



## **Extraordinary Meeting of Council**

**Thursday 8 May 2025**

**4:00 PM**

**Yass High School  
Grampian Street, YASS**

# Extraordinary Meeting of Council

## A G E N D A

Open Forum

Page No.

### Webcasting

This meeting is being webcast, a reminder to those in attendance that you should refrain from making any defamatory statements.

### Acknowledgement of Country

Yass Valley Council recognises the Ngunnawal people, the Traditional Custodians of the land, water, and sky. We pay our respect to their Elders past, present and future emerging leaders. We extend our respect to other Aboriginal and Torres Strait Islander people who live in the Yass Valley Local Government Area.

#### 1. Prayer

#### 2. Apologies

#### 3. Declaration of Pecuniary Interests/Special Disclosures

#### 4. Reports to Council

4.1 Council Sporting Facilities - User Charges Review .....3

4.2 Public Exhibition - Integrated Planning & Reporting Documents .....7

### Close of Meeting Time

Gayleen Burley

CHIEF EXECUTIVE OFFICER

## 4.1 COUNCIL SPORTING FACILITIES - USER CHARGES REVIEW

### SUMMARY

Council has undertaken a review of the sporting facility users annualised fees prior to setting the 2025/26 budget.

### RECOMMENDATION

*That:*

1. *Council adopts a cost recovery rate of 20% of annual operational costs in line with the Asset Management Strategy.*
2. *Council notes the reduction on revenue that public usage has on the annualised user fees and accepts the inclusion of public community use when calculating the annualised user fees for 2025/26 financial year.*

### FINANCIAL IMPLICATIONS

The changes to fees for annualised user groups will be included in the draft 25/26 Fees and Charges being considered by Council. As Council moves towards financial sustainability it must consider all options that are available including that annualised user groups of Council's sporting facilities are being charged appropriately to reflect their use of our facilities whilst also acknowledging the public/community use.

The proposing changes in these fees will increase Council's income for the use of sporting fields by the annualised user groups from \$31,988 to \$68,893 in the next financial year.

### POLICY & LEGISLATION

- Local Government Act 1993
- 2022/32 Asset Management Strategy

### REPORT

#### 1. Background

As part of the annual review of the integrated planning and reporting documents, an analysis of all sporting facilities that are used by annualised users (sporting clubs) and a calculation of the current operational costs against the use of each individual user group has been completed. It is proposed to increase the charges for annualised users as part of setting the 25/26 Fees and Charges.

#### 2. Report

This report focusses on annualised user charges for the following sporting facilities:

- Walker Park Yass
- O'Connor Park Yass
- Victoria Park Yass
- Murrumbateman Recreation grounds
- Binalong Recreation Grounds
- Bookham Recreation Grounds
- Bowning Oval
- Sutton Oval

Council's [2022-32 Asset Management Strategy](#) identifies under **Funding of Asset Management Activities** – Strategy 10 that *“applying appropriate user charges for use of community assets. Council will seek to recover 15-30% of general operations and maintenance costs (cleaning, mowing, water, electricity, etc) for appropriate assets as well as 100%*

of operational costs where the costs can be directly attributed to the organisation using the facility, such as the costs for setup and pack up of the facility and the costs of using lights at sports fields” should be achieved.

**Attachment A** (Table 1) identifies a comparison of the following:

- Annual operational costs
- Current recovery costs from annual fees
- Current percentage recovery from annual fees
- Applying 15%, 20% and 30% cost recovery rates

Council managed sporting facilities are traditionally operated on a 30% for sporting activities and 70% availability for public usage as active/passive recreational open space; however, most Council operational and maintenance costs are as a result of making the fields available to annualised user groups.

