



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

PUBLIC EXHIBITION COPY

Ordinary Council Meeting
21 December 2016

CONFLICTS OF INTEREST

A conflict of interest arises when the Administrator or Council staff are influenced, or are seen to be influenced, in carrying out their duties by personal interests. Conflicts of interest can be pecuniary or non-pecuniary in nature.

A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of a financial gain or loss.

A non-pecuniary interest can arise as a result of a private or personal interest, which does not relate to money. Examples include friendship, membership of an association or involvement or interest in an activity.

The Administrator or staff member who considers they may have a conflict of interest should read Council Policy.

The responsibility of determining whether or not the Administrator or Council employee has a pecuniary or non-pecuniary interest in a matter, is the responsibility of that individual. It is not the role of the Administrator or General Manager, or another Council employee to determine whether or not a person may have a conflict of interest.

Should you be unsure as to whether or not you have a conflict of interest you should err on the side of caution and either declare a conflict of interest or, you should seek the advice of the Director General of Local Government.

The contact number for the Director General of Local Government is 4428 4100.

COUNCIL CODE OF CONDUCT

The Council Code of Conduct is a requirement of Section 440 of the Local Government Act 1993, which requires all councils to have a code of conduct to be observed by the Administrator, members of staff and delegates of the Council attending a Council meeting or a meeting of a committee of Council.

The code of conduct sets out the responsibilities of the Administrator and Council employees attending a Council meeting or a meeting of a committee of Council. The code also sets out how complaints against a Council employee, the Administrator or General Manager are to be made.

COUNCIL CODE OF MEETING PRACTICE

The Council Code of Meeting Practice is a requirement of Section 360(3) of the Local Government Act 1993, which requires all councils to have a code of meeting practice. The code of meeting practice is to be observed by the Administrator, members of staff, delegates of the Council and members of the public attending a Council or a meeting of a committee of Council.

Acknowledgement of Owners of Land

Council wishes to show our respect to the First Custodians of this land the Ngarigo people and their Ancestors past and present who pass on this duty of custodianship of the land to us the current custodians. We are proud to be Australian and celebrate the diverse backgrounds and cultures that make up our Nation – our Land.

**ORDINARY COUNCIL MEETING
TO BE HELD IN JINDABYNE HALL, THREDBO TERRACE, JINDABYNE NSW 2627**

**ON WEDNESDAY 21 DECEMBER 2016
COMMENCING AT 5.30PM**

BUSINESS PAPER

- 1. APOLOGIES**
- 2. CITIZENSHIP CEREMONIES**
- 3. PRESENTATIONS**
- 4. PUBLIC FORUM**
 - 4.1 Colin Stewart-Beardsley – Audited Financial Statements
- 5. DISCLOSURE OF INTEREST**

(Declarations also to be made prior to discussions on each item)
- 6. ADOPTION OF MINUTES FROM PREVIOUS COUNCIL MEETING**
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 - 6.2 Closed Session of the Ordinary Council Meeting held on 30 November 2016
 - 6.3 Extraordinary Council Meeting held on 14 December 2016
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Nil	
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Nil	
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Nil	

8.1 MINUTES OF THE ADMINISTRATOR DELEGATIONS MEETING HELD 11 NOVEMBER 2016

Record No:

Responsible Officer: General Manager

Author: Secretary Council & Committees

Attachments: 1. Minutes - Administrator Delegations Meeting held 11
November 2016 [↓](#)

EXECUTIVE SUMMARY

The Administrator considered a number of reports and exercised his Delegation on 11 November 2016 in Head Office, 81 Commissioner Street, Cooma.

OFFICER'S RECOMMENDATION

That Council receive and note the minutes the minutes of the Administrator Delegations meeting, held 11 November 2016 and confirm the adopted recommendations approved by the Administrator in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act*.



SNOWY MONARO
REGIONAL COUNCIL

Minutes

Administrator Delegations Meeting

15 November 2016

**ADMINISTRATOR DELEGATIONS MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

ON TUESDAY 15 NOVEMBER 2016

MINUTES

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13 Request for Council Approval of the Temporary Road Closure of Forbes Street,
Bombala on 19 November 2016, from 8am to 6pm for the Purpose of the
Bombala Bike Show 7

**MINUTES OF THE ADMINISTRATOR DELEGATIONS MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON TUESDAY, 15 NOVEMBER 2016
COMMENCING AT 11.00AM**

PRESENT: Administrator Dean Lynch
Staff: Joe Vescio, General Manager
Erin Donnelly, Secretary Council and Committees

1. OPENING OF THE MEETING

The Administrator opened the meeting at 11.30AM

2. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

Nil

3. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE

3.1 PROPOSED LICENCE AGREEMENT WITH OPTUS - CO-LOCATION OF TELECOMMUNICATIONS EQUIPMENT ON TELSTRA TOWER AT HIGH ZONE RESERVOIR IN GIPPSLAND STREET JINDABYNE

Record No:

Responsible Officer: Director Service Delivery
Author: Property Officer
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.10 Council ensures through its efficient operations that it can claim to be a value for money organisation for the community
Operational Plan Action: OP7.27 Ensure Council has a safe reliable, sustainable and cost effective assets through the effective management of Facilities, Infrastructure, Plant, Motor Vehicle and Equipment Assets.
Attachments: 1. Proposed Lease to Optus - Commercial Terms - Lot 2 DP 1064078
Cost Centre 2060 - Reservoirs
Project
Further Operational Plan Actions:

EXECUTIVE SUMMARY

Daly International, Property Consultants, were engaged by Optus to negotiate a lease with Council to co-locate their telecommunications equipment on the Telstra tower which is located on lot 2 DP1064078

(Jindabyne High Zone Water Reservoir). Optus also plans to construct a hut on the site.

Negotiation resulted in Optus agreeing to a licence fee of \$8,000pa with an increase of 3%pa. The term of the lease comprises 3 X 5 year consecutive leases to commence three months from issue of the draft lease.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

ADA74/16

That Council

- A. Approve the proposal to issue a lease to Optus to erect a hut and co-locate their telecommunications equipment on the Telstra tower located on Lot 2 DP 1064078 (Jindabyne High Zone Reservoir).
- B. Approve the lease fee of \$8,000pa with a 3% annual increase
- C. Authorise the General Manager to execute the Acceptance of Proposed Commercial Terms attached to this report.
- D. Authorise the General Manager to execute the Lease Agreement at the appropriate time.

Approved by Administrator Lynch

4. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND

5. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY

5.1 CBRJO ECONOMIC DEVELOPMENT AND TOURISM WORKING GROUP - REGIONAL VISIT TO LOCAL BUSINESSES IN JUGIONG, HELD OCTOBER 11, 2016

Responsible Officer: Director Service Planning

Author: Strategic Planner

Key Direction: 3. Strengthening Our Local Economy

Delivery Plan Strategy: DP3.3 Promote collaborative economic development planning.

Operational Plan Action: OP3.9 Participate in the Economic Development Officers Working Group to ensure Snowy Monaro Region's economic and tourism priorities are reflected.

Administrator Delegation at its meeting on 04 November 2016 resolved that the matter be deferred to the meeting to be held on 11 November 2016.

Attachments: Nil

Cost Centre

Project Participation in CBRJO Economic Development and Tourism Working Group

Further Operational Plan Actions:

EXECUTIVE SUMMARY

SMRC is represented at meetings and activities of the Economic Development and Tourism Working Group (ED/TWG) of the Canberra Region Joint Organisation (CBRJO). SMRC's Strategic Planner attended the ED/TWG visit to Jugiong on October 11, 2016. The purpose of the visit was to gather an understanding of the revitalisation of Jugiong that has taken place over recent years as a result of the development of key businesses in the town. The trip was highly informative and the outcomes of the visits to businesses in Jugiong are elaborated upon within the background discussion below.

It was also briefly discussed that in the near future, Canberra International Airport will be seeking options for daytrip packages within a one hour radius of the airport to service stopover travellers.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

ADA75/16

That Council note the findings and outcomes from the CBRJO ED/TWG Regional Visit to Jugiong, as detailed within the report.

Approved by Administrator Lynch

- 6. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY**

- 7. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE**

- 8. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE**

- 9. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION**

Responsible Officer: Director Service Support
Author: Personal Assistant To Director of Service Support
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest.
Operational Plan Action: OP7.6 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments: Nil Cost Centre GL 3020.405.622
Project: Community Fund - Donations
Further Operational Plan Actions:

EXECUTIVE SUMMARY

This is the first of two rounds of Council Donations for the 2016/2017 financial year. A total of six applications were received for consideration.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

ADA76/16

That Council

- A. Approve the applicants/projects be granted donation's to the following amounts:
- i. Hartley Lifecare Annual Ability Cycle Challenge - \$500
 - ii. Cooma-Monaro Railway Inc - \$500
 - iii. Numeralla District Activities Inc - \$500
 - iv. Jerangle Public School P&C - \$500
 - v. Cooma Golf Club Limited - \$250
 - vi. Monaro District Cricket Association - \$500
- B. That council develop an annual donations request process to be run each August following adoption of the budget.

Approved by Administrator Lynch

10. ADMINISTRATOR'S REPORT (IF ANY)

Nil

11. CONFIDENTIAL MATTERS

COMMITTEE RECOMMENDATION

ADA77/16

1. THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:
11.1 South East Regional Academy of Sport (SERAS) Funding Request
Item 11.1 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.
2. The press and public be excluded from the proceedings of the Council in Closed Session on the basis that these items are considered to be of a confidential nature.
3. That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.
4. That the resolutions made by the Council in Closed Session be recorded in the Minutes of the Council Meeting.
5. That upon this recommendation being moved and seconded, the Chairperson invite representations from the public as to whether this part of the meeting should be closed to consider the nominated item.

Approved by Administrator Lynch

Note 1: Confidential Session of Committee

At 11.40 am the meeting was closed.

Note 2: Resumption of Open Committee Meeting

At 11.54 pm the Closed Session ended and the meeting continued in Open Session.

12. REPORT FROM CONFIDENTIAL SESSION

12.1 SOUTH EAST REGIONAL ACADEMY OF SPORT (SERAS) FUNDING REQUEST

COMMITTEE RECOMMENDATION

ADA78/16

That Council

- A. Provide \$4,112.40 being 50% of the requested annual donation to South East Regional Academy of Sport;
- B. Ongoing support will be subject to councils satisfaction that SERAS has addressed the concerns of the NSW Office of Sport; and
- C. That a report be provided to Council in due course.

Approved by Administrator Lynch

Note 3: Urgent Business Not On Agenda

The attention of the Administrator was drawn to one (1) late report not listed on the agenda and business paper concerning S.1 Request for Council Approval of the Temporary Road Closure of Forbes Street, Bombala on 19 November 2016, form 8am until 6pm for the Purpose of the Bombala Bike Show be considered as matters of urgency.

13 REQUEST FOR COUNCIL APPROVAL OF THE TEMPORARY ROAD CLOSURE OF FORBES STREET, BOMBALA ON 19 NOVEMBER 2016, FROM 8AM TO 6PM FOR THE PURPOSE OF THE BOMBALA BIKE SHOW

Responsible Officer: Director Service Delivery

Author: Development Engineer

Key Direction: 2. Expanding Connections Within the Shire and Beyond

Delivery Plan Strategy: DP2.3 Continually monitor and improve traffic management throughout the Shire.

Operational Plan Action: OP2.8 Investigate and implement Traffic Management measures as an aid to increase road safety throughout the Region.

Attachments:

1. Certificate of Currency Bombala Bike Show
2. Burnout Layout plan
3. Grounds layout
4. Gymkana Layout plan
5. Letter to Ambulance Station
6. Letter to Fire Station
7. Letter to Police Station
8. Letter to Rural Fire Service
9. Letter to SES
10. Notice of intention to hold a public assembly
11. Risk Management Plan 2016
12. Road Closure Ad 2016
13. Special Event Transport Management Plan
14. Sport and Rec licence application supporting documentation
15. Traffic control plan
16. Email from Event Organiser
17. ASIC incorporation info

Cost Centre 1510 Engineering and Operations Management

Project Local Traffic Committee

EXECUTIVE SUMMARY

A request has been received from Cheryl Cotterill, Event Organiser for the Bombala Bike Show for the temporary road closure of Forbes Street, Bombala as part of the Show festivities from 8am until 6pm on 19th November 2016. The event organiser has sent out notifications and provided advertising included in the attachments to ensure that local residents and others will be aware of the temporary road closure and road diversion. The emergency services have been contacted and their notification letters are included in the attachments.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

ADA79/16

That Council

- A. Approves the temporary road closure of Forbes Street, Bombala between Wellington and Mercy Streets on Saturday 19th November 2016 between the hours of 8am and 6pm in accordance with the Traffic Control Plan titled “Bombala Council – TCP54A-6” for the purpose of the Bombala Bike Show.
- B. Prior to Council’s approval of next year’s road closure, the event organiser provides a Traffic Control Plan by a person authorised by the RMS stating the accreditation number of that person and the date of the plan.

Approved by Administrator Lynch

There being no further business the Administrator declared the meeting closed at 11.56am

CHAIRPERSON

The above minutes of the Administrator Delegations Meeting of Snowy Monaro Regional Council held on 11 November 2016 were confirmed by Council at a duly convened meeting on 18 November 2016 at which meeting the signature hereon was subscribed.

8.2 MINUTES OF THE ADMINISTRATOR DELEGATIONS MEETING HELD 25 NOVEMBER 2016

Record No:

Responsible Officer: General Manager
Author: Secretary Council & Committees
Attachments: 1. Minutes - Administrator Delegations Meeting held 25
November 2016 [↓](#)

EXECUTIVE SUMMARY

The Administrator considered a number of reports and exercised his Delegation on 25 November 2016 in the Cooma office, 81 Commissioner Street.

OFFICER'S RECOMMENDATION

That Council receive and note the minutes of the Administrator Delegation meeting held on 25 November 2016 and confirm the adopted recommendations approved by the Administrator in accordance with *Section 226 dot point one (1) or Two (2) of the Local Government Act.*



SNOWY MONARO
REGIONAL COUNCIL

Minutes

Administrator Delegations Meeting

25 November 2016

ADMINISTRATOR DELEGATIONS MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630
ON FRIDAY 25 NOVEMBER 2016

MINUTES

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13 Organisational Structure Project - Recommended Functional Structure -
Request to Commence Consultation7

**MINUTES OF THE ADMINISTRATOR DELEGATIONS MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON FRIDAY, 25 NOVEMBER 2016
COMMENCING AT 9.00AM**

PRESENT: Administrator Dean Lynch
Staff: Joe Vescio, General Manager
Erin Donnelly, Secretary Council and Committees

1. OPENING OF THE MEETING

The Administrator opened the meeting at 9.39AM

2. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

Nil

3. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE

3.1 JINDABYNE MEMORIAL HALL USE OF UPSTAIRS STORAGE FOR JINDABYNE CWA AND JINDABYNE LIONS CLUB

Record No:

Responsible Officer: Director Service Delivery
Author: Asset Manager
Key Direction: 1. Sustaining Our Environment for Life
Delivery Plan Strategy: DP1.6 Ensure Council services, facilities and land holdings achieve best practice for sustainability.
Operational Plan Action: OP1.22 Ensure Council has a safe reliable, sustainable and cost effective assets through the effective management of Facilities, Infrastructure, Plant, Motor Vehicle and Equipment Assets.
Attachments: 1. Meeting Minutes Section 355 Committee for Jindabyne Memorial Hall on 4 October 2016
2. Photograph of Jindabyne Hall upstairs area
Cost Centre: Cost Centre 1550 and Work Order OP 1000013 Jindabyne Memorial Hall Project
Further Operational Plan Actions: DP4.5 Supporting the availability of volunteering opportunities and build capacity
OP4.19 Support volunteer groups with technical knowledge, administration support and guidance

EXECUTIVE SUMMARY

Council has received a request through the Section 355 Committee of Jindabyne Memorial Hall to approve Jindabyne CWA and the Jindabyne Lions Club to use part of the storage area upstairs in the Jindabyne Memorial Hall.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

ADA85/16

That Council approve the use of part of the upstairs storage area at the Jindabyne Memorial Hall for storage purposes for the Jindabyne CWA and the Jindabyne Lions Club.

Approved by Administrator Lynch

4. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND

4.1 APPLICATION FOR FEE WAIVER - TIP FEES

Record No:

Responsible Officer:	Acting Executive Assistant
Author:	Acting Executive Assistant
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest.
Operational Plan Action:	OP7.6 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments:	<ol style="list-style-type: none">1. Sponsorship Request Form2. Financial Statements 30/06/20163. Stony Creek Road Map4. Photos
Cost Centre	3020 – 63162 Donations – Community Groups – Debt Waiver – Jindabyne Landfill Work order 119.52.410 – Cooma Landfill
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

The Bega Local Aboriginal Land Council is one of the 119 similar organisations that comprise a network that covers the NSW landmass. The NSW Aboriginal Land Rights Act (ALRA) states that the objectives of each Local Aboriginal Land Council are to "improve, protect and foster the best interests of all Aboriginal

The Bega LALC has a property on Stony Creek Road, Berridale (Lot 88 DP 756715) for which they have received grant funding to clean up the illegal dumping that has taken place. The Bega LALC has installed some prevention measures on the land holding and now wishes to clean up the waste at the site.

