoted through Council's website, News from AlburyCity, social media and other media releases, staff advice and animal-related events.

The 'Albury – A Dog Friendly City' strategy was adopted by Council in February 2013 and provides detail in relation to a number of the strategic actions within the Companion Animals Management Plan. There was no additional progress on the strategy in 2016-2017, however work is planned for Alexandra Park in 2017-2018.

Actions within the strategy that have been progressed to date include:

- Continued improvements at Logan Road Off Leash Park in response to the significant increase in usage of the site
- The determination that an off-leash area in Thurgoona is best planned within a future open space precinct in line with the Thurgoona/Wirlinga Structure Plan



Audited Financial Statements for the Year Ended 30 June 2017

AlburyCity's audited financial statements and the auditor's report for the year to June 30 2017 are available on the **AlburyCity website**.





ALBURYCITY
ANNUAL REPORT
2016-2017

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AlburyCity

FAC8.2 Investment Balances - October 2017

DATE	4 November 2017	**FIL REFERENCE**	FIL17/01021
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive Services	**PHONE**	6023 8755
AUTHOR	Justin Finlayson		

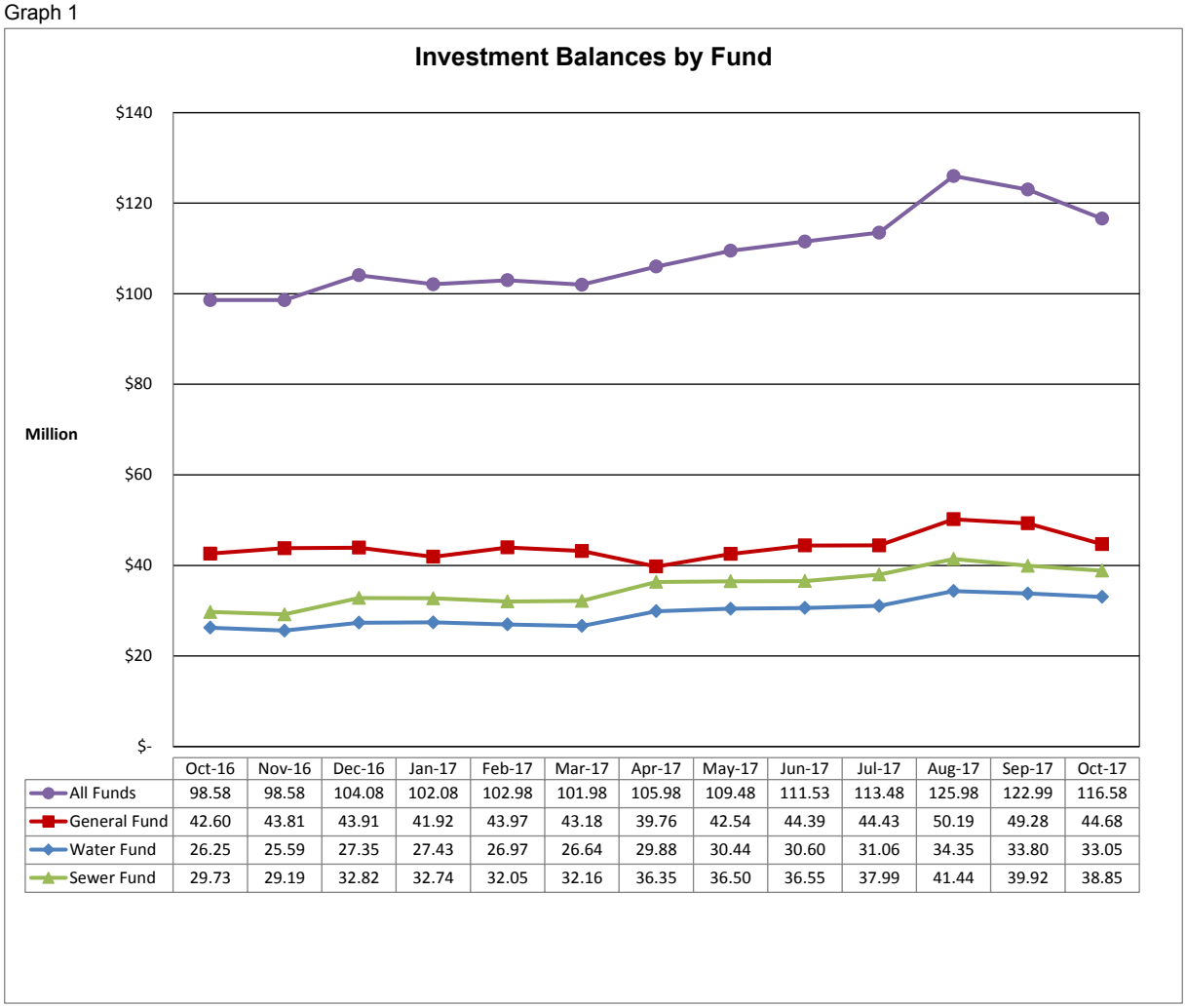
Purpose of Report

This report presents to Council details of all money invested as at 31 October 2017 as required by the *Local Government (General) Regulation 2005*.

Background

AlburyCity's investment portfolio decreased by $6.4 million to $116.6 million during the month ended 31 October 2017. This decrease was mainly due to General Fund expenditure.

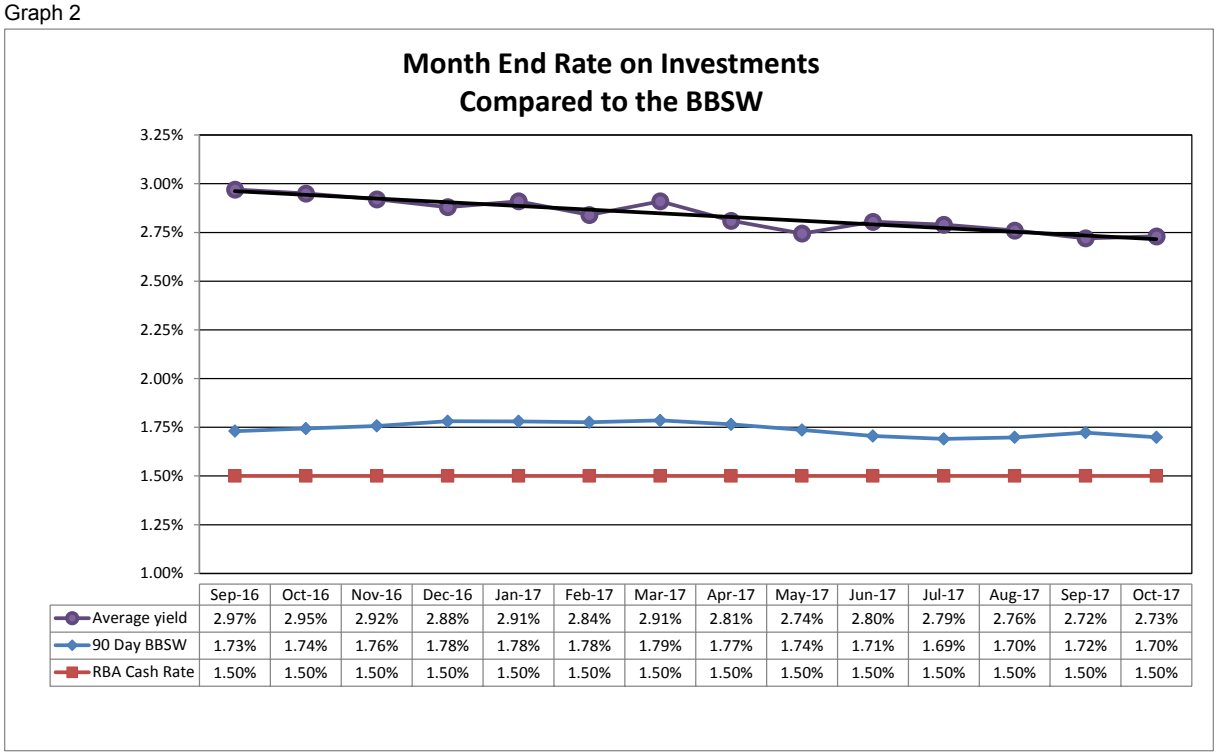
Graph 1



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
All Funds	98.58	98.58	104.08	102.08	102.98	101.98	105.98	109.48	111.53	113.48	125.98	122.99	116.58
General Fund	42.60	43.81	43.91	41.92	43.97	43.18	39.76	42.54	44.39	44.43	50.19	49.28	44.68
Water Fund	26.25	25.59	27.35	27.43	26.97	26.64	29.88	30.44	30.60	31.06	34.35	33.80	33.05
Sewer Fund	29.73	29.19	32.82	32.74	32.05	32.16	36.35	36.50	36.55	37.99	41.44	39.92	38.85

The average yield of AlburyCity's investments held at 31 October 2017 was 2.73%, which is 0.01% better than the prior month end. As a result of the Reserve Bank of Australia reducing the cash rate in August 2016 to a record low of 1.5%, the average yield of AlburyCity's investment portfolio has steadily declined as term deposits have matured.

Graph 2



	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Average yield	2.97%	2.95%	2.92%	2.88%	2.91%	2.84%	2.91%	2.81%	2.74%	2.80%	2.79%	2.76%	2.72%	2.73%
90 Day BBSW	1.73%	1.74%	1.76%	1.78%	1.78%	1.78%	1.79%	1.77%	1.74%	1.71%	1.69%	1.70%	1.72%	1.70%
RBA Cash Rate	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

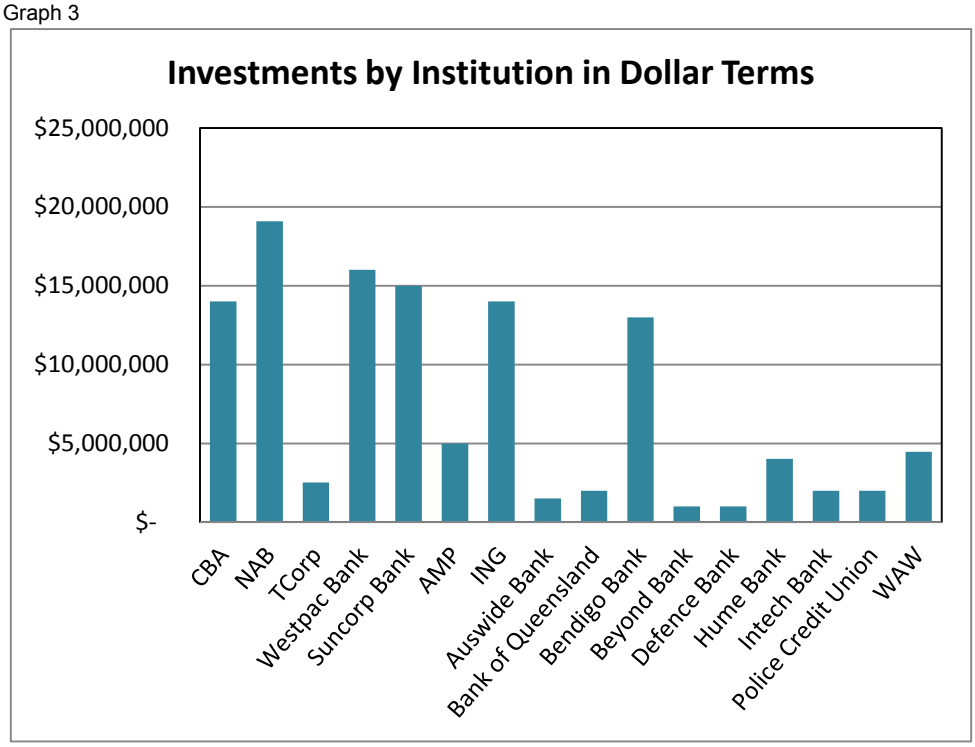
The profile of Council's investments held at 31 October 2017 is detailed below.

Table 1

FACE VALUE	Issuer/Security	S&P RATING	INVESTMENT DATE	YIELD %	PERIOD DAYS	MATURITY DATE	GREEN INVESTMENT
Top Tier Institutions							
$ 2,517,937	TCorp - Cash Fund	AA-		2.52%	At Call	N/A	No
$ 1,500,000	CBA	AA-		1.45%	At Call		No
$ 3,500,000	CBA	AA-	4/01/2017	2.74%	365	4/01/2018	No
$ 2,000,000	CBA	AA-	11/07/2017	2.62%	365	11/07/2018	No
$ 4,000,000	CBA	AA-	5/09/2017	2.62%	365	5/09/2018	No
$ 3,000,000	CBA	AA-	19/09/2017	2.62%	455	18/12/2018	No
$ 4,000,000	NAB	AA-	11/04/2017	2.65%	365	11/04/2018	No
$ 2,000,000	NAB	AA-	1/05/2017	2.65%	365	1/05/2018	No
$ 2,500,000	NAB	AA-	26/06/2017	2.62%	365	26/06/2018	No
$ 4,500,000	NAB	AA-	5/07/2017	2.62%	370	10/07/2018	No
$ 3,086,700	NAB	AA-	18/10/2017	2.59%	272	17/07/2018	No
$ 3,000,000	NAB	AA-	25/10/2017	2.59%	272	24/07/2018	No
$ 3,000,000	Westpac	AA-	8/08/2016	3.05%	456	7/11/2017	No
$ 3,500,000	Westpac	AA-	18/08/2016	3.05%	453	14/11/2017	No
$ 3,500,000	Westpac	AA-	7/09/2016	3.05%	447	28/11/2017	No
$ 2,000,000	Westpac	AA-	13/09/2016	3.05%	455	12/12/2017	No
$ 4,000,000	Westpac	AA-	29/08/2017	2.62%	455	27/11/2018	No
Second Tier Institutions							
$ 3,500,000	Suncorp Bank	A+	22/11/2016	2.76%	365	22/11/2017	Yes
$ 4,000,000	Suncorp Bank	A+	1/06/2017	2.60%	243	30/01/2018	Yes
$ 3,000,000	Suncorp Bank	A+	9/06/2017	2.60%	242	6/02/2018	Yes
$ 2,500,000	Suncorp Bank	A+	9/06/2017	2.60%	249	13/02/2018	Yes
$ 2,000,000	Suncorp Bank	A+	20/06/2017	2.65%	252	27/02/2018	Yes
Third Tier Institutions							
$ 1,000,000	AMP	A	1/05/2017	2.70%	274	30/01/2018	No
$ 3,000,000	AMP	A	27/07/2017	2.60%	365	27/07/2018	No
$ 1,000,000	AMP	A	5/09/2017	2.60%	364	4/09/2018	No
$ 4,000,000	ING	A-	6/06/2017	2.75%	196	19/12/2017	No
$ 1,000,000	ING	A-	9/06/2017	2.65%	382	26/06/2018	No
$ 1,000,000	ING	A-	9/06/2017	2.65%	389	3/07/2018	No
$ 3,000,000	ING	A-	10/08/2017	2.65%	425	9/10/2018	No
$ 2,000,000	ING	A-	31/07/2017	2.65%	456	30/10/2018	No
$ 3,000,000	ING	A-	10/08/2017	2.65%	460	13/11/2018	No
Other Institutions							
$ 3,000,000	Bendigo Bank	BBB+	12/01/2017	2.80%	362	9/01/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	8/02/2017	2.80%	363	6/02/2018	Yes
$ 2,000,000	Bendigo Bank	BBB+	6/02/2017	2.80%	365	6/02/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	30/11/2016	2.85%	460	5/03/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	1/05/2017	2.70%	365	1/05/2018	Yes
$ 5,000,000	Bendigo Bank	BBB+	9/05/2017	2.70%	365	9/05/2018	Yes
$ 2,000,000	Bank of Queensland	BBB+	17/01/2017	2.75%	364	16/01/2018	Yes
$ 1,000,000	Beyond Bank	BBB	9/05/2017	2.75%	287	20/02/2018	Yes
$ 1,000,000	Defence Bank	BBB	8/02/2017	2.75%	363	6/02/2018	Yes
$ 2,000,000	Intech Bank	BBB	7/03/2017	2.85%	364	6/03/2018	Yes
$ 1,500,000	Auswide Bank	BBB-	18/04/2017	2.82%	363	16/04/2018	Yes
$ 500,000	Hume Bank	N/A	29/11/2016	2.80%	364	28/11/2017	Yes
$ 627,470	Hume Bank	N/A	29/07/2017	2.60%	365	29/07/2018	Yes
$ 2,890,260	Hume Bank	N/A	2/08/2017	2.90%	365	2/08/2018	Yes
$ 2,000,000	Police Credit Union	N/A	29/11/2016	2.87%	364	28/11/2017	Yes
$ 500,000	WAW	N/A	29/11/2016	3.00%	365	29/11/2017	Yes
$ 1,210,887	WAW	N/A	9/05/2017	2.80%	371	15/05/2018	Yes
$ 2,751,246	WAW	N/A	6/02/2017	3.00%	577	6/09/2018	Yes
$ 116,584,500							

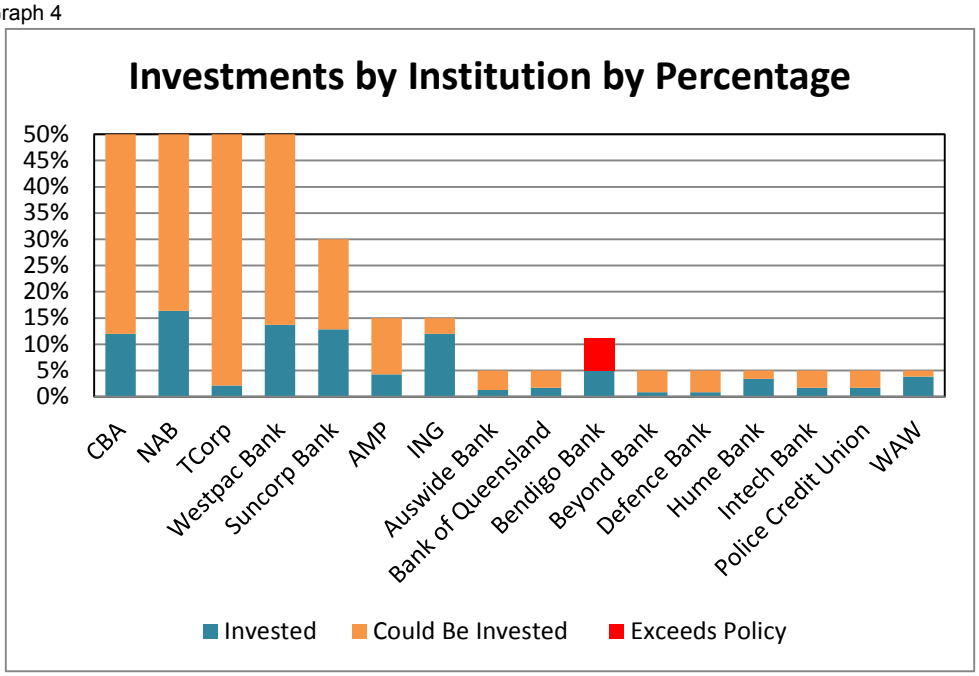
The amount invested with each financial institution is detailed by Graph 3 below.