**Attachment B** (Table 2) identifies the impact of applying the percentage cost recovery rates from Table 1 to the annualised user groups taking into consideration the percentage of sporting club use and **including public/community use** (no associated fees or charges):

**Attachment C** (Table 3) identifies the impact of applying the percentage cost recovery increase from Table One to the annualised user groups taking into consideration the percentage of sporting club use and **excluding public community use**:

### 3. Hourly Rate Comparison

To ensure all options have been considering when applying the annualised user fee, an hourly hire rate calculation has been undertaken:

*Sporting Groups:*

This calculation is based on an average daily use of 2 hours per day by user groups

<b>Total of annual sporting facility maintenance costs</b>	<b>\$341,950</b>
20% cost recovery rate of annual maintenance costs	\$68,390
Average rate across 8 sporting facilities	\$8548.75
Weekly rate (based on average 48 weeks per year use)	\$178.10
Daily rate (based on average 5 days per week use)	\$35.62
Hourly rate (based on average 2 hours per day use)	\$17.80

*Equestrian Groups:*

This calculation below is based on an average daily use of 8 hours per day by user groups reflecting the different way in which equestrian groups use our facilities.

<b>Annual equestrian maintenance costs</b>	<b>\$25,797</b>
20% cost recovery rate of annual maintenance costs	\$5,159
Average rate across 3 user groups (24 weeks per year)	\$215
Hourly rate (based on average 8 hours per day use)	\$26.90

The tables below demonstrate the comparison of the hourly rate against the 20% cost recovery rate for sporting and equestrian groups:

*Table - Sporting User Groups*

				<b>Hourly Rate</b>	
<b>User Group</b>	<b>2024/25 Fee</b>	<b>2025/26 2.5% CPI</b>	<b>20% Cost Recovery Proposed Annual Fee</b>	<b>Approximate hours per season</b>	<b>Estimated Season Fee</b>
Senior Rugby League	\$2,106.00	\$2,158.65	\$6,037.00	376	\$6,692.80
Junior Rugby League	\$2,477.00	\$2,538.93	\$7,187.00	340	\$6,052.00

Yass AFL	\$2,624.00	\$2,689.60	\$2,586.00	172	\$3,061.60
Yass Rams Rugby	\$3,046.00	\$3,122.15	\$5,967.00	172	\$3,061.60
Yass Cricket	\$2,854.00	\$2,925.35	\$5,859.00	408	\$7,262.40
Yass Touch	\$4,392.00	\$4,501.80	\$8,337.00	738	\$13,136.40
Senior Netball	\$1,432.00	\$1,467.80	\$2,685.00	132	\$2,349.60
Little Athletics	\$875.00	\$896.88	\$1,832.00	38	\$676.40
Murrumbateman AFL	\$2,624.00	\$2,689.60	\$2,069.00	49	\$872.20
Yass Soccer	\$4,256.00	\$4,362.40	\$6,324.00	462	\$8,223.60
Binalong RLFC	\$645.00	\$661.13	\$2,916.00	68	\$1,210.40

Table – Equestrian Sporting Groups

User Group	2024/25 Fee	2025/26 CPI	20% Cost Recovery Proposed Annual Fee	Approximate hours per season	Estimated Season Fee
Murrumbateman Adult Riders	\$821.50	\$842.04	\$1,032.00	64	\$1,721.60
Murrumbateman - Australian Mounted Games Association	\$997.50	\$1,022.44	\$1,032.00	64	\$1,721.60
Murrumbateman Pony Club	\$936.00	\$959.40	\$1,032.00	64	\$1,721.60

#### 4. Considerations

##### Administration:

Council currently enters the annualised sporting groups booking of training and game days into Council's online booking facility system manually. This takes approximately one staff member 2 weeks to complete and allows for a degree of flexibility given the fee is set annually.

To obtain the accuracy to charge an hourly rate fee it would take one staff member approximately 6 weeks to complete the above process, therefore an administration fee would need to be factored into the hourly rate fee detailed above.

If Council were to accept an hourly rate the following process could be considered to reduce the administration costs:

- Sporting groups could make their own booking through Council's online facility booking platform. *The risk to Council is that this would rely on an honesty system and Council may not receive the calculated income it is expected.*
- Given the current setup of Council's online booking system, some issues may occur for clubs utilising the same fields/same times – *further investigation/amendments to the online booking system will need to occur.*
- If sporting groups were to make their own online bookings Council are unable to align their access to field lighting with this process therefore sporting groups would still have access to field lighting outside booking times. *The risk to Council is that this would rely on an honesty system and Council may not receive the calculated income it is expected.*

#### 5. Summary

The options presented for decision on setting the annualised user fees for 2025/26 will significantly impact individual sporting clubs as demonstrated in the information provided in this report.

