



**LOCAL POLICY
FOR
RELOCATION OF
PREVIOUSLY USED
RESIDENCES**

ADOPTED 21 JUNE 2006

What is a previously used residence?

These are dwellings which have at some time been occupied.

They may have been constructed as transportable buildings or conventionally constructed on a site with piers and platform floor.

Relocation means the physical moving of a residence from one site to another for the purposes of being used as a dwelling house.

Where does this policy apply?

This policy applies to the 2(V) "Village or Urban" Zones of Barooga, Berrigan, Finley and Tocumwal; and

This policy also applies to the 1(c) "Rural Small Holdings" Zones throughout the Shire of Berrigan, under the provisions of Berrigan Local Environmental Plan 1992 as amended.

What is the purpose of the policy?

Previously used residences should only be relocated to areas where upon completion they will be compatible with surrounding structures and be of a satisfactory quality, design, size and appearance which will positively contribute to the built environment of the proposed locality.

What are the benefits of this policy ?

- To ensure a consistent style of dwelling within an area.
- To provide some certainty to owners of existing properties that there is a minimum acceptable standard of dwelling development within an established streetscape.
- To prevent low cost, poor quality and inappropriate development.
- To ensure that genuine developers have the opportunity to undertake alternative residential construction in appropriate locations by re-using existing resources.
- To ensure that such projects are completed in an appropriate period of time with minimal impact on adjoining residents.
- To minimize potential exposure to previously used building products now banned from sale or use in residential construction (such as asbestos cement or lead paint) in the interests of environmental health.
- To protect the public interest.

How is this policy to be applied?

- Previously used residences must be compatible with the existing surroundings upon completion.
- All residences must make a positive contribution to the built environment.
- Previously used residences will generally only be considered appropriate as infill development in older established areas, not in newly established subdivisions or housing estates.
- Where the proposed (previously used) residence is located on a site outside the Shire, the applicant must provide the Council with clear and current photographs of the structure and a written report from a suitably qualified and experienced building professional to state that the building is structurally sound and suitable for transportation by a competent person.
- Any building which was constructed elsewhere more than five years previously will be carefully scrutinized by the Council and applicants will need to provide a compelling submission to support the proposal to relocate. Such buildings may not satisfy the present construction standards required by the Building Code of Australia (for water proofing; glazing; framing, etc); but must satisfy the performance requirements of the Code.
- Any building constructed before 1987 may potentially contain asbestos building products. Occupational Health & Safety Regulations now prohibit the use of asbestos and lead based paint in residential construction work. The relocation of a previously used residence is considered to be construction work and may therefore require the safe treatment or removal of such products.
- Developers will need to satisfy the Council that the project will be completed within an acceptable period of time. This will vary depending upon the age, style and location of the building and may involve the payment of a five thousand dollar (\$5000) refundable cash bond or provision of a bank guarantee prior to commencement of any work. In any event, the Council will require the structure to have the external appearance of a new dwelling within three months of its relocation to any site.

Can a concession be granted to these requirements?

It is expected that all development should positively contribute to the public domain. Buildings should be attractive when viewed from public places.

In developing policies, the Council hopes to provide guidance to potential developers and the general community as well as to development assessment staff.

The Council may choose to vary this plan at any time without further community consultation upon assessment of an individual development application. All proposals will be given a merit based assessment by authorised staff and proposals which fail to satisfy the requirements of this policy will be referred to the Council for final determination.

Applicants must satisfy the Council that there will be a positive community benefit gained from varying this plan.

Examples of this may include:

Dwellings which were constructed more than five years previously, that are to be relocated and modified by substantial additions or by cosmetic modernization such as brick veneering, replacement of windows, re-pitching and replacement of roofing.

A concession for relocation of a manufactured home from an approved caravan park or manufactured home estate onto a single residential allotment as a separate dwelling, granny flat, or accommodation for an additional member of the family

A concession may also be granted by the Council on the grounds of genuine financial hardship, where alternative accommodation is unattainable and the proposal will be an improvement to existing circumstances. This may be seen to be in the public interest where it will result in an improvement to the neighbourhood.

Community Consultation

The relocation of previously used dwellings into residential areas of the "Village or Urban" zone can often be quite a sensitive matter to the existing residents. It is important for the Council to ensure that an informed assessment of the merits of each proposal is made in the public interest. In order to achieve this, every application for relocation of a used residence, which was constructed more than five years previously and is proposed within the "Village" zone, will be publicly advertised and adjoining landowners invited to make comment.

What are the Council's requirements for submitting an application for development consent?

All development proposals for relocation of previously used residences are required to obtain development consent from the Council in accordance with the provisions of the NSW Environmental Planning & Assessment Act 1979.

If development consent is granted to the applicant, it will then be necessary to obtain a construction certificate and to appoint a Principle Certifying Authority, prior to the commencement of any work.

Failure to do so is an offence under the Act, for which substantial penalties apply.

In addition to the requirements of this policy:

- Plans
 - Photographs
 - Professional building condition report
 - Approximate age or year of original construction (Where a building is less than 5 years old a copy of the previous construction approval documents or occupation certificate must be provided).
 - Detailed specification of materials used in construction (including linings and cladding materials)
 - Details of any proposed modifications
 - Expected time table for completion of specified work
 - Written submission in support of the proposal
- Council requirements for submitting a development application are specified on the back of the development application form.



Barooga Advancement Group

C/- PO Box 127, Barooga, NSW 3644 Ph: 6040 119027 673875 4411

BERRIGAN SHIRE COUNCIL

- 2 FEB 2015

FILE _____

REFER TO GADIS

COPY TO _____

ACTION / CODE _____

ACKNOWLEDGE Y / N _____

Mr Rowan Perkins
 General Manager
 Berrigan Shire Council
 Chanter St
 Berrigan NSW 2712

Naming of the Barooga Walking Track

Dear Sir,

The Barooga Advance Group are seeking approval to name the new Walking Track at Barooga the "Bullanginya Track".

A motion was approved at the November 2014 BAG meeting to approach Council to name the Track in accordance with Council policy.

We look forward to Councils response.

Yours sincerely

Karen Bruce
 Secretary
 29/1/2015

Fit for the Future

Merger Business Case Panel
A guide to accessing support available

DECEMBER 2014



Office of
Local Government

ACCESS TO SERVICES

The Office of Local Government is located at:

Levels 1 & 2
5 O'Keefe Avenue
NOWRA NSW 2541

Locked Bag 3015
NOWRA NSW 2541

Phone 02 4428 4100
Fax 02 4428 4199
TTY 02 4428 4209

Level 9, 6 – 10 O'Connell Street
SYDNEY NSW 2000

PO Box R1772
ROYAL EXCHANGE NSW 1225

Phone 02 9289 4000
Fax 02 9289 4099

Email: olg@olg.nsw.gov.au

Website: www.olg.nsw.gov.au

OFFICE HOURS

Monday to Friday

8.30am to 5.00pm

(Special arrangements may be made if these hours are unsuitable)

All offices are wheelchair accessible.