Graph 3



Graph 4 below compares investments with each financial institution to the limits included in AlburyCity's Investment Procedure. Due to the downgrade of Standard and Poor's rating of the Bendigo Bank in May 2017, AlburyCity is holding more term deposits with the Bendigo Bank than what is provided for by AlburyCity's Investment Procedure.

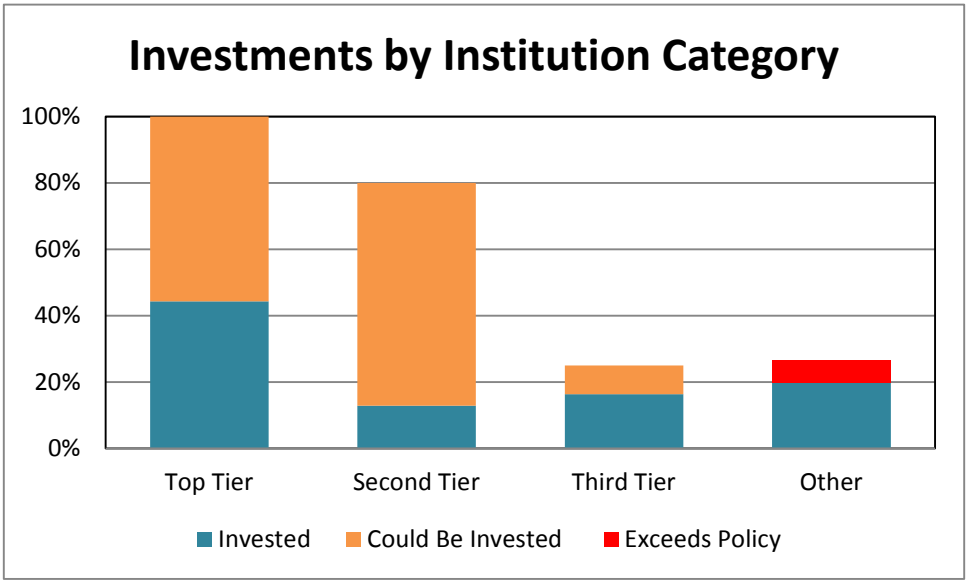
Graph 4



Graph 5 below compares the balance of investments by financial institution category compared to the limits included in AlburyCity's Investment Procedure. AlburyCity is holding more term deposits with lower rated authorised deposit taking institutions than what is provided for by AlburyCity's Investment

Procedure. This is primarily due to the downgrade of Standard and Poor's rating of the Bendigo Bank from A- to BBB+.

Graph 5



Graph 6 below identifies the percentage of investments held with financial institutions that do not invest in the fossil fuel industry. AlburyCity's Policy is to preference investments with financial institutions that do not support the fossil fuel industry, when the rate of interest is no less than other investments available at the time. At 31 October 2017 Council's non-fossil fuel investments equated to 39% of its investment portfolio

Graph 6

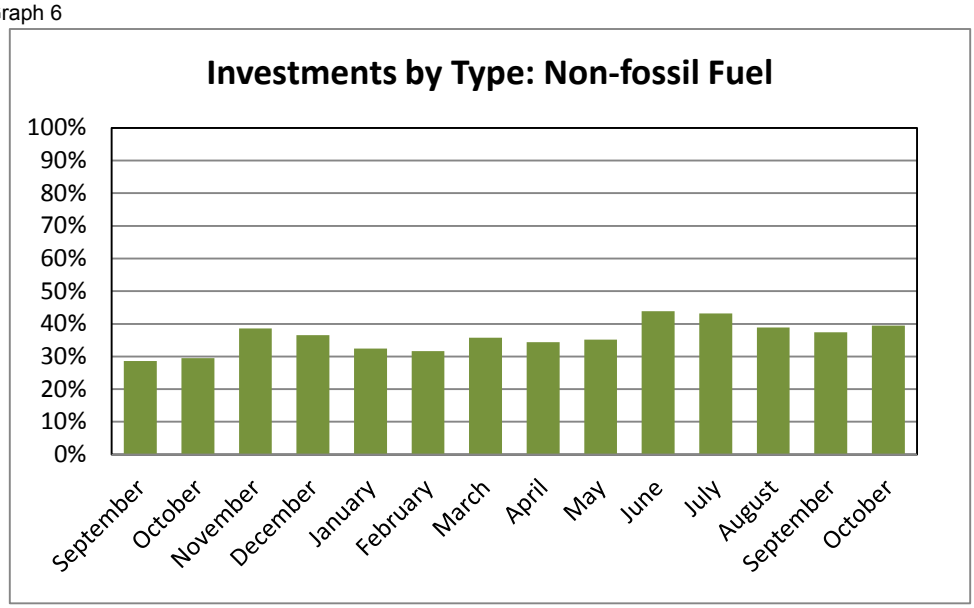


Table 2 below compares the year to date interest earned by fund compared to budget and the prior year.

Interest on Investments					
Year: 2017-18			Period: October		
	Actual YTD Previous Year	Forecast Budget YTD 2017-18	Actual YTD 2017-18	Variance ( ) Indicates UNFavorable	
	$	$	$	$	%
General Fund	(395,175)	(354,236)	(433,467)	79,231	22%
Water Fund	(268,262)	(226,600)	(311,021)	84,421	37%
Sewer Fund	(302,168)	(232,376)	(371,940)	139,564	60%
Grand Total	(965,604)	(813,212)	(1,116,427)	303,215	37%

Overall interest earned on investments was better than the year to date budget, which was mainly due to the level of investment holdings.

Issues

Investments made during the month of October 2017 were made in accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2005,* however AlburyCity's investment portfolio exceeds the investment credit risk parameters outlined in AlburyCity's Investment Procedure due to the lowering of the Bendigo Bank's long-term issuer credit rating by Standard and Poor's during May 2017. Council has previously determined to hold its existing term deposits with the Bendigo Bank until maturity.

Recommendation

That the Committee recommends to Council that Council receive and note the Investment Balances Report for the month of October 2017.

FAC8.3 Corporate Health Indicators - September 2017

DATE	2 November 2017	**FIL REFERENCE**	FIL09/01658
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive Services	**PHONE**	6023 8755
AUTHOR	Justin Finlayson		

Purpose of Report

The report presents a graphical snapshot of key organisational performance indicators for the quarter ended September 2017.

Variance Commentary

Financial Performance
Year to date operating expenses were 6% less than budgeted and operating income was 3% less than budgeted. Year to date income is less than budget due to Financial Assistance Grants which were received in advance in June 2017 and a budget timing variance relating to water income which will be rectified as part of the September Quarterly Budget Review.

Cash Position
Cash and investments at the end of the quarter were $22 million more than the original budget, which is mainly due to an increase in restricted Water and Sewer Funds, the timing of capital works and the early receipt of Financial Assistance Grants.

Employee Payroll Costs to Budget
Year to date total employee costs (including overtime) were 9.7% less than budget.

Employee Overtime Costs to Budget
Year to date overtime costs were in line with budget.

Work Place Safety
There were 30 safety related incidents involving AlburyCity workers in the September quarter. There was one new lost time injury in August, and over the quarter two injuries which occurred earlier in the year were reclassified to Lost Time injuries as the workers underwent surgery – despite conservative injury management. The quarter concluded with a lost time injury frequency rate (LTIFR) of 6.2.

Staffing Levels
The September quarter Full Time Equivalent (FTE) movement reports a slight increase. The completion of two flexible work requests due to the resignation of the incumbents have marginally increased the FTE. These positions have now reverted to the substantive full-time status. A new position of Marketing Coordinator has been approved as part of the Communications and Marketing Service and Efficiency Review. This is a temporary additional FTE until the redundant position of Senior Marketing Officer is finalised. The closing September FTE is 428.55. Overall, management continue to monitor the variations in FTE, with a stringent approval process in place for new positions.

The number of departures over the September quarter are marginally higher than AlburyCity's target. Of the 14 departures for the quarter, three were as a result of retirements, one voluntary redundancy and the remainder related to employees departing for a variety of personal reasons including relocation and career opportunities.

Works Program
The percentage of the Works Program that has been completed is 24.9% which is in line with target.

Development Application Processing
The processing time for Development Applications was higher than target in the September quarter and this is due to a number of significant applications being processed that had been delayed due to community interest, reporting cycles, delays in receipt of information to enable final assessment and limited staff numbers affected by existing vacancies. These applications included a number of complex and controversial residential and industrial developments.

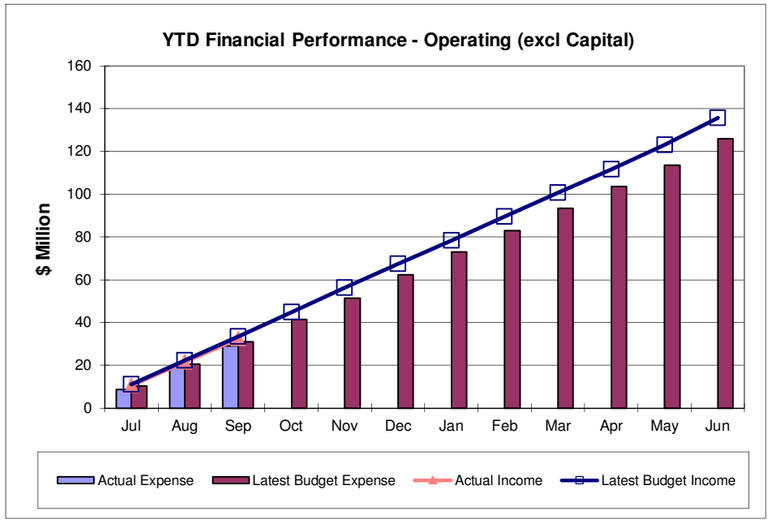
Delivery Program – Operational Plan Actions
At the end of the year Operational Plan Actions were 30% complete.

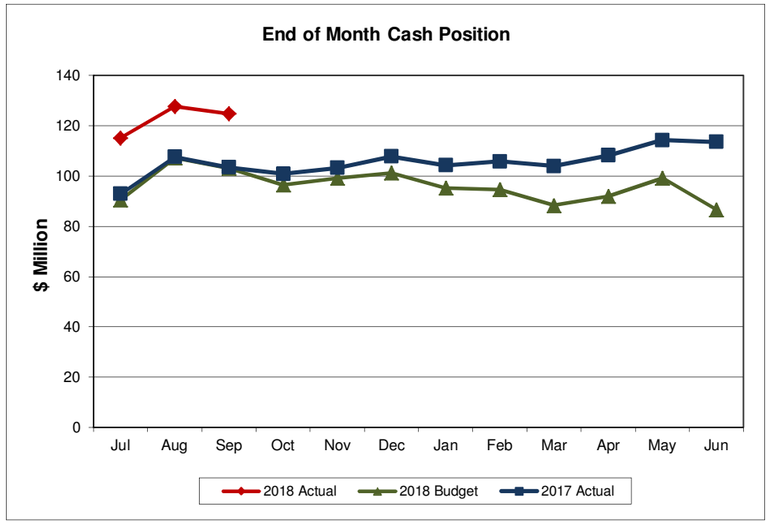
Recommendation

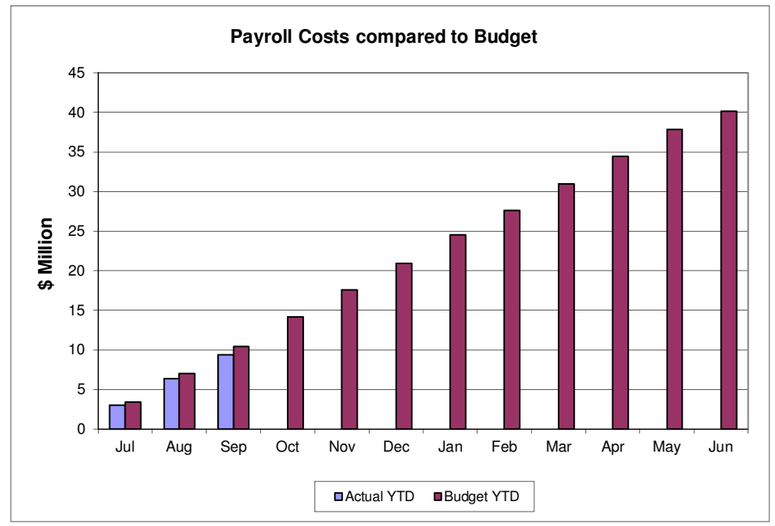
That the Committee recommends to Council that Council receive and note the September 2017 Corporate Health Indicators Report.

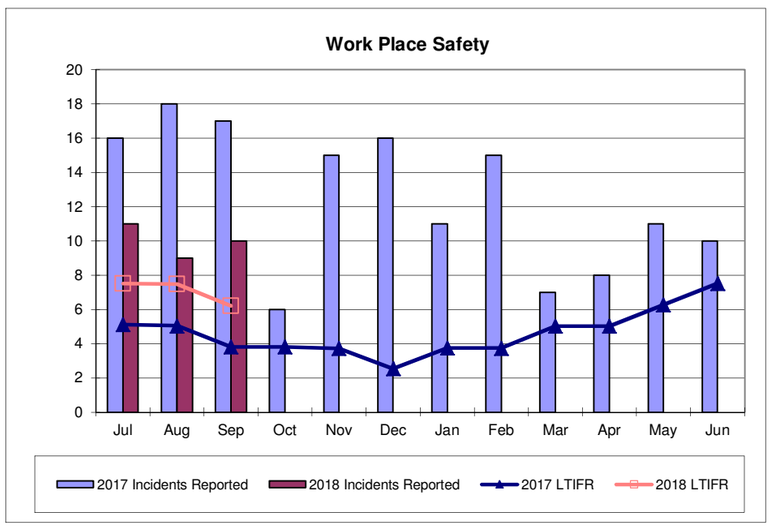
- **Attachments**
  1. Corporate Health Indicator Graphs – September 2017

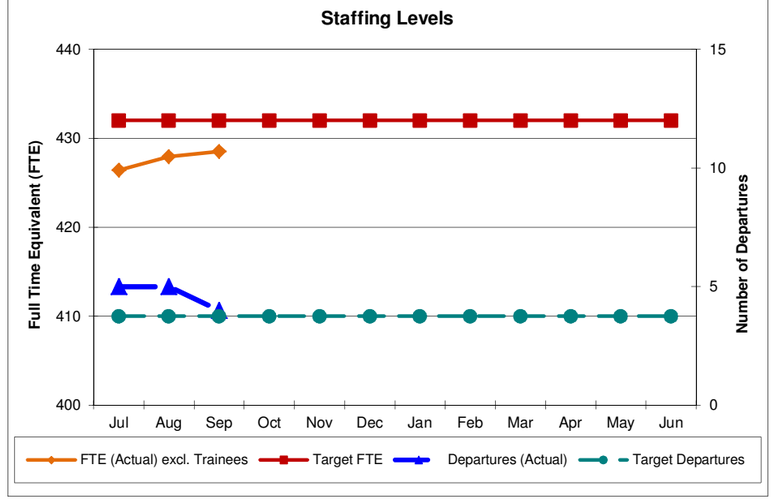
Council Monthly Health Indicator Reports
For Financial Year 2017-18

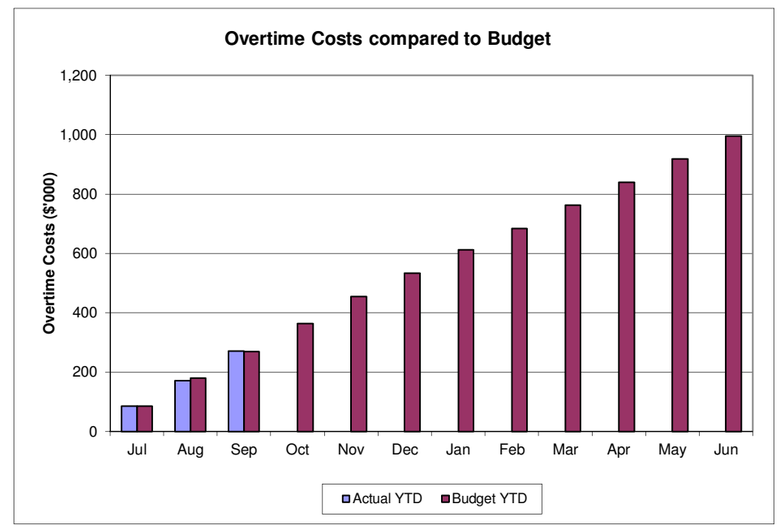


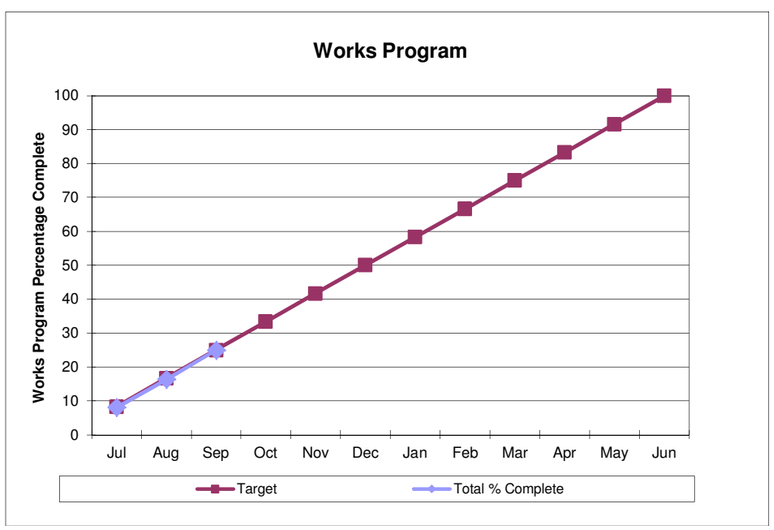


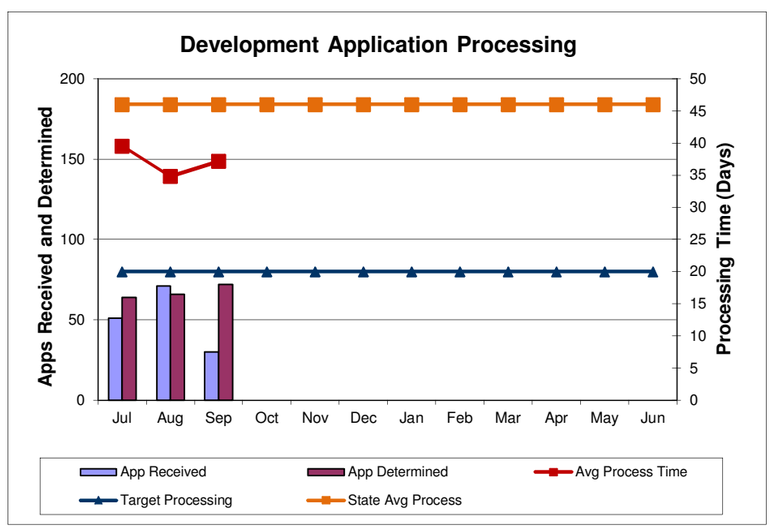


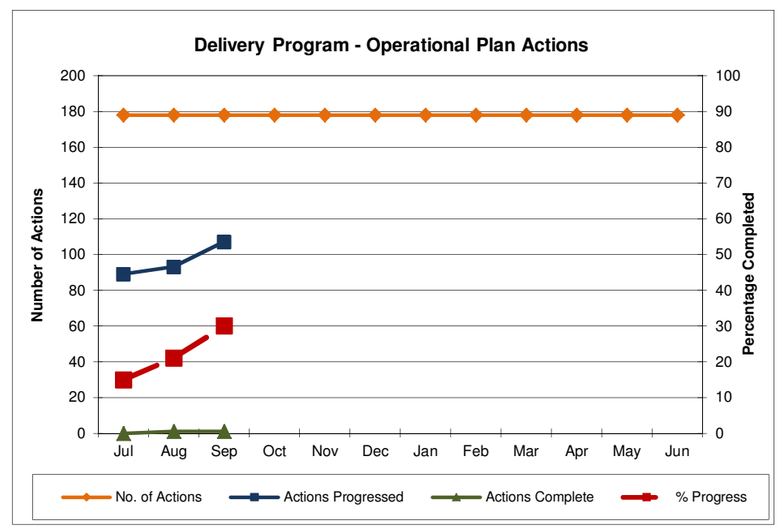












FAC8.4 Delivery Program Quarterly Progress Report - September 2017

DATE	9 November 2017	**FIL REFERENCE**	FIL15/03920
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive Services	**PHONE**	6023 8270
AUTHOR	Maria Barrett		

Background

The Council is required to report quarterly against its Delivery Program. The Delivery Program Quarterly Progress Report – September 2017 is attached.