There may also be a need to engage a contractor to remove the larger items (camper trailer etc) and would like assistance with a recommendation to achieving this outcome.

The Bega LALC has received funding (\$23,500) from the NSW EPA to clean up the property on Stony Creek Road and the Bega Valley Shire Council has provided vouchers to meet the cost of depositing material at its waste facilities.

The following officer’s recommendation is submitted for Council’s consideration.

COMMITTEE RECOMMENDATION

ADA86/16

That Council defer the report Application Fee Waiver – Tip Fees pending advice on potential cost of disposal at the tip.

Approved by Administrator Lynch

- 5. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY**

 - 6. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY**

 - 7. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE**

 - 8. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE**

 - 9. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION**
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10. ADMINISTRATOR'S REPORT (IF ANY)

10.1 SALE OF LAND ON YALLAKOOL ROAD

COMMITTEE RECOMMENDATION

ADA87/16

That Council

- A. Rescind resolution 174/16 made on 28 September 2016;
- B. Following negotiation with owners of the land, council now offer an amount of up to \$40 030 being the difference between council and the developers independent valuations; and
- C. This amount be a reduction in there Section 94 contributions applicable over all stages of the subdivision.

Approved by Administrator Lynch

11. CONFIDENTIAL MATTERS

COMMITTEE RECOMMENDATION

ADA88/16

1. THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:

11.1 Appointment External Independent member to Audit and Risk Committee

Item 11.1 is confidential in accordance with s10(A)(2)(a) of the Local Government Act because it contains personnel matters concerning particular individuals (other than councillors) and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

11.2 Interim Directors Allowance

Item 11.2 is confidential in accordance with s10(A)(2)(a) of the Local Government Act because it contains personnel matters concerning particular individuals (other than councillors) and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

2. The press and public be excluded from the proceedings of the Council in Closed Session on the basis that these items are considered to be of a confidential nature.
3. That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.
4. That the resolutions made by the Council in Closed Session be recorded in the Minutes of the Council Meeting.
5. That upon this recommendation being moved and seconded, the Chairperson invite representations from the public as to whether this part of the meeting should be closed to consider the nominated item.

Approved by Administrator Lynch

Note 1: Confidential Session of Committee

At 9.46 am the meeting was closed.

Note 2: Resumption of Open Committee Meeting

At 10.00 am the Closed Session ended and the meeting continued in Open Session.

12. REPORT FROM CONFIDENTIAL SESSION

11.1 APPOINTMENT EXTERNAL INDEPENDENT MEMBER TO AUDIT AND RISK COMMITTEE

COMMITTEE RECOMMENDATION

ADA89/16

That Council appoint Mr Miles Pearson as an External Member of the Snowy Monaro Regional Council Audit, Risk and Improvement Committee for an initial period of 2 years with an offer of 1 year extension subject to satisfactory performance assessment of his contribution to the Audit, Risk and Improvement Committee.

Approved by Administrator Lynch

Note 3: Urgent Business Not On Confidential Agenda

The attention of the Administrator was drawn to one (1) confidential late report not listed on the agenda and business paper concerning 11.2 Interim Directors Allowance, and consider the late report as matters of urgency.

11.2 INTERIM DIRECTORS ALLOWANCE

COMMITTEE RECOMMENDATION

ADA90/16

That Council

- A. Receive the confidential report; and
- B. Authorise payroll staff to implement the changes to the current arrangement as detailed in the report, for the period of the interim structure as a merger allowance.

Approved by Administrator Lynch

Note 4: Urgent Business Not On Agenda

The attention of the Administrator was drawn to 1 late report not listed on the Council agenda and business paper concerning 9.1 Organisational Structure Project - Recommended Functional Structure - Request to Commence Consultation, and consider the late report as matters of urgency.

13 ORGANISATIONAL STRUCTURE PROJECT - RECOMMENDED FUNCTIONAL STRUCTURE - REQUEST TO COMMENCE CONSULTATION

Responsible Officer:	Director Special Projects Office
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.1 Ensure that legislative obligations are met throughout all Council departments.
Operational Plan Action:	OP7.5 Achieve a stronger, more efficient Council through a successful merger.
Attachments:	1. Department of Premier and Cabinet (DPC) Phase One Roadmap - May

	2016
	2. Organisation Structure Project - Scope
	3. Organisation Structure Project - Authorisation
	4. Organisation Structure Project - Timeline
Cost Centre	3130 – Merger Project
Project	Permanent Organisation Structure
Further Operational Plan Actions:	7.3.1.1. Redefining new service levels, delivery methods and supporting structures
	7.3.1.2. Complete analysis and modelling to support preparation of the new resourcing strategy. (Workforce Plans)
	7.1.2.15. Adopt an organisational structure, including consultation with Consultative Committee.

EXECUTIVE SUMMARY

On 12 May 2016 the Governor General issued the Local Government (Council Amalgamations) Proclamation 2016 dissolving Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council forming Snowy Monaro Regional Council.

The road map issued by Department of Premier and Cabinet directed a plan for the merger which included many transactional and strategic items. On 16 June 2016 an interim structure was put in place and since then work has commenced review of Council's current services and delivery methods before making recommendations on a permanent structure.

Specific actions in the adopted Snowy Monaro Regional Transition Plan relating to the organisational structure include:

- 7.1.2.15. *Adopt an organisational structure, including consultation with Consultative Committee.*
- 7.3.1.1. *Redefining new service levels, delivery methods and supporting structures*

After consultation with staff from the Department of Premier and Cabinet, a functional structure has been recommended and approved by the General Manager. This structure is now submitted to the Administrator for consideration and approval. Following approval, consultation will commence with the relevant stakeholders.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

91/16

That Council

- A. Receive and note the report on the functional structure; and
- B. Adopt the functional structure and commence consultation with stakeholders.

Approved by Administrator Lynch

There being no further business the Administrator declared the meeting closed at 10.30am

CHAIRPERSON

The above minutes of the Administrator Delegations Meeting of Snowy Monaro Regional Council held on 25 November 2016 were confirmed by Council at a duly convened meeting on at which meeting the signature hereon was subscribed.

8.3 MINUTES OF THE ADMINISTRATOR DELEGATIONS MEETING HELD 6 DECEMBER 2016

Record No:

Responsible Officer: General Manager

Author: Secretary Council & Committees

Attachments: 1. Minutes - Administrator Delegations meeting held 6 December
2016 [↓](#)

EXECUTIVE SUMMARY

The Administrator considered a number of reports and exercised his Delegation on 6 December 2016 in the Cooma Office, 81 Commissioner Street, Cooma.

OFFICER'S RECOMMENDATION

That Council receive and note the minutes the minutes of the Administrator Delegations meeting, held 6 December 2016 and confirm the adopted recommendations approved by the Administrator in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act*.



SNOWY MONARO
REGIONAL COUNCIL

Minutes

Administrator Delegations Meeting

6 December 2016

ADMINISTRATOR DELEGATIONS MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630
ON TUESDAY 6 DECEMBER 2016

MINUTES

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	Nil	
3.	DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST.....	3
	Nil	
4.	CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE	3
5.	CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND	3
5.1	Application for Fee Waiver - Tip Fees	3
6.	CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY	4
7.	CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY.....	5
8.	CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE	5
9.	CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE.....	5
10.	CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION.....	5
11.	ADMINISTRATOR'S REPORT (IF ANY).....	5
11.1	Bombala Commercial Precinct Facade.....	5
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13.	CONFIDENTIAL MATTERS.....	7
13.1	Proposed Licence to NKB Enterprises for Part Lot 16 DP 242010 - Jindabyne Lake Foreshore	7
14.	REPORT FROM CONFIDENTIAL SESSION	7

13.1 Proposed Licence to NKB Enterprises for Part Lot 16 DP 242010 - Jindabyne
Lake Foreshore 7

**MINUTES OF THE ADMINISTRATOR DELEGATIONS MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON TUESDAY, 6 DECEMBER 2016
COMMENCING AT 9.30AM**

PRESENT: Administrator Dean Lynch
APOLOGIES: Joe Vescio, General Manager
Staff: Dennis Trezise, Assistant General Manager
Erin Donnelly, Secretary Council and Committees
Melinda Hewitt, Department Premier and Cabinet (DPC)

1. OPENING OF THE MEETING

The Administrator opened the meeting at 11.30AM

2. APOLOGIES

An apology for the meeting was received from the General Manager, Joe Vescio.

3. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

Nil

4. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE

5. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND

5.1 APPLICATION FOR FEE WAIVER - TIP FEES

Record No:

Responsible Officer: General Manager
Author: Acting Executive Assistant
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest.
Operational Plan Action: OP7.6 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments: 1. Sponsorship Request Form
2. Financial Statements 30/06/2016
3. Stony Creek Road Map

4. Photos

Cost Centre 3020 – 63162 Donations – Community Groups – Debt Waiver –
Jindabyne Landfill
Work order 119.52.410 – Cooma Landfill

Project

Further Operational Plan Actions:

EXECUTIVE SUMMARY

The Bega Local Aboriginal Land Council is one of the 119 similar organisations that comprise a network that covers the NSW landmass. The NSW Aboriginal Land Rights Act (ALRA) states that the objectives of each Local Aboriginal Land Council are to “improve, protect and foster the best interests of all Aboriginal persons within the Council’s area and other persons who are members of the Council”.

The Bega LALC has a property on Stony Creek Road, Berridale (Lot 88 DP 756715) for which they have received grant funding to clean up the illegal dumping that has taken place. The Bega LALC has installed some prevention measures on the land holding and now wishes to clean up the waste at the site.

There may also be a need to engage a contractor to remove the larger items (camper trailer etc) and would like assistance with a recommendation to achieving this outcome.

The Bega LALC has received funding (\$23,500) from the NSW EPA to clean up the property on Stony Creek Road and the Bega Valley Shire Council has provided vouchers to meet the cost of depositing material at its waste facilities.

The following officer’s recommendation is submitted for Council’s consideration.

COMMITTEE RECOMMENDATION

ADA92/16

That Council

- A. Approve in principle the tip fee waiver for the Bega Local Aboriginal Land Council for the use of both the Jindabyne Landfill and Cooma Landfill; and
- B. Assist by making recommendations to achieve disposing of larger items;
- C. Waster Service Managers develop a budget for approval by the Administrator.

Approved by Administrator Lynch

6. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY

7. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY

8. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE

9. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE

10. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION

11. ADMINISTRATOR'S REPORT (IF ANY)

11.1 BOMBALA COMMERCIAL PRECINCT FACADE

Responsible Officer:	Assistant General Manager
Author:	Secretary Council and Committees
Key Direction:	3. Strengthening our local economy
Delivery Plan Strategy:	DP3.2 Take full advantage of the unique assets and character of our towns and villages..
Operational Plan Action:	OP3.3 Develop facilities and amenities to encourage increased visitor numbers and duration of stay throughout the Region.
Attachments:	Nil
Cost Centre	
Project	
Further Operational Plan Actions:	
DP3.4	Promote the Region as a place to do business.
OP 3.10	Participate in the Small Business Friendly Council's Program and implement initiatives to promote the Region as a place to do business.
DP3.6	Collaboration between business, Council and agencies.
OP 3.16	Support local business networks and our Chambers of Commerce.

EXECUTIVE SUMMARY

Following a recent meeting with members of the Bombala Chambers of Commerce it was agreed that the appearance of the shops in the commercial precinct need to be improved. The suggestion was made that updating, by way of painting, of the facades would greatly assist in improving the appearance. It was agreed that Snowy Monaro Regional Council would potentially supply the paint subject to the chamber of commerce organising all shop keepers to agree to the refurbishment and then to carry out the work in a timely and safe fashion.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

ADA 93/16

That Council

- A. Liaise with the Bombala Chamber of Commerce to potentially develop a strategy for painting the facades; and
- B. Establish a budget for the project.

Approved by Administrator Lynch

11.2 RECOMMENDATION TO SNOWY RIVER LOCAL REPRESENTATIVE COMMITTEE

COMMITTEE RECOMMENDATION

ADA 94/16

That Council

- A. Accept the resignation of Mr John Cahill from Snowy River Local Representative Committee;
- B. Appoint Mrs Annie O’Keeffe as a member of the Snowy River Local Representative Committee;
and
- C. Appropriately recognise John Cahill for his contributions to the community over the years.

Approved by Administrator Lynch

13. CONFIDENTIAL MATTERS

COMMITTEE RECOMMENDATION

ADA 95/16

1. THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:

13.1 Proposed Licence to NKB Enterprises for Part Lot 16 DP 242010 - Jindabyne Lake Foreshore

Item 13.1 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

2. The press and public be excluded from the proceedings of the Council in Closed Session on the basis that these items are considered to be of a confidential nature.
3. That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.
4. That the resolutions made by the Council in Closed Session be recorded in the Minutes of the Council Meeting.
5. That upon this recommendation being moved and seconded, the Chairperson invite representations from the public as to whether this part of the meeting should be closed to consider the nominated item.

Approved by Administrator Lynch

Note 1: Confidential Session of Committee

At 11.55 am the meeting was closed.

Note 2: Resumption of Open Committee Meeting

At 11.57 am the Closed Session ended and the meeting continued in Open Session.

Note 3: Attendance of DPC Observer

Mrs Hewitt left the meeting from 11.55am during Item 13 Confidential Matters and was absent for the duration of the meeting.

14. REPORT FROM CONFIDENTIAL SESSION

13.1 PROPOSED LICENCE TO NKB ENTERPRISES FOR PART LOT 16 DP 242010 - JINDABYNE LAKE FORESHORE

COMMITTEE RECOMMENDATION

ADA 96/16

That Council

- A. Approve the draft licence agreement attached to this report for a period of 3 years subject to the consent of Snowy Hydro and subject to obtaining development consent.
- B. Approve the proposal for the Licence fee to commence at \$1,080pa to be adjusted in accordance with the CPI (all Canberra index) in accordance with the review dates listed in Item 8 of the Schedule.

Approved by Administrator Lynch

There being no further business the Administrator declared the meeting closed at 12.00pm

CHAIRPERSON

The above minutes of the Administrator Delegations Meeting of Snowy Monaro Regional Council held on 5 December 2016 were confirmed by Council at a duly convened meeting on 9 December 2016 at which meeting the signature hereon was subscribed.

9.1 MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE COOMA - 6 DECEMBER 2016

Record No:

Responsible Officer: Director Service Support
Author: Personal Assistant To Director of Service Support
Attachments: 1. Minutes LRC Cooma - 6 December 2016 [↓](#)

EXECUTIVE SUMMARY

The Minutes of the LRC Cooma meeting held on 6 December 2016 are presented to Council for noting and adoption of recommendations.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That the minutes of the Local Representative Committee – Cooma held on 6 December 2016 be received and noted and the recommendations contained therein be adopted. .



Minutes

Local Representative Committee - Cooma Meeting

6 December 2016

**LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING
HELD IN COMMITTEE ROOM, HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW
2630**

ON TUESDAY 6 DECEMBER 2016

MINUTES

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6.2	Minutes Arts & Cultural Activities Committee - 13 October 2016.....	4
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MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 6 DECEMBER 2016

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**MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING
HELD IN COMMITTEE ROOM, HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW
2630**

**ON TUESDAY, 6 DECEMBER 2016
COMMENCING AT 6.00PM**

PRESENT:

Rogan Corbett, LRC Chairperson
Angela Ingram, LRC Member
Craig Mitchell, LRC Member
Winston Phillips, LRC Member

1. OPENING OF THE MEETING

The Chair opened the meeting at 6.15PM

2. APOLOGIES

Nil

3. CONFIRMATION OF PREVIOUS MINUTES AND MATTERS ARISING

3.1 LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING 8 NOVEMBER 2016

RECOMMENDATION

THAT the minutes of the Local Representative Committee - Cooma Meeting held on 08 November 2016 are confirmed as a true and accurate record of proceedings.

COMMITTEE RECOMMENDATION

LRCCO48/16

THAT the minutes of the Local Representative Committee - Cooma Meeting held on 08 November 2016 are confirmed as a true and accurate record of proceedings, pending the following amendments:

Page 10 Item 7

7.1 Training Ship Orion

Winston Phillips attended a lunch on behalf of the Administrator with members of the Training Ship Orion on 5 November 2016. He said the local cadet unit from Jindabyne received an award for being the best unit in the State.

7.2 Legacy Lunch

Winston Phillips attended a Legacy Lunch on behalf of the Administrator at the Ex-Services Club on 6 November 2016.

Moved Member Mitchell

Seconded Member Phillips

CARRIED

MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 6 DECEMBER 2016 Page 3

3.2 DESIGN OF THE TOILET - NORRIS PARK

There was further discussion regarding the design of the toilet for Norris Park. It was previously recommended that the design be revisited and it was suggested that the funding could come from the Stronger Communities Fund – Major Projects Program Grants.

3.3 COOMA VISITORS CENTRE - OPENING HOURS

There was further discussion regarding the opening hours of the Visitors Centre and in particular the fact that the Visitors Centre is closed when there are major events on.

COMMITTEE RECOMMENDATION	LRCCO49/16
That the opening hours of the Visitors Centre be revisited as a matter of urgency.	
Moved Chair Corbett	Seconded Member Mitchell
	CARRIED

3.4 ACTION SHEET - LRC MEETINGS

The LRC Members requested that an Action Sheet be introduced to keep a track of recommendations and their outcomes.