ALTERNATIVE MEDIA PUBLICATIONS

Special arrangements can be made for our publications to be provided in large print or an alternative media format. If you need this service, please contact our Executive Branch on 02 9289 4000.

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Produced by the Office of Local Government

MERGER BUSINESS CASE PANEL

This guide provides an overview of the Panel of experienced business case developers that can assist councils who have resolved to obtain further information about a potential merger option.

The Panel has been appointed by the Office of Local Government (OLG), following a competitive shortlisting process. Panel members have demonstrated their ability to:

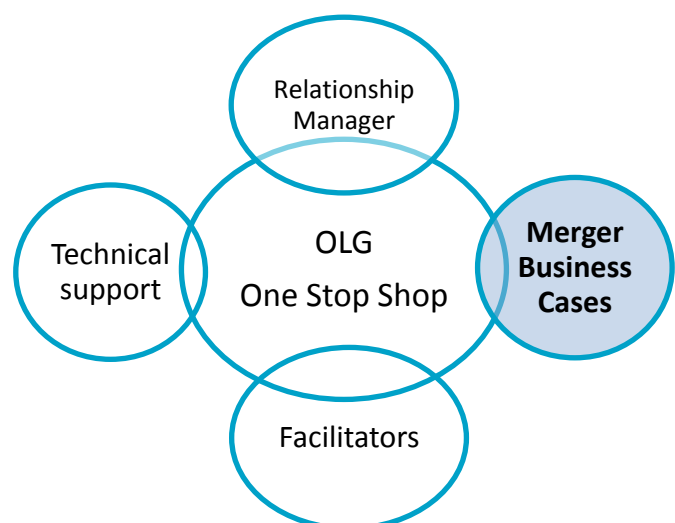
- Efficiently undertake high level strategic, financial assessment and economic modeling in relation to merger options.
- Identify quantitative and qualitative costs and benefits associated with the proposed merger.
- Carry out due diligence investigations.
- Drive focused, pragmatic approaches to preparing merger business cases.
- Clearly communicate with diverse stakeholders.

The Merger Business Case Panel will be active until 30 June 2015, to enable councils to access services as they prepare their Fit for the Future proposals.

The Merger Business Case Panel is one of a number of services coordinated through the OLG One Stop Shop, to assist councils to develop their Fit for the Future proposal.

Information about Fit for the Future is available at:

www.fitforthefuture.nsw.gov.au.



WHY USE THE MERGER BUSINESS CASE PANEL?

The primary purpose of a merger business case is to provide councils with the necessary information to allow them to determine whether a proposed merger option is the right outcome.

Undertaking a merger business case does not commit a council to merging – it simply helps councils to better understand the benefits and costs of a merger option.

A merger business case will allow a group of councils to assess how a particular merger option may help the council to address the issue of scale and capacity (as defined by the Independent Local Government Review Panel), and the benefits and costs of the option.

Specifically, the merger business case will:

- provide a high level strategic and economic appraisal of the feasibility of a proposed merger option
- consider the factors set out in section 263 of the Local Government Act 1993, and
- include undertaking due diligence to assess any high level risks of the proposed merger option(s) to enable the participating councils to make a decision to proceed to a merger and complete the Council Merger Proposal - Template 1, should the councils choose to do so.

The merger business case will also support councils to involve their local communities in making informed decisions about the challenges facing communities and the local, regional and State-wide costs and benefits of a merger.

Should the councils choose to pursue the merger option, the merger business case will form the basis of the Fit for the Future proposal of each council in the proposed new entity and support them to complete Template 1.

The NSW Government will provide up to 50% funding where councils procure a provider from the Merger Business Case Panel.

ACCESSING A MERGER BUSINESS CASE PANEL MEMBER

Step 1

Contact your OLG Relationship Manager to obtain draft RFQ

- a. Councils contact their OLG Relationship Manager to discuss the Merger Business Case process and obtain a copy of the draft Request for Quote (RFQ) template.

Note: Councils wishing to tailor the RFQ to go beyond the minimum scoping requirements of the template to do so in consultation with OLG.

- b. Councils submit draft RFQ to OLG.
- c. OLG agrees to RFQ scope, where a variation to the template is proposed.

Step 2

Councils procure a Merger Business Case Panel member in consultation with OLG

- a. Councils issue RFQ to a minimum of three Panel members.
- b. Councils evaluate RFQ responses and appoint a successful contractor using NSW Office of Finance and Services Prequalification Scheme standard form of agreement.

Step 3

Merger Business Case undertaken

The Councils manage the contract over the course of the project.

Step 4

Merger Business Case finalised

- a. Contractor provides the final business case to the councils.
- b. Councils invoice OLG for 50% of the contractor fee and provide a copy of the final report.

Step 5

Councils consider the MBC

Councils may contact OLG to obtain access to a Facilitator to assist them to work through this process.

Step 6

Councils resolve to complete
Council Merger Proposal
(Template 1)

or

Councils resolve to complete
Council Improvement Proposal
(Template 2) or
Rural Council Proposal (Template 3)

THE MERGER BUSINESS CASE PROCUREMENT PROCESS

The NSW Government will fund up to 50% of the cost of a merger business case. It will be a matter for partner councils to procure a provider from the Merger Business Case Panel and manage the merger business case process.

To be eligible to access Government funding, partner councils must:

- a. Agree, by resolution of each council, to investigate and fund the merger business case for the proposed merger option.
- b. Complete a Request for Quote document (using a template document provided by the OLG) and submit to the OLG.
- c. Seek quotations from at least three Panel members (open invitations to tender are **not** required).
- d. Outline how the group of councils intends to distribute the remaining 50% of the cost of the merger business case (on a percentage split basis).
- e. Provide a copy of the final report to the OLG prior to payment of the final invoice.

Scoping

It is recognised that the decision making needs of each group of councils seeking a merger business case will vary depending on local circumstances.

For this reason, the Office of Local Government will consider requests for inclusion of additional information not covered in the RFQ template.

Project timing

It is estimated that each merger business case will be completed within a period of two to three months dependent on complexity (eg depending upon the number of councils associated with the merger, the level of strategic, economic and financial appraisal required, whether previous assessment or due diligence has occurred).

Funding

All Merger Business Case Panel members are fully prequalified suppliers under the NSW Office of Finance and Service's Performance and Management Services Prequalification Scheme (P&MS Scheme) meaning that they are prequalified to provide services with no limit on the value of the engagement.