Recommendation

That the Committee recommends to Council that Council receive and note the Delivery Program Quarterly Progress Report – September 2017.

- **Attachments**
  1. Delivery Program – Quarterly Progress Report – September 2017.

2017-2018 AlburyCity Operational Plan — September 2017 — 30%

AlburyCity is committed to the delivery of the community aspirations in Albury 2030. These progress reports show how the outcomes of Albury 2030 are being addressed. To date, the percentage complete figures for all four Albury 2030 themes are on track or ahead of schedule for September 2017.

	Start Date	End Date	Performance	Responsible Officer

1 - A Growing Sustainable Economy — 34%

Director Engineering

Summary:

Council has adopted detailed strategies and programs to facilitate the growth of our city. All programs support tourism, visitor experience, industry/business development and lifestyle offer. To complement this, Council continues to develop long term strategies around planning and infrastructure provisions.

1.1 - Increase Visitors to Albury and the Surrounding Region — 21%

Director Economic Development & Tourism

All projects are on track with the exception of the average visitation to Wonga, which while lower this month is on track year to date. The Tourism Service and Efficiency Review has been endorsed by Manex and implementation has now commenced. Accordingly implementation of Year One initiatives are expected to be completed by the end of financial year as originally planned.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	😃	5	😃	0	☹	0	☑	0	Σ	5

1 - A Growing Sustainable Economy

34%

Summary:

Director Engineering

Council has adopted detailed strategies and programs to facilitate the growth of our city. All programs support tourism, visitor experience, industry/business development and lifestyle offer. To complement this, Council continues to develop long term strategies around planning and infrastructure provisions.

1.1 - Increase Visitors to Albury and the Surrounding Region

21%

T1.01.1.1 **Implementation of Destination Management Plan** 3/07/2017 30/06/2018 **25%** **TLT**

The Tourism Service and Efficiency Review was completed and endorsed by Manex with minor amendments. Implementation of recommendations has now commenced. A recent review of NSW Accredited Visitor Information Centres (AVIC's) provided flexibility in opening hours without impacting the Albury Visitor Information Centre (VIC) Level 1 Accreditation. Similarly, the Tourism Service and Efficiency Review identified efficiencies could also be made in weekend and public holiday operational hours at the VIC, to better align with visitor and business demand. Accordingly, the Albury VIC will operate weekend and public holiday hours between 10.00am and 3.00pm which aligns with peak visitation to the Centre. These changes will come into effect from Monday 30 October 2017. The visitALBURYWODONGA Partner Program welcomes the Comfort Inn and Suites Georgian and Myer Centrepoint as new partners. The Team Leader attended the bi-monthly Murray Regional Tourism (MRT) Managers Forum in Echuca. The forum focused on Tourism Event Funding, Marketing Update, Destination Management Plan, Murray Agri and Culinary Tourism Development Program. The forum also included a strategic digital workshop to help inform the future of MRT 's digital strategy. There was a great response to the social campaign with the release of the Childhood Story clip on the visitALBURYWODONGA YouTube Channel with a reach in excess of 236,000. Invitations to the Tourism Partner Industry network session to be held on 3 October were issued. An overview of key projects for the next nine months will be provided and will include: the development of the 2018 – 2021 visitALBURYWODONGA Destination Management Plan and an update on the Murray River Experience Regional Growth Environmental & Tourism Fund application. Paul Cooper of Sydney Melbourne Touring (SMT) will also provide a short presentation of the benefits of being an "Internationally Ready" product and an overview of SMT achievements during 2017. A preferred contractor has been engaged for the development of a Grey Nomads video. This project is due for completion by the end of November and will be loaded on the visitALBURYWODONGA, YouTube channel and distributed via our social channels. Staff from the Visitor Information Centre exhibited at the Wagga NRMA Members Roadshow, with attendees mostly from the surrounding region, messaging was focused on day trip opportunities and major events. Officers attended a Regional Engagement Forum at MAMA hosted by the Director of MAMA, and the Director and trustee of the Art Gallery of New South Wales, to discuss collaboration and opportunities for the creative arts community of Albury and the wider Murray Riverina region.

T1.01.1.2 **Tourism S&E Review - Update on Action Plan Progress** 3/07/2017 30/06/2018 **8%** **TLT**

The Tourism Service and Efficiency Review Part 2 was endorsed by MANEX during September. Implementation of the Action Plan has commenced. Advertising to fill the Permanent Part Time Visitor Information Centre Officer position has commenced. Development of a position description for the Tourism Officer is underway . Albury's tourism attractions and product offer has been reviewed to determine Tourist Attraction Signposting Assessment Committee (TASAC) signage. Product identified included MAMA, Wonga Wetlands, Yindyamarra Sculpture Walk and Lake Hume Weir Wall which will be presented to the TASAC committee during November. TASAC is responsible for the white on brown tourism signage throughout NSW .

1 - A Growing Sustainable Economy — 34%

1.1 - Increase Visitors to Albury and the Surrounding Region — 21%

		Start Date	End Date	Performance	Responsible Officer
T1.01.2.1	**Implement the Wonga Wetlands Tourism Product Development Master Plan**	3/07/2017	30/06/2018	25%	DEDT

Directional signage (large white on blue) has been re-installed on Riverina Highway. Liaison undertaken with grazing Licence holder re proposed installation of fencing along riverside boundary. Non-powered boat launching facility location has been finalised and endorsed in-principle by Roads and Maritime Services. Fire break requirements along proposed trail alignment confirmed with Request for Services Concept plan for location of replacement shedding prepared. Preparation of support documentation and data for the Wonga components to the Regional Growth Environment and Tourism Fund is underway including an update of concept design for the Visitor Education and Experience Centre and independent costings sought. $100K funding secured for fencing and vegetation management of proposed trail extension around the Wonga Wetlands property.

S1.01.5.1 **Wonga Wetlands utilisation** — GLWW

There were 5,006 visitors to Wonga Wetlands for the month, 3,854 were general public and 1,152 from weddings and conferences. This is significantly above the corresponding month last year of 1,202. The total number of visitors for the year to date is 9,218 which is 5,948 more than the equivalent time last year. (Note: electronic counters have now been installed at Wonga Wetlands which give a truer representation of the actual visitor numbers. This method of tracking visitors is now used for reporting purposes and may give rise to variation when compared to last year's numbers).

Code	KPI	Target	Measure	Achieved	%
10151.1	Utilisation of the Wonga Wetlands Education / Interpretation Centre	800	visitors per month	5,006	100%

		Start Date	End Date	Performance	Responsible Officer
T1.01.7.1	**Event Strategy Implementation**	3/07/2017	30/06/2018	25%	ETL

Outcome 1, Action 4 – Work continues in collaboration with Deaf Sports Australia and Wodonga Council to deliver the 2018 Australian Deaf Games. Outcome 3, Action 1 – Work continued on the Lavington Sports Ground including development of function, coach's, media and kiosk areas. Outcome 3, Action 3 – Made contact with the AFL regarding the potential hosting of the V Line under 15 carnival in 2019/20. Outcome 3, Action 5 – Master planning of the Murray River Experience and the formulation of an Activities on Public Land and Street Activities continues in support of further activations. Outcome 7, Action 1 – A catch up meeting was held with Albury Northside Chamber of Commerce/Albury CBD representative. Outcome 7, Action 3 – Surveys were conducted during the September Music in the Gardens event and following the LGAN conference. Outcome 8, Action 1 – Signage placement arranged for AWFA (soccer) finals, Croquet tournament and the AFL state carnival.

1.2 - Improve Visitor and Residents' Experiences — 25%

Director Economic Development & Tourism

All projects/activities on track year to date.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	3		0		0		☑	0	Σ	3

1 - A Growing Sustainable Economy 34%

1.2 - Improve Visitor and Residents' Experiences 25%

C1.02.7.1 **Special Variation - AlburyCity Urban and Public Art Strategy implementation and Projects** 3/07/2017 30/06/2018 **25%** **DCR**

The new Urban and Public Art Officer commenced in August. Work has continued to artistically wrap NBN boxes in central Albury and implementation commenced in September. Investigation of the Vietnam Veteran's Avenue of Honour signage is occurring. Preparation of the artwork incorporation into Kerr Road continues. The Dogs sculpture at Logan Road will be redone and an opportunity to remove Graffiti and include artwork at the park has been implemented. Other opportunities for artwork have been finalised with businesses in the city including Butts Smokehouse.

S1.02.8.1 **Tourism enquiries** **TLT**

September advertising, marketing and media opportunities included a digital campaign promoting the visitAW Childhood Memories video, the hosting of Sydney Thunder and Melbourne Stars official launch of the Border Bash 2, and a full page advertisement in the Go Local magazine promoting Albury Wodonga's Top 10 Experiences. Continued tweets for @VisitAW. New followers increased by 1.0% during September taking total followers to 2,284, while 111 Tweets were made. Facebook likes increased by 3.7% during September, taking total number of likes to 2,341. As at 30 September there were 2,371 Instagram followers, an increase of 2.7% during the month. Enquiries and familiarisations included a further four familiarisations of new and existing partner products. The Comfort Inn & suites, Georgian, and Myer Centre were welcomed to the Tourism Partner Program. Distributed 1,311 Official Visitor Guides to industry including partners, event organisers and accredited VICs across NSW and Victoria. Provided support and information to various organisations and groups for upcoming conferences, events and exhibitions . The Albury VIC made $4,509.00 of direct bookings to partners' product while the Albury and Wodonga VIC's made $1,125.00 of Bookeasy bookings during September 2017.

Code	KPI	Target	Measure	Achieved	%
10281.1	www.visitalburywodonga.com	10,000	unique visitors per month	12,293	100%
10281.2	Visitor enquiries - telephone/email	200	persons per month	171	86%
10281.3	Industry service requests	45	service requests per month	43	96%
10281.4	Walk-in visitors to Information Centre	1,500	Persons per month	1,409	94%

1 - A Growing Sustainable Economy 34%

1.2 - Improve Visitor and Residents' Experiences 25%

S1.02.1.1 **Events Program Implemented** **ETL**

A meeting was held with the Ovens & Murray FNL, Lavington Panthers FNC, NSW Police and security to finalise operations for the grand final to be held on 23 September. It was a pleasure to partner with Melbourne Stars and Sydney Thunder clubs to launch the return of the Border Bash to Albury on Tuesday 12 December 2017. A double header will be presented commencing with the Rebel WBBL championship match at 2pm followed by a KFC BBL practice match at 6.30pm. Albury hosted the NSW Local Government Aboriginal Network conference which was a great success. Highlights for delegates included a walk on the Yindyamarra Trail culminating in a Kup Murri dinner prepared by Wodonga TAFE students and Wagirra crew. National citizenship day was on Sunday 17 September and AlburyCity conducted its citizenship ceremony at the Albury Botanic Gardens to coincide with the first performance of Music in the Gardens featuring award winning vocalist, Nina Ferro. Nomination forms for the 2018 Albury Awards have been circulated to Councillors, schools and community groups as we seek out our local heroes. There was a feast of sports finals action during September featuring semi and grand finals days for the Albury Wodonga Football Association at Jelbart Park, Hockey Albury Wodonga finals day at Alexandra Park, Ovens & Murray Football Netball League elimination final (Albury Sports Ground), preliminary final (Bunton Park) and the grand final held at the Lavington Sports Ground with 6,500 people in attendance. The Albury Croquet Club hosted its teams and individual annual tournaments during the month with capacity fields. The Orchid Club also hosted a very successful show at Mirambeena as did the Camellia Society. AFL NSW ACT conducted its annual Under 13/14 state carnival at the Albury Sports Ground with 12 teams from across NSW taking part. The Albury Athletics Club and the O&M Swimming Association have both agreed to host meets in conjunction with the 2018 Australian Deaf Games. Hearing athletes will compete along with deaf athletes in each discipline. Other organisations and facilities to be involved will be the North Albury Darts Club (Darts), Thunder Rugby League (Rugby 7s), Lauren Jackson Sports Centre (basketball and futsal), Albury Beach Volleyball Association (Beach volleyball), Commercial Club (8 ball, Darts and Golf), Major League (Indoor Cricket) and the Albury Wodonga Table Tennis Club (Table Tennis). The Albury Entertainment Centre will form the Administration Hub for the Games and host the opening ceremony which will culminate with an athletes' party in QEII Square.

Code	KPI	Target	Measure	Achieved	%
10211.2	Number of event patrons	10,000	number per month	20,600	100%
10211.1	Number of events hosted, facilitated or arranged by AlburyCity Events Team	9	events per month	14	100%

T1.02.1.1	**Bi-annual collation of event participation data (reported bi-annually)**	No activity this month	3/07/2017	30/06/2018	**ETL**

1.3 - Plan and Cater for Increased Population Growth 39%

Director Planning & Environment

The City is continuing to witness and experience high levels of development activity. This is supported by new development approvals but there has also been a continued interest and high level of enquiries regarding future development proposals that we anticipate will continue to deliver high levels of activity and new growth. The continued expansion of our key growth centre of Thurgoona / Wirlinga has delivered a significant increase in complexity of applications and this, as well as resourcing issues across the organisation, has resulted in extended time and reporting processes. A total of 72 Development Applications valued at $16.65M were approved in September. There were 65 Complying Development Certificates and Construction Certificates issued for construction valued at $8.1M including 20 new houses.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	11		3		0		☑	0	Σ	14

1 - A Growing Sustainable Economy — 34%

1.3 - Plan and Cater for Increased Population Growth — 39%

S1.03.1.1 **Building Approvals - Development Application Assessment** — **BSTL**

During September a total of 46 Development Applications were determined by the Building Surveying Team with an average of 19 days to determine each application . Of the 46 that were determined 35 of these applications met the Customer Service Charter.

Code	KPI	Target	Measure	Achieved	%
10311.1	Building approvals	95	percent services charter compliance	76	80%
10311.2	Maximum outstanding number of development applications - Building Surveyors	25	per month	36	69%

S1.03.1.2 **Construction and Complying Development Certificates** — **BSTL**

During September a total of five Complying Development Certificates and 25 Construction Certificates were determined with 80% of Complying Development Certificates and 88% of Construction Certificates meeting the Customer Service Charter targets set. The total value of Complying Development Certificates and Construction Certificates issued during the month by Private Certifiers and Council was $6,091,533.00

Code	KPI	Target	Measure	Achieved	%
10312.1	Construction certificates	95	% services charter compliance	88	93%
10312.2	Complying development certificates	95	% services charter compliance	80	84%

S1.03.1.3 **Building Certificates** — **BSTL**

The Building Certificates continue to be issued in a timely manner following completion of a satisfactory inspection. The number of determined applications has been reasonably consistent with the previous months.

Code	KPI	Target	Measure	Achieved	%
10313.1	Building certificates	95	% services charter compliance	100	100%

S1.03.1.4 **Plumbing assessment, inspection and approvals** — **BSTL**

During September a total of 52 Plumbing Applications were determined by the Building Surveying Team. Of the 52 applications processed a total of 87% achieved the Customer Service Charter. The majority were assessed with other related approvals and thereby negatively affecting the result. All plumbing inspections continue to be carried out within Council's Customer Service Charter timeframes.

Code	KPI	Target	Measure	Achieved	%
10314.1	Plumbing approvals	95	% services charter compliance	87	92%

1 - A Growing Sustainable Economy — 34%

1.3 - Plan and Cater for Increased Population Growth — 39%

S1.03.1.5 **Planning Approvals - Assessment, inspection and approval** — **TPTL**

The Town Planning Team determined 26 Development Applications in the month of September with an average turnaround time of 38 days and 77% of those being determined in accordance with the requirements of the Customer Service Charter. The Team is continuing to work through a backlog of applications which is compounded by reduced staff numbers. This is having a significant impact on the Team's workload and ability to achieve Customer Service targets.

Code	KPI	Target	Measure	Achieved	%
10315.1	Development Applications Town Planning	95	% service charter compliance	77	81%
10315.2	Average processing time	21	days	38	55%
10315.3	Maximum outstanding number of Development Applications - Planners	40	per month	58	69%

S1.03.1.6 **Planning Certificates** — **AC**

169 Planning Certificates were issued for the month of September 2017. Due to a technical issue experienced with the online e-service facility, all certificates were received via the online portal, however eleven certificates were processed manually in order to meet our Customer Service Charter. Three Certificates were generated through the online facility to test the program, however have not been included in the month total. 154 certificates were issued during the same period in September 2016 (131 online and 23 manual).

Code	KPI	Target	Measure	Achieved	%
10316.1	Planning certificates	95	% service charter compliance	99	100%

S1.03.1.7 **Planning enquiries - website** — **AC**

The Development Application Tracking site had 1,958 sessions from 786 users with a total of 17,829 page views. New visitors made up 25.4% with 74.6% being return users.