COMMITTEE RECOMMENDATION	LRCCO50/16
That an Action Sheet for the LRC meetings be introduced in order to record committee recommendations, approval of recommendations and progress of actions taken.	
Moved Member Phillips	Seconded Member Mitchell
	CARRIED

4. REPORTS ON PRIORITY ACTIONS

Nil.

5. REPORTS & ADVICE ON LOCAL VIEWS & EMERGING ISSUES

Nil.

6. PRESENTATION OF MINUTES FROM EXTERNAL COMMITTEES

6.1 MINUTES OF THE MONARO REGIONAL INTERAGENCY MEETING HELD 13 OCTOBER 2016

Record No:

Responsible Officer:	Director Service Planning
Author:	Community Service Officer
Key Direction:	4. Creating a Safer, Healthier and Thriving Community
Delivery Plan Strategy:	DP4.6 Retain and improve health and social services across the Shire.
Operational Plan Action:	OP4.22 Participate in groups and networks that improve access to health and social services.
Attachments:	1. Unsigned Refugee Welcome Zone Declaration with SMRC logo ⇨ 2. Minutes of the Monaro Regional Interagency meeting held 13

MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 6 DECEMBER 2016 Page 4

[October 2016](#) ⇨

Cost Centre

Project

Further Operational Plan Actions: DP4.2 Support activities, events and celebrations that promote cultural diversity and inclusiveness.
OP4.9 Support and facilitate cultural diversity by ensuring decision making framework and processes are accessible and culturally sensitive.

EXECUTIVE SUMMARY

A meeting of the Monaro Regional Interagency was held on 13 October 2016. The minutes of this meeting are provided for information and consideration. A recommendation was made at this meeting.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION	LRCCO51/16	
That Council receive and note the minutes of the Monaro Regional Interagency meeting, and adopt the recommendation.		
A. That Council signs a new Refugee Welcome Zone Declaration, reflecting the change to the new region and its continued commitment to welcoming all people and upholding the human rights of refugees.		
Moved Member Ingram	Seconded Member Mitchell	CARRIED

In response to the above recommendation, the LRC members are happy to welcome genuine refugees to Cooma.

6.2 MINUTES ARTS & CULTURAL ACTIVITIES COMMITTEE - 13 OCTOBER 2016

Record No:

Responsible Officer: Personal Assistant To Director of Service Support
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.1 Ensure that legislative obligations are met throughout all Council departments.
Operational Plan Action: OP7.2 Completion of reporting requirements in accordance with legislation.
Attachments: 1. Minutes Arts & Cultural Activities Committee - 13 October 2016 ⇨
Cost Centre
Project
Further Operational Plan Actions:

MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 6 DECEMBER 2016 Page 5

EXECUTIVE SUMMARY

The Minutes of the Arts & Cultural Activities Committee meeting held on 13 October 2016 are presented for information. Note, there was not a quorum for the meeting so there are no recommendations in the Minutes.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION	LRCCO52/16	
That the Administrator note the Minutes of the Arts & Cultural Activities Committee meeting held on 13 October 2016.		
Moved Member Mitchell	Seconded Member Ingram	CARRIED

6.3 MINUTES AUSTRALIA DAY WORKING PARTY - 8 NOVEMBER 2016

Record No:

Responsible Officer: Personal Assistant To Director of Service Support
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest.
Operational Plan Action: OP7.6 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments: 1. Minutes Australia Day Working Party - 8 November 2016 [↗](#)
Cost Centre
Project
Further Operational Plan Actions:

EXECUTIVE SUMMARY

The Minutes of the Australia Day Working Party meeting held on 8 November 2016 are presented for information. Note, there are no recommendations in the Minutes.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION	LRCCO53/16	
That the Administrator note the Minutes of the Australia Day Working Party meeting held on 8 November 2016.		
Moved Chair Corbett	Seconded Member Mitchell	CARRIED

MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 6 DECEMBER 2016 Page 6

6.4 MINUTES AUSTRALIA DAY WORKING PARTY - 22 NOVEMBER 2016

Record No:

Responsible Officer: Personal Assistant To Director of Service Support
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest.
Operational Plan Action: OP7.6 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments: 1. Minutes Australia Day Working Party - 22 November 2016 [⇒](#)
Cost Centre
Project
Further Operational Plan Actions:

EXECUTIVE SUMMARY

The Minutes of the Australia Day Working Party meeting held on 22 November 2016 are presented for information. Note, there are no recommendations in the Minutes.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION	LRCCO54/16	
That the Administrator note the Minutes of the Australia Day Working Party meeting held on 22 November 2016.		
Moved Chair Corbett	Seconded Member Mitchell	CARRIED

7. SPECIFIC ITEMS VARYING FROM MEETING TO MEETING

7.1 LOCAL TRAFFIC COMMITTEE

Craig Mitchell reported that John Barilaro MP had invited him to be his representative on the Local Traffic Committee.

7.2 GOVERNANCE STRUCTURE

Some discussion followed regarding the new council and the need to set up a system for the newly elected Councillors. Clarification is sought regarding the design structure of the Section 355 committees for best practice channels of communication in to the Council and feedback out to the community.

COMMITTEE RECOMMENDATION	LRCCO55/16
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MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 6 DECEMBER 2016

Page 7

That the Administrator provide advice on the following:

1. Is there a process that other merged councils have adopted for best practice community communication?
2. What will be Snowy Monaro Regional Council's process in the development of this plan?

Moved Member Mitchell

Seconded Member Ingram

CARRIED

7.3 STRONGER COMMUNITIES FUND - MAJOR PROJECTS PROGRAM

A lengthy discussion followed regarding the Stronger Communities Fund – Major Projects Program. A number of projects were identified as worthy of a grant, however the LRC members felt that more information and time is required in order to make the final decisions to be submitted to the Administrator for approval.

7.4 SMEC

Rogan Corbett reported that the Administrator has asked for recommendations from LRC members regarding the SMEC site. He said it is important to find out what the community views are on this issue.

Rogan advised that Dugald Mitchell, SMEC Site Committee is booked in for a deputation to the special LRC meeting on 13 December 2016 to discuss the matter further.

8. REVIEW OF RELEVANT MEETING ACTIONS OR FOLLOW UP REQUIREMENTS

Nil.

9. NEXT MEETING

A special meeting is to be held on Tuesday, 13 December 2016 at 5.30pm to hear deputations from Denis Starrs – Truck Access to his Property and Dugald Mitchell – SMEC.

There being no further business the Chair declared the meeting closed at 9.45PM

CHAIRPERSON

The above minutes of the Local Representative Committee - Cooma Meeting of Snowy River Shire Council held on 6 December 2016 were confirmed by Committee at a duly convened meeting on 7 February 2017 at which meeting the signature hereon was subscribed.

9.2 MINUTES OF LOCAL REPRESENTATIVE COMMITTEE - BOMBALA - 7 DECEMBER 2016

Record No:

Responsible Officer: Manager Corporate/Governance

Attachments: 1. Minutes of Local Representative Committee - Bombala - 7
December 2016 [↓](#)

EXECUTIVE SUMMARY

The Local Representative Committee - Bombala met on 7 December 2016 in Bombala. The Committee's recommendations are presented for Council's consideration and adoption.

OFFICER'S RECOMMENDATION

That the minutes of the Local Representative Committee – Bombala held on 7 December 2016 be received and noted and the recommendations contained therein be adopted.



SNOWY MONARO
REGIONAL COUNCIL

Minutes

Local Representative Committee - Bombala Meeting

7 December 2016

**LOCAL REPRESENTATIVE COMMITTEE - BOMBALA MEETING
HELD IN COUNCIL CHAMBERS, 71 CAVEAT STREET, BOMBALA NSW 2632**

ON WEDNESDAY 7 DECEMBER 2016

MINUTES

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2.	APOLOGIES.....	2
3.	CONFIRMATION OF PREVIOUS MINUTES AND MATTERS ARISING	2
3.1	Local Representative Committee - Bombala Meeting 2 November 2016	2
5.	REPORTS & ADVICE ON LOCAL VIEWS & EMERGING ISSUES	3
5.1	Timing of LRC - Bombala January 2017 Meeting and Meeting to Select Australia Day Awards	3
4.	REPORTS ON PRIORITY ACTIONS.....	4
4.1	List of Nominations for Funding under the Snowy Monaro Stronger Council Grants - Prioritisation Feedback Sought	4
6.	PRESENTATION OF MINUTES FROM EXTERNAL COMMITTEES	5
7.	SPECIFIC ITEMS VARYING FROM MEETING TO MEETING	5
8.	REVIEW OF RELEVANT MEETING ACTIONS OR FOLLOW UP REQUIREMENTS	5
9.	NEXT MEETING.....	5

**MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - BOMBALA MEETING
HELD IN COUNCIL CHAMBERS, 71 CAVEAT STREET, BOMBALA NSW 2632**

**ON WEDNESDAY, 7 DECEMBER 2016
COMMENCING AT 6.00PM**

PRESENT: Steve Goodyer, LRC Chairperson
Gabrielle Rea, LRC Member
Paul Perkins, LRC Member

Linda Nicholson, Deputy Director, Service Delivery
Peter Sullivan, Deputy Director, Service Delivery
Grantley Ingram, Deputy Director, Service Planning
Karen Cash, Economic Development and Tourism Manager
Robin Guthrie, Manager, Corporate/Governance
Dean Lynch, Administrator (at 6.45pm)

1. OPENING OF THE MEETING

The Chair opened the meeting at 6.05PM

2. APOLOGIES

Nil

An apology for the meeting was received from Diane Hampshire, LRC Member and Joe Vescio, General Manager.

3. CONFIRMATION OF PREVIOUS MINUTES AND MATTERS ARISING

3.1 LOCAL REPRESENTATIVE COMMITTEE - BOMBALA MEETING 2 NOVEMBER 2016

COMMITTEE RECOMMENDATION

LRCBO42/16

THAT the minutes of the Local Representative Committee - Bombala Meeting held on 02 November 2016 are confirmed as a true and accurate record of proceedings.

Moved Member Rea

Seconded Member Perkins

CARRIED

3.2 BUSINESS ARISING

FOOTBRIDGES OVER BOMBALA RIVER

Mr Sullivan advised that an application has been made for Natural Disaster Funding that is administered by the Department of Public Works. Unfortunately, the officer that assesses the claims has been ill and this has delayed the processing of the claim.

Council is considering options to widen the footbridges and Mr Sullivan is preparing a report on the matter for the Administrator.

CHANGE IN SEQUENCE OF STANDING ORDERS

COMMITTEE RECOMMENDATION

LRCBO43/16

That the LRC – Bombala consider Item 5.1 before Item 4.1.

Moved Chair Goodyer

Seconded Member Rea

CARRIED

5. REPORTS & ADVICE ON LOCAL VIEWS & EMERGING ISSUES

5.1 TIMING OF LRC - BOMBALA JANUARY 2017 MEETING AND MEETING TO SELECT AUSTRALIA DAY AWARDS

Record No:

Responsible Officer:	Manager Corporate/Governance
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest.
Operational Plan Action:	OP7.6 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments:	Nil
Cost Centre	Governance
Project	Bombala Local Representative Committee Meetings
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

The LRC Bombala's January 2017 meeting would ordinarily be scheduled for 4 January 2017 (the first Wednesday of the month). Council will resume work on 3 January after the Christmas closedown period.

The Bombala LRC's Chairperson will not be available until 19 January 2017.

The closing date for nominations for the Australia Day awards has been extended to 16 December 2016.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

LRCBO44/16

That Council

- A. Agree to the LRC – Bombala holding its January Meeting on Thursday, 19 January 2017;
- B. Agree to the LRC – Bombala choosing the Australia Day awardees for Citizen, Young Citizen, Sportsperson and Community Event of the Year at the meeting to be held on 19 January 2017.

Moved Member Rea

Seconded Member Perkins

CARRIED

4. REPORTS ON PRIORITY ACTIONS

Administrator Lynch joined the meeting during discussion of this item at 6.45 pm.

4.1 LIST OF NOMINATIONS FOR FUNDING UNDER THE SNOWY MONARO STRONGER COUNCIL GRANTS - PRIORITISATION FEEDBACK SOUGHT

Record No:

Responsible Officer: Manager Corporate/Governance
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.6 Increase and improve Council's financial sustainability.
Operational Plan Action: OP7.18 Effective management of Council funds to ensure financial sustainability.
Attachments: Nil
Cost Centre 3130
Project Stronger Communities Fund Related
Further Operational Plan Actions:

EXECUTIVE SUMMARY

In conjunction with the May 2016 merger, Council secured two funding streams from the NSW State Government:

1) New Council Implementation Fund (NCF) \$5 million: To assist in covering the up front costs of implementing the new council.

2) Stronger Communities Fund (SCF) \$15 million (split into two streams).

The 'Snowy Monaro Community Grants' (SMCG) program was initiated to deliver the grant funding (up to \$1M) opportunity to incorporated not-for-profit community groups.

The 'Snowy Monaro Stronger Council Grants' (SMSCG) program is for Council projects with grant funding (up to \$14M). Assessment has been carried out using a set criteria.

Council invites all three (3) Local Representative Committees to provide prioritisation feedback on the attached nominations under the Snowy Monaro Stronger Council Grants program. The LRC input will be considered by the Stronger Communities Fund Assessment Panel.

Council encourages the LRCs to use the criteria specific to the SCF, the overarching 10 key result areas as defined by the State Government in relation to the merger process, along with the newly adopted Snowy Monaro Regional Council Delivery Program 2014-17, to inform their feedback.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

LRCBO45/16

That the LRC – Bombala receive and note the information in the report, and provide the requested feedback as soon as possible.

Moved Chair Goodyer

Seconded Member Rea

NOTE: THE REQUESTED FEEDBACK IS ATTACHED AS A CONFIDENTIAL ATTACHMENT.

6. PRESENTATION OF MINUTES FROM EXTERNAL COMMITTEES

Nil.

7. SPECIFIC ITEMS VARYING FROM MEETING TO MEETING

Nil.

8. REVIEW OF RELEVANT MEETING ACTIONS OR FOLLOW UP REQUIREMENTS

Nil.

9. NEXT MEETING

Thursday, 19 January 2017.

There being no further business the Chair declared the meeting closed at 9.00pm.

CHAIRPERSON

The above minutes of the Local Representative Committee - Bombala Meeting of Snowy River Shire Council held on 7 December 2016 were confirmed by Committee at a duly convened meeting on 19 January 2017 at which meeting the signature hereon was subscribed.

9.3 MINUTES LOCAL REPRESENTATIVE COMMITTEE COOMA - 13 DECEMBER 2016

Record No:

Responsible Officer: Director Service Support
Author: Personal Assistant To Director of Service Support
Attachments: 1. Minutes LRC Cooma - 13 December 2016 [↓](#)

EXECUTIVE SUMMARY

The Local Representative Committee - Cooma met on 13 December 2016 at Head Office, 81 Commissioner Street, Cooma. The Committee's recommendations are presented for Council's consideration and adoption.

OFFICER'S RECOMMENDATION

That the minutes of the Local Representative Committee – Cooma held on 13 December 2016 be received and noted and the recommendations contained therein be adopted.



Minutes

Local Representative Committee - Cooma Meeting

13 December 2016

**LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING
HELD IN COMMITTEE ROOM, 81 COMMISSIONER STREET, COOMA NSW 2630**

ON TUESDAY 13 DECEMBER 2016

MINUTES

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MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 13 DECEMBER 2016

Page 2

**MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING
HELD IN COMMITTEE ROOM, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON TUESDAY, 13 DECEMBER 2016
COMMENCING AT 5.30PM**

PRESENT: Rogan Corbett, LRC Chairperson
Angela Ingram, LRC Member (*until 6.50pm*)
Craig Mitchell, LRC Member
Winston Phillips, LRC Member (*until 6.45pm*)
Dean Lynch, Administrator (*from 6.45pm*)
Joe Vescio, General Manager
Linda Nicholson, Deputy Director of Service Delivery (*from 5.35pm*)
Sandra McEwan, LRC Secretariat

1. OPENING OF THE MEETING

The Chair opened the meeting at 5.30PM

Linda Nicholson, Director of Service Delivery arrived at the meeting at 5.35pm.

That standing orders be suspended to hear Deputations.

1.1 DEPUTATION: DENIS STARRS - TRUCK ACCESS TO OWNER'S PROPERTY

Mr Starrs related the history of the problem of access to his property and that he only has access via a steep 4WD track. He has stock ready to send to the saleyards, but is unable to transport them on the track. He previously asked Council to accept dedication of the road, but a Council Policy prevented this resolution. The crown road in question is 1.3kms.

Mr Starrs requested Council to resolve the issue of access to his property.

COMMITTEE RECOMMENDATION	LRCCO56/16
That the Administrator consider the matter and send a response to Mr Starrs.	
Moved Chair Corbett	Seconded Member Mitchell
	CARRIED

Dean Lynch, Administrator arrived at the meeting during the discussion on the NBN at 6.45pm.

1.2 DEPUTATION: IAN WARE – NBN

Mr Ware stressed the importance of the current opportunity to install NBN to the region. He said he would like to get fibre to all key businesses in Cooma and other key spots in the region including the Multifunction Centre, schools and hospitals. He requested Council's involvement in this project.

MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 13 DECEMBER 2016 Page 3

The Administrator said it was important to ask the community what they want and suggested that a public meeting be called to discuss the matter.

COMMITTEE RECOMMENDATION	LRCCO57/16
That the Administrator consider implementing a committee and resources to the project in order to gain the best outcome for the installation of NBN in our region.	
Moved Chair Corbett	Seconded Member Ingram CARRIED

1.3 DEPUTATION: NEIL BROWN, DUGALD MITCHELL, RICHARD BROWN AND LEE EVANS - SMEC SITE

Mr Brown, on behalf of the SMEC Site Committee, has previously requested Council to consider the purchase of the SMEC Site in order to preserve the history of the Snowy Mountains Scheme. The SMEC Committee have suggested the potential of using the site as a museum.

The Administrator said he needs some guidance from the community and suggested that the LRC members recommend that Council allocate funds to retrieve the artefacts of historical and cultural significance from the building and into storage.

COMMITTEE RECOMMENDATION	LRCCO58/16
That the Administrator consider the following requests:	
If Council acquires the site at no cost from the current owner, that the buildings be locked up and preserved until a business plan is prepared outlining the development of the site.	
If Council does not acquire the site, that funds be allocated to retrieve the artefacts of historical and cultural significance from the buildings.	
Moved Member Mitchell	Seconded Member Ingram CARRIED

The Standing Orders resumed at 6.30pm.

2. APOLOGIES

Nil

3. CONFIRMATION OF PREVIOUS MINUTES AND MATTERS ARISING

3.1 LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING 6 DECEMBER 2016

COMMITTEE RECOMMENDATION	LRCCO59/16
THAT the minutes of the Local Representative Committee - Cooma Meeting held on 6 December 2016 are confirmed as a true and accurate record of proceedings.	
Moved Member Phillips	Seconded Member Mitchell CARRIED

4. REPORTS ON PRIORITY ACTIONS

Nil

MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON TUESDAY 13 DECEMBER 2016 Page 4

5. REPORTS & ADVICE ON LOCAL VIEWS & EMERGING ISSUES

Nil

6. PRESENTATION OF MINUTES FROM EXTERNAL COMMITTEES

Nil

7. SPECIFIC ITEMS VARYING FROM MEETING TO MEETING

Nil

8. REVIEW OF RELEVANT MEETING ACTIONS OR FOLLOW UP REQUIREMENTS

8.1 STRONGER COMMUNITIES FUND - MAJOR PROJECT PROGRAM

Further discussion followed regarding the Stronger Communities Fund – Major Projects Program. Linda Nicholson, Deputy Director of Service Delivery gave an overview of the weighting process and suggested priority of the projects.

The deadline for the allocation of funding has been extended. The LRC members will meet in early January to make a final decision on projects approved for funding and make a recommendation to the Administrator.

Winston Phillips left the meeting at 6.45pm

Angie Ingram left the meeting at 6.50pm

8.2 LRC MEETINGS

Some discussion followed in relation to the format of the LRC meetings.

With the departure of Winston Phillips and Angie Ingram, the meeting did not have a quorum.

It was suggested that as from 1 January 2017 the three LRC meetings be combined as a joint meeting to be held on a rotational basis in Cooma, Berridale and Bombala and that the former Chair of each meeting Chair the meeting in their respective location.

9. NEXT MEETING

Tuesday, 7 February 2017

There being no further business the Chair declared the meeting closed at 7.25pm

MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - COOMA MEETING OF SNOWY MONARO REGIONAL
COUNCIL
HELD ON TUESDAY 13 DECEMBER 2016

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CHAIRPERSON

The above minutes of the Local Representative Committee - Cooma Meeting of Snowy River Shire Council held on 13 December 2016 were confirmed by Committee at a duly convened meeting on 7 February 2017 at which meeting the signature hereon was subscribed.

**9.4 MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - SNOWY RIVER HELD 14
DECEMBER 2016**

Record No:

Responsible Officer: General Manager
Author: Secretary Council & Committees
Attachments: 1. Minutes - Local Representative Committee meeting held 14
December 2016 [↓](#)

EXECUTIVE SUMMARY

The Local Representative Committee - Snowy River met on 14 December 2016 in Berridale Council Chambers. The minutes are presented for Council's information.

OFFICER'S RECOMMENDATION

That the minutes of the Local Representative Committee – Snowy River held 14 December 2016 be received and noted and the recommendations contained therein be adopted.



SNOWY MONARO
REGIONAL COUNCIL

Minutes

**Local Representative Committee - Snowy River
Meeting**

14 December 2016

**LOCAL REPRESENTATIVE COMMITTEE - SNOWY RIVER MEETING
HELD IN SISTER PASSMORE ROOM, JINDABYNE HEALTH CENTRE, JINDABYNE NSW 2627
ON WEDNESDAY 14 DECEMBER 2016**

MINUTES

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**MINUTES OF THE LOCAL REPRESENTATIVE COMMITTEE - SNOWY RIVER MEETING
HELD IN SISTER PASSMORE ROOM, JINDABYNE HEALTH CENTRE, JINDABYNE NSW 2627**

**ON WEDNESDAY, 14 DECEMBER 2016
COMMENCING AT 4.00PM**

PRESENT: Peter Beer, LRC Chairperson
Bob Frost, LRC Member
Annie O’Keeffe, LRC Member
John Shumack, LRC Member
Erin Donnelly, Secretary Council and Committees
Dean Lynch, Administrator *arrived 4.17pm*
Joe Vescio, General Manager *arrived 4.09pm*
Linda Nicholson, Deputy Director Service Delivery *arrived 4.17pm*
Katherine Miners, Acting Executive Assistant to the Administrator *arrived 4.17pm*

1. OPENING OF THE MEETING

The Chair opened the meeting at 4.00PM

2. APOLOGIES

Nil

3. CONFIRMATION OF PREVIOUS MINUTES AND MATTERS ARISING

3.1 LOCAL REPRESENTATIVE COMMITTEE - SNOWY RIVER MEETING 9 NOVEMBER 2016

COMMITTEE RECOMMENDATION

LRCSR24/16

THAT the minutes of the Local Representative Committee - Snowy River Meeting held on 09 November 2016 are confirmed as a true and accurate record of proceedings.

Moved Mr Frost

Seconded Mr Shumack

CARRIED

4. REPORTS ON PRIORITY ACTIONS

4.1 APPOINTMENT OF REPRESENTATIVES TO COMMITTEES

Record No:

Responsible Officer: Director Service Support

Author: Secretary Council & Committees

Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation

Delivery Plan Strategy: DP7.13 Through clear and consistent communications, Council provides the community with timely feedback in progress towards goals.

Operational Plan Action: OP7.37 Council's monitoring and reporting mechanisms enable timely and accurate information on progress towards achieving the community's goals identified in the adopted strategic and operational plans in accordance with the IPR framework.

Attachments: 1. Appointment to Section 355 Committees - Snowy River LRC

Cost Centre

Project

Further Operational Plan Actions:

EXECUTIVE SUMMARY

Council maintains links with a range of community based and other organisations via representation on relevant committees. Such representation is usually by appointment of either elected members or members of staff as delegates.

The resignation of Snowy River Local Representative John Cahill was formally accepted on Thursday, 1 December 2016. The resignation of Mr Cahill now leaves a number of Section 355 Committees without council representation.

The Administrator appointed Annie O'Keeffe to the Snowy River LRC. Mrs O'Keeffe's appointment was formally adopted at a meeting of the Administrator Delegations on Tuesday, 6 December.

The Local Representative Committee – Snowy River are being asked to review the LRC representations to the Section 355 committees and appoint Mrs O'Keeffe, as a council representative, to the now vacant Section 355 Committees.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

LRCSR25/16

That the Committee;

- A. Review the appointments to Section 355 Committees;
- B. Appoint Annie O'Keeffe as a representative to the following Section 355 Committees;
 - Adaminaby School of Arts Hall,
 - Berridale Pool, Community Hall and Sportsground
 - Berridale Beautification Committee; and
- C. Advise the Administrator accordingly.

Moved Mr Frost

Seconded Mr Shumack

CARRIED

The General Manager joined the meeting at 4.09pm pm during discussion of Item 4.1 Appointment of Representatives to Committees.

5. REPORTS & ADVICE ON LOCAL VIEWS & EMERGING ISSUES

5.1 PARKING ON PRYCE STREET, BERRIDALE

The Administrator gave an update on the parking issues in Pryce Street, Berridale. Residents are unclear about parking on the verge, are now parking on the road.

The General Manager informed the committee the matter of parking on the verge relates to pedestrian access on the verge and not having to walk on the road. The General Manager will contact staff regarding this matter in rural residential Streets.

The Administrator will contact the local Police Inspector to seek clarification on the issue of parking on the street and the verge.

5.2 MEETING OF THE JINDABYNE SPORTSGROUND AND RECREATION AREAS MANAGEMENT COMMITTEE

John Shumack informed the committee the Jindabyne Sportsground and Recreation Areas Management Committee held a meeting prior to the last LRC meeting. The Committee decided not to submit any projects for the Stronger Communities Fund due to the short notice. These minutes will come to the next meeting.

5.3 SOUTH EAST ARTS BOARD MEETING

John Shumack attended a Board meeting of South East Arts, the chairperson of the South East Arts Board will be contacting the Administrator.

The Administrator informed the committee has had been contacted by the Chair to discuss arts funding across the region.

5.4 LOCAL REPRESENTATIVE COMMITTEE MEETINGS

Peter Beer raised a suggestion, the three (3) LRC's be combined as a joint committee. These meetings would be held on a rotational basis in Berridale, Bombala and Cooma and the Chairperson of each LRC would Chair the meeting in their respective location. This was raised because of the many local issue that impact the region as a whole.

The committee discussed the suggestion and made the following recommendation.

COMMITTEE RECOMMENDATION

LRCR26/16

That the matter be further considered at the next joint Local Representative Committee meeting on the 21 December 2016.

Moved Mr Shumack

Seconded Mr Frost

CARRIED

5.5 STORAGE FOR L'ETAPE STREET DECORATIONS

The General Manager informed the committee council has been approached with a request to store the L'Étape street decorations. The General Manager informed the committee council has disused storage in Cooma that can be utilised.

Annie O'Keefe thanked council for the offer.

5.6 SNOWY MOUNTAINS GRAMMAR SCHOOL PRESENTATION

Peter Beer informed the committee he attended the Snowy Mountains Grammar School presentation.

5.7 GREEN TEAM MEETING

Peter Beer updated the committee on the Green Team meeting held on Monday, 12 December 2016. A report will come through suggesting the Green Team cover the region.

COMMITTEE RECOMMENDATION

LRCSR27/16

That the Snowy River Local Representative Committee supports the Green Teams recommendation to Council.

Moved Mr Shumack

Seconded Mr Beer

CARRIED

5.8 SNOWY MOUNTAINS NEIGHBOURHOOD CENTRE

The General Manager and Peter Beer attended the 10th anniversary of the Snowy Mountains Neighbourhood Centre celebrations.

6. PRESENTATION OF MINUTES FROM EXTERNAL COMMITTEES

6.1 MINUTES OF SECTION 355 COMMITTEE FOR JINDABYNE MEMORIAL HALL ANNUAL GENERAL MEETING AND GENERAL MEETING HELD ON 4 OCTOBER 2016

Record No:

Responsible Officer: Director Service Delivery

Author: Asset Manager

Key Direction: 4. Creating a Safer, Healthier and Thriving Community

Delivery Plan Strategy: DP4.5 Support the availability of volunteering opportunities and build capacity.

Operational Plan Action: OP4.19 Support volunteer groups (Section 355) with technical knowledge, administration support and guidance.

Attachments: 1. Minutes for AGM and General Meeting for Section 355 Committee for Jindabyne

Memorial Hall held on 4 October 2016 Cost Centre
Memorial Hall
Work Order OP10000013

1550 Jindabyne

Project

Further Operational Plan Actions:

EXECUTIVE SUMMARY

A copy of the Annual General Meeting and the General Meeting Minutes from the Section 355 Committee for Jindabyne Memorial Hall held on 4 October 2016 is attached for Council's consideration.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

LRCSR28/16

That Council

- A. Receive and note the minutes of the Annual General Meeting for Section 355 Committee for the Jindabyne Memorial Hall held on 4 October 2016.
- B. Receive and note the minutes of the General Meeting for Section 355 Committee for the Jindabyne Memorial Hall held on 4 October 2016.

Moved Mr Frost

Seconded Mrs O'Keeffe

CARRIED

6.2 MINUTES OF SECTION 355 COMMITTEE FOR JINDABYNE BEAUTIFICATION ANNUAL GENERAL MEETING AND GENERAL MEETING HELD ON 4 OCTOBER 2016

Record No:

Responsible Officer: Director Service Delivery

Author: Asset Manager

Key Direction: 4. Creating a Safer, Healthier and Thriving Community

Delivery Plan Strategy: DP4.5 Support the availability of volunteering opportunities and build capacity.

Operational Plan Action: OP4.19 Support volunteer groups (Section 355) with technical knowledge, administration support and guidance.

Attachments: 1. Minutes for AGM and General Meeting for Section 355 Committee for Jindabyne Beautification held on 4 October 2016 Cost Centre 1610 Jindabyne Beautification

Project

Further Operational Plan Actions:

EXECUTIVE SUMMARY

A copy of the Annual General Meeting and the General Meeting Minutes from the Section 355 Committee for Jindabyne Beautification held on 4 October 2016 is attached for Council's consideration.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

LRCSR29/16

That Council

- A. Receive and note the minutes of the Annual General Meeting for Section 355 Committee for the Jindabyne Beautification held on 4 October 2016.
- B. Receive and note the minutes of the General Meeting for Section 355 Committee for the Jindabyne Beautification held on 4 October 2016.

Moved Mr Shumack

Seconded Mr Frost

CARRIED

6.3 MINUTES OF SECTION 355 COMMITTEE FOR ADAMINABY SCHOOL OF ARTS HALL ANNUAL GENERAL MEETING AND GENERAL MEETING HELD ON 21 OCTOBER 2016

Record No:

Responsible Officer: Director Service Delivery

Author: Asset Manager

Key Direction: 4. Creating a Safer, Healthier and Thriving Community

Delivery Plan Strategy: DP4.5 Support the availability of volunteering opportunities and build capacity.

Operational Plan Action: OP4.19 Support volunteer groups (Section 355) with technical knowledge, administration support and guidance.

Attachments:

- 1. Annual General Meeting Minutes for Section 355 Committee Adaminaby School of Arts Hall for 21 October 2016
- 2. General Meeting for Section 355 Committee Adaminaby School of Arts Hall held 21 October 2016
- 3. Chairman's Report for Annual General Meeting for Section 355 Committee Adaminaby School of Arts held 21 October 2016
- 4. Treasurer's Report for Annual General Meeting Section 355 Committee Adaminaby School of Arts Hall held on 21 October 2016
- 5. Hall Manager's Report for Annual General Meeting Section 355 Committee for Adaminaby School of Arts Hall held 21 October 2016 Cost Centre 1550 Adaminaby School of Arts Hall

Work Order OP1000001

Project

Further Operational Plan Actions:

EXECUTIVE SUMMARY

A copy of the Annual General Meeting and the General Meeting Minutes from the Section 355 Committee for Adaminaby School of Arts Hall held on 21 October 2016 is attached for Council's consideration.

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

LRCSR30/16

That Council

- A. Receive and note the minutes of the Annual General Meeting for Section 355 Committee for the Adaminaby School of Arts Hall held on 21 October 2016.
- B. Receive and note the minutes of the General Meeting for Section 355 Committee for the Adaminaby School of Arts Hall held on 21 October 2016.
- C. Receive and note Chair, Treasurer and Hall Manager Reports for Section 355 Committee for the Adaminaby School of Arts Hall Meeting held on 21 October 2016.

Moved Mr Frost

Seconded Mr Shumack

CARRIED

John Shumack asked what do the committee spend their money on?

The General Manager informed the committee the funds are used for improvements to the hall.

7. SPECIFIC ITEMS VARYING FROM MEETING TO MEETING

8. REVIEW OF RELEVANT MEETING ACTIONS OR FOLLOW UP REQUIREMENTS

8.1 JINDABYNE BEAUTIFICATION - UPGRADE OF MEDIANS (6)

Record No:

Responsible Officer:	Director Service Delivery
Key Direction:	6. Managing Development and Service Delivery to Retain the Things We Value
Delivery Plan Strategy:	DP6.11 Plan for, and undertake, works to improve the visual amenity of towns.
Operational Plan Action:	OP6.38 Continue to work with stakeholders to revitalise Jindabyne Town Area including development of supporting plans, policy, procedures
Attachments:	<ol style="list-style-type: none">1. Option 1 - Cobblestone2. Option 2 - Cobblestone3. Option 3 - Cobblestone4. Cobblestone Image Median 15. Cobblestone Image Median 26. Cobblestone Image Median 37. Cobblestone Image Median 48. Cobblestone Image Median 59. Cobblestone Image Median 6
Cost Centre	PJ180229 – Jindabyne Beautification Traffic Island Upgrade
Project	Jindabyne Beautification

Further Operational Plan Actions:

EXECUTIVE SUMMARY

It is proposed to advertise for quotations to carry out the upgrade of the six (6) medians along MR286 from the intersection of Banjo Paterson Crescent to the entry to Nuggets Crossing carpark in Jindabyne.