However, for the purpose of guiding quotations sought by councils from Panel Members, the OLG provides the following information about upper pricing limits:

Table 1: Maximum OLG funding contributions for merger business cases

Council type	Maximum OLG contribution*
Rural and Regional Councils	\$25,000 to \$40,000
Sydney metropolitan councils (including Central Coast)	\$50,000 to \$75,000

*Funding contribution ranges are based on complexity and scope (eg: number and size of councils in a group, pre-existing work undertaken etc) and indicative pricing information provided by Panel members.

Contract management

It will be a matter for the relevant councils to determine how the contract with the successful Panel member is established and managed. However, as a minimum, at least one council must enter into an agreement with the Panel member using the P&MS Scheme standard form agreement, which is available for download at: <http://www.procurepoint.nsw.gov.au/documents/pms-standard-form-agreement.docx>.

Appended to the agreement must be the RFQ response of the successful Panel member and any other documentation relevant to the management of the contract.

Councils are strongly encouraged to read the P&MS Scheme Guidelines which sets out the Scheme rules, which can be found at the following website:

<http://www.procurepoint.nsw.gov.au/before-you-buy/prequalification-schemes-0/performance-and-management-services-0>.

Awarding of “flow-on” work to appointed contractors

A service provider’s engagement may result in the need for related ‘flow-on’ work. The P&MS Scheme Guidelines (pp7 – 9) contain important information about the awarding of flow-on work, including detailed descriptions of scenarios which may arise.

An overarching principle is that the potential need for flow on work should be considered by councils prior to seeking initial quotations, as this may inform the number of quotations that a council chooses to seek.

Note: OLG funding is only available for the work covered in the original contract. Any follow-on work arising from the original contract must be paid for by the respective councils.

Payment of funds by the Office of Local Government

Following receipt of the final merger business case, the councils should invoice the OLG for 50% of the agreed contractor fee (up to the maximum amounts indicated in table 1, above).

A copy of the final merger business case document must also be provided with the invoice.

The invoice must be submitted by one coordinating council, addressed to:

One Stop Shop
Office of Local Government
Locked Bag 3015
NOWRA NSW 2541
onestopshop@fitforthefuture.nsw.gov.au

MERGER BUSINESS CASE PANEL

Note: The information contained in this document is an edited version (max 250 words) of that provided by each Panel member. The Office of Local Government takes no responsibility for the accuracy of the information.

Advanced Dynamics

www.advanced-dynamics.com.au

Contact:

Susan Law
Managing Director

P: 0405 313 836

E: susan.law@advanced-dynamics.com.au

Advanced Dynamics has been at the forefront of local government reform with deep experience of supporting change initiated by Councils and the Local Government sector.

Based in New South Wales, we have decades of experience working with Councils and other public service organisations in New South Wales, South Australia, Western Australia, the Northern Territory, New Zealand, South Africa and the United Kingdom. Many of our Consultants have worked as senior leaders and managers in Councils. We therefore have the knowledge and experience to quickly understand your specific circumstances. We are experienced in identifying the issues that affect service delivery, analysing the drivers of cost, understanding the impact of culture and leadership on performance, and improving long term viability and sustainability against community expectations in a political environment.

In Australia, we have helped Councils:-

- understand their current position, prepare and implement plans to achieve financial sustainability
- assess whether their service strategy, organisation structures and governance, and their ways of working will achieve their long term community goals
- analyse their infrastructure renewal and maintenance needs and develop renewal plans consistent with long term financial plans
- undertake technical and financial analysis to assess and improve effectiveness, productivity, and efficiency
- identify community needs, and develop long term plans to meet those needs, engaging with and empowering the community to do so

Our Consultants all understand the complexity faced by Councils to become Fit For The Future. In addition to their individual specialisms, we are all skilled in stakeholder engagement, data analysis, and improvement planning.

Deloitte Touche Tohmatsu

<http://www2.deloitte.com/au/en.html>

Contact:

Ursula Brennan / Natalie Turner

P: 0414 917 978 or
0428 912 434

E: ubrennan@deloitte.com.au
naturner@deloitte.com.au

The Deloitte team brings extensive experience in developing robust business cases for government transactions that can identify the costs, benefits, impacts and risks associated with a range of alternative options in a manner that is clear and evidence-based. This enables the different views of stakeholders to be explored and acknowledged in a transparent process to achieve broad stakeholder support for the final business case.

Our team includes experts in business planning, options feasibility, mergers and acquisitions, valuations, capital optimisation, commercial and financial due diligence, economic and policy analysis, financial modelling and accounting treatments. We are also highly experienced in merger integration and in developing implementation plans that support delivery of the promised transaction benefits whilst ensuring sustainability of the business.

We have specific and deep understanding of the challenges facing NSW local councils, the metrics against which performance will be assessed and of the Fit For the Future reforms. This will enable us to assist councils to sensitively yet rapidly address the business case requirements that will inform the completion of credible and deliverable Fit For the Future merger proposals.

Ernst & Young

[www.ey.com/Government and Public Sector](http://www.ey.com/GovernmentandPublicSector)

Contact:

Larni de Courtenay,
Lead Partner
NSW Government Integrations
P: 02 9248 5178 or
0438 239 065
E:
larni.de.courtenay@au.ey.com

EY has been advising government clients in Australia and overseas for many years to investigate the merits of mergers and restructuring initiatives. We are highly experienced in preparing robust business cases for Government clients for a range of initiatives, including mergers, and also have deep experience with planning and executing Government mergers.

We have the ability to draw from a proven network of highly experienced merger and business case preparation professionals who also have an understanding of the key challenges facing the local government sector. Our team includes three senior Partners who have worked in and around Local Government, and our experience includes developing the merger business case for Aurora Energy and Transend, the public merger business case for Sydney Turf Club and the Australian Jockey Club, a range of council merger projects in QLD and WA and the merger of 3 Ports in Southern WA.

We have also prepared business cases for non-merger initiatives e.g. a Preliminary and Final Business Case to support the renewal of the Powerhouse Museum (including Gateway Review) for the Museum of Applied Arts and Sciences and a business case to support the relocation of the Registry of Births Deaths and Marriages' head office for NSW Attorney General and Justice.

We have tailored our proven merger benefits methodology to the local government context, enabling the development of a robust business case that aligns to NSW Treasury requirements and considers the inputs of key Council stakeholders. EY also has a strong independent brand and market presence to provide support and credibility to Councils' merger business cases.

Grant Thornton Australia Limited

<http://www.grantthornton.com.au/>

Contact:

Rory Gregg
Partner – Operational Advisory
P: 02 8297 2531
E: rory.gregg@au.gt.com

Our specialists across service lines offer thought leadership, insights and a seamless approach to help you achieve your objectives. Grant Thornton's team have worked with numerous local councils and have built up significant knowledge and experience of how councils operate. We understand the complex nature of council operations.