Code	KPI	Target	Measure	Achieved	%
10317.2	DA Tracking - web pages	1,000	per month	1,958	100%

T1.03.1.1 **Albury and Lavington CBD Master Plan Reviews** — No activity this month — 1/02/2018 — 30/06/2018 — **TPTL**

S1.03.2.2 **Glenmorus Gardens - Return on Investment** — **GLCB**

The net position of the business is favourable to budget by $7k (25,375%) YTD. This is partly due to a rise in burial activity during the year, combined with a slight increase in cremation numbers. In addition, memorial income remains close to target YTD. Expenses are favourable to budget by $19k YTD.

Code	KPI	Target	Measure	Achieved	%
10324.1	Glenmorus Gardens - Return on Investment	100	% budget or greater than	25,375	100%

1 - A Growing Sustainable Economy — 34%

1.3 - Plan and Cater for Increased Population Growth — 39%

S1.03.2.1 **Environmental Planning Assessment (Development Applications & Review of Environmental Factors)** — **GLNE**

In the reporting month fifteen Development Applications, Construction Certificates and/or Linen Plan Requests were reviewed by the Environmental Planner. Sixteen percent of these were closed with the remainder requiring additional information or investigation. No Review of Environmental Factors were received in the reporting period.

Code	KPI	Target	Measure	Achieved	%
KPI_2122	Percentage of development applications assessed by Environmental Planner	85	% service charter compliance	15	18%
KPI_2123	Percentage of REFs assessed by Environmental Planner	85	% service charter compliance	0	0%

S1.03.2.3 **Glenmorus Gardens - Total Services** — **GLCB**

Total services conducted at Glenmorus Gardens during September was 40. This reflected ten additional services for the month when compared with the corresponding period last year. The September services were made up of 16 burials,12 cremations, eight ash placements and four chapel services. Taking into account all chapel services, burials, cremations and ash placements, total services year to date total 92. This represents one additional services (1 %) when compared to the corresponding period last year.

Code	KPI	Target	Measure	Achieved	%
10323.1	Glenmorus Gardens - Total Services	35	per month	40	100%

T1.03.2.1 **Review of Albury DCP - Chapter 10** — 3/07/2017 — 30/06/2018 — **5%** — **TPTL**

Project Plan and Community Engagement Plan have been created for this project. A request for quotation is being completed, with the project on hold until the new Strategic Planner commences in October and pending discussions regarding a review of Engineering Guidelines.

C1.03.2.2 **Cemeteries and Crematoria funded projects** — 3/07/2017 — 30/06/2018 — **25%** — **GLCB**

Retrofitting of concrete beams will recommence in Glenmorus Gardens Cemetery on 3 October 2017. This is part of the ongoing Glenmorus Gardens and Waugh Road Cemetery 'retrofitting of beams' project, with works involving the attachment of existing individual concrete or granite blocks to the newly installed beams. The Pioneer Cemetery Fencing project is yet to commence with Council Officers preparing documentation for the project to go out to tender .

C1.03.2.3 **Thurgoona Wirlinga Precinct major water infrastructure** — 3/07/2017 — 30/06/2018 — **20%** — **GLWW**

The detailed design has been completed and quotes to construct Stage 1 though Chisholm Park are being negotiated with the contractor.

C1.03.2.1 **Thurgoona Wirlinga Precinct major sewer infrastructure** — 3/07/2017 — 30/06/2018 — **20%** — **GLWW**

The pump station design criteria and sizing of the major sewer mains have been provided to the developer, Council is currently awaiting a bill of quantities from the developer so that procurement of pipe and fittings can begin.

1 - A Growing Sustainable Economy — 34%

1.4 - Albury has a secure and well managed water supply — 22%

Director Engineering

Council has a suite of initiatives within the 2017/18 operational plan to ensure Albury has a well managed water supply. This includes water and sewer augmentation projects , asset replacement programs and major upgrades to cater for a growing community. The predominant activities during September include Table Top water augmentation design , Main Sewer Pump Station concepts and the awarding of the contract for the annual sewer relining program.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	5		1		0		☑	0	Σ	6

C1.04.3.3 Watermain replacement / renewal program — 3/07/2017 — 30/06/2018 — **21%** — **GLS**

A total of 19 projects were identified in this category at the commencement of the year. Three projects in this category have been completed with a further six projects underway. The project completed during the period was the replacement of a watermain in Percy Street, East Albury.

C1.04.3.4 Table Top North - water supply augmentation — 3/07/2017 — 30/06/2018 — **40%** — **GLWW**

Construction of the pipeline is on schedule.

C1.04.3.1 Water and Sewer Augmentation Program — 3/07/2017 — 30/06/2018 — **13%** — **GLS**

A total of 92 projects were identified in this category at the commencement of the year. Two projects in the category are complete with a further 43 projects currently underway. The project completed during the period was the construction of sewer pump station 21 in North Street.

C1.04.3.6 Waterview Wastewater Treatment Plant - Stage 2 Augmentation — 3/07/2017 — 30/06/2018 — **15%** — **GLWW**

A Request For Quotation (RFQ) is currently being drafted to engage a suitable consultant to undertake an options study, it is intended to release the RFQ during November 2017.

C1.04.3.5 Main Sewer Pump Station (SPS1) upgrade — 3/07/2017 — 30/06/2018 — **20%** — **GLWW**

Project scoping meetings are occurring with preliminary design and pipeline alignments being finalised. A project Steering Committee has been chosen so that all areas of Council are aware of and can have input in to the project, engagement with the community and other stakeholders will commence during October 2017.

C1.04.3.2 Annual sewer main rehabilitation program — 3/07/2017 — 30/06/2018 — **20%** — **GLWW**

A preferred tenderer has been chosen and contracts have been issued.

1 - A Growing Sustainable Economy 34%

1.5 - Promote Albury for Industry and Business 36%

Director Economic Development & Tourism

All projects/initiatives on track as planned. Evocities Key Performance Indicators require minor adjustments to reflect available data analytics.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	11		0		0		0		Σ	11

S1.05.1.1 **Evocities Implementation** **EDO**

Advertising for the month included radio in Sydney, Melbourne, Brisbane and Canberra. Outdoor advertising was also implemented in Sydney. While targets were well and truly exceeded, Evocities website traffic was down on previous months however, quality of visitation was excellent with length of time on site over two minutes. The Evojobs website achieved its highest visitation on record. A total of 46,436 sessions were created, with traffic generated through paid search and the three aggregator sites - Indeed, Adzuna and Jora.

Code	KPI	Target	Measure	Achieved	%
10511.2	Website sessions www.evocities.com.au	6,000	Visitors per month	10,589	100%
KPI_2270	Number of jobs loaded to evojobs.com.au	70	Number per month	110	100%
KPI_2271	Albury job views vs total monthly job views - evojobs.com.au	14	Percentage per month	19	100%

T1.05.1.1 **Implementation of the Economic Development Strategy** 3/07/2017 30/06/2018 **25%** **EDTL**

The implementation of the Economic Development Strategy is ongoing, Council has adopted the Economic Development Policy and it is now active. The InvestAlbury Campaign has been developed and launched, including the new micro site investAlbury.com.au. The campaign targets potential investors in Albury, particularly relating to the advantages of location, transport and logistics, cost of land, stable employment base, and great lifestyle. Major billboard and airport advertising hoardings have been placed in Sydney and the digital campaign is active. Several enquiries have been received to date attributable to the new campaign which is very promising. The Economic Development team continue to work in collaboration with other business units on several NSW funding opportunities. These include the Murray River Experience projects, Riverside precinct, Wagirra Trail extension, Wonga Wetlands Visitor Education and Experience Centre etc. The team has also provided support for the creation of the Creative Makers Space Expression of Interest to the Regional Cultural Fund.

O1.05.1.2 **Support implementation of Evocities Marketing and Communications under MOU** 3/07/2017 30/06/2018 **25%** **EDO**

On the back of a significant mass media advertising campaign (including radio and billboard), the Evojobs website has recorded its highest visitation on record. A fresh approach to PR has been implemented throughout the month designed to ensure the Evocities social media accounts have a single consistent voice and content is broadened beyond key messages, to incorporate a lifestyle focus. Scraping of the Evojobs website was implemented across each of the cities this month, with Operations Staff required to check and publish jobs obtained from major employer websites in each region. Evocities also lodged a submission to an Inquiry by the Parliament of Australia's House of Representatives on Regional Development and Decentralisation.

1 - A Growing Sustainable Economy — 34%

1.5 - Promote Albury for Industry and Business — 36%

C1.05.1.1 **Ettamogah Sewerage Augmentation (NEXUS)** — 3/07/2017 — 30/06/2018 — **20%** — **GLWW**

All approvals for the project have been received and the detailed design is nearing completion.

C1.05.1.2 **NEXUS Precinct Infrastructure Project - Stage 1 subdivision** — 3/07/2017 — 29/12/2017 — **60%** — **EDTL**

Subcontractor continues with internal roads, sewer and water infrastructure development with anticipated completion in November 2017. Augementation of the sewer network is yet to be undertaken with design and tendering yet to commence - these elements are expected to be completed by April 2018. NBN planning is complete with fibre back haul due to commence upon completion and inspection of internal duct work at the site. The contract variation for construction of pit and pipe for NBN has been approved.

O1.05.2.1 **Implementation of Retail Sector Development Strategy** — 3/07/2017 — 30/06/2018 — **25%** — **EDTL**

The Economic Development team continues to support the implementation of the Strategy, working with the Albury Northside Chamber to implement the AlburyCBD strategy and campaign. The campaign is in final stages with input from individual retail and business operators. The InvestAlbury campaign includes references to CBD development opportunities, which will contribute further to the continued growth of Albury as a retail stronghold. We are also talking with prospective retail investors to this end.

S1.05.6.1 **Economic Development enquiries** — **EDO**

The drop in visitation this month to the investAlbury website can be attributed to the high traffic volumes experienced in August on the back of the investAlbury Insight electronic mail release and traffic driven by the Business Survey. Paid search through the commercial realestate campaign attributed for nearly half of all visitation. It is important to note that website visitation is only one element of the investAlbury objectives, and with the campaign in its infancy, it is hoped these figures will be built upon over the remainder of the financial year.

Code	KPI	Target	Measure	Achieved	%
10561.1	Return phone call	24	hours	24	100%
10561.2	Detailed response	5	working days	5	100%
10561.3	Customer service requests	40	service requests per month	35	88%
KPI_2073	Visits to the Invest Albury website per month	2,000	per month	1,521	76%

O1.05.6.1 **Implementation of Economic Development Marketing Strategy** — 3/07/2017 — 30/06/2018 — **20%** — **EDTL**

The Economic Development Marketing Strategy has been completed with a new micro site InvestAlbury.com.au launched. A new Electronic Digital Marketing flyer has also been launched to target known and potential business investors, as well as informing our key stakeholders and employers. We have secured placements in major publications targeted at our key markets management profiles. We are actively monitoring the click through results and will update the campaign based on this input .

1 - A Growing Sustainable Economy — 34%

1.5 - Promote Albury for Industry and Business — 36%

C1.05.6.1 **Australia Park / Turks Head building works** — 1/08/2017 — 31/01/2018 — **45%** — **EDTL**

The RFQ for development of a Conservation Management Plan (CMP) was awarded to Charles Sturt University, with work scheduled to be completed by end November. The Conservation Management Plan will inform the degree of works which can be undertaken in modifying the site to suit prospective lessees. We have several proponents with interest pending outcomes of the CMP. The proponent for the Australia Park Building has lodged a DA which is pending consideration after final gazetting of the modification of use for the site (due in coming weeks).

O1.05.5.1 **Economic Development S&E Review - Update of Action Plan progress** — 3/07/2017 — 30/06/2018 — **82%** — **EDTL**

The implementation of the S&E review for Economic Development is ongoing. The main recommendations have been completed, with adoption of the Economic Development Policy by Council. The team are also initiating and progressing Nexus development and Airside North land sales opportunity, whist undertaking discussions with state and federal government authorities, and utility providers over required infrastructure at both industrial developments. The Growing Local Economies funding program will be the catalyst for shared enabling infrastructure for NEXUS. An Expression of Interest to this program will be prepared in November/December.

O1.05.5.2 **Implementation of the Creative Economy Strategy** — 3/07/2017 — 1/02/2018 — **25%** — **DCR**

Implementation plan developed. Elements of the strategy have been used to seek funding through the Regional Cultural Infrastructure Fund including QEII Master Plan and the development of a Creators Space

1.6 - Integrated transport network for Albury — 29%

Director Engineering

The integration and effectiveness of all forms of transport throughout the city is an important component of our Community Plan. Initiatives progressed during September include the review of the draft Albury Transport Model, Urana Road beautification project and infrastructure projects at the Albury Airport.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0		5		1		0	☑	0	Σ	6

T1.06.1.1 **Albury Integrated Transport Strategy** — 3/07/2017 — 30/06/2018 — **10%** — **GLS**

Currently there is a joint project being undertaken between Roads and Maritime Services and AlburyCity to deliver a Transport Model and future transport initiatives for the city. The project is now running behind schedule with a meeting between all stakeholders to be undertaken in the coming months to determine a way forward to ensure the satisfactory completion of the project. The Transport Model outcomes will inform the Integrated Transport Strategy development and therefore its commencement has been delayed until completion of the model.

1 - A Growing Sustainable Economy — 34%

1.6 - Integrated transport network for Albury — 29%

C1.06.1.1 **Traffic Improvements Program** — 3/07/2017 — 30/06/2018 — **60%** — **GLS**

A total of five projects were identified in this category at the commencement of the year. Three projects in this category were currently underway during the period. The projects underway during the period include the Urana Road beautification works, Thurgoona Drive/ Travel Stop Way Roundabout and the Albury Transport Study.

S1.06.4.2 **Airport - Return on Investment** — **GLCB**

The financial performance of the Airport YTD is $113k favourable to budget. The favourable variance is predominantly due to better than expected carpark income YTD. Owing to the additional passenger traffic through the Airport Terminal, improved income has also been received from Cafe sales YTD. Expenses are $7K (1%) favourable to budget YTD.

Code	KPI	Target	Measure	Achieved	%
10662.1	Airport - Return on Investment	100	% of budget or greater than	129	100%

S1.06.4.1 **Airport - Passenger Numbers** — **GLCB**

Passenger numbers stand at 23,760 passengers for September 2017 which is ahead of the monthly target by 10% or 2,260 passengers. In comparison to the corresponding period last year, YTD passenger numbers show an overall increase of 3.6% or an increase of 2,485 passengers YTD.

Code	KPI	Target	Measure	Achieved	%
10661.1	Airport - Total Passenger Numbers	21,500	number per month	23,760	100%

T1.06.4.1 **Airport Development Strategy** — 3/07/2017 — 30/06/2018 — **25%** — **GLCB**

The Airport Group has been appointed to undertake the development of the15 year Albury Airport Master Plan project. The first project meeting with the Airport Group project team took place on 20 September and incorporated a detailed airport site inspection and project briefing. The first phase of the stakeholder consultation process also took place, incorporating interviews with two members of the Albury Airport Users Advisory Committee. Outcomes from this initial meeting have informed the delivery plan and confirmed the master plan delivery date of 28 February 2018. Further stakeholder engagement has been scheduled for 26 -28 October 2017.

C1.06.4.1 **Airport funded projects** — 3/07/2017 — 30/06/2018 — **35%** — **GLCB**

Airport Terminal Upgrade: On 24 April 2017, Council awarded the tender to Southern Cross Developers. Stage One work on the arrival hall end of the terminal commenced in June. The Delivery Plan requires completion of Stage One by March 2018, followed by Stage Two occurring between April to May 2018. The terminal upgrade project is running to schedule with approx 35% of the construction delivery plan now completed.

1 - A Growing Sustainable Economy 34%

1.7 - Increased usage of bicycle and pedestrian networks

Director Engineering

Provision of bicycle paths and pedestrian trails are important in an active and progressive city. Projects included in the Pedestrian Access and Mobility Plan have been finalised with the Roads and Maritime Services during July.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	0	0	0	0	1	0	☑	0	Σ	1

T1.07.1.1 **Implement the Pedestrian Access and Mobility Plan** No activity this month 3/07/2017 30/06/2018 **GLS**

Projects included for delivery under the Pedestrian Access and Mobility Plan (PAMP) for 2017/2018 are the installation of a refuge and kerb ramp in Logan Road, kerb ramps at the intersection of Keene and Cadell Streets and kerb ramps at Schubach and Mount Streets intersection. No progress has been made on the PAMP implementation during the first quarter of the 2017/2018 year.

1.8 - Albury's infrastructure and assets are well managed and maintained 39%

Director Engineering

Council has established extensive asset renewal and maintenance programs to maximise the value and serviceability of all asset types. During September progress was achieved in all programs and service and efficiency reviews have been progressed .

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	18	18	1	1	0	0	☑	0	Σ	19

S1.08.1.1 **Waterview Laboratory Return on Investment** **GLWW**

The laboratory received 289 samples for the month and conducted 2,146 tests in house, a further 178 tests were subcontracted. The financial result for the month was $35,945 above forecast. The National Association of Testing Authorities (NATA) has now confirmed that the laboratory's chemical test accredited has been successful, this allows for sampling and analysis of an additional 23 chemical parameters.

Code	KPI	Target	Measure	Achieved	%
10841.1	Waterview Laboratory Return on Investment	100	% of budget or greater than	100	100%

1 - A Growing Sustainable Economy — 34%

1.8 - Albury's infrastructure and assets are well managed and maintained — 39%

S1.08.1.2 **Albury Waste Management Centre - Return on Investment** — **GLCB**

Landfill income, YTD is behind budget, being $102K unfavourable as at 30 September 2017. This unfavourable income result is primarily due to lower than expected landfill tonnages received from external customers YTD. Expenditure YTD is $55K favourable to budget as at 30 September 2017. From an overall operating result position, YTD the business is $47K unfavourable variance to budget.

Code	KPI	Target	Measure	Achieved	%
10842.1	Albury Waste Management Centre - Return on Investment	100	% of budget or greater than	97	97%

T1.08.1.1 **Stores Management S&E Review - Update of Action Plan progress** — 3/07/2017 — 30/06/2018 — **35%** — **TLFS**

With much of the key review topics completed, the focus has now shifted to benchmarking, reviewing servicing levels, understanding the implications of a reduced service, outsourcing options and the benefits of developing strategic relationships with other Councils. Once this process is completed, work will begin on analysis of data and finalising the key recommendations. Completion of this process is expected to be completed by the end of October.

T1.08.1.2 **Service and Efficiency Review - Concrete construction and maintenance** — 3/07/2017 — 30/06/2018 — **25%** — **GLS**

Part 1 of the review has been finalised and endorsed by MANEX. Investigation and development of Part 2 of the review has commenced. This project is behind schedule and is now programmed for completion in December 2017.