A number of designs will be attached to the specification each requiring an individual quotation. It is proposed to treat the medians with cobblestones interspersed with a number of low growing plantings (Dwarf Nandinas).

The following officer's recommendation is submitted for Council's consideration.

COMMITTEE RECOMMENDATION

LRCSR31/16

That the Committee receive and note the information in the report and make the following recommendations to Council;

- A. Approve the proposal to advertise for quotations to upgrade the six (6) medians on MR286 from the intersection of Banjo Paterson Crescent to the entry to Nuggets Crossing carpark in Jindabyne;
- B. Approve the three preferred designs and the proposal to seek quotations for each of the designs;
- C. Engage the services of a consultant to provide graphic detail of the proposed designs on the medians true to scale prior to advertising for quotations;
- D. Advertise for quotations and report to Council when quotations have been received; and
- E. Undertaking a community consultation process prior to awarding the contractor for the works.

Moved Mr Shumack

Seconded Mrs O'Keeffe

CARRIED

Note 2 Attendance of Administrator

The Administrator joined the meeting at 4.17pm pm during discussion of Item 8.1 Jindabyne Beautification - Upgrade of Medians (6).

Note 3 Attendance of Deputy Director Service Delivery

The Deputy Director Service Delivery joined the meeting at 4.17pm pm during discussion of Item 8.1 Jindabyne Beautification - Upgrade of Medians (6).

Note 4 Attendance of Acting Executive Assistant to the Administrator

The Acting Executive Assistant to the Administrator joined the meeting at 4.17pm during discussion of Item 8.1 Jindabyne Beautification - Upgrade of Medians (6).

COMMITTEE RECOMMENDATION

LRCSR32/16

1. That, on the grounds and for the reasons stated below, the Committee resolve into Closed Session to receive and consider items identified as Confidential and so listed on this Agenda

i. List of Nominations for Funding Under the Snowy Monaro Stronger Communities Fund – Prioritisation Feedback Sought

Item 9.1 is confidential in accordance with s10(A)(2)(a) of the Local Government Act 1993, because it contains commercial information of a confidential nature that would if disclosed prejudice the commercial position of the person who supplied it.

ii. ***Australia Day 2017 Citizen of the Year Nominations former Snowy River Shire – Snowy River LRC***

Item 9.2 is confidential in accordance with s10(A)(2)(a) of the Local Government Act 1993, because it contains personal matters concerning particular individuals (other than councillors)

2. The press and public be excluded from the proceedings of the Committee in Closed Session on the basis that these items are considered to be of a confidential nature.
3. That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.
4. That the resolutions made by the Committee in Closed Session be recorded in the Minutes of the Committee Meeting.
5. That upon this recommendation being moved and seconded, the Chairperson invite representation from the public as to whether this part of the meeting should be closed to consider the nominated item.

Moved Mr Beer

Seconded Mrs O’Keeffe

CARRIED

Note 5: Confidential Session of Committee

At 5.36pm the meeting was closed.

Note 6: Resumption of Open Committee Meeting

At 6.58pm the Closed Session ended and the meeting continued in Open Session

9. CONFIDENTIAL

9.1 LIST OF NOMINATIONS FOR FUNDING UNDER THE SNOWY MONARO STRONGER COMMUNITIES FUND - PRIORITISATION FEEDBACK SOUGHT

COMMITTEE RECOMMENDATION

LRCSR33/16

That the LRC – Snowy River receive and note the information in the report, and provide the requested feedback as soon as possible.

Moved Mr Frost

Seconded Mrs O’Keeffe

CARRIED

Note 7: Attendance of Peter Beer

Peter Beer was absent from the meeting from 5.41pm during Item 9.1 List of Nominations for Funding under the Snowy Monaro Stronger Fund returning at 5.46pm during same Item.

9.2 AUSTRALIA DAY 2017 CITIZEN OF THE YEAR NOMINATIONS FORMER SNOWY RIVER SHIRE - SNOWY RIVER LRC

COMMITTEE RECOMMENDATION

LRCSR34/16

That the LRC determines the winner in each of the following Australia Day 2016 nomination categories:

- A. Citizen of the Year Award (19 and over)
- B. Young Citizen of the Year Award (19 and under)
- C. Sports Person of the Year Award
- D. If any other nominations are received between this meeting and before the cut-off date of 16 December they will be considered via another meeting.

Moved Mr Beer

Seconded Mr Shumack

CARRIED

Note 9: Declarations of Pecuniary Interest and Conflict of Interest by Members

Annie O’Keeffe, LRC Member

Mrs O’Keeffe declared an interest in Item 9.2 Australia Day 2017 – Citizen of the Year Nominations Former Snowy River Shire – Snowy River LRC as she has a conflict of interest in this item due to “being a member of a committee nominated”. Mrs O’Keeffe left the meeting at 6.46pm and returned at 6.50pm. Mrs O’Keeffe did not take part in discussion or voting on this item.

10. NEXT MEETING

Wednesday, 8 February 2017, Jindabyne

There being no further business the Chair declared the meeting closed at 7.01pm

CHAIRPERSON

The above minutes of the Local Representative Committee - Snowy River Meeting of Snowy Monaro Regional Council held on 14 December 2016 were confirmed by Committee at a duly convened meeting on at which meeting the signature hereon was subscribed.

10.1 POLICY: SMRC 207 - NOXIOUS WEEDS

Record No:

Responsible Officer:	Director Service Planning
Author:	Customer Service Officer
Key Direction:	1. Sustaining Our Environment for Life
Delivery Plan Strategy:	DP1.5 Continue to control and promote the eradication of Noxious Weeds and invasive species on Rural and Urban Lands within the Snowy River Shire through education, inspections and enforcement.
Operational Plan Action:	OP1.19 Provide a Vegetation Management Program/Unit that achieves Regional Weed Strategies and statutory requirements.
Attachments:	1. Policy: SMRC 207 - Noxious Weeds ↓
Cost Centre	NA
Project	Policy
Further Operational Plan Actions:	OP1.17 Manage all land under Council ownership, care and control to maintain their environmental values. OP1.20 Liaise with all stakeholders to discuss weed control and develop management recommended options to reduce non-compliance across the region in an effort to eradicate Noxious Weeds.

EXECUTIVE SUMMARY

As an amalgamated entity a single Noxious Weeds Policy is required for the Snowy Monaro Regional Council. The Policy has been developed by the Noxious Weeds Working Group established after the amalgamation. The Noxious Weeds Policy supports Council's objectives in promoting the eradication of Noxious Weeds and invasive species on Rural and Urban lands through ongoing education, inspections and enforcement action.

Following its development this policy has been circulated for consultation amongst the Noxious Weeds Working Group, all Snowy Monaro Council Staff and submitted to ET for comment and approval (24 November 2016).

This Policy is now presented for consideration by Council.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council review and adopt Policy SMRC 207 - Noxious Weeds

BACKGROUND

The Noxious Weeds Policy has been developed by the Noxious Weeds Working Group established after the amalgamation.

The Noxious Weeds Working Group has strong representation from all three former Councils ensuring the objectives of all local communities are incorporated. The Policy supports Councils Delivery Program Strategy DP1.5 whereby Council controls and promotes the eradication of Noxious Weeds and Invasive Species within the region through education and enforcement. The Policy also defines Councils functions in administering the *Noxious Weeds Act 1993*.

Following its development this policy has been circulated amongst the Noxious Weeds Working Group, sent to all Council staff, and approved by ET with minor amendments. (24/11/2016)

This Policy is now ready for adoption by Council.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Under the *Noxious Weeds Act 1993* Council has a duty to control weeds on Council owned and operated lands as well to as inspect private lands and enforce compliance with the *ACT*. Councils Delivery Program 1.5 together with Operational Plans 1.17 to 1.20 describes how Council will control and promote Noxious Weeds and Invasive Species matters in the region.

Policy SMRC 207 - Noxious Weeds details the process by which Snowy Monaro Regional Council meets its noxious weed management obligations.

2. Environmental

Council implements a strategic weed management program on land under its control based on the principles of Integrated Pest Management. Weed control practices ensure that weeds are cost effectively managed in a manner that meets community expectations and Council's legal and social obligations.

NSW Department of Primary Industries provides weed control funding for some Crown lands on an annual basis. Council applies for funding under this grant scheme to ensure that, as far as practicable, infestations do not spread from Crown lands.

Snowy Monaro Regional Council employs authorised officers to conduct routine property inspections in accordance with its Property Inspection Procedure. The various compliance mechanisms available to Council and the steps taken in ensuring that private landholders meet their weed control obligations are detailed in Council's Noxious Weeds Compliance Protocol.

Aerial surveillance is used by Council officers to identify infestations in difficult terrain and to survey priority areas of the region in a time effective manner.

3. Economic

The 2017 annual budget for Vegetation Management is:

- \$538, 771. (Snowy Area)
 - \$ 525, 723 (Cooma Area)
 - \$126 000 (Bombala Area)
-

This includes the cost of retaining a Vegetation Management unit in line with OP 1.19 “Provide a Vegetation Management Program / Unit which achieves Regional Weed Strategies and statutory compliance” and OP1.20 “Liaise with all stakeholders to discuss weed control and develop management recommended options to reduce non-compliance across the region in an effort to eradicate Noxious Weeds”

The Budget also includes the cost of implementing Councils internal weed control programs incorporating roadsides and Council owned operational lands in line with OP1.17 “Manage all land under Council ownership, care and control to maintain their environmental values.”

4. Civic Leadership

This Policy replaces the following Policies:

- Bombala - Policy 3.5 Weeds Policy of Control: Adopted 25/10/82 (Amended - 29/11/1993)
- Cooma-Monaro Councils Noxious Weeds Policy: NW/ADM/1 (Adopted 14 April 2014)
- Snowy River Policy - ENV 013 - Penalty Notices Under the Noxious Weeds Act 1993
(Adopted by Council Committee Recommendation: CES 033/10 Council Resolution: 256/10)

Rather than replicating the previous Council’s individual weeds committee structures, it is envisaged that Snowy Monaro Regional Council will utilise the already established Monaro Regional Weeds Committee (MRWC) as the primary forum by which Council seeks advice and direction on noxious weed matters, which is a Committee established under Section 355 of the *Local Government Act 1993*.

This policy was reviewed and approved with minor amendments, now completed, by the Executive Team on 24 November 2016.



Title of Policy	SMRC 207 – Noxious Weeds		
Responsible Department	Weeds	Document Register ID	250.2016.207.1
Policy Owner	Noxious Weeds Manager	Review Date	4 years from date of adoption.
Date of Council Meeting	Date Approved	Resolution Number	Number
Legislation, Australian Standards, Code of Practice	Noxious Weeds Act 1993 Local Government Act 1993		
Aim	To provide strategic direction for the management of noxious weeds within the Snowy Monaro Region		

Introduction

Snowy Monaro Regional Council (Council), in its area of jurisdiction is responsible for ensuring, so far as practicable that owners and occupiers of land (other than public authorities or other local control authorities) carry out obligations to control noxious weeds in accordance with the *Noxious Weeds Act 1993* (the 'Act'). It also carries the responsibility for the control of noxious weeds on land that it owns or occupies and on certain roads and watercourses, rivers and inland waters as provided by the Act.

This document details the process by which Snowy Monaro Regional Council meets its noxious weed management obligations.

Legislative Requirements

Noxious weeds are plants that pose a potentially serious threat to primary production or the environment. These weeds are classed 1 to 5, depending on their current distribution and severity. Each class of noxious weed is allocated specific control objectives and requirements accordingly.

The specific control objectives and requirements for each noxious weed class are:

- Class 1 – the control objective is to prevent the introduction and establishment of these plants into NSW. These plants “must be eradicated from the land and the land must be kept free of the plant”. This is a statewide declaration. These plants are notifiable and must be reported to Council within 24 hours of being identified.

- Class 2 - the control objective is to prevent the introduction and establishment in parts of NSW. These plants “must be eradicated from the land and the land must be kept free of the plant”. These are regionally prohibited weeds. These plants are notifiable and must be reported to Council within 24 hours of being identified.
- Class 3 – the control objective is to reduce the area and the negative impact of those plants in parts of NSW. These plants “must be fully and continuously suppressed and destroyed”. These are regionally controlled weeds.
- Class 4 – the control objective is to minimize the negative impact of those plants on the economy, community or environment of NSW. The control requirement for these plants is “the growth of the plant must be managed in a manner that continuously inhibits the ability of the plant to spread and/or the plant must not be sold, propagated or knowingly distributed”. These are locally controlled plants.
- Class 5 – the control objective is to prevent the introduction of those plants into NSW, the spread of those plants within NSW or from NSW to another jurisdiction. These are notifiable weeds. The requirements in the Act for a notifiable weed must be complied with. This is a statewide declaration. These plants are notifiable and must be reported to Council within 24 hours of being identified.

Council, the NSW Government, members of the public, community groups or the Noxious Weeds Advisory Committee may initiate proposals to change noxious weeds declarations. Any external proposal should first be discussed with Council, however if agreement cannot be reached, the proposal can be referred to the Weeds Unit of NSW Department of Primary Industries. A Declaration of Noxious Weeds Policy is available from NSW Department of Primary Industries which details the processes involved in making declaration changes.

Noxious weed declarations within the Snowy Monaro Region are regularly reviewed. A current list of declared noxious weeds can be obtained on Council’s website at www.snowymonaro.nsw.gov.au.

Snowy Monaro Regional Council’s noxious weed management program is based on the principles of the Draft NSW Invasive Species Plan 2015-2022 and prioritises the management of noxious weeds and the allocation of resources accordingly. In alignment with the Draft NSW Invasive Species Plan, Council aims to:

1. *Exclude* - weeds which are not currently known to occur within the Shire,
2. *Eradicate or contain* – new weed incursions to prevent their spread within and from the Shire,
3. *Effectively manage* – widespread weeds to minimise their impact on the community; and
4. *Build the capacity* – of landholders, staff and other stakeholders to equip them with the skills to effectively manage weeds.

The majority of noxious weeds within the Snowy Monaro Region are Class 4 (locally controlled) weeds. These weeds are considered to be widespread throughout the State, although several species have very limited distribution in areas of the Snowy Monaro Region. In these situations Council invests greater resources into ensuring that the weed does not impact adversely on the local

community. This may result in more regular property inspections and increased compliance activities in some localities.

Property inspections

Snowy Monaro Regional Council employs authorised officers to conduct routine property inspections in accordance with its Property Inspection Procedure. Inspections are initially scheduled across a broad area to ensure that all holdings in a chosen locality are inspected concurrently and occupiers provided with consistent information and control requirements. Properties identified as harbouring problematic infestations are reinspected in a timely manner depending on the severity of the weed infestation and their potential to impact on surrounding lands.

Following each inspection the occupier of the land is issued a Property Inspection Report detailing the type and nature of weeds found on the property, any weed control requirements relating to the property and other relevant fact sheets and notices.

Properties containing infestations of Class 1, 2 or 3 weeds or Class 4 weeds which pose an unacceptable risk within a particular locality will be inspected on a more frequent basis and will attract more stringent compliance action than properties containing lower priority weeds or weeds which are prevalent within the locality. Compliance activities, as provided by the *Noxious Weeds Act 1993*, are adopted by Council on an individual basis in accordance with Council's Noxious Weeds Compliance Protocol.

Aerial surveillance is used by Council to identify infestations in difficult terrain and to survey priority areas of the region in a time effective manner.

Penalties

Section 12 of the *Noxious Weeds Act 1993* specifies that "an occupier of land (other than a public authority or a local control authority) to which a weed control order applies must control noxious weeds on land as required under the order". Maximum penalty: \$2,200.

Section 19 of the *Noxious Weeds Act 1993* specifies that "owners and occupiers must comply with weed control notices by local control authority". Maximum penalty: \$11,000.

At its discretion, Council may take action against an owner or occupier of land where that person has failed to comply with their noxious weed control obligations. This action may include the issue of General Penalty Notices, the issue of Weed Control Notices or the pursuance of legal action. In circumstances where an owner or occupier of land fails to meet the requirements of a Weed Control Notice Council may control the weeds to which the Notice relates at the occupiers expense in accordance with Section 20 of the *Noxious Weeds Act 1993*.

Fees and Charges apply for reinspections and 'Section 20 Entry and Control' works on a cost recovery basis. Fees and charges are adopted annually within Council's Integrated Planning and Reporting documentation.

Council maintains a private works budget dedicated to the undertaking of Section 20 entry and control work. Subject to budget availability, individual Section 20 entry and control works may be approved by the relevant Manager, Director or General Manager within their approved delegations, any works exceeding the delegation limits are to be approved by Council.

The various compliance mechanisms available to Council and the steps taken in ensuring that private landholders meet their weed control obligations are detailed in Council's Noxious Weeds Compliance Protocol.

Section 22 of the *Noxious Weeds Act 1993* specifies that the Minister may by notice require a public authority to carry out noxious weed control. Council cannot issue notices to a public authority. Holdings owned/occupied by a public authority are inspected for the presence of weeds and a report provided to the appropriate authority. In the event that the authority fails to meet the requirements as detailed within the report, the Minister for Primary Industries is requested in writing to issue a weed control notice to the authority requiring the authority to meet its weed control obligations.

NSW Department of Primary Industries provides weed control funding for Crown lands on an annual basis. Council applies for funding under this grant scheme to ensure that, as far as practicable, infestations do not spread from Crown lands.