We avoid the hierarchy, reduce the layers, shorten the decision making chains and enable our people to take command and resolve issues more quickly and efficiently. Additionally, all our engagement delivery is lead and overseen by expert Partners, to ensure the highest quality deliverables. We will work with you in a collaborative manner, always respecting your values and priorities. The benefit to you is working with a firm which is sympathetic to your philosophy, and tailors their approach accordingly.

Our wide variety of service offerings and expertise allows us to provide Councils with the best possible business case that represents the best interests of all stakeholders.

Our ability to identify the key drivers that influence benefits and costs of merging and our expert analytical skills leave us well positioned to provide high quality business cases for merger. We will implement a practical and sensible approach to delivering a value adding business case. We are proud of our people and of their capacity to operate in a friendly concentrated manner whilst providing expert advice.

Our proven approaches and methodologies are unique to each client initiative. This ensures local Councils receive contemporary and innovative approaches aligned to your needs. We believe this enables true change.

KPMG

KPMG is uniquely placed to support NSW Councils in the development of their Merger Business Case proposals. We bring both deep sector understanding and technical expertise to provide Councils access to all of their business case development requirements with one provider.

www.kpmg.com.au

Contact:

Graham Brooke

P 02 9455 9091

E: grooke1@kpmg.com.au

We have contributed significantly to both Council and State led reform initiatives. Our expertise is based on:

- Our direct role in working with OLG to develop the framework, criteria and associated guidelines for Fit for the Future proposals and our working knowledge of the analysis required to successfully complete submissions;
- Our understanding of how to engage with stakeholders from Council, community and neighbouring government areas to identify the opportunities and challenges faced;
- Our significant local and international experience in delivering local government reform and improvement initiatives, enabling us to understand the issues currently facing Councils and develop appropriate plans to mitigate them; and
- Our demonstrated strong capability across all business case development requirements and ability to provide an integrated team of advisors to support Councils as and when required.

Overall, we offer Councils:

- Unmatched expertise in the rollout of the Fit for the Future assessment framework;
- A proven track record of successfully completing fit-for-purpose business cases consistent with NSW Treasury guidelines, including on large-scale nation-building infrastructure projects as well as capital improvement works for local governments; and
- A commitment to partner with NSW Councils to develop evidence-driven analysis in support of local in achieving their visions for their Fit for the Future proposals.

Morrison Low

Morrison Low has an extensive track record of assisting councils across Australia, New Zealand and the Pacific. The cornerstone of our business is local government. With offices in Sydney, Brisbane, Perth and Auckland, Morrison Low prides itself on understanding the industry and the matters confronting it.

www.morrisonlow.com

Contact:

Dan Bonifant

Director

P: 02 9211 2991 or

0427 111 884

E:

d.bonifant@morrisonlow.com

Our recent experience in local government reform (NSW, WA, QLD and NZ) means we are ideally suited to assisting councils with all aspects of "Fit for the Future". Morrison Low is also on the Office of Local Government's Technical Panel and Facilitator Panel. Our staff have worked in local government and we understand the environment and the challenges of the reform processes. Combining both technical capability and practical experience means that we are able to provide a total solution for councils as they investigate and develop their Fit for the Future responses.

With increased scrutiny over council decisions and the rationale for them, Morrison Low has been supporting councils in both Australia and New Zealand with developing business cases that assess the financial and economic impacts of their decisions. We have an established methodology and process for assessing the costs and benefits that conforms with Treasury Guidelines, links to key strategic outcomes and involves our clients in all key decisions. A business case provides robust information that many councils may wish to use as part of assessing their best outcome under the Fit For the Future reforms

Morrison Low has a reputation for innovative solutions and a track record of supporting councils and their communities decide what, in their particular circumstances, is the best long term option and working out how to implement that change.

Pricewaterhouse Coopers (PWC)

www.pwc.com.au

Contact:

Andrew Cloke
Partner, Transaction
Services

P: 02 8266 3524

E:

andrew.cloke@au.pwc.com

PwC is the leading firm in the provision of auditing and consulting services to local government in NSW. We currently undertake the audit of 21 councils in NSW and have been involved in an extensive range of consulting exercises covering all aspects of local government practice. Our team of local government specialists have been actively involved with industry bodies and discussion groups dealing with all aspects of accounting, operational and financial sustainability issues within local government.

We are fully apprised of the latest developments in local government including the financial sustainability challenge, asset management issues, competition policy, code updates, e-business, and the outcomes of the Treasury Corporation's Sustainability and Local Government Independent Review Panel reviews.

Our significant knowledge of the local government sector will be combined with the right expertise within the firm to meet your requirements – we will bring the best in the sector and our firm to you. Our experienced team has provided the following services to local government organisations:

- Finance, operational and strategy advice
- Strategic and financial sustainability reviews
- Financial modelling, benchmarking and performance management tools
- Cost-benefit analysis into potential mergers
- Review of financial plans and budgets
- Operational effectiveness reviews
- Systems and Process reviews – Risk and Controls optimisation reviews
- Service level reviews

SGS Economics

www.sgsep.com.au

Contact:

Jo Manion
Associate

P: 02 8307 0121

E: jmanion@sgsep.com.au

SGS Economics & Planning in partnership with Nous Group have been working with local government across NSW, Australia and international for over twenty years. We are leaders in developing merger business cases, and undertaking financial and economic analysis. Importantly, we understand local government, its strategic planning cycles, community responsibilities, challenges and opportunities in enhancing capacity and scale.

Our team has extensive experience in supporting government organisations through mergers and transitional processes to achieve strategic outcomes. As part of our approach we propose to undertake transitional diagnostics to determine the likelihood of success of the proposed merger, identify risks and determine the overall strategic fit. This rapid appraisal will further inform the preferred merger option and provide the base work for preparing the business case.

Our team has worked with many organisations to help build partnerships and collaboration. Throughout the process we will work with executive management teams, general managers, Elected Members and key staff to a business case which responds to the local challenges and charter of individual merger areas.

With our extensive experience in preparing successful business cases at various levels of government, we will deliver a high quality merger business case that meets the Fit for the Future Merger Guidelines. Our business case will inform and guide councils in their decision making and in preparing their Merger Proposals.