To summarise the information from the above tables in relation to Council's cost recovery rates the below shows that:

Councils' facility operational costs are:

Annual total cost to operate facility 2023/2024	Current \$ recovery from annual fees 2024/25	Proposed 15% Cost Recovery Rate	Proposed 20% Cost Recovery Rate	Proposed 30% Cost Recovery Rate
\$367,747	\$31,988	\$54,907	\$73,550	\$110,325

Applying Cost Recovery Rate:

The rates of recovery to Council are the same when calculating the inclusion/exclusion of public community use.

Council will receive from the annualised user fees:

**15% Recovery Rate** – Council would receive \$51,667 a total average cost recovery rate of 94% of the \$54,907.

**20% Recovery Rate** – Council would receive \$68,893 a total average cost recovery rate of 93% of the \$73,550.

**30% Recovery Rate** – Council would receive \$103,337 a total average cost recovery rate of 94% of the \$110,325.

N.B (These rates are not 100% as Bowning and Sutton do not have an annualised user fee)

Applying an Hourly Rate Fee:

Council would approximately receive \$57,764 a total average cost recovery rate of 78% of the \$73,550.

**STRATEGIC DIRECTION**

CSP Theme	Our Infrastructure
CSP Strategy Objective	IN3: Our existing community infrastructure is maintained, and we plan for and support the development of infrastructure that meets community need
Strategies	IN3.4 - Our current community infrastructure is maintained to an acceptable level and used at the maximum practical extent
Delivery Program Action	Annual facilities operation and planned and reactive maintenance

**ATTACHMENTS:**

- A. Table 1
- B. Table 2
- C. Table 3

## 4.2 PUBLIC EXHIBITION - INTEGRATED PLANNING & REPORTING DOCUMENTS

### SUMMARY

This report provides an overview of the draft Integrated Planning and Reporting Documents for 2025/2026.

Papers include the Draft Community Engagement Strategy, the 2025 - 29 Delivery Program, the Draft 2025-2026 Operational Plan, the Draft 2025-2026 Budget, the Draft Resourcing Strategy including the Draft Asset Management Strategy; Draft Workforce Management Strategy; Draft Long Term Financial Plan. Included also is the Draft 2025/2026 Revenue Statement, which includes the fees and charges.

These documents will be to be placed on public exhibition for 28 days, to enable residents to provide feedback via submission to Council no later than 4.00pm on Friday 6 June 2025. All submission received will be considered and final versions presented for adoption to Councillors in June 2025.

### RECOMMENDATION

*That Council*

1. *Endorse the updated suite of IP&R Documents to be placed on public exhibition for 28 days for public comment.*
2. *Notes the financial challenges outlined in the IP&R documents and the actions proposed to improve Council's financial position over the Four-year delivery program cycle including, but not limited to:*
  - *Identify business improvement and service review opportunities focusing on efficiency, cost reduction, productivity, revenue, and service delivery.*
  - *Review Water, Sewer, and Domestic Waste income, expenditure, and pricing.*
  - *Develop an overhead attribution methodology.*
  - *Undertake a Property Portfolio Review.*
  - *Improve systems, processes, capacity, and governance around financial management.*
  - *Review and improve asset management.*
  - *Investigate the need for a Special Rates Variation (SRV).*

### FINANCIAL IMPLICATIONS

The financial implications are contained within the reports presented.

### POLICY & LEGISLATION

- *Local Government Act 1993*
- *Local Government Regulations 2005*
- *Local Government Amendment (Governance & Planning) Act 2016*
- *Integrated Planning and Reporting Framework*

### REPORT

#### 1. Introduction

Officers have prepared the draft Integrated Planning & Reporting (IP&R) suite of documents in accordance with the requirements of the *Local Government Act 1993* and the IP&R Guidelines & Handbook. These documents must be placed on public exhibition for a minimum of 28 days.

Submissions must be received and considered by Council prior to adoption by 30 June 2025.