Community consultation

Council's Noxious Weeds Committee is formally established under Section 355 of the *Local Government Act 1993* and is the primary forum by which Council seeks advice and direction on noxious weed matters from representatives of the community. The Committee meets quarterly at one of the main offices of Cooma, Bombala and Berridale and is attended by representatives of community groups, public land managers, Council staff and Councillors. Notices of meetings are advertised on Council's website at: www.snowymonaro.nsw.gov.au.

Capacity building

Council provides educational material to individuals, groups and the broader community via a range of outlets:

- Property inspection reports, fact sheets and related material
- Media articles and interviews
- Provision of brochures and factsheets at retail outlets
- Provision of new landholder packages upon notification of property transaction
- Hosting field days and information sessions
- Provision of a weed control contractors list to landholders
- Educational material and links posted on Council's website
- Educational material posted on Councils Social Media pages

Noxious weed control on Council managed lands

Snowy Monaro Regional Council manages a network of rural and urban roads, reserves, vacant lands and operational lands. Weed management staff inspect Council managed lands and assist with the

effective management of noxious weeds on these lands, either by engaging qualified contractors or in-house staff to ensure that Council's weed control obligations are met.

Roadsides in particular, are identified as high risk pathways for the transportation of weed material into, within and out of the region.

Council implements a strategic weed control program on land under its control based on the principles of Integrated Pest Management. Weed control practices ensure that weeds are cost effectively managed in a manner that meets community expectations and Council's legal obligations.

Plant and material hygiene

Council plant, particularly heavy machinery, slashers and vehicles are regularly exposed to noxious weed material on road reserves and private lands and are a high risk means of conveying seeds and other reproductive material from infested areas to 'cleaner' areas. In conducting routine maintenance works Council also transports topsoil, gravel and other material that may contain noxious weeds.

Council adequately resources and trains its staff and contractors to ensure that the risk of weed spread is minimised during routine operations. Council's Plant and Material Hygiene Procedure specifies how it minimises the risk of spread of noxious weed material.

Documentation

250.2016.261.1	Property Inspection Procedure
250.2016.177.1	Plant and Material Hygiene Procedure
250.2016.260.1	Noxious Weeds Compliance Protocol
250.2016.262.1	Red Guide Post Procedure

Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

10.2 REPLACEMENT OF COUNCIL'S FRONT END LOADER PLANT NUMBER 9856

Record No:

Responsible Officer:	Director Service Delivery
Author:	Fleet Manager
Key Direction:	1. Sustaining Our Environment for Life
Delivery Plan Strategy:	DP1.6 Ensure Council services, facilities and land holdings achieve best practice for sustainability.
Operational Plan Action:	OP1.22 Ensure Council has a safe reliable, sustainable and cost effective assets through the effective management of Facilities, Infrastructure, Plant, Motor Vehicle and Equipment Assets.
Attachments:	Nil
Cost Centre	7540.705.555 (Plant Purchases) 1550.950.955 (Plant Sales)
Project	Replacement of Council's Volvo L60E front end loader. Plant number 9856
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

Council has a Plant replacement policy and a 10 year rolling plant replacement program to manage its fleet

Submissions were called with Local Government Procurement (LGP) for the supply of one new Wheel Loader to replace Councils Wheel Loader.

Nine submissions were received, evaluated and assessed to ensure the recommendation meets best value option, and most suitable equipment for Council.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council:

- A. Approve to purchase the Komatsu WA200PZ from Komatsu Australia for \$235,363 excluding GST
- B. Accept the trade in offer from Komatsu Australia of \$73,000 excluding GST for Council's Volvo L60E loader (Plant No: 9856)

BACKGROUND

Loader Replacement

Council has a Plant replacement policy and a 10 year rolling plant replacement program to manage its fleet

Submissions were called on the 28 July 2016 with LGP for the supply of one new CCF Class 3.5 Wheel Loader to replace Councils existing Volvo L60E Wheel Loader which is ten years of age and at its economic changeover point for Councils Works Department.

Nine submissions for the supply and trade of Council's existing Wheel Loader were received. CJD (Volvo) and Porter Group (Hyundai) offered no trade discount. Earth Moving Equipment Australia (EEA) and Komatsu provided two submissions that were within the category requested.

Submissions to Supply and Trade in (all prices ex GST)

Company	Make	Model	Price	Trade	C/Over
EEA	Case	521F XT	\$221,000	\$57,273	\$163,727
EEA	Case	621F XT	\$252,000	\$57,273	\$194,727
CJD	Volvo	L60F	\$258,078	\$68,225	\$189,853
Hitachi	Hitachi	ZW140	\$257,788	\$91,500	\$166,288
Komatsu	Komatsu	WA200PZ	\$235,363	\$73,000	\$162,363
Komatsu	Komatsu	WA250PZ	\$282,933	\$73,000	\$209,933
Porter Equipment	Hyundai	HL740TM-9	\$219,697	\$65,000	\$154,697
Tutt Bryant	Kawasaki	67Z7	\$278,000	\$80,000	\$198,000
Westrac	Cat	924K	\$279,200	\$70,000	\$209,200

Attached is the submission evaluation carried out by the Fleet & Procurement Manager.

The selection criteria used was:

- Net Cost
- Warranty
- Maintenance
- Consumables
- Operating Costs
- Product Support
- Residual
- Delivery
- Field Review

The following ratings utilising the selection criteria less field review are:

- EEA-Case 521F XT = 61.2%
- EEA- Case 621F XT = 59.5%
- CJD- Volvo L60F = 62.3%
- Hitachi-Hitachi ZW140 = 62.2%
- Komatsu-Komatsu WA200PZ = 68.2%
- Komatsu-Komatsu WA250PZ = 62.0%
- Porter Equipment-Hyundai HL740TM-9 = 63.5%
- Tutt Bryant-Kawasaki 67Z7 = 54.7%
- Westrac-Cat 924K = 60.7%

Only four submissions were within budgetary constraints, they were:

Case 521F XT
Hitachi ZW140
Komatsu WA200PZ
Hyundai HL740TM-9

These four machines underwent a field appraisal by Fleet & Procurement Manager, Workshop Coordinator, Fleet mechanic and Council Plant Operator.

Review

All four machines reviewed are well designed Wheel Loaders and in certain scenarios all offer some advantages over the other brands.

The Case 521F XT is physically too small to meet Council's quarry maintenance needs and had the lowest dump height clearance which would affect loading ability.

All reviewers were of the opinion that the Komatsu was the most suitable machine for Council. Overall the Komatsu WA200PZ provided the greatest stability and traction through the whole range of operating functions. The hydrostatic transmission transition through different speed ranges was noted as exceptional by the Council operators. The standard of finish and integrity of components was to a high standard and entry/egress while maintaining three points of contact was to a high standard.

While the Komatsu is not the cheapest option for Council the price differential with the cheapest submission (Hyundai) moderated over ten years of \$767/year is offset by the potential fuel savings of \$1,665/year of the Komatsu over the Hyundai.

These features demonstrate that the Komatsu – WA200PZ submission is the most suitable for Council.

	Field Review	Total
• EEA-Case 521F XT	= 8.3%	= 69.5%
• Hitachi-Hitachi ZW140	= 9.8%	= 72.0%
• Komatsu-Komatsu WA200PZ	= 11.9%	= 80.0%
• Porter Equipment-Hyundai HL740TM-9	= 10.7%	= 74.2%

QUADRUPLE BOTTOM LINE REPORTING

1. Social

To ensure Council's plant and equipment maximises service deliverables to the community.

2. Environmental

Part of Fleets selection evaluation criteria addresses fuel usage as an operation cost while also minimising environmental impacts from emissions.

3. Economic

The loader replacement has been identified and budgeted for as part of Council's 10 year plant replacement program

4. Civic Leadership

Fleet maintain a 10 year plant replacement program to ensure all plant assets maximise Council's service delivery and minimise financial impact. This is guided by Council's Fleet Management Procedure.

13.1 RECOGNITION OF HERITAGE IN THE SNOWY MONARO REGION

Record No:

Responsible Officer:	Director Service Planning
Author:	Planning Officer
Key Direction:	4. Creating a Safer, Healthier and Thriving Community
Delivery Plan Strategy:	DP4.1 Encourage opportunities to promote and protect our cultural heritage.
Operational Plan Action:	OP4.1 Maintain council's heritage management functions.
Attachments:	<ol style="list-style-type: none">1. SMRC 127 - Heritage - Works of a Minor Nature or Maintenance (<i>Under Separate Cover</i>) ⇨2. SMRC 128 - Conservation of Council-owned and or Managed Heritage Items (<i>Under Separate Cover</i>) ⇨3. SMRC 140 - Recognition of Heritage in Snowy Monaro Regional Council (<i>Under Separate Cover</i>) ⇨
Cost Centre	4015
Project	Recognition of Heritage in the Snowy Monaro Region
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

Continuity of Council's commitment to the recognition of heritage in the Snowy Monaro Region, improving standards and streamline statutory processes the enhance heritage outcomes, demonstrating how the heritage significance of Council-owned and/or managed heritage items may be enhanced and maintained, conserving the heritage significance of Heritage Items and Heritage Conservation Areas, identifying works of a minor nature or maintenance which do not require the formal development consent of Council, and providing guidelines to meet the requirements set out in the *Bombala Local Environmental Plan 2012*, *Cooma-Monaro Local Environmental Plan 2013* and *Snowy River Local Environmental Plan 2013* may be achieved with the adoption of the attached policies.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council

- A. Adopt SMRC 127 – Heritage – Works of a Minor Nature or Maintenance,
- B. Adopt SMRC 128 – Conservation of Council-owned and or Managed Heritage Items; and
- C. Adopt SMRC 140 – Recognition of Heritage in Snowy Monaro Regional Council.

BACKGROUND

In 1985 a Ministerial direction was issued to local councils that gave local government the primary responsibility for managing local heritage in New South Wales.

Following the adoption of amendments to the *Heritage Act 1977* in 1999, heritage management in NSW is now a two-tiered system where:

- items of local heritage significance are listed and managed by local councils; and
- items of State heritage significance are listed on the State Heritage Register by the Minister for Planning and managed by the Heritage Council.

To assist Council in managing the Region's local heritage, Policy 140 – Recognition of Heritage in Snowy Monaro Regional Council has been developed based on Cooma-Monaro Shire Council's previously adopted policy of the same name.

Additionally under the *Local Government Act 1993* councils are required to prepare draft plans of management for Council-owned land classified 'community land'.

In-line with best practice and Council's commitment to comply with relevant legislation, Council extends this practice to have in-place Conservation Management Plan/s (CMP) for heritage items on Council-owned land classified as 'operational' land.

Policy 128 - Conservation of Council-owned and or Managed Heritage Items is again based on Cooma-Monaro Shire Council's previously adopted policy of the same name and will apply to all Council-owned and or managed heritage items as listed in the current applicable Local Environmental Plans (LEPs).

It should be noted that having a CMP in-place also aids Council in applying for grant funding, when and where applicable. All CMPs the subject of this Policy will be based on the "*Guidelines on Conservation Management Plans and Other Management Documents*" produced by the NSW Heritage Office, detailing why an item is considered to be of heritage significance and outlining policies to retain this significance that allow for economic re-use, possible future development and ongoing management and maintenance of Council-owned and or managed heritage items.

Policy 127 – Heritage – Works of a Minor Nature or Maintenance is also a previously adopted policy of Cooma-Monaro Shire Council aimed at enabling mandatory Clause 5.10 of the *Bombala Local Environmental Plan 2012*, *Cooma-Monaro Shire Council 2013*, and *Snowy River Local Environmental Plan 2013* to be instigated by owners of heritage listed items, thus reducing unnecessary or onerous obligations.

Attachments A and B of Policy 127 provide guidance on what works or development may be considered to constitute Works of a Minor Nature or maintenance of a heritage item.

The three Policies were exhibited to all staff for comment from 21 October 2016 to 7 November 2016, with no comments being received.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The adoption of these Policies will enhance the Community's awareness of heritage, ensure Council-owned and or managed heritage items are conserved and preserved for future generations, and development associated with heritage items across the Region can be accommodated without undue bureaucracy.

2. Environmental

No detrimental environmental impacts are envisaged by the adoption of these Policies as they provide guidance for conserving and preserving the Region's heritage.

3. Economic

There are no costs associated with the adoption of these Policies, but by providing guidance on how to conserve and preserve heritage items, future development of such items may be undertaken in a cost-effective manner.

4. Civic Leadership

The three Policies relating to heritage within the newly amalgamated Region are ones previously adopted by Cooma-Monaro Shire Council. They are in accordance with Ministerial directions and legislation, aimed at demonstrating Community leadership, ensuring ongoing maintenance of Council-owned and or maintained heritage items, and providing guidance to owners of heritage items.

15.1 WHEEL IN WHEEL OUT

Record No:

Responsible Officer:	Director Service Delivery
Author:	Manager Waste Services
Key Direction:	1. Sustaining Our Environment for Life
Delivery Plan Strategy:	DP1.7 Provide an integrated waste management service that is socially, economically and environmentally responsible.
Operational Plan Action:	OP1.26 Efficient operation of Domestic and Commercial Waste collection services.
Attachments:	Nil
.Cost Centre	16-2210
Project	
Further Operational Plan Actions:	1.28 Efficient operation of Domestic and Commercial Recycling Collection Services

EXECUTIVE SUMMARY

Following Community feedback, Council waste staff have investigated the true cost of delivering the Wheel in Wheel out service in the Snowy Monaro Regional Council.

This service was previously offered in the former Snowy River Shire as a fee for service. This fee however did not reflect the true cost of delivering the service. Waste department staff believed the resources and funding for this service were better put to providing the service at no cost to the elderly and those physically unable to present bins kerbside for collection. This service has been provided for free to eligible residents in the Cooma Monaro Shire for several years.

The cost of providing this service has been determined to be \$765.00 per household per year to have both waste and recycling bins emptied by council staff using council owned plant. This price is conservative and does not include the cost of site assessment, risk assessment and the physical risk to staff due to increased manual handling tasks.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council

- A. Receive and note this report on the Wheel in Wheel Out Domestic Waste Collection Service
 - B. Consider re-establishing the service at a fee that is reflective of the true cost, provided there is support from the community.
 - C. Consider offering an exemption of fee for eligible infirmed or elderly residents who meet the following criteria:
 - Reside at the residence
 - Be physically incapable of wheeling the bins to the kerb and have no other able bodied person residing with them that could wheel bins to kerb
-

- Provide a Doctors Certificate and Statutory Declaration confirming above
- D. Support additional staffing if required to deliver this service
- E. Approve to advertise the fee of \$888.00(for 28 days) and introduce if there are no submissions.

BACKGROUND

The wheel in wheel out (WIWO) service delivered by the former Snowy River Shire Council (SRSC) was used mainly by holiday or absentee property owners and did not reflect the true cost of delivering this service.

Council waste staff have calculated the true cost of this WIWO service by comparing time spent on collection runs and an average time it takes staff to complete this task in a real-time scenario, with both examples reflecting an average time of 5 min per bin per household to complete.

The Waste working group has concerns on how this service could be applied in the whole shire area due to the time, risk and external contractors involved in domestic waste collection. The group believe that this service should be for the community members that require assistance and that absentee owners could engage local contractors to present and remove bins.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The Waste Working Group had previously considered the impacts of providing this as a fee for service across the new shire area. Based on differing kerbside collection services and the impact of introducing a fee to pensioners, it was agreed that the best option would be to reallocate funding and resources used for this service to provide the service for free to those who require assistance as a service to the community.

Pensioners will be financially impacted as the true cost of the service (\$765.00 - \$888.00) is more than triple the cost as previously charged and the pensioner discount of up to \$250 will not absorb the increase leaving pensioners under even more financial pressure. If a fee is introduced, staff strongly recommend an exemption option for eligible residents to reduce financial impact.

Additional staff may be required to deliver the service safely and efficiently.

2. Environmental

Environmental impact could be substantial with large volumes of windblown litter if the property owners present bins early or when windy. This applies to all rate payers and presented bins still remain the property owner's responsibility when full and once emptied for removal.

3. Economic

The following costings have been calculated:

Wages

At \$37.89 per hour (full time employee cost including on-costs) based on 5 min for staff to collect and empty bin= \$3.15 per bin

Plant

Truck at \$80.00 per hour /5 min of operation =\$6.66

Total cost per bin = \$9.81 x 52 weeks = \$510.00 per year per bin

Each residence has 2 bins; one waste with weekly collection and one recycle on a fortnightly collection, bringing the total cost of this service to \$510.00 for waste plus \$255.00 for recycling collection.

Total cost \$765.00

As Council waste collections are already running to the maximum hours, additional services will incur overtime. Previously 32 services were offered in Jindabyne which would take an additional 2.5 hours of overtime potentially adding to the cost per bin. Should this service be run on overtime, the cost would be \$888.00 per year. Running into overtime also presents further risk to staff.

The cost to Council for WHS issues could range from \$50 to \$200 should the staff member have to assess properties due to the size of the new Council. This cost has not been included in the costings as not all properties require an assessment.

The impact of this to the pensioners of the Snowy Monaro regional council would be significant as the pensioner rebate allows for a maximum of \$250.00 in total rebate across fees and charges and rates.