Our services:

- A rapid appraisal of the merger option
- Engagement with key Council stakeholders
- Detailed business case

Third Horizon

Third Horizon Consulting is an Australian owned company that can deliver real value to councillors as they consider potential merger options. We have outlined a brief summary of our experience for your consideration:

www.thirdhorizon.com.au

Contact:

Robert Kelly

Director

P:+61 414 568 233

or +61 2 9333 6000

E:

robert.kelly@thirdhorizon.com.au

- **Third Horizon has relevant capability and experience.** We bring a breadth of experience that is directly relevant to local councils. We have undertaken a large number of merger related projects in the public and private sectors, involving complex environments with numerous stakeholders. We have the experience, skills, tools and people to help support you in the development of a robust plan.
- **We have an outstanding team.** We have team with deep experience in mergers, financial analysis and strategic assessment. Our team also includes Stephen Blackadder who was for 20 years a General Manager, serving two large Sydney Councils, Rockdale and Warringah, and was a member of the NSW Government Local Government Acts Taskforce. Our team also includes Dr Ian Tiley who was an elected local government councillor from 1991 to 2012 and, a member of the NSW Government Local Government Acts Taskforce. Ian's Doctoral thesis (2011) was concerned with Australian Local Government Amalgamations and used the case study of Clarence Valley council, a merger of six Councils, where Ian was the first mayor from 2005 to 2008.
- **We will provide you with 'ready to use' inputs for your Council Merger Proposal.** Our approach ensures that the outputs of our business case are made available for use by councils, including Excel worksheets and other supporting materials, to be leveraged in completing the final Council Merger Proposal template.



DRAFT REQUEST FOR QUOTE TEMPLATE AND SUBMISSION FORM

PROCUREMENT FROM THE MERGER BUSINESS CASE PANEL

Instructions for councils using the template and form:

1. Complete the Merger Business Case Request for Quote (RFQ) submission form (Attachment 1).
2. Amend the **GREEN** highlighted sections of the RFQ template (Attachment 2) to include relevant information, and remove the **YELLOW** highlighted sections of the template.
3. Submit the draft RFQ and the completed submission form to onestopshop@fitforthefuture.nsw.gov.au.
4. After written agreement to proceed has been received in writing from the OLG Relationship Manager, issue the RFQ to the nominated panel member and conduct the procurement process.
5. Once a successful contractor has been appointed:
 - a. Notify the OLG Relationship Manager of the successful contractor and agreed cost of the delivery of the project (see section 8 for further information re upper cost limits).
 - b. Manage the project in-line with the deliverables and timeframes set out in section 5 of the RFQ template.
6. At the completion of the merger business case:
 - a. Provide an invoice to the OLG for 50% of the agreed cost (as notified at step 5a), including any reasonable agreed travel and incidental costs incurred by the contractor (see section 8 of the draft RFQ for further information re incidental costs).
 - b. Provide a copy of the final merger business case document to the OLG.

Note: Payment will only be made by the OLG after this occurs

Attachment 1: Merger Business Case submission form

- The OLG will process submissions that are received on this form.
- **Note:** All councils party to the submission must agree, by resolution of each council, to investigate and fund the business case for the proposed merger option.
- The form can be submitted by any of the listed councils. However, councils are asked to ensure that only one copy of the form is submitted.
- Please send the completed form to: onestopshop@fitforthefuture.nsw.gov.au

Details of submitting councils (provide details of all councils in potential merger)		
	Name	Contribution to final cost (percentage)
Council #1		
Contact:		
Council #2		
Contact:		
Council #3		
Contact:		
Council #4		
Contact:		
Council #5		
Contact:		
Council #6		
Contact:		
Total council contributions		50%
Office of Local Government contribution		50%
TOTAL		100%

Merger Business Case Panel member to who the RFQ will be sent (1 required)	
1	
2 (optional)	
3 (optional)	

Attachment 2: Merger Business Case Request for Quote template

1. Request for Quote

(INSERT COUNCIL NAMES) seek to engage a member of the Fit for the Future Merger Business Case Panel under the NSW Office of Finance and Services Performance and Management Services Prequalification Scheme to develop a business case in relation to a potential merger of the councils.

2. Background

The purpose of a merger business case is to:

- assist the group of councils to assess how a particular merger option may help them to address the issue of scale and capacity (as defined by the Independent Local Government Review Panel), and the benefits and costs of the option, and
- provide information to councils to inform their communities about the costs and benefits of the proposal and
- form the basis of each council's Fit for the Future proposal, should they agree to pursue the merger option.

Each of the councils interested in investigating this merger option must have the support of their elected body to develop a merger business case.

(Outline previous work undertaken by the individual councils in relation to the Fit for the Future process and level of readiness to proceed to a merger business case. For example, some councils have already commissioned high level strategic and financial assessment of options and others have yet to consider the range of circumstances, scale of change required and other issues relating to considering a merger aimed at producing positive outcomes).

3. The Merger Business Case

3.1 The deliverable is a business case, which addresses the issue of scale and capacity for the councils in question, and considers how the proposed merged entity could become fit for the future over time.

3.2 The business case must contain a sufficient level of information to enable the councils to complete the [Council Merger Proposal - Template 1](#) should they agree to pursue the merger option.

3.3 At a minimum, the business case must:

- a. Provide a high level strategic and economic appraisal of the proposed merger option to enable a group of councils to complete the [Council Merger Proposal - Template 1](#).
- b. Ensure the proposed merger option has regard to the factors set out in section 263 of the *Local Government Act 1993*.
- c. Include a high-level due diligence assessment of any risks or concerns identified by the councils which they require to be addressed to allow consideration of the merger option to be undertaken.

(Councils may insert relevant items for consideration by OLG, after reviewing the exclusions referred to in section 6 of this template).

4. Request for Quote (RFQ) criteria

4.1 In responding to the RFQ, the applicant must provide:

- a. A draft project plan specifying:
 - i. Methodology/project plan for preparing the Merger Business Case
 - ii. Anticipated timeframes and milestones for completion.
 - iii. Final pricing (not including reasonable incidentals, which may be charged separately at the end of the engagement period, subject to the approval of the councils party to the agreement).
- b. Details of the project team members and structure, including:
 - i. The names and role of each person, including whether they will be involved in the field or in a support capacity.
 - ii. CVs for each team member.

5. Deliverables

The contractor will deliver the following:

- 5.1 **By the end of the first week following appointment by the councils**, the contractor will commission a meeting of representatives of the participating councils to agree to the final scope of the engagement and fundamental principles of the business case, including any necessary financial and operating model assumptions.
- 5.2 **By the end of the second week following engagement, the contractor will provide the councils with a Final Project Plan** which reflects the Draft Project Plan (see section 4.1 a, above) and outcomes of the abovementioned workshop, including agreed dates for each step of the process.

- 5.3 **At the end of each subsequent week (AMEND TIMING AS NECESSARY)** over the course of the project, the contractor will advise the councils on the progress of the project.
- 5.4 By **INSERT DATE**, the contractor must provide the final merger business case, as described in section 3 of this document.