Great effort was made to improve the alignment of the documents with the goals in the Community Strategic Plan. This year's preparation of the Delivery Program and Operational Plan documents included a review undertaken by Centium and significant effort by Council's Leadership Team. This

review resulted in improvement across the document contents, increasing compliance with OLG requirements.

Councillors were provided draft working copies and drop-in/feedback opportunities with the Executive, to ensure that the documents aligned with community priorities. We thank Councillors for their valuable feedback.

During the exhibition period, various Councillors and the Executive Management Team will provide an overview of the suite of documents to community groups and businesses throughout the Yass Valley. At the time of writing this report, the following dates and locations have yet to be confirmed. Once confirmed these will be communicated broadly.

## **2. Overview**

### **2.1 Draft Community Engagement Strategy**

Community engagement is at the heart of local government. It helps communities to be active participants in shaping their own future and play a part in positive change. Councils have a vital role to play in opening opportunities for community members to be involved in the strategic planning process.

Council has reviewed its Community Engagement Strategy. The revised Community Engagement Strategy:

- Is based on social justice principles, for engagement with the local community to support council in developing its plans and determining key activities.
- Identifies relevant stakeholder groups within the community
- Outline methods that will be used to engage various groups
- Includes the Community Participation Plan components.

The draft Community Engagement Strategy must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the final Community Engagement Strategy is adopted by the council.

The draft Community Engagement Strategy is provided as **Attachment A**.

### **2.2 Draft 2025-29 Delivery Program**

Delivery Program demonstrates council's commitment to the community to perform its functions (including implementing the strategies set out in the Community Strategic Plan) by outlining the activities for which it is responsible over the term of the council, including how those activities will be prioritised, and how the council will measure and evaluate their implementation.

Council must review its Delivery Program each year when preparing the Operational Plan. This year the Delivery Program has undergone a more significant review and includes details about the steps Council will be taking to improve its Financial Sustainability in both the short and long term.

The improved integration and clarity within this document enables Council to better understand its long-term financial requirements, particularly those that relate to the maintenance and renewal of Council's assets, and the staff required to undertake the actions and activities.

The draft Delivery Program must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the 2025-29 Delivery Program is adopted by the council.

The draft 2025-29 Delivery Program is provided as **Attachment B**.



## **2.2 Draft 2025-26 Operational Plan**

Council must have an Operational Plan that is adopted before the beginning of each year which details the activities to be engaged in by the council during the year. This plan is linked to the activities outlined in the 2025-29 Delivery Program.

The 2025-26 Operational Plan is to achieve the community priorities outlined in the Community Strategic Plan and the actions in the 2025-29 Delivery Program. The Operational Plan directly addresses the Delivery Program and identifies the projects, programs, or actions that Council will undertake throughout the financial year.

The draft 2025-26 Operational Plan must be publicly exhibited for at least 28 days, and submissions received by the council in that period must be considered, before the final 2025-26 Operational Plan is adopted by the council.

The draft 2025-26 Operational Plan is provided as **Attachment C**.

## **2.3 Resourcing Strategy**

The Resourcing Strategy is the point where the council explains to its community how it intends to perform all of its functions, including implementing the strategies set out in the Community Strategic Plan.

The Resourcing Strategy focuses in detail on matters that are the responsibility of the council and considers, in general terms, matters that are the responsibility of others. The Resourcing Strategy articulates how the council will allocate resources to deliver the objectives under its responsibility.

### **Draft 2025-2035 Long-Term Financial Plan**

The Draft Long-Term Financial Plan is used by Council to inform decision-making in relation to the Delivery Program over 10 years. The Long-Term Financial Plan must be used to inform decision making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.

For the 2025-26 Financial Year Council's forecast 'Net Operating Result' is a surplus of \$3.052 million. Adjusting for income received as "Grants and Contributions provided for capital purposes", Council's forecast 'Net Operating Result Before Grants and Contributions for Capital Purposes' is a deficit of \$1.843 million for the 2025-26 Financial Year.

The draft Long-Term Financial Plan must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the final Long-Term Financial Plan is adopted by the council.

The draft 2025-2035 Long-Term Financial Plan is provided as **Attachment D**.