4. Civic Leadership

- Council is attempting to align fees and charges across all areas of SMRC to reflect one council.
- Council must give public notice (in accordance with section 705) for at least 28 days of the fee proposed for the new or changed service or the fee determined in accordance with the amended regulations.
- That the fee be advertised and introduced if there are no submissions.

LOCAL GOVERNMENT ACT 1993 - SECT 610F

Public notice of fees

610F Public notice of fees

(1) A council must not determine the amount of a fee until it has given public notice of the fee in accordance with this section and has considered any submissions duly made to it during the period of public notice.

(2) Public notice of the amount of a proposed fee must be given (in accordance with section 405) in the draft operational plan for the year in which the fee is to be made.

(3) However, if, after the date on which the operational plan commences:

(a) a new service is provided, or the nature or extent of an existing service is changed, or

(b) the regulations in accordance with which the fee is determined are amended,

the council must give public notice (in accordance with section 705) for at least 28 days of the fee proposed for the new or changed service or the fee determined in accordance with the amended regulations.

15.1 WHEEL IN WHEEL OUT

(4) This section does not apply to a fee determined by a council for an application made in a filming proposal, if that fee is consistent with a scale or structure of fees set out in an applicable filming protocol.

15.2 SNOWY RIVER AVENUE PROJECT UPDATE AND FUNDING ADJUSTMENT

Record No:

Responsible Officer:	Director Service Delivery
Author:	Manager Operations
Key Direction:	6. Managing Development and Service Delivery to Retain the Things We Value
Delivery Plan Strategy:	DP6.8 Plan for, and undertake, works to improve the visual amenity of towns and villages.
Operational Plan Action:	OP6.21 Implement the recommendations from the Jindabyne Action Plan.
Attachments:	Nil
Cost Centre	Road Construction (Program 18)
Project	Snowy River Avenue Upgrade
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

The initial project scope to upgrade Snowy River Avenue was to reconstruct the road following multiple failures resulting from continuous work beneath the road, poor drainage and pooling of water at the intersection of Kalkite Street and Snowy River Avenue. However, through discussions with Councils Manager Community & Strategic Planning and aligning this project with the Jindabyne Action Plan 2030; the project scope was amended to properly address the inadequate drainage issues, correct the balance between pedestrian and motorist but more importantly deliver on the community feedback which had been incorporated into the long term, strategic development of Jindabyne Town Centre.

The project has now evolved to a point whereby a Tender has been released with a report to Council (outlining the results and recommendations of the Tender Review Panel) expected in February 2017. The contract is for "Design and Construct" with an expectation to start construction in April 2017. This will mean the project is only part finished by June 2017 (start of the Winter Season) and a revised plan will be to recommence construction (through to completion) once winter has formally ended.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council

- A. Receive and Note the Officer report on Snowy River Avenue Project Update.
- B. Approve funding for phase 1 (Kalkite Street to Gippsland Street) of \$1,137,000.

BACKGROUND

The project to upgrade Snowy River Avenue has changed dramatically through the previous 24 months and has required considerable community consultation, multiple reports to Council and

substantial preparatory work (i.e. stormwater installation) to prepare the ground to deliver one of the key community requirements articulated through the Jindabyne Action Plan 2030.

A Concept Design was delivered to the community for comment in March and April 2016 and following their feedback, the design was adjusted and additional work undertaken to demonstrate that a perceived reduction in parking would not result from proposed works. In order to achieve this, additional designs for Kalkite Street Car Park were created and the project team looked at options to open Kalkite Street to traffic in order to improve traffic flow and route options for motorists through Jindabyne.

However, all the discussion has resulted in increased project timelines, increased project costs and changes in the project scope. The team do not believe this reflects negatively on the project as adjustments are expected through any concept and community consultation phase, although the aim now is to fix both the scope and budget to ensure the successful contractor is clear on our construction requirements.

In the 2015/2016 financial year Council allocated \$560,000 for phase 1 (Kalkite Street to Gippsland Street); that cost has now been revised to \$1,137,000. However the additional cost addresses the parking concerns outside Nuggets Crossing, Central Park, Kalkite Street Car Park and Kalkite Street. Funds to deliver this are outlined in the "Economic" section of the Quadruple Bottom Line.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The Snowy River Avenue upgrade project has emerged from the Jindabyne Action Plan 2009. The Action Plan was itself the product of a well-supported community consultation process over several years.

There are broad ranging social benefits to be created from the physical changes to the streetscape. The design intends to remove barriers to access, enhance safety in the precinct and lift the presentation of the public domain within the centre of Jindabyne. The public exhibition and consultation period has allowed for further explanation for interested parties regarding how the specific physical features of the plan enable these positive outcomes.

The ongoing community consultation has enabled several members of the community to have input into the plans. The consultation included opportunities for formal written submissions, phone and one on one interviews with interested parties including many of the shop owners or tenants directly affected along Snowy River Avenue. The project has been able to procure media coverage of the project, including media articles and interviews (including the front page of the Summit Sun). Information has been provided on the former SRSC and current SMRC website and detailed information on key features of the plan has also been promoted through Facebook. Staff from across Councils' operational and planning team also spent time on-site in Snowy River Avenue talking to community members about the project and explaining the Concept Design.

2. Environmental

Public exhibition and consultation of the Snowy River Avenue Concept Design has not resulted in, or identified an environmental impact. The Concept Design contributed to the delivery of improved stormwater management infrastructure which resulted in a positive environmental impact.

3. Economic

The public exhibition of the Snowy River Avenue Concept Design heightened community awareness of the upcoming project. The reception of the Concept Design has been encouraging and the project team remains confident that the implementation of the streetscape upgrade will have positive social and economic outcomes. It is also valuable that such a financially significant project is able to benefit from the public's suggestions.

Stage 1 (Kalkite Street to Gippsland Street intersection and Kalkite Street Redesign) of the Avenue is budgeted in the Draft 2017 year budget. However, following changes in scope resulting from ongoing community consultation, the requirement to demonstrate a "no-loss of parking" through improvements to Kalkite Street, higher than expected stormwater infrastructure costs and adjustments to the Concept Design to accommodate Nuggets Crossing and Central Park; the schedule of rates and lump sums has identified an overall project cost of \$1,137,000.

Project costs will be covered through:

Roads to Recovery. Council (Berridale Branch) have a Roads to Recovery allocation for 2017/2018 of \$415,000 and for 2018/2019 of \$415,000. The intention is to bring those forward into the 2016/2017 financial year to provide \$830,000. In addition \$472,000 from the Council Infrastructure and Facilities Fund is requested to be transferred into the Snowy River Avenue Upgrade project. This will provide a total budget allocation of \$1,302,000.

In addition, Council had budgeted \$560,000 for the Snowy River Avenue Upgrade. However this could also be used to cover disaster relief repairs should Councils disaster relief submission not be successful.

4. Civic Leadership

Snowy Monaro Shire Council is seeking to maintain the local road network through works to repair Snowy River Avenue. Longstanding planning from the Jindabyne Action Plan 2009 gives direction to Council to implement a 'main street' treatment of Snowy River Avenue. With a major capital works commitment to repair the road surface already in place, Snowy River Shire Council demonstrates a sound and cost-effective integration of the two objectives of the upgrade works by implementing the Jindabyne Action Plan vision for this location at a time when the roadway structure is requiring renewal.

**16.1 OUTCOMES OF PUBLIC HEARING AND PUBLIC EXHIBITION REGARDING SNOWY RIVER
LOCAL ENVIRONMENTAL PLAN 2013, AMENDMENT NO.2 - REZONING AND
RECLASSIFICATION OF PUBLIC LANDS WITHIN LOT 20 DP 219584**

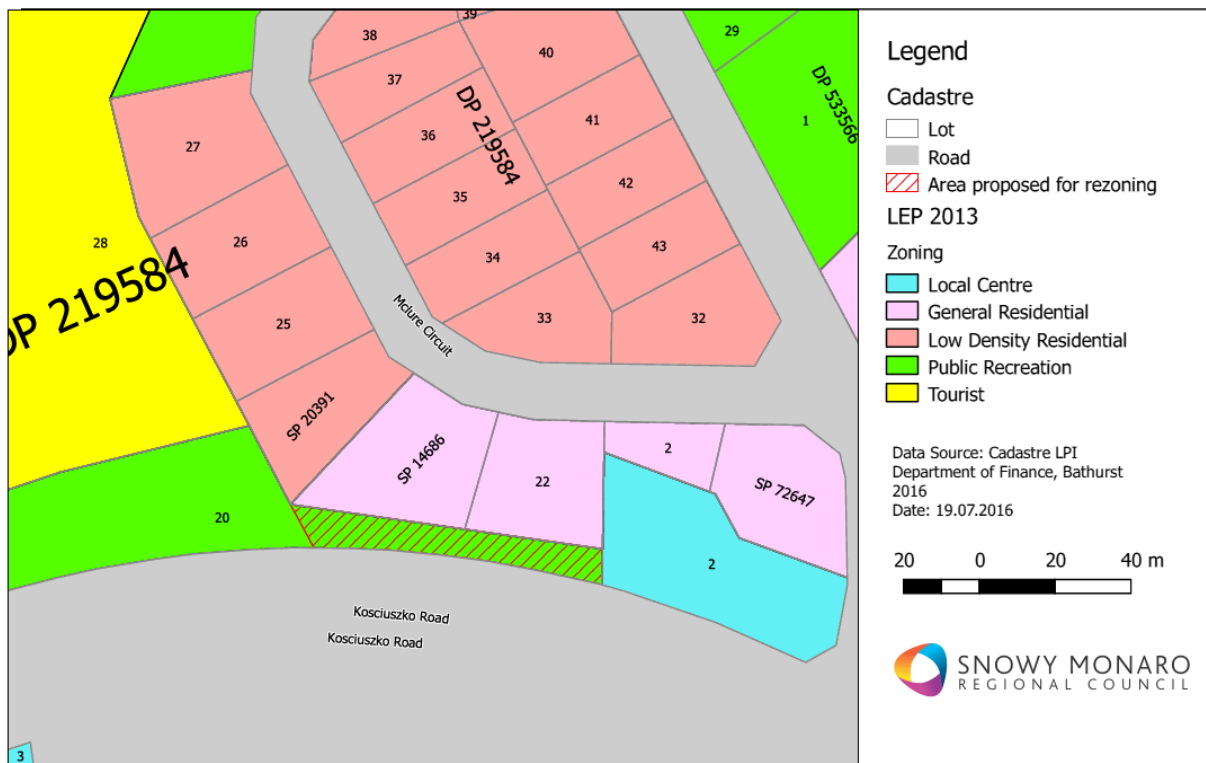
Record No:

Responsible Officer:	Planning Manager
Author:	Strategic Planner
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.13 Coordinate and initiate community engagement processes that facilitate participation in Council activities and decision making, and keep residents informed on local events, issues and planning
Operational Plan Action:	OP7.34 Support and encourage public engagement methods which invite comment from community and informs the decision making.
Attachments:	1. Report of the Independent Chair, Mr Garry Huggett, regarding Public Hearing and Consultation to Amendment No.2, SRLEP 2013 (<i>Under Separate Cover</i>) ⇨ 2. Exhibition documentation of Planning Proposal for Amendment No.2, SRLEP 2013 (<i>Under Separate Cover</i>) ⇨ Cost Centre
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

Snowy Monaro Regional Council has sought and received Gateway Approval from NSW Department of Planning and Environment for Planning Proposal for Amendment No.2, *Snowy River Local Environmental Plan 2013* (referred to herein as the Planning Proposal). This action was taken in accordance with Council's resolution to Item 9.8 of Council's meeting of June 29, 2016. The Planning Proposal is the reclassification and rezoning of a portion of Lot 20 DP 219584 as illustrated in the figure below. To avoid confusion with the whole of existing Lot 20 DP 219584, this report will refer to this candidate area for rezoning and reclassification as 'Lot x'. It should be carefully noted that proposed 'lot x' has dimensions of approximately 8m by 80m (at its widest point) as shown in the hatched area on the following map.

16.1 OUTCOMES OF PUBLIC HEARING AND PUBLIC EXHIBITION REGARDING SNOWY RIVER LOCAL ENVIRONMENTAL PLAN
2013, AMENDMENT NO.2 - REZONING AND RECLASSIFICATION OF PUBLIC LANDS WITHIN LOT 20 DP 219584



Staff have now conducted public consultation regarding the Planning Proposal in accordance with the *Environmental Planning and Assessment Act 1979*. The Planning Proposal has been the subject of public exhibition from Wednesday, September 28 until Tuesday, October 25. SMRC staff participated in a public hearing regarding the outcomes proposed through the Planning Proposal, conducted by the independent chair, Mr Garry Huggett of Alpine Law, on Thursday, November 3.

Despite some of the issues raised by community members as detailed in background discussion below, strategic planning staff recommend the implementation of the Planning Proposal. To summarise the recommended position, continued retention of Lot *x* as community classified land categorised for general community use and zoned RE1 – Public Recreation does not represent the greatest utility value of the land for the local area and continuation of current arrangements would not represent a cost-effective or needs-based utilisation of Council’s resource base. The Planning Proposal as exhibited enables, from a strategic planning perspective, efficient and enhanced planning for and use of presently disused land into the future – both that land which is the subject of the Planning Proposal and adjoining lands.

The following officer’s recommendation is submitted for Council’s consideration.

OFFICER’S RECOMMENDATION

That Council:

- A. Note the conduct and outcomes of the public hearing and public exhibition period regarding Snowy River LEP 2013, Amendment No.2 as recorded and discussed herein.
- B. Note the explanatory comments provided by staff in relation to submissions made during the public consultation process.
- C. Forward Snowy River LEP 2013, Amendment No.2 to the NSW Department of Planning and Environment with a recommendation that the Minister make the Plan.

BACKGROUND

This report advises Council whether to proceed with the Planning Proposal for Amendment No.2 to the Snowy River Local Environmental Plan 2013, following the conclusion of public consultation on that Planning Proposal. Public exhibition of the Planning Proposal has taken place during the period from Wednesday, September 28 to Tuesday, October 25. A public hearing regarding the proposal was held on Thursday, November 3.

Staff submit that the public consultation process conducted regarding the Planning Proposal has upheld the provisions of the *Environmental Planning and Assessment Act 1979*. An endorsement to this effect is provided by the independent chair of the public hearing, Mr Garry Huggett, within his report (attached).

The Planning Proposal process to this time has involved multiple stages. The process commenced with Council staff's initial reception, assessment and further development of the Planning Proposal, resulting in Council's supporting Gateway Approval for the Planning Proposal in submission to the NSW Department of Planning and Environment as per Item 9.8 of Council's meeting of June 29, 2016. The subsequent public consultation process has now concluded. Staff have collated the submissions made later in this report. Staff are now in a position to provide a recommendation whether to continue pursuing the Planning Proposal being in receipt of these community submissions and further evaluated the Planning Proposal in light of these comments.

Staff at this time make clear that the Planning Proposal, the public exhibition period and public hearing regarding the Planning Proposal, and this report **do not** relate to Development Consent DA0126/2015. The issue at hand is the rezoning and reclassification of land – that being Lot *x*. The former Snowy River Shire Council resolved at its meeting of November 6, 2015 to grant Development Consent to DA0126/2015, subject to conditions. Aspects of DA0126/2015 including, but not limited to, scale, land use, building design, building location, intensity of use, parking provision, traffic generation, traffic flows and design of works to be undertaken within the Kosciuszko Road reserve **are not** the subject of the Planning Proposal. Those issues were assessed through the normal DA process and the subsequent determination of Development Consent DA0126/2015. While members of the public remain free to hold a personal opinion about the development, Council has deemed those planning aspects of DA0126/2015 to be satisfactory, by virtue of its Development Consent having been granted. The success or otherwise of the current Planning Proposal does not alter Council's adopted position on those aspects of DA0126/2015. Comments submitting these aspects of the consent for DA0126/2015 as reasons that the Planning Proposal should not proceed are not considered relevant for the purposes of staff forming a recommendation in this report. Any determination of the Planning Proposal should be based strictly on the merits of whether it represents a sound planning outcome for Lot *x* to continue to have RE1 – Public Recreation zoning and Community Land classification.

The question of whether the Planning Proposal should continue to proceed therefore reduces to determining the higher value between the two following outcomes:

- That Lot *x* be retained as Community Land (denoted within the Snowy River Shire Management Plan for Community Land (the PoM) as being for General Community Use) and continue to be zoned RE1 – Public Recreation (on the basis of Lot *x* being able to fulfil the objectives of that zone).

Or alternatively:

- That Lot *x* be rezoned to zone R1 – General Residential and be reclassified as Operational Land (ceasing the effective separating/demarcating effect of Lot *x* as Community Land and applying planning provisions consistent with those to the adjoining land).

The contention that Lot *x* be retained as Community Land zoned RE1 – Public Recreation is resolved with reference to the PoM, the Snowy River Local Environmental Plan 2013 and the Jindabyne Open Space and Recreational Land Use Strategy. The whole of Lot 20 DP 219584 is denoted as being for ‘General Community Use’. Staff conclude that within this existing lot, that part forming proposed Lot *x* has minimal capacity to cater for the general use of the community. This arises from the lack of size and usable space available within Lot *x* and the location of the lot being as it is tightly bounded by private holdings and the public road reserve, with no potential for navigational linkages to broader open space networks for users.