T1.08.1.3 **Street and Drain Cleaning S&E Review - Update on Action Plan Progress** — 3/07/2017 — 30/06/2018 — **90%** — **GLS**

Part 1 of the Streets and Drains Service and Efficiency Review has been endorsed by Manex with Part 2 developed and ready for presentation to the Steering Group and then Manex for endorsement. This is running behind schedule and is now planned for completion in October

T1.08.1.4 **Service and Efficiency Review - Trade Waste Services** — 3/07/2017 — 30/06/2018 — **87%** — **GLWW**

Part 2 has been completed by the steering committee and is currently under final review prior to the document being provided to Manex.

O1.08.1.1 **AlburyCity Flood Risk Management Plan Implementation** — 3/07/2017 — 30/06/2018 — **25%** — **GLS**

In October 2016 Council was successful in obtaining grant funding under the Floodplain Management Grant Program to undertake a feasibility study on increasing the height of the South Albury Levee to meet current protection requirements (as recommended by the Floodplain Risk Management Study and Plan). The study project was advertised in the first half of 2017 and subsequently awarded to WaterTech in May 2017. The project commenced in June 2017 and is progressing well. Work has also been undertaken on the development of administrative planning processes to assist in the notification of flood affectation of land and in the assessment of developments within flood prone areas. A brief is currently being developed to engage appropriately qualified consultants to develop a drainage strategy for the Thurgoona/Wirlinga growth area. This is expected to be advertised in October of 2017.

1 - A Growing Sustainable Economy

34%

1.8 - Albury's infrastructure and assets are well managed and maintained

39%

		Start Date	End Date	Performance	Responsible Officer
C1.08.1.3	**Design Program**	3/07/2017	30/06/2018	41%	GLS

A total of 45 projects were identified in this category at the commencement of the year, with a further project added since taking the total to 46. 10 projects in this category have been completed with a further 21 projects underway. Some projects completed during the period include, Noreuil Park foreshore improvements and the Lavington Sports Ground amenities building.

C1.08.1.9	**Plant Replacement Program**	3/07/2017	30/06/2018	26%	TLFS

The 2017/2018 Fleet Replacement Program remains on track with deliveries pending for the Fleet Services maintenance truck and landfill hook truck. The process of compiling the specification for the new landfill compactor remains in progress. The quotation process for the new landfill material handler is nearing completion with the various options currently being assessed. Quotation requests have also been issued for the new water maintenance truck.

C1.08.1.2	**Road and Drain Construction Program**	3/07/2017	30/06/2018	35%	GLS

A total of nine projects were identified in this category at the commencement of the year. One project in this category has been completed with a further two projects currently underway. The project completed during the period was the construction of Hovell Street with the projects underway including Nexus Industrial Precinct and Kerr Road Construction.

C1.08.1.5	**Road and Drain Rehabilitation Program**	3/07/2017	30/06/2018	13%	GLS

A total of14 projects were identified in this category at the commencement of the year. One project was underway during September being the beautification of the Mate Street medians.

C1.08.1.6	**Road Resealing Program**	3/07/2017	30/06/2018	44%	GLS

A total of 26 projects were identified in this category at the commencement of the year. Pavement preparation works continued in September in readiness for the resealing works.

C1.08.1.7	**Road and Drain Maintenance Program**	3/07/2017	30/06/2018	24%	GLS

A total of seven projects were identified in this category at the commencement of the year. Six projects in this category were currently underway during the period and are ongoing.

C1.08.1.1	**Building Construction and Maintenance Program**	3/07/2017	30/06/2018	35%	GLS

A total of 105 projects were identified in this category at the commencement of the year with a further project added since taking the total to 106. 16 projects in this category have been completed during the period with a further 24 projects underway. Some projects completed during the period include the installation of fencing at the Albury and Lavington Pools, concreting around the Lavington Anglers Club and the upgrade of thermal detectors in the Albury Entertainment Centre theatrette .

1 - A Growing Sustainable Economy

34%

1.8 - Albury's infrastructure and assets are well managed and maintained

39%

		Start Date	End Date	Performance	Responsible Officer
C1.08.1.8	**Landscape Construction and Maintenance Program**	3/07/2017	30/06/2018	19%	GLS

A total of 60 projects were identified in this category at the commencement of the year with a further three projects added since taking the total to 63. Six projects in this category have been completed with a further 26 projects currently underway. Some projects completed during the period include the maintenance grading of access tracks within Mungabareena Reserve and the concreting of a seat base at Alexandra Park .

C1.08.1.4	**Kerr Road reconstruction**	3/07/2017	30/06/2018	20%	GLS

Kerr Road Stage 3 is currently under construction and is planned for completion in October 2017. Stage 4 design is nearing completion and is planned to be advertised for construction prior to Christmas.

C1.08.1.10	**Major Maintenance Projects**	3/07/2017	30/06/2018	25%	PRTL

The program has been confirmed and discussed with Engineering. Materials have been ordered for the fence replacement projects at Black Range Park and Bonnie Doon Park. Bollards have been installed at Corry's Wood Parkland, Hickory Court Park area and Norris Park Easement. Discussion has occurred with Cricket Albury Wodonga on the cricket wicket replacement program with Norris Park Oval to be upgraded (due to commence in September). Pathway is complete at the Athletics Track. The tree replacement process continues and is almost complete. The irrigation upgrade and fencing at the Logan Road Leash Free area are well underway . Tree Planting program is almost complete for this season . Remnant vegetation program continues.

C1.08.1.11	**Parks and Recreation Design Projects**	3/07/2017	30/06/2018	25%	PRTL

The detailed design work associated with Monument Hill has not commenced. Refinement of the QEII master plan is ready to present to the Cultural Precinct Working Group prior to detail design, The design of the secondary building at Urana Road Oval has been presented to all the user groups and will be presented to Manex in the near future. No progress on the Corry's Wood Parkland Master Plan however entrance fencing has been installed to restrict vehicular traffic. A meeting has been held with Albury Wodonga Equestrian Centre representatives to discuss the Master Plan for the facility. A further meeting is scheduled for November. No progression has occurred with the Greenfield Park Master Plan however works on surrounding projects (JC King Park Sports Pavilion, Skate Strategy and Albury Wodonga Table Tennis Extension) will feed into the master planning process. No progression on sportsfield lighting designs or Jelbart Park drainage /carpark designs. The sportsfield renovation designs are almost complete. First draft outdoor basket court and beach volleyball court has been received and currently being reviewed with user groups.

T1.08.2.1	**Mechanical and Electrical Services S&E - Update on Action Plan progress**	3/07/2017	30/06/2018	87%	GLWW

Part 2 has been completed by the steering committee and is currently under final review prior to the document being provided to Manex.

2 - An Enhanced Natural Environment

26%

Director Planning & Environment

Summary:

Albury City is committed to enhancing and improving our natural environment. This recognises the importance and significance of the natural environment to our community. Activities and projects include the broader functions and services of waste minimisation, energy conservation and management as well as protection and improvement to natural areas and assets. Initiatives related to the natural environment include the energy conservation projects, a review of the NSW Biodiversity Reforms as well as actions related to the Cities Power Partnership. These support and promote an organisational and community wide approach to improving and enhancing our natural environment.

2.1 - Albury has improved environmental outcomes

27%

Director Planning & Environment

Albury City remains committed to a range of projects aimed at improving environmental outcomes. September activities included continued promotion across a variety of mediums and the region in support of Halve Waste. Waste received at the centre has increased on last year and the overall diversion to recycling remains extremely positive, as do contamination rates. This highlights the benefits of the regional program and promotional work. A contract for LED lighting replacement at Lauren Jackson Stadium has been executed. Council is also continuing to explore the outcomes of the NSW Biodiversity Reforms to identify implications and opportunities for our City.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	1	🙂	10	😐	0	☹	0	☑	0	Σ	11

S2.01.1.1 **Tree Management** **PRTL**

The Parks and Recreation team continues to proactively manage tree assets and through this aims to reduce the number of reactive customer requests. CRM numbers were lower than target this month which is desirable, while TPO's were slightly above target which is not desirable.

Code	KPI	Target	Measure	Achieved	%
10271.1	Number of Tree Preservation Orders processed	21	per month	23	91%
10271.2	Number of Customer Requests processed	83	per month	77	100%

T2.01.1.1 **Review and implementation of the Biodiversity Strategy** 3/07/2017 30/06/2018 **5%** **GLNE**

The review of the Biodiversity Strategy is yet to commence. While a Project Plan anticipated that this review would start in September 2017, the Natural Environment Group has needed to allocate resources to the regulatory impact assessment of the Biodiversity Conservation Act as well as the review of the proposed changes to the Environmental Planning and Assessment Regulation.

T2.01.1.2 **Review Soil and Erosion Control Guidelines** 3/07/2017 30/06/2018 **5%** **GLNE**

In the reporting month a Request for Quotation was issued seeking professional services to review the Soil and Water Management Policy and its referenced technical guidelines. Responses are due early October.

2 - An Enhanced Natural Environment — 26%

2.1 - Albury has improved environmental outcomes — 27%

T2.01.1.3 **Develop and implement Environmental Management Procedures for Council Works** — 30/09/2017 — 30/03/2018 — **85%** — **GLNE**

A Draft Environmental Management Procedure has been developed by the Natural Environment Group. This procedure outlines the legislative framework to manage environmental risk associated with Council (and its contractors) works. It also includes a procedure to consider aboriginal and cultural heritage and legislative requirements therein. The procedure will be subject to an additional internal review including with Manex prior to being implemented across AlburyCity .

T2.01.2.1 **Investigation into viability of high voltage infrastructure** — 3/07/2017 — 30/06/2018 — **25%** — **GLNE**

A request for Expressions of Interest for professional services to explore a business case for high voltage tariffs closes in early October. Council is seeking information as to whether financial and asset management outcomes can be achieved by transferring a number of its high electricity using sites to high voltage tariffs .

O2.01.2.1 **Implementation of Energy Savings Action Plan** — 3/07/2017 — 30/06/2018 — **20%** — **GLNE**

Expressions of Interest were sought to pursue a business case for a transfer to high voltage tariffs. Also in the reporting period a contract was awarded to install LED lighting at Lauren Jackson Stadium.

S2.01.3.1 **Albury Waste Management Centre - Total Waste Buried** — **GLCB**

During September 6,950 tonnes of waste was buried at the Albury Waste Management Centre. This was 0.7% below the monthly tonnage target of 7,000 tonnes of waste buried. Waste buried at the facility YTD is 20,116 tonnes, which is 4% above the same period last year. Waste received at the Albury Waste Management Centre YTD has increased by 58.1% in comparison to the same period last year. This increase is primarily due to an increase in clean soil received from Albury and Wodonga projects. 64.6% of waste received at the Albury Waste Management Centre YTD, has been diverted and processed for recycling.

Code	KPI	Target	Measure	Achieved	%
20141.1	Total Waste Buried per Month	7,000	tonnes per month	6,950	100%

T2.01.4.1 **Implement Halve Waste Campaign** — 3/07/2017 — 30/06/2018 — **20%** — **GLCB**

The third month of the new advertising campaign appeared in a number of different mediums including television, and social media (facebook). The advertising campaign was reduced slightly during September with the aim of avoiding over saturation. School education sessions included 10 sessions across two Shires , educating186 students and 17 teachers and included Bin Smart and Wasteful versus Waste wise sessions. The kerbside organics contamination rate for September was at 0.90% which is 0.05% higher than the same period last year.

2 - An Enhanced Natural Environment

26%

2.1 - Albury has improved environmental outcomes

27%

		Start Date	End Date	Performance	Responsible Officer
T2.01.4.2	**Implement 3 Bin Kerbside Collection Contract**	3/07/2017	30/06/2018	20%	GLCB

The interim service has been successfully operating since April 2015. A key requirement under the Kerbside collection contract is for Cleanaway to establish an organics processing facility within the region. A development Application was submitted to Federation Council to establish a facility near Howlong and the application was approved by the Joint Regional Planning Panel on 09 September 2017. However, the Federation Councillors resolved at their meeting held on 26 September not to support Cleanaway using land adjacent to the Howlong Landfill site. AlburyCity will be meeting with participating Councils and Cleanaway on the 17th October in order to discuss options.

C2.01.4.1	**Albury Waste Management Centre funded projects**	3/07/2017	30/06/2018	40%	GLCB

The construction of the Push Pit at the Albury Waste Management Centre (AWMC) commenced mid-April 2017. The push pit and associated civil infrastructure is running to schedule with the structure now complete with only the surrounding landscaping to be undertaken. Practical completion of the push pit is scheduled for mid October 2017 with the aim of becoming operational by the end of October. The installation of the weighbridge is now substantially complete and will open concurrently with the push pit. The AWMC leachate to sewer project aims at reducing the amount of generated leachate at the landfill by diverting the excess leachate to the sewer system. Through the Local Government Procurement process, a Request for Quotation was released on 11 July 2017 and closed on 15 August 2017. Five submissions were received and are currently being assessed by the project review team.

T2.01.5.1	**Review of Environmental Zones**	3/07/2017	30/06/2018	30%	TPTL

Further revision of proposed amendments to the Environmental Zones have been undertaken following meetings and feedback from the Office of Environment and Heritage. A draft report is currently with Office of Environment and Heritage for their consideration prior to further advancing this project which was placed on hold pending the NSW biodiversity legislation review which is currently being implemented with new legislation recently gazetted.

2.2 - Albury is prepared for changing environmental conditions

20%

Director Engineering

Management plans have been prepared for key natural areas, including changes to environmental conditions. Activities progressed in September include the Flying Fox management at Padman Park and preparation activities for the development of a management plan for Mungabareena Reserve.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	2		0		0		0		Σ	2

T2.02.1.1	**Bungambrawatha Creek Outfall Restoration**	No activity this month	1/01/2018	30/06/2018	GLS

		Start Date	End Date	Performance	Responsible Officer
2 - An Enhanced Natural Environment				**26%**	
2.2 - Albury is prepared for changing environmental conditions				**20%**	
C2.02.1.1	**SVR Padman Park Management Plan - Weed Control and Revegetation**	3/07/2017	30/06/2018	**20%**	**GLC**
	The Flying Fox Plan was drafted and a stakeholder meeting identified areas where improvement needed. A consultant has been asked to expand the vegetation mapping around the colony to provide a visual representation of weed density and species. This draft Management Plan will not be going to public exhibition until the Padman Park Plan is revised. Regarding the Padman Park Management Plan, a Request for Quotation will be put out early in November for consultants to be appointed to finalise the management plan. Once this is completed the Flying Fox Colony Management Plan will be finalised.				
C2.02.1.2	**SVR Mungabareena Management Plan**	3/07/2017	30/06/2018	**20%**	**GLC**
	Biosis have been engaged to start with updating the Due Diligence Report and development of the Mungabareena Aboriginal Place Management Plan				
2.3 - An increased awareness in sustainability and environmental issues				**30%**	

Director Planning & Environment

The Natural Environment team is the key driver behind promotion and awareness activities supporting sustainability and the environment. This is not done in isolation and relies close working relationships with other teams across the organisation as well as other government departments and local community interest groups or organisations. These relationships underpin our success and will continue to help drive and deliver on these projects into the future.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	1		0		0		0		Σ	1

T2.03.1.1	**Community Awareness Program**		3/07/2017	30/06/2018	**30%** **GLNE**
	During September the Natural Environment Group continued to implement the Community Awareness Program for sustainability and environment. Most activities were related to National Biodiversity Month and to the National Threatened Species Day. Staff also assisted Goodstart Thurgoona Childcare Centre on their EnviroWeek event. Meetings were held on the Sustainable Living Festival that is to start in November, for the Wildflower Walk that is to be held in October, and the community forum (30 November) on a proposed community energy project in Thurgoona.				
T2.03.1.2	**Community Awareness Program on Sustainable Water Practices**	No activity this month	1/12/2017	30/06/2018	**GLNE**

3 - A Caring Community

22%

Summary:

Director Community & Recreation

The Caring Community theme continues to progress on many fronts. Targets for childcare services are on track. The safety projects are on track including the alcohol free zones and Alcohol prohibited areas, installation of CCTV cameras is on track at this stage. Graffiti clean up on Council assets is complete and work is progressing with other utilities to clean off their assets. Several key athletics carnivals were held at the Alexandra Park Athletics Complex this month. MAMA visitation was on target. Write around the Murray Festival was a major focus for September, incorporating over 50 events with an attendance of 4,752 over the five days of the festival. The Albury Swim Centre opened for the 2017/18 season this month with the Lavington Swim Centre to open on 3 October. Replacement perimeter fencing was completed at both swim centres. Fairway Gardens Park and playground works are complete with a park party to be held in October. Detail design work continues for JC King Park (awaiting Development Consent). The concept design phase continues on the Thurgoona Oval Change rooms and Urana Road Oval secondary change room buildings .

3.1 - Albury offers access to a diverse range of educational opportunities

24%

Director Community & Recreation

Targets for childcare services are on track. All OOSH programs conducted Vacation care over the school holidays with a daily average use of 155 children using care across all services. The annual Keeping it Real Symposium was held between two venues, MAMA and the LibraryMuseum on 31 July and 1 August, with approximately eighty delegates attending the two day Cultural Workers professional development event. Write around the Murray Festival was a major focus for September, incorporating over 50 events with an attendance of 4,752 over the five days of the festival. This included a schools program attendance of 1,357 at LibraryMuseum, MAMA and Lavington Library as well as a range of sold-out events including Barry Cassidy and an Insiders panel, Literary Lunch featuring David Astle and a Saturday evening Stereo Stories event. At MAMA school visits and vacation program attendances were exceeded.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	6		0		0		0		Σ	6

S3.01.1.2 **Banjora Children's Centre Program** **GLC**

The occupancy/utilisation rate for September has seen an average of 40 children attending Banjora per day, equalling the target proposed. Banjora currently has 63 families enrolled at the service equating to 81 children requiring care. There are 46 children on the waiting list.

Code	KPI	Target	Measure	Achieved	%
30112.1	Banjora Children's Centre - Number of children attending	40	per day	40	100%

S3.01.1.1 **Family Day Care - Provision of quality family based childcare, incorporating playgroup and support for carers** **GLC**

During September Family Day Care averaged an Equivalent Full-Time children's (EFT) position of 128 with the target being 132. Family Day Care has 38 registered educators. There are currently 269 families enrolled with the service which equates to 371 children requiring care and education on a daily basis.

Code	KPI	Target	Measure	Achieved	%
30111.1	Family Day Care - Equivalent full time places utilised	132	per week	128	97%

3 - A Caring Community 22%

3.1 - Albury offers access to a diverse range of educational opportunities 24%

S3.01.1.3 **Out of School Hours Program - Provision of quality after school care as well as vacation care programs for primary school aged children** GLC

In September an average of 15 children attended the Before School Care Program on a daily basis. The utilisation target is set at 15 children attending daily. An average of 155 children attended the After School Care programs on a daily basis. The utilisation target is set at 155 children attending daily. The Vacation Care programs operated in the last week of September, an average of 141 children attended the Vacation Care Program on a daily basis. The utilisation target is set at 135 children attending daily.