6 Exclusions

6.1 The Merger Business Case will not consider the following matter:

- a. **Community consultation (eg: conduct or examination of surveys, polling regarding community attitudes to the proposed merger etc).** It is intended that the business case will provide sufficient technical information to allow each council to undertake appropriate community consultation to inform the council's decision in relation to its Fit for the Future proposal.
- b. **Detailed assessments of issues to be addressed by Local Transition Committees** (ie: to be undertaken after a proposal to merge has been approved by the Minister) - including detailed examinations of possible governance structures, ward arrangements etc.

However, the OLG will consider the requests of councils to include high-level or summary examination of such issues, if the councils require it to inform their final decision about the appropriateness of the possible merger.

- c. **Examination of alternate structural reform strategies** (eg: use of shared services, adjustments to the boundaries of existing local government areas etc). Councils may wish to undertake their own assessments of such arrangements to inform their Fit for the Future proposal.

6.2 Where an independent, high level strategic and financial assessment related to the preferred merger option has already been undertaken, it is not necessary for that work to be duplicated. If appropriate and valid, this assessment is to be used in the development of the Merger Business Case.

6.3 (Councils may specify any other matters they wish to be excluded).

7 Timetable

7.1 The anticipated project timetable is outlined in section 5.

7.2 Successful contractors must be available to commence work on the project by no later than **(INSERT DATE)** where required.

7.3 All work on the project must be completed by **(INSERT DATE)**.

8 Indicative pricing

8.1 An indicative upper limit for this project is set out in the following table. The upper limit has been determined by the Office of Local Government based on the information provided by Merger Business Case Panel members through the Panel appointment process: **(councils remove rows that do not apply).**

Potential merger type	Upper limit*
2 councils	\$60,000
3 councils	\$80,000
4 councils	\$100,000
5 or more councils	\$150,000

*Including Office of Local Government contribution (up to 50%).

8.2 Pricing should take into consideration that potential Merger Business Case packages may need to be undertaken in regional, remote and metropolitan areas of NSW.

8.3 Travel and incidentals must be invoiced separately. The group of councils will reimburse contractors for expenses that are reasonably incurred as required to successfully deliver the project. These expenses will be agreed between the group of councils and the contractor prior to being incurred and reimbursed at cost.

NOTE: 50% of the agreed travel and incidental costs will be met by the Office of Local Government. The group of councils should itemise this in the final invoice.

8.4 Applicants should also provide costing for any out of scope but related activity.

9 Responsibilities of participating councils

9.1 Each council party to the contract will:

a. Provide access to all relevant information, documentation and data to assist the contractor to undertake the engagement, including but not limited to:

- Annual financial reports and long-term financial plans
- Organisational review and/or improvement plans
- The suite of Integrated Planning and Reporting documents and any necessary supporting information
- Any other previous documentation identified by the contractor as essential to the completion of the business case.

Note: Individual councils may seek to enter into arrangements with the contractor restricting the publication of certain information deemed to be of a confidential nature. However, any arrangement must not restrict the contractor from using such information in the final business case in a cumulative and de-identified manner.

- Participating in a commissioning workshop to establish the final scope and fundamental principles of the review by the end of the first week of engagement (see section 5.1).

- b. Appointing a person to be the day to day contact during the engagement. This person will provide ongoing assistance by coordinating the flow of information and logistics to support the contractor in completing the business case.
 - c. Commit to providing advice and feedback quickly and expediently.
- 9.2 The participating councils will negotiate a suitable contract management arrangement with the contractor, to ensure efficient information sharing and decision-making processes.

10 Assessment of submissions

- 10.1 The relevant councils reserve the right to determine the assessment process. A weighting system will be used to evaluate submissions. The criteria which will be used to assess submissions are as follows:
- a. Submissions lodged on time to (INSERT EMAIL ADDRESS). The submissions should be marked "Attention: (INSERT CONTACT NAME)" (also see section 11 below regarding lodgement requirements).
 - b. The extent to which the submission addresses the RFQ requirements.
 - c. Qualifications held by the individuals in the project team
 - d. Relevant experience, proven capability and successful outcomes in other projects by both the applicant and the personnel who will be involved in the project
 - e. Demonstrated competency and experience to project manage the engagement
 - f. Value for money.
- 10.2 It is also required that CV's of all personnel working on the project be provided.

11 Post-submission contact

- 11.1 The relevant councils may require additional information or wish to personally discuss submissions before any submission is accepted. A submission may not be further considered should an applicant fail to:
- a. Submit the additional information required by the required date; or
 - b. Attend personally to discuss its submission at the date and time stipulated by the relevant councils.

12 Lodgement of submissions

- 12.1 Submissions must be lodged by (INSERT TIME AND DATE) at (INSERT EMAIL ADDRESS) marked "Attention: (INSERT CONTACT OFFICER NAME/POSITION/COUNCIL(S))".
- 12.2 Submissions received after the closing time will be considered on a case by case basis at the discretion of the relevant councils.

13. Terms of engagement

- 13.1 Terms and conditions of the *NSW Office of Finance and Services, Prequalification Scheme: Performance and Management Services* apply. The terms and conditions of the standard form of agreement apply to the engagement as detailed in the Standard Form of Agreement at Schedule 2 of the Scheme Conditions. Modifications to the terms of the agreement will not be considered.
- 13.2 The details of scope of work, fees and other requirements for the engagement will be set out within the Standard Form Agreement Schedule between the parties.
- 13.3 The Principal is (INSERT CONTACT OFFICER NAME/POSITION/COUNCIL(S)).
- 13.4 Any change request or variation must be submitted in writing to the Principal and be approved in writing by the Principal before work is started.
- 13.5 The day-to-day management and contact point for the engagement will be the responsibility of (INSERT CONTACT OFFICER NAME/POSITION/COUNCIL(S)).

14 Early termination/variation of contract

- 14.1 A decision may be made by the participating councils to cease the business case process prior to the end of the timeframe set out in section 5 above but only with the agreement of **all** councils in the group.
- 14.2 In the event of early termination of the contract, the councils may negotiate an appropriate termination payment with the contractor of no more than the quoted price. However, in the event that early contract termination occurs due to poor contractor performance, payment will be reviewed in line with the conditions of the *Office of Finance and Services: Performance and Management Services Prequalification Scheme* standard contract.
- 14.4 In the circumstance of a business case where 3 or more councils are party to the agreement, in the event that one council withdraws from the agreement the other parties to the agreement may agree to continue with the business case, subject to a re-negotiated scope developed in consultation with the contractor.

15 Further information

- 15.1 Further enquiries about the project can be directed to (INSERT NAME AND CONTACT DETAILS OF THE RELEVANT OFFICER).