### **Draft 2022-29 Workforce Management Strategy**

Council must develop and endorse a Workforce Management Strategy to address the human resourcing requirements of a council's Delivery Program.

Strategies contained in the Workforce Management Strategy must be reflected in the Delivery Program and Operational Plan and the costs associated with delivering the Workforce Management Strategy must be reflected in the Long-term Financial Plan

The Workforce Management Strategy assists Council to develop solutions to issues such as attraction and retention of staff, skill shortages, an ageing workforce, succession planning, and managing work/life balance.

The draft 2025-29 Workforce Management Strategy must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the Draft 2025-29 Workforce Management Strategy is adopted by the council.

The draft 2025-29 Workforce Management Strategy is provided as **Attachment E**.

#### **Draft Asset Management Strategy**

Council manages a large portfolio of community assets, on behalf of the Yass Valley Community, required to deliver a wide range of services to the community. These assets represent a large part of the Council budget and require close management to ensure they are maintained, renewed, and upgraded in an affordable manner that delivers the agreed level of service to the community.

Council's assets include roads, drains, water, sewerage, parks and recreation areas, and public buildings. Their lifecycle and condition can be difficult to determine and associated costs of these assets can be large and difficult to determine and often the financing of works goes through peaks and troughs as grants become available.

The draft Asset Management Strategy must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the draft Asset Management Strategy is adopted by the council.

The draft Asset Management Strategy is provided as **Attachment F**.

### **2.6 Draft 2025-26 Revenue Statement**

The draft 2025-26 Revenue Statement outlines Council's rating structure, valuations, pension rebates, interest on overdue rates and charges, exemptions, annual charges for Water, Waste, Stormwater and Sewer, statement of borrowings, and fees and charges.

Council charges a range of fees in 2025/26, as detailed within the Fees and Charges. The legislative basis for these fees may be found in s608 *Local Government Act 1993* which provides that Council may charge and recover an approved fee for any service it provides, including supplying a service, product, or commodity; giving information; providing a service in connection with the exercise of the Council's regulatory functions; and receiving an application for approval, granting an approval, making an inspection, and issuing a certificate.

The draft 2025-26 Fees and Charges is included in the Draft 2025-26 Revenue Statement. The draft 2025-26 Revenue Statement must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the 2025-26 Revenue Statement is adopted by the council.

The draft 2025-26 Revenue Statement is included as **Attachment G**.

### **2.7 Draft 2025-26 Budget**

The draft 2025-26 Budget has been developed to support Yass Valley's Community Strategic Plan, with a focus on key priorities outlined. With Financial Sustainability as one of the key priorities, in formulating the budget 2025-26 budget and the Long Term Financial Plan it is very clear that Council has a financial sustainability challenge.

The draft 2025-26 Budget must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the 2025-26 Budget is adopted by the council.

The draft 2025-26 Budget is included as **Attachment H**.

## **3. Conclusion**

The process was changed for the development of the IP&R documents this year, with all the Council Leadership Team closely working with Finance to review their projects and cost centres.

Council presents to the community for the 2025-26 Financial Year Council's forecast 'Net Operating Result' is a surplus of \$3.052 million. Adjusting for income received as "Grants and Contributions

provided for capital purposes”, Council’s forecast ‘Net Operating Result Before Grants and Contributions for Capital Purposes’ is a deficit of \$1.843 million for the 2025-26 Financial Year.

## STRATEGIC DIRECTION

CSP Theme	Our Civic Leadership
CSP Strategy Objective	CL1: Council is an effective, responsible and innovate organisation
Strategies	CL1.4 - Governance provides a sound basis for decision making
Delivery Program Action	Decisions made in accordance with Local Government Act and Regulations

- ATTACHMENTS:**
- A. Community Engagement Strategy - DRAFT
  - B. Delivery Program 2025-2029 - DRAFT
  - C. Yass Operational Plan 2026-2027 - DRAFT
  - D. Long Term Financial Plan 2025-2035 - DRAFT
  - E. Workforce Management Plan 2025-2029 - DRAFT
  - F. Asset Management Strategy 2025-2035 - DRAFT
  - G. Revenue Statement 2025-2026 DRAFT
  - H. Budget 2025-26 - DRAFT