Code	KPI	Target	Measure	Achieved	%
30113.1	Out of school hours program - Number of children attending	155	per day	155	100%
30113.2	Vacation care utilisation - Number of children attending	135	per day	141	100%
KPI_2111	Before School Program	15	per day	15	100%

T3.01.1.1 **Education Programs across Children's Services** 3/07/2017 30/06/2018 **24%** GLC

The OOSH programs have continued to take bookings for 2018 for After School Care. Kinder information sessions for 2018 have commenced at most Albury primary schools. Utilisation across all programs has been affected by families cancelling care which is in line with the current policy. As it is impacting on service delivery the policy is in need of further review for After School Care. Albury OOSH received notification to re-apply for their 'Excellent' rating of the service. North Albury OOSH is having discussions with the NSW Department of Education and Communities to upgrade heaters at the service. The Vacation Care Program commenced in the last week of September. Highlights of the program have been a shared excursion to Fredericks Park, Ten Pin Bowling, a Henry Lawson book reading and an Amazing Race event. Family Day Care delivered an information session for educators regarding transitioning to Harmony Web. Several educators have commenced a trial and have become leaders in promoting the application. Munch and Move training was delivered September. Planning for Family Day Care's 40 year celebrations have continued with invitations sent out at the end of the month. Banjora staff have continued to participate in professional development webinars. Topics covered include child protection, food safety and leadership. Work on a new path is still to commence at Banjora. The preschool children participated in another excursion to Nail Can Hill. The Educational Leaders met in September and continue to work on individual projects for their respective services. All services continued to work on their Quality Improvement Plans (QIP). The QIP is an essential regulatory document that each service is required to have. The workplace health safety and risk areas that have been carried out at each of the services are as follows: Six fire drills were conducted in September, five at North Albury OOSH and one at Family Day Care .194 internal/external checks were carried out across all programs, 24 checks were conducted on first aid kits across all programs, one incident at North Albury OOSH was recorded into IRIS. No Chemwatch Inventory was conducted. One serious incident was recorded at Albury OOSH.

S3.01.2.1 **Learning and Outreach Programs and Education Participation** ALMP

Write around the Murray Festival was a major focus for September, incorporating over 50 events with an attendance of 4,752 over the five days of the festival. This included a schools program attendance of 1,357 at LibraryMuseum, MAMA and Lavington Library as well as a range of sold-out events including Barry Cassidy and an Insiders panel, Literary Lunch featuring David Astle and a Saturday evening Stereo Stories event.

Code	KPI	Target	Measure	Achieved	%
30181.1	Number of public programs initiated by the Learning and Outreach Team	50	per month	128	100%
30181.2	Number of school students booked in for tours	60	per month	1,536	100%

3 - A Caring Community 22%

3.1 - Albury offers access to a diverse range of educational opportunities 24%

S3.01.2.2 **MAMA Programs and Education Participation** **DM**

School Groups: Since July, MAMA has had many schools from out of town that have travelled significant distances to visit. Schools include: Tabletop Public School, St Joseph's Primary School (Cobram), Yarrawonga Secondary College, Tallangatta Secondary College, Yackandandah Primary School, Corryong College, Mullengandra School and Rand Public School. MAMA Art Camps: Both the June/July and September/October school holiday Art Camps sold out. Children created artworks in response to artworks they viewed in the galleries during tours. In September, children were able to meet and talk to Lorraine Connelly-Northey about her work during installation. MAMA Courses: At the end of Term 3 MAMA held a course celebration night where participants in the courses could bring in and share one of their works with other students and tutors. It was a great opportunity for students and tutors to see what works were being produced in other courses. Excellent feedback was received from this event. Nguram-gang: Home District:Nguram-gang: Is an exhibition of work created by students from Finley Public School, Gundagai South Public School, Rand Public School and Wewak Street School who participated in the Nguram-gang arts & language education program. The exhibition forms part of the broader Nguram-gang program that builds on the education resource Home produced by the Art Gallery of New South Wales. Students have been encouraged to learn about nationally recognised Wiradjuri artists, as well as given opportunities to engage locally with Wiradjuri arts, language & culture. Nguram-gang is a successful partnership between MAMA, the Art Gallery of New South Wales and the New South Wales Department of Education's Arts Unit. Studio Arts Tours: As the VCE exams fast approach, many Victorian secondary schools have been to visit MAMA to undertake a Studio Arts Tour. MAMA has a specially designed tour and education package that has been updated this year to cover the changes in the curriculum. Students learn about the art industry and how a museum is run. This information is used in their Studio Arts VCE exams.

Code	KPI	Target	Measure	Achieved	%
KPI_2103	Number of school students visiting MAMA	100	per month	233	100%
KPI_2104	Number of course attendees	80	students per term	56	70%
KPI_2105	School holiday program attendees	40	attendees per holiday	72	100%

3 - A Caring Community — 22%

3.2 - Albury's key community safety indicators continuously improve — 18%

Director Community & Recreation

Confirmation of funding has been received for the Local Government Road Safety Program. The program is progressing well and is currently on track with the project plan. The renewal of Alcohol Free Zones and Alcohol Prohibited Areas in the Albury CBD, Lavington-North Albury CBD, Botanic Gardens, and Noreuil Park on Australia Day between 9.00am and 9.00pm was endorsed by Council on 28 August 2017 for a four year period. CCTV Project on track with cameras installed during August. Further commissioning work has occurred through September. A Memorandum of Understanding with NSW Police has been signed. Access to the NSW Police station to install infrastructure is underway. A five-part implementation plan has commenced in a unified community campaign to rid the city of graffiti vandalism. A contractor removed 1075m2 of graffiti on Council assets. The commissioning of urban art projects on sites targeted by graffiti vandalism includes vinyl wrapping of NBN cabinets and a mural on the wall of cricket /netball shed in Bunton Park.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	🙂	4	😐	0	☹	0	☑	0	Σ	4

T3.02.1.1	**Implement actions within the Crime Prevention Plan**	3/07/2017	30/06/2018	**15%**	**GLC**
	A community led project to raise the level of awareness surrounding domestic violence to be conducted in November has been given on -going support as part of Action 1 of the Crime Prevention Plan				
T3.02.1.2	**Development of CCTV policies and procedures**	3/07/2017	30/06/2018	**25%**	**GLC**
	The CCTV Policies have been endorsed by Council and the MOU with NSW Police signed. The development of a survey to collect responses about perceptions of crime and personal safety from people using the Albury CBD prior to the activation of the system was completed .				
C3.02.1.1	**CCTV Implementation in Dean Street / Volt Lane Carpark**	3/07/2017	30/06/2018	**25%**	**DCR**
	As of September, the project is on track, with cameras installed during August. Further commissioning work has occurred through September and a Memorandum of Understanding with NSW Police has been signed. Access to the NSW Police station to install infrastructure is underway.				
T3.02.3.1	**Implement Road Safety Strategy**	3/07/2017	30/06/2018	**25%**	**GLS**
	The Roads and Maritime Services has provided confirmation of funding from the Local Government Road Safety Program for 2017-2018. The program includes the following initiatives: Arrive Home Safely, Drinking? Ditch the Keys!, Look out before you step out - pedestrian safety, On the Road 65 Plus and Helping learner drivers become safer drivers. As of September 2017, the program is progressing well and is currently on track with the project plan.				

3 - A Caring Community — 22%

3.3 - The health and wellbeing of the Albury community improves — 5%

Director Community & Recreation

Infrastructure to improve opportunities for walking include the construction and maintenance of footpaths across the city. A total of13 footpath projects were identified at the start of the year and two projects have commenced, one in Dale Crescent and the other in Wood Street. Redevelopment of the Social Plan is not due to commence until December . Promotional material for the 'Keep Track of Your Best Mate' project has been developed and will be disseminated by hand to letter boxes in October. This material will promote the 16 October event at Glenecho.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	2		1		1		1	☑	0	Σ	5

C3.03.4.1 **Footpaths and Bicycle Paths Program** 3/07/2017 30/06/2018 **5%** **GLS**

A total of 13 projects were identified in this category at the commencement of the year. Two projects were commenced during the period, these being the construction of a footpath in Dale Crescent and Wood Streets.

S3.03.5.1 **Community Education and Information Programs** **GLNE**

No planned activity in the reporting month.

Code	KPI	Target	Measure	Achieved	%
30362.1	Food Handling Seminars and Community Presentations	1	per quarter	0	0%

T3.03.5.1 **Develop & implement a Community Awareness Program for Responsible Pet Ownership** No activity this month 3/07/2017 30/06/2018 **GLNE**

Promotional material for the 'Keep Track of Your Best Mate' project has been developed and will be disseminated by hand (letter box drop) in October. This material will promote the 16 October event at Glenecho.

T3.03.5.2 **Develop and Implement a Placemaking Strategy** No activity this month 2/10/2017 30/06/2018 **TPTL**

S3.03.6.1 **Compliance and Environmental Health - Customer Requests and Investigations** **GLNE**

Demands on the Natural Environment Group to manage customer enquiries and complaints remain at high levels, and this is juggled with regulatory requirements of the inspection and monitoring program. Moreover, the process to resolve some of these require an investigation that due to the complexity of the subject matter takes time to complete.

Code	KPI	Target	Measure	Achieved	%
30361.1	Environmental Health	95	% service charter compliance	58	61%
30361.2	Regulatory Compliance	95	% service charter compliance	90	95%
30361.3	Companion Animals & Stock	35	% animals returned to owner	17	49%

	Start Date	End Date	Performance	Responsible Officer

3 - A Caring Community — 22%

3.3 - The health and wellbeing of the Albury community improves — 5%

T3.03.6.1	**Develop the AlburyCity Social Plan** Not due to commence until 2018	No activity this month	1/12/2017	30/06/2018		GLC

3.4 - Albury offers a diverse and accessible range of facilities and activities for all ages — 23%

Director Community & Recreation

Several key athletics carnivals were held at the Alexandra Park Athletics Complex this month and a new concrete path leading from the main straight to the toilets and kiosk facilities has been installed. A new season of senior Futsal commenced this month with 12 teams competing. More than 100 participants took part in the multisport school holiday program and Border Bandits camp at the Sports Centre. Lavington Sports Ground has had detailed designs for the new building finalised prior to be tendered out in October . Retro Lane is running a range of programs and a presentation was made to a Councillor workshop on youth services and programs. Design work continues for JC King Park and the concept design phase continues on the Thurgoona Oval Change rooms and Urana Road Oval secondary change room buildings. Main focus has been on detail design work for Noreuil Park Foreshore which is now complete with specifications being finalised. Fairway Gardens Park and playground work was completed and the park opening to residents. Music in the Botanic Gardens was well attended. The Albury Swim Centre opened for the 2017/18 season this month with the Lavington Swim Centre to open on October 3. AlburyCity and the City of Wodonga began advertising the Expression of Interest this month for the management of aquatic and leisure facilities in Albury and Wodonga.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	13		0		0		0		Σ	13

S3.04.3.1	**Increase usage of Lauren Jackson Sports Centre**	TLLF

S3.04.3.2	**MAMA Corporate Hire** MAMA corporate hire from July to September 2017 included two sponsor bookings (ANZ), four corporate hire bookings (QANTAS, Costagroup, MARS, private), and 26 Community bookings.	DM

Code	KPI	Target	Measure	Achieved	%
KPI_2106	Number of Corporate / Community bookings	2	bookings per month	9	100%
KPI_2107	Sponsor Engagement Bookings	2	bookings per quarter	2	100%

3 - A Caring Community

		Start Date	End Date	Performance	Responsible Officer
	3 - A Caring Community			**22%**	
	3.4 - Albury offers a diverse and accessible range of facilities and activities for all ages			**23%**	
T3.04.3.2	**Management of Albury Aquatic Centres**	3/07/2017	30/06/2018	**24%**	**TLLF**
	The Albury Swim Centre opened for the 2017/18 season this month with the Lavington Swim Centre to open on 3 October. Replacement perimeter fencing was completed at both swim centres this month with new 2.1m high black diplomat fencing now a feature at both facilities. AlburyCity and the City of Wodonga began advertising the Expression of Interest this month for the management of aquatic and leisure facilities in Albury and Wodonga. The EOI is seeking suitably qualified and experienced management companies to manage the Albury and Lavington Swim Centres, the Wodonga Sports and Leisure Centre and WAVES.				
T3.04.3.3	**Management of Alexandra Park Athletics Complex**	3/07/2017	30/06/2018	**25%**	**TLLF**
	A number of major regional athletics carnivals have been held at the Alexandra Park Athletics Complex this month. A new concrete path leading from the main straight to the toilets and kiosk facilities has been installed providing improved disability access and general access for all users particularly in wet conditions.				
T3.04.3.1	**Management of Lauren Jackson Sports Centre**	3/07/2017	30/06/2018	**25%**	**TLLF**
	A new season of senior Futsal commenced this month with 12 teams competing. More than100 participants took part in the multisport school holiday program and Border Bandits camp at the Sports Centre in the first week of the holidays. Events at the Sports Centre this month included the annual Life Ball (modified Netball for older adults) day and two days of School Sport Victoria Inter-school basketball.				
T3.04.3.4	**Parks and Recreation Strategies**	3/07/2017	30/06/2018	**25%**	**PRTL**
	The Liveable Cities Grant project (open space for older people) is complete with AlburyCity staff attending a CSU presentation. The Griffth Street reconstruction community engagement continues with a resident meeting scheduled in early October. A web page is available that provides background information. The draft Tennis Strategy has not progressed this month due to other priority projects. A request for quotation has been advertised for consultants to develop the Skate Park Strategy. Background information is being gathered for the signage strategy with the Albury Botanic Gardens and leash free areas the priority. A meeting was held with Albury Thunder Junior Rugby League Club to discuss the Rugby Strategy. A further meeting will be scheduled for November. A meeting was held with Albury Wodonga Football Association to progress the review of Managing the Growth of Football (soccer) strategy. No progress has occurred on documenting bushfire management on AlburyCity land, Roadside Vegetation plan or Urban Forest Strategy.				
C3.04.3.1	**Lavington Sports Ground Sports precinct - Redevelopment Project**	3/07/2017	30/06/2018	**25%**	**TLLF**
	The Team Leader Leisure Facilities met with the Lavington panthers Football/Netball Club to go over aspects of the redevelopment project and operational matters in relation to the business plan development for the precinct and the management of the facility. Earthworks continue on the new sports field site. There has been an unexpected amount of unsuitable material which has had to be removed from the site and extra fill obtained through the construction site to compensate. Tender documentation for the new amenities building is being finalised whilst internal and external stakeholder engagement has been carried out on the detailed plans for the grandstand upgrades which is planned to be tendered out in early 2018.				

3 - A Caring Community — 22%

3.4 - Albury offers a diverse and accessible range of facilities and activities for all ages — 23%

C3.04.3.2 **Open Space Construction Projects** 3/07/2017 30/06/2018 **25%** **PRTL**

Fairway Gardens Park and playground works is a complete with a park party to be held in October. West Albury Parkland and Gordon Street projects (Social Housing Grant) are awaiting finalising of grant agreements prior to commencing works. West Albury Preschool retaining wall development consent has been obtained with construction scheduled for October. Mars Petcare has agreed to contribute funding and volunteer labour to the Alexandra Park off leash area improvements which is scheduled for October. Irrigation at the Logan Road Leash Free area has been installed and mural underway to cover graffiti on the back of the Bunton Park shed . Request for quotation or Alexandra Park Murrayfield works has been advertised. No work has progressed on the National Foresters Grove project, Nail Can Hill track rationalisation, Albury High School outdoor court (waiting for agreement with Department of Education) or Ian Barker Field (Alexandra Park) reconstruction.

T3.04.5.1 **Community Development Programs for Young People** 3/07/2017 30/06/2018 **25%** **ALMP**

A range of Retro Lane Café programs for young people occurred in September including Friday Night Gig, Virtual Reality and Green Thumb Club school holiday activities, as well as regular Young Parents Group and Retro Lane Committee Meetings. A number of partnership meetings occurred including with Love Bites Committee, Headspace, YES Youth and Family Services and PCYC. The Youth Team were involved in a number of projects including White Balloon Day which raises awareness around the issue of Child Sexual abuse and what support services are available in our local area to support people that have been impacted. An update was provided to Councillor Workshop on Youth Programs conducted by AlburyCity .

T3.04.6.1 **Murray River Experience Projects** 3/07/2017 30/06/2018 **24%** **PRTL**

Main focus has been on detail design work for Noreuil Park Foreshore which is now complete with specification to be finalised. An internal process continues to put together Have A Say for the Apex Park Master Plan. Works continues on the vegetation removal in Oddies Creek to establish a visual link between Oddies Creek Park and Noreuil Park Foreshore. The perimeter fence at the Albury Botanic Gardens is nearing completion. Other design work continues on Australia Park car parking and Wood Fired Oven Project. A grant application through Stronger Country Communities has been submitted for elements of the Noreuil Park project. A grant application , through Regional Growth Environment & Tourism Fund, for a number of Murray River Experience projects is being prepared and due at the end of October.

S3.04.1.1 **Botanic Gardens Usage** **PRTL**

Weddings less than expected this month however or events higher than expected due to Music in the Gardens

Code	KPI	Target	Measure	Achieved	%
30412.1	Weddings held at Botanic Gardens	5	per month	2	40%
30412.2	Tours and Event Participation	0	per month	920	100%

T3.04.1.1 **Implement the Disability Inclusion Action Plan** 3/07/2017 30/06/2018 **16%** **GLC**

The Access Committee Terms of Reference have been updated and a discussion took place at the September Access Committee meeting to gain input regarding the changes. These will be finalised at the next Access Committee meeting.

3 - A Caring Community 22%

3.4 - Albury offers a diverse and accessible range of facilities and activities for all ages 23%

C3.04.1.1 **Community Fund Projects - Implementation** 3/07/2017 30/06/2018 **16%** **PRTL**

Four of the six carry over 2016/17 Community Fund projects were completed in July. The two remaining (Thurgoona Community Centre and JC King Park Sports Pavilion) have additional funding in 2017/18. The seven 2017/18 Community Fund recipients have been notified and initial meetings held to discuss process and project timing. The JC King Park sports pavilion and Albury Wodonga Table Tennis Association are awaiting development consent. Thurgoona Community Centre and Browns Lagoon Reflection area are due to commence soon. Albury Hockey drainage is delayed until March 2018 due to use of the area by Murray United while the Thurgoona Men's Shed group is working on designs for their project . The Albury Tennis Club is working through their project plan.

C3.04.1.2 **Parks and Recreation Building Projects** 3/07/2017 30/06/2018 **25%** **PRTL**

Detail design work continues for JC King Park (awaiting Development Consent). The concept design phase continues on the Thurgoona Oval Change rooms and Urana Road Oval secondary change room buildings. The Lake Hume Tourist Park public toilet location is being reviewed as part of a wider Master Plan which also includes Apex Park and the Resort boat ramp area. The Noreuil Park Foreshore shelter concept designs continue. There has been no progress on the Melrose Park , Greenfield Park or Jelbart Park building projects.