NSW RFS District Bids and estimates for 2015-2016

REGION: South

DISTRICT: COROWA BERRIGAN ZONE

YEAR: 2015-2016

GL Code	Account	Amount
	District Staff Estimates	
513120	Network Provision	\$3,248
	Vehicle New	\$0
	Vehicle changeover	\$0
511010	Fuel	\$3,550
521000	Repairs and Maintenance (WF)	\$1,065
511000	Registration	\$426
511015	CTP	\$568
511020	Insurance White Fleet	\$426
511030	Other MV Charges	\$1,065
518005	Freight/Transport	\$0
514100	Travel	\$5,000
513111	Telephone	\$6,500
560145	Equipment General	\$4,000
560150	Equipment Computers	\$2,500
515010	Information Services	\$16,951
513205	GRN Fees	\$54,393
560510	Red Fleet Insurance	\$25,574
560160	Radio Base Station Site Fees	\$0
516005	Photocopying	\$0
518060	DSE - Other	\$0
	Total:	<u>\$125,266</u>
	Equipment	
560100	AED Maintenance	\$0
560100	Other Fire Fighting Equipment	\$8,000
560105	PPE-Personal Protective Equipment	\$28,750
560155	Community Safety	\$0
	Total:	<u>\$36,750</u>
	Maintenance/Repairs	
	Maint/Repairs/Running	\$162,651
	Telephone Charges	\$10,420
	Utility Charges	\$30,000
	Insurance	\$6,500
	Other	\$28,775
560310	Total:	<u>\$238,346</u>

NSW RFS District Bids and estimates for 2015-2016

REGION: South

DISTRICT: COROWA BERRIGAN ZONE

YEAR: 2015-2016

GL Code	Account	Amount
	Hazard Reduction	
	Hazard Reduction	\$0
560130	Total:	<u>\$0</u>
	Reimbursable Items	
	VASS Reimbursement	\$91,220
560135	Total:	<u>\$91,220</u>
	Brigade Stations	
	FCC	\$0
	Stations	\$420,000
	Water Tanks	\$0
560125	Total:	<u>\$420,000</u>
	Appliances	
560115	New	\$0
560120	Used	\$140,250
560140	Other	\$0
	Total:	<u>\$140,250</u>
560120	Trade/Dispose	<u>\$0</u>
560510	Salaries Trainees	\$0
560510	Salaries (Inc oncosts)	\$265,459
	Total:	<u>\$265,459</u>
	Equipment Total (net of Trade/Disposal)	<u>\$1,051,832</u>
	Grand Total:	<u>\$1,317,291</u>

I hereby certify that above figures are true and fair estimate of the anticipated expenditure from the Rural Fire Fighting Fund in respect of this council for this financial year. The council will comply with Section 109 and 110 of the Rural Fires Act, when meeting its statutory contribution.

 General Manager

Date:

CB ZONE**2015-16 ESTIMATES**

ITEM No	DESCRIPTION	ESTIMATE	PROP PROG		1415	variance
			TOTAL			
	Maintenance Station Sheds	6,000.00	6,000.00			
	Maintenance Vehicles	111,651.00	117,651.00	1415 + c.p.i	102,859.00	8,792.00
	Maintenance Pumps	4,000.00	121,651.00			
	Maintenance Radio	9,000.00	130,651.00			
	Maintenance Petrol oil	30,000.00	160,651.00	1415 +c.p.i	25,000.00	5,000.00
	Maintenance Others	2,000.00	162,651.00			
	Freight Cartage	0.00	162,651.00			
	Telephone Fixed	10,420.00	173,071.00		15,000.00	-3,000.00
	Telephone Mobile	0.00	173,071.00			
	Telephone Data Card	0.00	173,071.00			
	Electricity	30,000.00	203,071.00	underbudget1415	14,759.00	15,241.00
	Gas	0.00	203,071.00	1314 exp (\$30k)		
	Insurance Vehicles	0.00	203,071.00			
	Insurance Sheds	6,500.00	209,571.00			
	Insurance Radio Site Sheds	0.00	209,571.00			
	Insurance Others	0.00	209,571.00			
	Radio Base Station Fees	13,250.00	222,821.00	pmr digital upgrade	0.00	13,250.00
	Training Brigades	10,000.00	232,821.00	tower leases		
	ERS	1,400.00	234,221.00			
	other MR	3,000.00	237,221.00			
	Servicing Contracts	1,125.00	238,346.00	extinguisher	4,000.00	-2,875.00
	Others Printing Post	0.00	238,346.00	M&R	177,418.00	60,928.00
	<i>AED Maintance</i>	0.00	238,346.00			
	Other Firefighting Equipment	8,000.00	246,346.00			
	Personnel Protective Equipment	28,750.00	275,096.00	\$ 36,750.00 Tangible Assets	18,162.00	18,588.00
	<i>Community Education</i>	0.00	275,096.00			
	Tanker New	0.00	275,096.00			
	Tanker Second hand	140,250.00	415,346.00			
	Group Vehicles	0.00	415,346.00			
	Brigade Stations	420,000.00	835,346.00	\$ 560,250.00 Capital Assets	364,000.00	196,250.00
	<i>Hazard Reduction</i>	0.00	835,346.00			
	District Network Provision	3,248.00	838,594.00			
	District Vehicle maintenance	7,100.00	845,694.00			
	District travel	5,000.00	850,694.00			
	District Telephone Fixed	3,000.00	853,694.00			
	District Telephone Mobiles	2,000.00	855,694.00			
	District Telephones Data card	1,500.00	857,194.00			
	District Equipment	4,000.00	861,194.00			
	District Equipment Computers	2,500.00	863,694.00			
	Information Services	16,951.00	880,645.00			
	GRN Radios	54,393.00	935,038.00			
	Red Fleet Insurance	25,574.00	960,612.00			
	Radio Base Station Fees	0.00	960,612.00			
	Salaries Trainees	0.00	960,612.00			
	District Staff - salaries	265,459.00	1,226,071.00			
	District Vehicle Changover	0.00	1,226,071.00	\$ 390,725.00 District Charges	398,847.00	-8,122.00
	<i>Reimbursement Volunteer & State Support</i>	91,219.68	1,317,290.68			
	Volunteer & State Support	1,140,246.03	2,457,536.71	0.93	896,872.00	243,374.03
	Ledger Balance	0.00	2,457,536.71			
	Reimbursement VASS 15/16	79,817				
	Council Contribution		287,532		225,078.00	62,453.80
	Less Reimbursement		91,220			
	Net to Council		196,312		\$158,902.00	37,410.11

BERRIGAN DISTRICT**2015-16 Estimates**

ITEM No	DESCRIPTION	ESTIMATE	PROP PROG TOTAL		1415	
	Maintenance Station Sheds	2,666.67	2,666.67			
	Maintenance Vehicles	37,217.00	39,883.67			
	Maintenance Pumps	2,000.00	41,883.67			
	Maintenance Radio	4,500.00	46,383.67			
	Maintenance Petrol oil	10,000.00	56,383.67			
	Maintenance Others	1,000.00	57,383.67			
	Freight Cartage	0.00	57,383.67			
	Telephone Fixed	5,210.00	62,593.67			
	Telephone Mobile	0.00	62,593.67			
	Telephone Data Card	0.00	62,593.67			
	Electricity	15,000.00	77,593.67			
	Gas	0.00	77,593.67			
	Insurance Vehicles	0.00	77,593.67			
	Insurance Sheds	2,888.89	80,482.56			
	Insurance Radio Site Sheds	0.00	80,482.56			
	Insurance Others	0.00	80,482.56			
	Radio Base Station Fees	6,625.00	87,107.56			
	Training Brigades	5,000.00	92,107.56			
	ERS	700.00	92,807.56			
	other MR	1,500.00	94,307.56			
	Servicing Contracts	0.00	94,307.56			
	Others Printing Post	0.00	94,307.56	\$ 94,307.56	M&R	71,071.56
	<i>AED Maintance</i>	0.00	94,307.56			23,236.00
	Other Firefighting Equipment	4,000.00	98,307.56			
	Personnel Protective Equipment	13,750.00	112,057.56	\$ 17,750.00	Tangible Assets	9,081.00
	<i>Community Education</i>	0.00	112,057.56			
	Tanker New (CAT 6)	0.00	112,057.56			
	Tanker Second hand (Cat 9 6-10)	38,478.00	150,535.56			
	Group Vehicles	0.00	150,535.56			
	Brigade Stations	0.00	150,535.56	\$ 38,478.00	Capital Assets	299,600.00
	<i>Hazard Reduction</i>	0.00	150,535.56			-261,122.00
	District Network Provision	1,624.00	152,159.56			
	District Vehicle maintenance	3,550.00	155,709.56			
	District travel	2,500.00	158,209.56			
	District Telephone Fixed	1,500.00	159,709.56			
	District Telephone Mobiles	1,000.00	160,709.56			
	District Telephones Data card	750.00	161,459.56			
	District Equipment	2,000.00	163,459.56			
	District Equipment Computers	1,250.00	164,709.56			
	Information Services	8,475.50	173,185.06			
	GRN Radios	27,196.50	200,381.56			
	Red Fleet Insurance	12,787.00	213,168.56			
	Radio Base Station Fees	0.00	213,168.56			
	Salaries Trainees	0.00	213,168.56			
	District Staff - salaries	132,729.50	345,898.06			
	District Vehicle Changover	0.00	345,898.06	\$ 195,362.50	District Charges	199,424.00
	Reimbursement Volunteer & State Support	54,731.81	400,629.86			
	Volunteer & State Support	321,685.19	722,315.06			547,548.00
	Ledger Balance	0.00	722,315.06			-225,862.81
	Reimbursement VASS 15/16	37,637.17				
	Council Contribution		84,510.86			135,435.96
	Less Reimbursement		54,731.81			-50,925.10
	Net to Council		\$29,779.05			\$95,730.36
						-65,951.31

COROWA DISTRICT**2015-16 Estimates**

ITEM No	DESCRIPTION	ALLOCATION	PROP PROG TOTAL	Desc.	FY1415	Variance
	Maintenance Station Sheds	3,333.33	3,333.33			
	Maintenance Vehicles	74,434.00	77,767.33	14/15 + c.p.i		
	Maintenance Pumps	2,000.00	79,767.33			
	Maintenance Radio	4,500.00	84,267.33	P25 digital upgrade		
	Maintenance Petrol oil	20,000.00	104,267.33	14/15 + c.p.i		
	Maintenance Others	1,000.00	105,267.33			
	Freight Cartage	0.00	105,267.33			
	Telephone Fixed	5,210.00	110,477.33	under budget (\$10k) 14/15		
	Telephone Mobile	0.00	110,477.33			
	Telephone Data Card	0.00	110,477.33			
	Electricity	15,000.00	125,477.33	increase as under budgeted (\$11k) 14/15		
	Gas	0.00	125,477.33			
	Insurance Vehicles	0.00	125,477.33			
	Insurance Sheds	3,611.11	129,088.44	under budget (\$1k) 14/15		
	Insurance Radio Site Sheds	0.00	129,088.44			
	Insurance Others	0.00	129,088.44			
	Radio Base Station Fees	6,625.00	135,713.44	new tower construction review of leases		
	Training Brigades	5,000.00	140,713.44			
	ERS	700.00	141,413.44	paggers new members		
	other MR	1,500.00	142,913.44			
	Servicing Contracts	1,125.00	144,038.44	extinguisher changes		
	Others Printing Post	0.00	144,038.44	M&R	106,346.44	37,692.00
	AED Maintenance	0.00	144,038.44			
19300	Other Firefighting Equipment	4,000.00	148,038.44			
	Personnel Protective Equipment	15,000.00	163,038.44	Tangible Assets	9,081.00	9,919.00
	Community Education	0.00	163,038.44			
	Tanker New	0.00	163,038.44			
	Tanker Second hand (2x6-10 Cat1)	101,772.00	264,810.44			
	Group Vehicles	0.00	264,810.44			
	Brigade Stations - Buraja, Redlands, Days	420,000.00	684,810.44	Capital Assets	65,000.00	456,772.00
	Hazard Reduction	0.00	684,810.44			
	District Network Provision	1,624.00	686,434.44			
	District Vehicle maintenance	3,550.00	689,984.44			
	District travel	2,500.00	692,484.44			
	District Telephone Fixed	1,500.00	693,984.44			
	District Telephone Mobiles	1,000.00	694,984.44			
	District Telephones Data card	750.00	695,734.44			
	District Equipment	2,000.00	697,734.44			
	District Equipment Computers	1,250.00	698,984.44			
	Information Services	8,475.50	707,459.94			
	GRN Radios	27,196.50	734,656.44			
	Red Fleet Insurance	12,787.00	747,443.44			
	Radio Base Station Fees	0.00	747,443.44			
	Salaries Trainees	0.00	747,443.44			
	District Staff - salaries	132,729.50	880,172.94			
	District Vehicle Changover	0.00	880,172.94	District Charges	199,423.50	-4,061.00
	Reimbursement Volunteer & State Support	36,487.87	916,660.82			
	Volunteer & State Support	818,560.84	1,735,221.66		358,748.00	459,812.84
	Ledger Balance		1,735,221.66			
	Reimbursement VASS 15/16	95,771.62				
	Council Contribution		203,020.93		89,642.09	113,378.84
	Less Reimbursement		36,487.87			
	Net to Council		\$166,533.06		\$63,171.69	103,361.37