3.5 - Improved health, employment and education for the Aboriginal community in Albury 20%

Director Community & Recreation

The main focus this month has been facilitating the Local Government Aboriginal Network Conference and the implementation of another successful NAIDOC week with the major event held at Wonga Wetlands. In relation to the Aboriginal and Torres Strait Islander Protocols, planning is underway and work is being carried out to allow the protocols to be uploaded onto the Albury City website and promulgated to staff.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	3		0		0		0		Σ	3

T3.05.2.2 **Community Development Programs for Aboriginal People** 3/07/2017 30/06/2018 **25%** **GLC**

The Local Government Aboriginal Network conference was held in Albury in September with delegates from a range of NSW councils attending the 2.5 day conference. An evening function was held at Wonga Wetlands with a KupMurri and a formal presentation evening with awards at the Entertainment Centre the following night. A range of speakers spoke on topics such a health, employment, Aboriginal environmental heritage and education.

T3.05.2.1 **Develop Aboriginal Policies (Aboriginal Protocol and Reconciliation Action Plan)** 3/07/2017 30/06/2018 **10%** **GLC**

Planning is underway and work is being carried out to allow the protocols to be uploaded onto the AlburyCity website. A handy guide /sheet for internal staff has been developed that will be distributed, with another version to be made available for the web.

	Start Date	End Date	Performance	Responsible Officer

3 - A Caring Community — 22%

3.5 - Improved health, employment and education for the Aboriginal community in Albury — 20%

T3.05.6.1 **Ensure Aboriginal Culture is valued, collected, interpreted and promoted** — 3/07/2017 — 30/06/2018 — **25%** — **DM**

Council was responsible for organising the Local Government Aboriginal Network Conference in September. Good feedback was received from delegates and the Executive. A major Aboriginal artwork was commissioned by Lorraine Connelly-Northey as part of the Landmarks exhibition at MAMA. Council is participating on the advisory committee developing a plan of management for Mungabareena Reserve which has ben identified as an Aboriginal Place .

3.6 - The improved settlement of people from diverse cultures — 24%

Director Community & Recreation

The Group Leader Communities and Community Development Officer met with representatives from the Red Cross, who will be the new providers of the Humanitarian Settlement Program from October 2017. Council continues to support multicultural programs conducted by the Albury Wodonga Volunteer Resource Centre .

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	1		0		0		0		Σ	1

T3.06.2.1 **Community Development Programs for people from diverse cultures** — 3/07/2017 — 30/06/2018 — **24%** — **GLC**

The Group Leader Communities and Community Development Officer met with representatives from the Red Cross, who will be the new providers of the Humanitarian Settlement Program from October 2017. Council continues to support multicultural programs conducted by the Albury Wodonga Volunteer Resource Centre .

3.7 - Increased participation in a diverse range of art and cultural activities in Albury — 30%

Director Community & Recreation

The LibraryMuseum opened a new exhibition, Accelerate: Transport and Innovation in Albury celebrates all things car, bike and motor cycle and investigates how vehicular transport has shaped our community. Write Around the Murray festival was also a highlight. The Festival was well attended with 4752 people attending programs and events over the 5 days. Procurement is under way for a new print management system for customer use at both the LibraryMuseum and Lavington Library, aiming ot provide an enhanced self-service printing, scanning and copying service. MAMA visitation was on target and over the last three months, MAMA has acquired a number of significant artworks through direct and cultural gift. The AEC Updated Business Plan is being finalised. September included a total of six debutante/presentation balls throughout the month along with a graduation dinner and the NSW Business Regional Awards returning to the AEC for the first time in two years. The Convention Wing held a number of events throughout the month, while strong audiences made their way to a range of productions in the theatre. Throughout September a total of 24 events were held across 21 days with a total of 8,809 visitors in attendance. Grants recommended for funding to the Community and Cultural Committee in August were adopted by Council, a second round of funding will be initiated prior to Dec 2017.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	11		0		0		0		Σ	11

3 - A Caring Community — 22%

3.7 - Increased participation in a diverse range of art and cultural activities in Albury — 30%

S3.07.1.1 **MAMA Attendance** — **DM**

Total visitation to MAMA through September was 4455. Visitation to special events, public programs and education events was 1,400 across artist talks, exhibitions, art courses, masterclasses, collection tours, school visits, and MiniMAMA programs.

Code	KPI	Target	Measure	Achieved	%
KPI_2108	MAMA monthly attendance figures	4,000	per month	4,455	100%

S3.07.2.2 **Albury Libraries attendances and loans** — **ALMP**

In September the LibraryMuseum and Lavington Library were extremely busy with a number of programs including Write Around the Murray festival as a highlight. The Festival was well attended with 4752 people attending programs and events over the five days. School holiday programs have been well attended at both LibraryMuseum and Lavington Library and the Accelerate, Hush and Inspired exhibitions have created a lot of interest. Loans continue to be strong with 2,511 eLibrary items loaned during September, which is 8% of all loans.

Code	KPI	Target	Measure	Achieved	%
30751.1	LibraryMuseum attendances	16,000	per month	22,083	100%
KPI_2109	LibraryMuseum and Lavington Library loans	26,000	per month	31,514	100%
KPI_2272	Lavington Library attendances	8,000	per month	8,920	100%

S3.07.2.1 **Cultural programs initiated by the Cultural Development Team** — **CDC**

On track. Events included The Ghost Project (federally funded project) for Write Around the Murray plus a Family Fun Day at the Wood Fired Oven.

Code	KPI	Target	Measure	Achieved	%
30721.1	Wood fired oven community bakes and private functions	5	per month	5	100%
30721.2	Number of exhibitions/programs in alternative spaces (public art installations, festivals, performances, concerts)	3	per month	3	100%

		Start Date	End Date	Performance	Responsible Officer
3 - A Caring Community				**22%**	
3.7 - Increased participation in a diverse range of art and cultural activities in Albury				**30%**	
C3.07.2.2	**MAMA Operations**	3/07/2017	30/06/2018	**25%**	**DM**



September at MAMA saw the opening of four new exhibitions. The Windmill Trust Scholarship: 20th Anniversary Exhibition opened on 14 September and featured the work of 20 artists from regional NSW who have been awarded the scholarship over the last 20 years. This project was presented in collaboration with The Windmill Trust, a philanthropic body dedicated to supporting regional NSW artists, as well as NAVA, the National Association of the Visual Arts, who act as Australia's peak advocacy body for artists. Two round table discussions were held in collaboration with NAVA, one a discussion of selected work from the Windmill exhibition and the other a robust discussion on the state of regional arts in Australia. Landmarks opened on 29 September. It was opened by Dr Michael Brand, Director of the Art Gallery of NSW. Landmarks is a major exhibition developed by AGNSW in partnership with Blue Mountains Cultural Centre, focusing on the work of six of the world's most respected figures in Land Art. The exhibition is curated by the globally recognised Tony Bond. On the afternoon of the exhibition opening, Dr Brand, along with senior AGNSW staff and trustee Ashley Dawson-Damer hosted the MAMA Regional Engagement Forum to 40 invited guests. This forum sought to deepen the connections between AGNSW, the state institution for NSW with arts organisations within the region. On the following morning, curator Tony Bond delivered a key address discussing the history of western Land Art and offered insights on the six key artists work that make up this significant exhibition. As part of Landmarks, MAMA commissioned the production of a new artwork by nationally celebrated Wiradjuri artist, Lorraine Connelly-Northey, 'On Country'. The production of this major new work was supported by the MAMA Art Foundation. The artwork depicts the course of the Murray River as it runs through Albury and Wodonga and comments on Aboriginal connection to country and the environmental state of the river. To coincide with launch of Landmarks and the major Connelly-Northey commission, MAMA also launched the Australian premier of acclaimed American filmmaker Catherine Pancake's Nature is Hungry. With a focus on transfer of rural land title across generations, this work further adds to the current discussions of artists and their relationships to land that currently run across MAMA's key exhibition spaces. School holidays created a buzz in MAMA creating increased sales in ShopMAMA with one roaring trading day of over $1,100 in sales. ShopMAMA sales for September 2017 $9,916 an increase of 29.4% on September 2016 and a 43.2% increase on year to date 2016. Five of the best-selling brands for this month were local. Art Camps were again at capacity. School visits were high early heading towards the end of term particularly from Victorian secondary schools attending to undertake a Studio Arts Tour as VCE exams approach. MAMA was utilised on 12 occasion for corporate and community hire events.

C3.07.3.1	**Replacement of HVAC system**	1/01/2018	30/03/2018	**AECTL**
C3.07.3.2	**Stage replacement and asbestos removal**	1/01/2018	30/03/2018	**AECTL**
C3.07.3.3	**Sound, lighting and audiovisual upgrade**	2/10/2017	30/03/2018	**AECTL**
C3.07.3.4	**Upgrade sound system convention wing**	2/10/2017	30/03/2018	**AECTL**

3 - A Caring Community — 22%

3.7 - Increased participation in a diverse range of art and cultural activities in Albury — 30%

S3.07.4.1 **A variety of conferences, functions and Performing Arts events attracted to the City** — **AECTL**

September began with back to back debutante balls, with a total of six held during the month. A number of smaller seminars and conferences were held along with the three day Local Government Aboriginal Network Conference. Murray High School held their Graduation dinner while the NSW Business Chamber was back for their regional awards. Strong crowds packed out for performances of Isla Grant, Albury Public School's We're the Voice, Puttin' on the Ritz, St Augustine's Peter Pan , Michael Jackson's Legacy Tour. And the theatrette was back in action with talented singer/songwriter Garrett Kato playing to rave reviews.

Code	KPI	Target	Measure	Achieved	%
30731.1	Attendees at the Theatre Season performances	0	per month	0	100%
30731.2	Number of attendees at the Albury Entertainment Centre	5,500	per month	8,809	100%

T3.07.4.1 **Community and Cultural grants program update** — 3/07/2017 — 30/06/2018 — **50%** — **DCR**

Grants recommended for funding to the Community and Cultural Committee in August were adopted by Council, a seconfd round of funding will be initiated prior to Dec 2017.

S3.07.5.1 **Cultural Information Service** — **ALMP**

Procurement is under way for a new print management system for customer use at both the LibraryMuseum and Lavington Library, aiming to provide an enhanced self-service printing, scanning and copying service.

Code	KPI	Target	Measure	Achieved	%
KPI_1794	Number of Albury Libraries technology sessions	6,000	per month	6,476	100%
KPI_2110	Number of general enquiries, internet visitors and technical assistance within Albury libraries	3,000	per month	3,008	100%

C3.07.5.1 **Library Book Stock Annual Acquisition Fund** — 3/07/2017 — 30/06/2018 — **25%** — **ALMP**

The State Library of NSW are dispersing their collections of Audio and Large Print books, with an additional two hundred and fifty items being added to the LibraryMuseum and Lavington Library collections as a permanent loan, supplementing much used collections.

S3.07.6.2 **LibraryMuseum Exhibition Programming** — **ALMP**

Two new exhibitions opened at the LibraryMuseum and Lavington Library in September. Accelerate: Transport and Innovation in Albury celebrates all things car, bike and motor cycle and investigates how vehicular transport has shaped our community.

Code	KPI	Target	Measure	Achieved	%
30762.1	Number of exhibitions at the LibraryMuseum and Lavington Library	2	per month	2	100%
30762.2	Number of in-house curated exhibitions	1	per quarter	2	100%

3 - A Caring Community — 22%

3.7 - Increased participation in a diverse range of art and cultural activities in Albury — 30%

S3.07.6.3 **MAMA Collections Management** **DM**

Over the last three months, MAMA has acquired a number of significant artworks through direct and cultural gift. They include Jasper Knight, The Australian, 2015, mixed media on board, 1800 x 1500mm (Cultural Gift), Jasper Knight has offered MAMA a work from his 2015 exhibition, Island in the Sun, via the Cultural Gift Program. Knight is a painter, sculptor and installation artists who usually focuses on urban landscape, emphasised by his use of industrial materials to construct a work. Knight's work is held in both national and international collections including the National Gallery of Australia, Goulburn Regional Gallery, Newcastle Regional Gallery, Australian Consulates in Singapore and the Philippines and Artbank, Sydney. Knight has also exhibited internationally in London, Berlin and Beijing. Knight has been a finalist in the Archibald and Wynne Prizes on several occasions as well as the recipient of several awards and scholarships including the Brett Whitley Travelling Scholarship, the Helen Lempriere Travelling Art Scholarship and the Mosman Art Prize. Knight has engaged several times with MAMA in the past year. He was first introduced at MAMA's blockbuster exhibition of 2016, Speed, with three of his large scale mixed media works, and related to automotives. More recently, in 2017, he was approached by MAMA for a public installation work Two Brains are Better Than One. The project consisted of four giant dinosaurs created from ply substrate alucore, industrial materials synonymous with Knight's works and were featured throughout Albury's Cultural Precinct. Mike Parr, The Boomerang, 1987, charcoal on paper, 1050 x 1340mm (Cultural Gift). MAMA was recommended as a suitable home for a work on paper by Mike Parr, by the Director of The Commercial Gallery, Sydney. Following this recommendation Sydney based collector, Judy Soper, approached MAMA to donate this work via the Cultural Gift Program as she had a desire to donate this work to a public institution. Mike Parr is a distinguished and renowned Australian artist. Born in rural Queensland in 1945, Parr relocated to the Sydney in the 1960's and briefly attended the National Art School before discontinuing, taking on a more 'self development' approach to his art practices. In his early career Parr spent a year abroad in Vienna where he infiltrated the international art industry and has continued to exhibit on a national and international platform , including countries as Brazil, Germany, France, Korea, Japan, Cuba and USA. Mike Parr was first introduced to the MAMA collection in 2003 with the purchase of three works from Parr's printer, John Loane. The works include a self-portrait print from 1989 and two works from Parr's 1992 series, Alphabet Haemorrhage (100 self-portraits). The addition of a fourth work to the MAMA collection correlates with the existing works in the collection, particularly in the area of works on paper , self-portraits, all from within a five year period. Katthy Cavaliere: suite of nine artworks (Direct Gift), Katthy Cavaliere was a national and international exhibiting artist. Being the winner of the Helen Lempriere Travelling Art Scholarship allowed her to develop her practice abroad. The selected artworks for donation are examples from both Cavaliere's earlier and later works detailing themes of childhood, family and death. Cavaliere was diagnosed with ovarian cancer in 2011 and passed away in 2012. In 2016 artist and curator, Daniel Mudie Cunningham, produced a touring exhibition as a tribute to the artist's achievements. Titled Love, the exhibition was presented at Sydney's Galerie Pompom and MONA, Hobart. The works included photography, videos, installation and drawings.

Code	KPI	Target	Measure	Achieved	%
30763.1	Number of collection items acquired	2	per quarter	11	100%
KPI_2102	Number of items on public view	20	per quarter	134	100%

S3.07.6.1 **Museum Collections Management** **ALMP**

Museum and Social History team collection focus has been on the scanning and transcribing of letters from World War 1 soldiers to their friend, Albury resident, Frank Brown. These significant letters have been recently donated to the AlburyCity Museum and Social History collection and provide a very personal and poignant connection to World War 1 experiences.

Code	KPI	Target	Measure	Achieved	%
KPI_1792	Number of items catalogued onto the database	60	per month	105	100%

4 - A Leading Community

30%

Summary:

General Manager

AlburyCity continues its strong focus on community engagement through a range of mediums with increases in subscribers and social media profiles. The service and efficiency reviews are progressing. The long term regional and strategic focus ensures the organisation remains a regional leader.

4.1 - The community is consulted on all major changes that will affect them

21%

General Manager

An additional 132 subscribers were added to eDM databases during September, this is an improvement on the 51 new subscribers last month. This is still below the target of 500 and we will continue to improve the reach to our community and other affected stakeholders. The use of social media is exceeding all expectations. Improvement to content on the AlburyCity website has improved the type of information and self-service opportunities for our community.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	9		0		0		0		Σ	9

T4.01.1.1 **Community Engagement Activities** 3/07/2017 30/06/2018 **25%** **CP**

Engagement undertaken by AlburyCity in September included the draft Trade Waste Policy, the draft Parking Patrol Policy and information regarding the upgrade to Griffith Street. Have a Say items in September asked for feedback on the Albury Gold Cup half-day public holiday and the Animal Management Facility review.

S4.01.2.1 **Online Communication - Website sessions** **CGL**

Sessions to the AlburyCity website increased by 9% month on month, however are still below the KPI target. The loss of Google Analytics tracking has significantly impacted on reported figures. This has now been rectified so a more positive result is expected next month. There was an 80% increase in social referral due to increase in LinkedIn job postings, as well as social content including off-leash areas, rebates and learner driver workshops. Based on available data, sessions to the AEC website dropped 9% MOM, MAMA was up 14%, the LJSC dropped 22%, while sessions to investAlbury decreased by 41%.

Code	KPI	Target	Measure	Achieved	%
KPI_2078	AlburyCity	43,000	per month	25,702	60%
KPI_2079	Albury Airport	8,000	per month	7,803	98%
KPI_2080	Albury Entertainment Centre	12,000	per month	6,111	51%
KPI_2081	MAMA	9,000	per month	5,556	62%
KPI_2082	Lauren Jackson Sports Centre	2,000	per month	1,533	77%
KPI_2083	Invest Albury	2,000	per month	794	40%

S4.01.2.2 **Online Communication - eNewsletters** **CGL**

An additional 132 subscribers were added to eDM data bases during September. Ongoing review and testing is occurring to further build subscriber numbers.

Code	KPI	Target	Measure	Achieved	%
KPI_2084	New eNewsletter subscribers	500	per month	132	26%

4 - A Leading Community — 30%

4.1 - The community is consulted on all major changes that will affect them — 21%

O4.01.2.1 **Community Satisfaction Survey** — 1/09/2017 — 13/04/2018 — **10%** — **CP**

Planning for the community satisfaction survey has commenced, including development of the consultant's brief.

S4.01.3.1 **Digital Marketing** — **CGL**

There were 57 digital marketing campaigns (Facebook advertising, Twitter advertising, Google Adwords/display/search advertising) during the quarter, with a high number of well performing campaigns including Flushable Wipes, FlyAlbury, MAMA, LJSC futsal and survey promotion, InvestAlbury, Write Around the Murray and visitAlburyWodonga. Combined, these campaigns reached almost 3.5 million people online with a total conversion (click through) of over 100,000 to related websites.

Code	KPI	Target	Measure	Achieved	%
40133.1	ROI measures (cents paid per reach)	10	cost	0	100%
KPI_2077	ROI measures (<$1 per paid lead)	1	cost	0	100%

S4.01.3.2 **Online Communication - Social Media** — **CGL**

AlburyCity's social media performance is exceeding all expectations with the quarterly figures significantly higher than forecast. There's been an increase in new followers across all profiles and our content is reaching more than 1M people. The most impressive figure is the engagement rate of 10% which is far in excess of industry best practice of 3%. During September, engagement across all profiles reached a staggering 17.2%. This is telling us that our content, in particular our videos are being liked, shared and commented on.

Code	KPI	Target	Measure	Achieved	%
KPI_2074	New followers across all social media profiles	500	per quarter	1,277	100%
KPI_2075	Reach across all Facebook profiles	600,000	per quarter	1,050,259	100%
KPI_2076	Engagement rate across all social media profiles	3	per quarter	10	100%

4 - A Leading Community — 30%

4.1 - The community is consulted on all major changes that will affect them — 21%

T4.01.3.1 **Communications and Marketing Activity Report** 3/07/2017 30/06/2018 **25%** **CGL**

149 marketing and communications tasks were completed during the month of September 2017. Tasks included: Value add additions to What's On Pages, Mayor key talking points for 2AY, Manex briefing notes, Message on Hold Update for Oct/Nov, updates to Bandits and Lady Bandits pages on LJSC microsite, updates to News from AlburyCity subscriber database, fortnightly News from AlburyCity, creation and loading of Event Permit Application Form, updates to information on Microchip Your Pet and Registrations, Albury Gold Cup Have a Say community engagement facilitation, Councillor media training, random online update request to Cemetery Mapping on website, Albury Family Day Care 40th Celebration eDM Invitation, Border Mail weekly advertising, loading of weekly Public Notices / EOI's & Tenders to website, Capturing I Do eDM, Accelerate Exhibition radio scripting and booking, WAM eDM scheduling, WAM Press advertising (digital and print), updates to LJSC rolling banners on websites, MAMA activities, Noreiul Park Fitness Signage and photo shoot, redesign of AEC Membership Cards, NSW Senior Open Golf Corflute Signage, NSW Senior Open Golf Championship Sponsor Flags, September school holidays Destination NSW, Google Adwords and Display, FlyAlbury UX Audit with IA Recommendations, learner driver workshop activities including facebook paid campaign, creation of EOS Action List updates in-house, Keep Track of Best Mate program.

T4.01.3.2 **Website maintenance and development** 3/07/2017 30/06/2018 **20%** **CGL**

Implementing the recommendations from the recent user experience audit are being are progressed, however have been impacted during the month by the reallocation of resources to build the new Two Cities One Community website, Content updates and other minor improvements are ongoing.

T4.01.3.3 **Media Management Report** 3/07/2017 30/06/2018 **25%** **CGL**

There were 174 online news stories referencing AlburyCity during September, reaching an audience of 15.6M people. The sentiment was 4% positive, 7.5% negative and 88.5% neutral. Stories which received the most attention were the launch of the Border Bash, joint aquatics management EOI, speed zone cuts for Thurgoona, new Outdoor fitness zone and auditions for Carols by Candlelight.

4.2 - Regional issues are addressed through an integrated approach — 25%

General Manager

Regional forums are an excellent avenue to address collective concerns in an integrated manner. AlburyCity continues to have good representation at these forums.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	1	0	0	0	Σ	1				

T4.02.1.1 **Update on regional forums** 3/07/2017 30/06/2018 **25%** **GMEA**

The General Manager attended the NSW SES Pilot Levee Workshop and the Murray Riverina Regional Business Awards. The General Manager and Mayor also attended the Local Government Aboriginal Network Conference, the quarterly meeting with the General Manager and Mayor of Greater Hume, met with the CEO and President of the SS&A Club and had an Albury and Wodonga Council catch up that included Councillors. The GM, Mayor and Executive team had their six monthly meeting with the Albury Northside Chamber of Commerce.

4 - A Leading Community 30%

4.3 - The Albury community provides resources and opportunities to develop future leaders 17%

General Manager

Opportunities for September included the ongoing trainee program. The approved trainee positions now reflect a full time equivalent of 41.53. The review of procedures to improve support for employees has commenced but the reward and recognition initiatives are yet to commence.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	1	0	0	0	☑	0	Σ	1		

OP4.03.3.1 **Reward and Recognition Framework Procedures** 3/07/2017 31/10/2017 **10%** **HRTL**

The review of these procedures will commence in line with the roll out the key priorities endorsed by Manex in August 2017. The review of the underpinning procedures in the framework will be extensive due to the last review of these documents occurring in 2011.

4.4 - Albury plans and leads with good governance 31%

General Manager

AlburyCity has an ongoing commitment to planning and leading with good governance. Effective and efficient group management, assessment of risks, strategic planning , management of leave balances, financial management, continuous improvement and a high level of customer service demonstrate good governance practice.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	1	29	0	0	0	☑	1	Σ	31		

S4.04.1.2 **Regulatory Inspections** **GLNE**

The regulatory inspection and monitoring program continued to draw significant resources on the Natural Environment Group. Staff have been required to manage regulatory compliance inspections stemming from customer enquiries or complaints in addition to the formal inspection and monitoring program and thereby resulted in Public Health inspections being lower than expected. Measures will be explored to improve the Public Health performance.

Code	KPI	Target	Measure	Achieved	%
10562.1	Compliance (Noise, dumping, soil erosion control and on-site sewer, development control)	40	inspections per month	70	100%
10562.2	Public Health (food, hair, beauty, skin penetration & water quality monitoring)	75	inspections per month	67	89%

4 - A Leading Community 30%

4.4 - Albury plans and leads with good governance 31%

S4.04.1.1 **Legislated Services** **GLNE**

A new Parking Management Procedure has been implemented by the Natural Environment Group this has resulted in an increase of the number of patrols undertaken when compared to the previous six months. However, they are not at the expected levels due to staff absences within the team. It is anticipated this will be corrected in upcoming reporting periods with a full team compliment available.

Code	KPI	Target	Measure	Achieved	%
10563.1	Patrols (parking and street activities)	300	scheduled patrols per month	149	50%

S4.04.1.3 **Swimming Pool Inspections** **BSTL**

The Building Surveying team conducted 20 inspections in connection with our swimming pool inspection program during September. 16 individual pools were inspected over the month with 13 pools achieving a first time pass.

Code	KPI	Target	Measure	Achieved	%
10322.2	Pools inspected	20	per month	20	100%

O4.04.1.1 **AlburyCity Annual Report** 4/09/2017 1/12/2017 **85%** **CP**

The draft 2016-2017 Annual Report has been prepared and forwarded to a provider for graphic design.

S4.05.6.1 **Human Resources - Lost time indicators** **RMTL**

There were no new LTIs in September, however, two workers who had been conservatively managed both came to surgery in the month increasing LTIFR to 6.2. Surgeries resulted in 113.5 hours of lost time with the month average 53.2 hours. There were three medical treatment injuries in September and the MTIFR remaining steady at 36.1.

Code	KPI	Target	Measure	Achieved	%
40561.1	Lost time injury frequency rate	0	No of lost time injuries Council incurred per million person hours worked	6	94%
40561.2	Lost time Hours	0	per month	114	0%
40561.4	Days since last lost time injury	32	days	44	100%
40561.3	Medical treatment injury frequency rate	0	Number of medical treatment injuries Council incurred per million hours worked	36	64%

4 - A Leading Community

30%

4.4 - Albury plans and leads with good governance

31%

			Start Date	End Date	Performance	Responsible Officer
T4.04.2.2	**Engineering Group Risk Management Action Plan**		3/07/2017	30/06/2018	25%	DE
	No planned progress on this activity in September.					
T4.04.2.1	**Economic Development & Tourism Group Risk Management Action Plan**		3/07/2017	30/06/2018	25%	DEDT
	A comprehensive review of the Group Risk Management Plan has been undertaken in line with refinements made to the Corporate Risk Management Plan . Implementation of the plan is ongoing and on-track.					
T4.04.2.3	**Executive Group Risk Management Action Plan**		3/07/2017	30/06/2018	25%	HRGL
	The Executive Services Risk Management Plan for 17/18 has been developed taking into account key issues identified in the Corporate Risk Plan as well as items within the 17/18 Operational Plan. Quarterly reviews of the plan are scheduled.					
T4.04.2.6	**Planning and Environment Group Risk Management Action Plan**		3/07/2017	30/06/2018	75%	DPE
	The Risk Management Action Plan for Planning and Environment is undergoing a final review to ensure any new risks are managed appropriately and where necessary any actions are assigned for completion to manage these risks.					
T4.04.2.4	**Zero Harm Campaign**	No activity this month	3/07/2017	29/09/2017		RMTL
	A project plan for this project is under development to confirm key objectives and time frames for this organisation wide program.					
T4.04.2.5	**Community & Recreation Group Risk Management Action Plan**		3/07/2017	30/06/2018	25%	DCR
	Following the completion of the Corporate Risk Management Plan the development of the Community and Recreation risk plan has commenced and will be concluded in October.					

4 - A Leading Community 30%

4.4 - Albury plans and leads with good governance 31%

S4.04.3.1 **Customer Request Management (CRM) System - Actions completed** **CSTL**

An overall average of 86% of requests were closed within target timeframes for the month of September 2017. An outcome of the Customer Service - Service and Efficiency Review is a review of the CRM system and this will commence in the near future. This is with a view to providing more accurate data and recording of enquiries to help teams manage their demand and response to customer enquiries.

Code	KPI	Target	Measure	Achieved	%
40531.2	Community and Recreation	80	% complete	73	91%
40531.4	Economic Development and Tourism	80	% complete	100	100%
40531.5	Executive	80	% complete	99	100%
40531.6	Planning and Environment	80	% complete	79	99%
40531.7	Engineering	80	% complete	73	91%
40531.9	AlburyCity total	80	% complete	86	100%

S4.04.3.2 **Due TRIM actions completed** **IMGL**

Four of the five Directorates completed over 90% of their actions on time. Overall AlburyCity achieved a high average of 95.7% and this month's result represents a marked improvement in the responsiveness on Community and Recreation who achieved over 90%.

Code	KPI	Target	Measure	Achieved	%
40533.1	Community and Recreation	100	% signed off in 10 working days	90	90%
40533.2	Economic Development and Tourism	100	% signed off in 10 working days	94	94%
40533.5	Engineering	100	% signed off in 10 working days	87	87%
40533.3	Executive	100	% signed off in 10 working days	98	98%
40533.4	Planning and Environment	100	% signed off in 10 working days	94	94%
40533.6	AlburyCity total	100	% signed off in 10 working days	96	96%

S4.04.3.3 **IT Help Desk service** **IMGL**

During September there were 415 calls opened and 470 calls closed. 347 of those calls opened were from end users and another 111 were by automated systems that were operating outside parameters. Out of the 347 calls opened there were 212 calls closed on the first call which represents a first call resolution rate of 61%. There were 333 user calls closed in September.

Code	KPI	Target	Measure	Achieved	%
KPI_1678	Help Desk Activity	10	<% variation between open and closed	4	100%

4 - A Leading Community

30%

4.4 - Albury plans and leads with good governance

31%

			Start Date	End Date	Performance	Responsible Officer
T4.04.3.1	**Customer Service Activity Report**		3/07/2017	30/06/2018	25%	CSTL
	The Customer Service team has again been busy responding and managing continued customer enquiries and requests. The team has recently benefited with the appointment and arrival of our new Team Leader Daniela Cangelli who has been in the team for seven weeks. The Customer Service Strategy will be an important project to commence in October. The appointment of Customer Service Coordinator for a 12 month trial period has been implemented and will commence on 10 October. This trial will see the position assist the Team Leader with the day to day functioning of the department while the Customer Service Strategy is developed .					
T4.04.3.2	**Develop and implement the AlburyCity Customer Service Strategy**		3/07/2017	30/06/2018	5%	CSTL
	The customer service strategy was a key outcome of the Service and Efficiency Review for Customer Service. The strategy will be developed over the coming months with initial focus on the development of a formal project plan and consultation with key workgroups.					
T4.04.4.2	**Annual Governance Survey of Councillor Support Services**	No activity this month	1/03/2018	30/06/2018		GMEA
T4.04.4.1	**Comparative Data Trend Report**	No activity this month	4/12/2017	30/03/2018		CP
T4.04.5.1	**Develop and implement the Knowledge Based System**		3/07/2017	30/12/2017	6%	CSTL
	The Customer Service - Service and Efficiency Review report has been reviewed by the new team leader and a plan of action to implement this key recommendation is currently being developed and will be instigated in the future.					
T4.04.5.2	**Oracle to SQL Conversion**		1/08/2017	28/10/2017	20%	IMGL
	Works are scheduled to start in early October to enable the revised go live date in December. Project management meetings have taken place and test plans are being prepared for distribution in mid-October so the units can start testing. The server has been fully set-up in preparation for the works.					
O4.04.5.1	**Backscan and register paper records**		3/07/2017	30/06/2018	25%	IMGL
	During September the Team created 43 fully electronic Building Application files and converted another 20 from their paper format to electronic. This gives a total of 7,304 fully electronic BA files with another historical 12,230 paper BA files. Progress against backlog tasks is expected to increase over the coming months following recruitment of a full compliment in the team.					
C4.04.5.1	**Thin client desktop computers**		2/10/2017	1/02/2018		IMGL
C4.04.5.2	**Uninterruptible Power Supply (UPS) Replacement**		1/09/2017	1/11/2017		IMGL
	Put on hold until March 2018 due to replacement of dependant infrastructure following a critical path analysis. This will still be delivered in the 17/18 financial year.					
C4.04.5.3	**Council Chambers AV Refurbishment**		1/10/2017	1/03/2018		IMGL

		Start Date	End Date	Performance	Responsible Officer
4 - A Leading Community				**30%**	
4.4 - Albury plans and leads with good governance				**31%**	
C4.04.5.4	**Microwave Replacement**	3/07/2017	1/10/2017	**25%**	**IMGL**
	A nominated vendor has been selected following the procurement process and the contract will be signed in October along with unsuccessful vendors notified.				
T4.04.6.4	**Strategic Planning Program Management**	3/07/2017	30/06/2018	**25%**	**TPTL**
	The Strategic Planning team is working hard to maintain momentum on a variety of projects whilst awaiting the arrival of a new strategic planner commencing in October. The Planning Proposal to implement the recommendations of the Rural Lands Strategy was reported to Council in September and endorsed subject to the associated Bushfire Risk Management Plan being agreed with NSW Rural Fire Service. Further information has been requested on the Willowbank Planning Proposal prior to finalising this matter. The changes to incorporate the Flood Risk Management Plan recommendations into Albury Development Control Plan 2010 are being considered in light of submissions received which has required further consultation with consultants WMAwater. The Planning Proposal for Turks Head Museum has recently completed exhibition with no objections received and a request to formalise this will now be submitted to NSW Planning Dept. Staff input has continued on various proposals and policies put forward on exhibition by the NSW Department of Planning and Environment. The new Biodiversity Conservation Act and associated legislation (including SEPP Vegetation) commenced in August and Council staff have been in discussions with Office of Environment and Heritage to better appreciate and understand the implications of the new system on current activities and regulations in the Albury LEP 2010.				
T4.04.6.2	**Executive Support Activity Report**	3/07/2017	30/06/2018	**25%**	**GMEA**
	Executive Support submitted the following reports to Council for consideration - Motions for LGNSW Conference, annual update of the committee and working parties register, annual election of the chair and deputy chair for the four standing committee meetings and the NGA conference attendance report. Reports prepared for Committee / Council Meetings for consideration - LGNSW Conference 2017 attendance, Disclosures by Councillors, Audit Committee Members and Designated Persons Return 2016/17 and Councillor conference attendance report - Local Government Aboriginal Network Conference. A presentation to Councillors was prepared for the Councillor Workshop on the outcomes of the Councillor Support Services Survey. The team worked on Doc Assembler administration including template creation for Meeting Minutes. Coordination of Murray Darling Association Conference attendance. Coordination of GM and Mayor 's meetings with external stakeholders. Media Skills training for Councillors was delivered by the Comms team. The Exec team collated the Pecuniary Interest Declarations which are to be tabled at the October Council Meeting.				
T4.04.6.1	**Corporate Planner Activity Report**	3/07/2017	30/06/2018	**25%**	**CP**
	Corporate Planning activity for September included the finalisation of the draft 2016 -2017 AlburyCity Annual Report, ongoing work initiatives with City of Wodonga, distribution and analysis of a survey regarding the AlburyCity Service and Efficiency Review Program, the development of a presentation for the Local Government Professionals Service Review Forum, work on the Regional Growth Environment and Tourism Fund grant application and assistance with Have a Say engagement opportunities.				

4 - A Leading Community — 30%

4.4 - Albury plans and leads with good governance — 31%

			Start Date	End Date	Performance	Responsible Officer
T4.04.6.3	**Financial Services Activity Report**		3/07/2017	30/06/2018	25%	CFO
	The audit of AlburyCity's draft 2016/17 year end financial statements is in progress. A Financial Services Service and Efficiency Review Project will also be conducted during the 2017/18 financial year. Planning for the tender of AlburyCity's banking services has commenced.					
T4.04.6.5	**Audit Committee Charter**		3/07/2017	29/09/2018	100%	HRGL
	This project is complete.					
O4.04.6.3	**Governance Framework**		3/07/2017	29/12/2017	10%	PIO
	Initial research has been undertaken as part of the development of this framework. Further information is expected from the audit which is currently being undertaken by Centium. The results of this audit is expected to be received in December. Delivery of the Governance Framework will be extended to consider any recommendations from the audit.					
T4.04.6.6	**Parks and Recreation Policy Review**	No activity this month	1/01/2018	30/06/2018		PRTL
	No works have been undertaken on the review of Parks and Recreation policies. Scheduled to commence in January 2018.					
O4.04.6.1	**Workplace Wellness**		3/07/2017	30/06/2018	25%	RMTL
	The next Health and Wellbeing event is scheduled for 31 October 2017. This will be a day of workshops focused on mental health in the workplace. A successful grant application was submitted to StateCover resulting in an contribution towards the cost of the day. Further work has been undertaken to develop the Workplace Wellness Framework.					
O4.04.6.2	**Delegations Database**		3/07/2017	30/03/2018	10%	PIO
	The build of the delegations database commenced in the 2016/17 financial year with the construction of the organisational structure within the database commenced.					
OP4.04.6.1	**Internal Reporting - Public Interest Disclosure Policy and Procedure**		3/07/2017	29/12/2017	10%	PIO
	Initial investigations have commenced into the resources provided by the Ombudsman regarding Public Interest Disclosures. Further review of the policy and procedure will continue over the coming months.					

FAC9 DELEGATES REPORTS FOR NOTING

FAC9.0 Nil

FAC10 NOTICE OF URGENT BUSINESS

FAC10.0 Nil

FAC11 CONFIDENTIAL MATTERS

FAC11.0 Nil