The currently applicable SRLEP 2013 land use zone of Lot *x* is Zone RE1 – Public Recreation. The following zone objectives apply:

- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

Lot *x* is not suited to upholding the objectives of the land use zone. Use of Lot *x* for public open space or recreational purposes, or to provide a range of recreational settings and activities and compatible land uses is not considered to be attainable. This is by virtue of the same considerations and constraints as listed above in consideration of the present Community Land classification. Further, there is no potential to protect and enhance any natural environment in the location of Lot *x* – devoid of habitat as it is and sitting in a constrained and engineered urban location. Staff submit that given the site constraints, recreational activity is considered incompatible and likely to be unfeasible on the site.

Moreover, Lot *x* is located in an area of Jindabyne with relatively plentiful access to nearby high value lands for community use at the Jindabyne foreshore and staff suggest that community preferences regarding which public spaces to make general use of do not favour Lot *x* when compared to these alternatives. Further, the suggestion (noted in the submissions table below) that Lot *x* should be embellished with plantings to provide screening to areas north of Lot *x* is not supported by the PoM. The PoM states of whole Lot 20 DP 219584 to “*maintain in an appropriate manner within budgetary constraints*”. Where improvements to plantings are deemed suitable by the PoM, this is specifically noted in the listing for the applicable lot. This is specifically not the case for Lot 20 DP 219584. This is effectively restated by the Jindabyne Open Space and Recreational Land Use Plan, which notes of whole of Lot 20 DP 219584 only to “*implement recommendations as outlined in the Management Plan for Community Land*”. Staff suggest that an appropriate course is to aid the continued upkeep of the higher-value balance of Lot 20 DP 219584 by isolating and removing from Community Land classification the constrained and alienated Lot *x* portion.

Having excluded the appropriateness of continuing the status quo with respect to Lot *x* land classification and land zoning, it is appropriate to assess the proposed alternative zoning. The Planning Proposal intends that Lot *x* will be zoned R1 – General Residential. This is consistent with the adjoining lots at McLure Circuit, allowing for best integration of planning of the immediate area. The following zone objectives apply:

16.1 OUTCOMES OF PUBLIC HEARING AND PUBLIC EXHIBITION REGARDING SNOWY RIVER LOCAL ENVIRONMENTAL PLAN 2013, AMENDMENT NO.2 - REZONING AND RECLASSIFICATION OF PUBLIC LANDS WITHIN LOT 20 DP 219584

- To provide for the housing needs of the community.
- To provide for a variety of housing types and densities.
- To enable other land uses that provide facilities or services to meet the day to day needs of residents.
- To encourage residential development that has regard to local amenity and in particular public and private views.
- To provide for a range of tourist and visitor accommodation compatible with the surrounding residential character.

Lot *x* is itself unlikely to support an independent development in future, located as it is relative to adjoining allotments and of a small area. In this case the greatest future utility of Lot *x* is likely to be its ability to provide effective integration with adjoining development and accommodating functions ancillary to adjoining development. With respect to the zone objectives, this is characterised as ‘enabling other land uses that provide facilities or services to meet the day to day needs of residents’. This would include affording legal access to 3 and 5 McLure Circuit commensurate with the pre-existing practical access to these allotments. In this way a change to R1 – General Residential zoning is deemed suitable. This is also deemed more amenable and practical than the alternative adjacent zoning of B2 – Local Centre, as applicable to the Kosciuszko Road reserve and the adjoining service station.

By this reasoning, staff recommend the continued implementation of the Planning Proposal.

A table of comments from submissions and made at the public hearing, accompanied by staff commentary is as below:

Submission	Comment	Planning response
J. and A. Robinson	<i>Editor: The submitter suggests that the statement within the Planning Proposal that ‘The proposal is considered consistent with Snowy River Shire Management Plan for Community Land – 2004’ is “merely an unsubstantiated subjective statement”.</i>	The PoM states of current Lot 20 DP 219584 that Council should “Maintain in an appropriate manner within budgetary constraints.” The Planning Proposal provides for the maintenance of the higher-amenity remainder of Lot 20 DP 219584 whilst responding appropriately and efficiently to said budgetary constraints.
	What is the category of this land under the relevant Local Government Act Ch.6 Part 2 Sec. 36? Nothing on this matter (<i>editor: see above comments</i>) is referenced or qualified in the proposal to support that the proposal is consistent with the SRSMP (<i>editor: the PoM</i>).	As per the PoM, currently Lot 20 is categorised as ‘General Community Use’. The PoM does not beyond this denote any specific use or intention for the site. As per background discussion, Lot <i>x</i> is not suited or capable of satisfying the requirements of ‘general community use’.
	This is an important parcel of land that	Staff cannot enter into a conjecture

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	<p>was intended to provide community benefit and should be considered otherwise.</p>	<p>regarding the original intended use for lands within Lot <i>x</i>.</p> <p>Staff can advise that the <i>present</i> capacity of Lot <i>x</i> to provide substantive community benefit is low, irrespective of any past intent, resulting from discussed constraints including size and location.</p>
	<p>We believe that this land does have intrinsic (essential) value (<i>editor: as open space or community land</i>) and was clearly planned in its location to provide a buffer to Kosciuszko Road.</p>	<p>Staff submit that the land as currently exists has limited scope for providing benefit as open space.</p> <p>The Planning Proposal is appropriate with regard to the current context of the site and Council’s strategic outlook.</p> <p>Comments regarding the ‘buffer’ are noted, however, staff are not in a position to comment regarding the historical intent of the space.</p>
	<p>This proposal will be jeopardising pedestrian safety, further compounding traffic issues and the general safety of the community, if it is adopted.</p>	<p>These comments relate to the design solution to Development Consent DA0126/2015. As such, these are not the subject of the Planning Proposal.</p>
	<p>The change in zoning to R1 will completely change the original controls – allowing commercial operations in what was originally planned in the Jindabyne Town Plan to be used as community land adjacent to permanent residential land.</p>	<p>The intent of the Planning Proposal is to rezone Lot <i>x</i> from RE1 – Public Recreation to R1 – General Residential. Staff have formed a recommendation in this report which relates to the current context of Lot <i>x</i>. This necessarily takes regard of changes to prevailing planning strategies and the urban environment, arising in the intervening fifty years since the original Jindabyne Town Plan.</p> <p>Any further use or development of lands not previously consented will necessarily require separate development consent.</p>
	<p>We believe this proposal needs further careful consideration by the community rather than the quick paced, and rather rushed approach of land re-classification, which only serves to be to the benefit of the developers.</p>	<p>Staff are unclear what is intended by this statement: the reclassification and rezoning is not an approach taken to ‘this proposal’ (that being the Planning Proposal), rather the reclassification and rezoning <i>is itself</i> ‘this proposal’. Community consideration is undertaken</p>

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		<p>within the public exhibition and public hearing processes as undertaken and reported here, in accordance with the <i>Environmental Planning and Assessment Act 1979</i>.</p>
	<p><i>Editor: with regard to Planning Proposal statement 'It [the land] is surplus to Council's and the community's needs' the submitter asks: How has this conclusion been reached and through what public process? This comment in the proposal is an opinion and does not demonstrate any strategic planning value. It dismisses the land's community worth through a superficial statement and not through any substantiated judgement.</i></p>	<p>This conclusion is consistent with findings of existing planning documents, principally the PoM (as referenced elsewhere in this report) and the Jindabyne Open Space and Recreational Land Use Strategy, involving public consultation at the time of formulation.</p>
	<p>This (<i>editor: the Planning Proposal</i>) is only to the benefit of the developer. There has been no consultation with the broader community – the ones most adversely affected.</p>	<p>Consultation with the community regarding the Planning Proposal is provided through the current process as mandated by the <i>Environmental Planning and Assessment Act 1979</i>, including a minimum 28 days public exhibition of the Planning Proposal and the conduct of a public hearing.</p> <p>The report from the independent chair of the public hearing should be referenced in this regard.</p>
	<p><i>Editor: In response to Planning Proposal statement 'The proposal is a minor change': Minor in nature due to its physical size, it's dimensions, it's use – how exactly is it minor? We disagree. This is hardly a justification to re-classify and rezone the land.</i></p>	<p>Staff suggest the Planning Proposal represents a minor change with regard to:</p> <ul style="list-style-type: none"> • the physical size of Lot <i>x</i> • the prevailing limits to the community value of Lot <i>x</i> having regard to the fundamental constraints applying to the land including usable space available, location, aspect and accessibility • the significance of Lot <i>x</i> in relation to Council's strategic outlook with respect to public lands, as contained in the PoM and Jindabyne Open Space and Recreational Land Use Strategy

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		<ul style="list-style-type: none"> The existing (and long-standing) use of some of Lot x as access to adjoining development
	<p>This will make it (<i>editor: Lot x</i>) available for inclusion and possible consolidation of both existing properties (<i>sic</i>) (3 & 5 McLure).</p>	<p>Any such consolidation would be subject to separate Development Consent.</p> <p>Reclassified/rezoned Lot <i>x</i> will require a “Right of Way” placed over it to the benefit of 3 and 5 McLure Circuit, per conditions of consent to DA0126/2015.</p>
	<p><i>Editor: the submission makes multiple comments in response to Planning Proposal statement ‘This will also facilitate an improved vehicular and pedestrian access into three of the adjacent properties’ – see original submission at Attachment 2.</i></p>	<p>The traffic generation of the development is deemed acceptable by virtue of Development Consent DA0126/2015. Conditions of Consent requested by RMS are included within Development Consent DA0126/2015. As such, these items are not the subject of the Planning Proposal.</p> <p>Staff submit that the Planning Proposal allows for more effective integrated planning for Lot <i>x</i>, 3 and 5 McLure Circuit and the Kosciuszko Road reserve now and at any future stage.</p>
	<p><i>Editor: In response to Planning Proposal statement “the planning proposal will facilitate the opportunity for the development of shop-top housing on the adjacent allotment” the submitter states: The current land use zoning R1 of the properties (3 and 5 McLure) already allows for the development of shop top housing. The proposal is not changing the zoning of 3 and 5 McLure. Nor is it needed. There are many other permissible uses under the current LEP available for these allotments.</i></p>	<p>The zoning of 3 and 5 McLure Circuit will remain unchanged as R1 – General Residential.</p> <p>Council has previously granted Development Consent DA0126/2015. As such, other ‘permissible uses’ are not the subject of the planning proposal</p>
	<p><i>Editor: In response to Planning Proposal statement “Overall this provides a positive social and economic impact for the three land sites and the wider locality” the submitter states: This is unsubstantiated and has not been demonstrated through any community consultation, that we have been made aware of. Yes, it could provide a</i></p>	<p>The social impact of the Planning Proposal is assessed as before through reference to the PoM and Jindabyne Open Space and Recreational Land Use Strategy, both the subject of community consultation at the time of formulation. Economic impact is derived from the allowance of integrated and efficient planning for Lot <i>x</i> and adjacent lands</p>

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	<p>positive economic (financial) benefit to these property owners and developers for the 2 sites in McLure, but will be to the detriment of locals and tourists alike.</p>	<p>raising the utility value of these lands.</p> <p>Comments at Q9 of the Planning Proposal regarding economic and social benefit derived from design for vehicular and pedestrian access as per DA0126/2015 relate to that Development Consent, and are not the subject of this Planning Proposal.</p>
	<p>If the land (<i>editor: Lot x</i>) was appropriately restored, managed and regularly maintained in good appearance (like similar community areas) this would facilitate a site improvement and through better visual appearance, be of greater benefit to the community.</p>	<p>Staff do not recommend continued Community Land classification to Lot <i>x</i> to facilitate embellishment due to the previously discussed constraints to its providing substantial community benefit and the lack of support for embellishment and increased ongoing investment into the land parcel within both the PoM and the Jindabyne Open Space and Recreational Land Use Strategy.</p>
	<p>The existing 'green space' RE1 zone provides a setback for constructions which is visually in keeping with the overall appearance of the rest of Jindabyne.</p>	<p>The RE1 – Public Recreation zone is a zone for the purposes of public recreation, not necessarily 'green space'. As per the zone objectives referred to previously, 'green space' is supported within the RE1 – Public Recreation zone only in so far as that space supports recreational outcomes. As noted in the background discussion, Lot <i>x</i> is ill-equipped to fulfil this role and uphold zone objectives, due to the varied site constraints.</p> <p>Further, Lot <i>x</i> does not in practice provide a setback for constructions and has not done so for some considerable period of time, as evidenced by longstanding historical use of the lot for practical access purposes to an adjoining development. As noted, there is no support within the PoM to embellish Lot <i>x</i> so that it may fulfil this role.</p> <p>Visual appearance of adjoining development is subject to development</p>

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		consent and is not the subject of the Planning Proposal.
	Retaining the current land use reduces the risk of overdevelopment of the site (<i>editor: presumed to refer to Lot x and/or adjoining</i>).	Current land use zoning should be assessed on the basis of the land being able to uphold the applicable zone objectives rather than as a blocking mechanism. The rezoning proposed is consistent within zoning to lands adjoining Lot x and is deemed suitable on this basis as per background discussion above. Site development outcomes are subject to development consent and are not the subject of this Planning Proposal.
NSW Roads and Maritime Services	RMS does not object to the development application in principle. (<i>Editor: this is presumed to mean 'Planning Proposal' rather than 'development application' – RMS had provided separate correspondence regarding DA0126/2015 dated 9/10/2015, not the subject of this Planning Proposal</i>)	Noted.
	RMS highlights that the existing lots which currently have access over Lot 20 DP 219584 (<i>editor: see Lot x</i>) will need a "Right of Way" legally certified on the title of part of Lot 20 DP 219584 (the burdened lot) (<i>editor: see Lot x</i>) as part of the re-zoning so they can legally retain their existing access by way of a Section 88B Instrument under the Conveyancing Act, 1919.	Noted. Provision of Rights of Way are subsequent to the success or otherwise of the current Planning Proposal.
Noted comments from public hearing presentation – J Robinson	Showed Professor Winston's 1961 plan of Jindabyne Township.	Noted.
	Acknowledged the subject land was about 8m and put the view that the land (<i>editor: presumed as meaning 'the development'</i>) created an active street frontage in that part of town.	Active street frontage controls are mandatory in those areas, not exclusionary to other areas. The design of the development frontage

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		is resolved by Development Consent DA0126/2015. This is not the subject of the Planning Proposal.
	Spoke of the three adjacent properties (the Caltex garage and ski hire, the vacant block (3 McLure Circuit, previously a house)) and the strata apartment development known as Jindabyne Lakeside Apartments (SP4685).	Noted.
	Acknowledged that the development for 3 McLure Circuit had been previously approved by Council (then the Snowy River Shire Council).	Noted.
	Acknowledged he did not have a problem with the development approved, per se, but expressed concerns about car parking/access issues at present and wondered how a further development could address those existing issues.	Car parking and design for access are suitable by virtue of Development Consent DA0126/2015. This is not the subject of the Planning Proposal.
Noted comments from public hearing presentation – I Pasalich	Advised he acts for the registered proprietor of the vacant block (3 McLure Circuit, Jindabyne)	Noted.
	Noted the development approved late last year was for three shops with access from the Kosciuszko Road and three rooftop apartments, with access from McLure Circuit.	Development Consent DA0126/2015 has been granted. This is not the subject of the Planning Proposal.
	Summarised the history of the planning advice his client received. One option was for all vehicle success to go via McLure Circuit. The approved development is the shops having access from Kosciuszko Road and the apartments having access from McLure Circuit.	Development Consent DA0126/2015 has been granted. This or other hypothetical development proposals are not the subject of the Planning Proposal.
	Referred to his report dated April 2016.	Noted.
Noted general	Two nearby residents supported the approved development. However they	The Planning Proposal provides the ability to reconcile existing built

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<p>comments from attendee group</p>	<p>advised they would not support all access to the site being via McLure Circuit. This was a commonly held opinion.</p>	<p>practical access to 3 and 5 McLure Circuit with legal access. Development Consent DA0126/2015 has been approved with access split between McLure Circuit and Kosciuszko Road, however, this is not the subject of the Planning Proposal</p>
	<p>Many people made comments about the current zoning of the land in question – RE1 – Public Recreation, this objective never/not reached.</p>	<p>Staff concur with the view that Lot x does not effectively fulfil the objectives to zone RE1 – Public Recreation as stated at Background discussion above.</p>
	<p>Does this reclassification/rezoning act as a precedent for further re-zonings in the Jindabyne township?</p>	<p>No. Planning Proposals in single instances for re-zonings and reclassifications are each to be adjudged on their own merits and are subject to the process for amending a Local Environmental Plan 2013 mandated by the Environmental Planning and Assessment Act 1979. Other reclassifications/rezonings are subject to their own Planning Proposal process.</p>
	<p>Many attendees acknowledged the existing usage/part alienation of the land via access/driveways to the three adjacent properties that essentially front the Kosciuszko Road.</p>	<p>Noted. The existing practical access to 3 and 5 McLure has been existent for several decades. Staff submit that 3 and 5 McLure Circuit making use of frontage to Kosciuszko Road would be a practical planning outcome. The past establishment of practical access over Lot x irrespective of legal provisions appears instructive in this regard.</p>
	<p>The developer of the vacant land (<i>editor: 3 McLure Circuit</i>) put the view forward that, after some years of planning and design work, the development is the best outcome for the community. He specified one option he discarded was to utilise his land for maximum accommodation purposes and direct all traffic via McLure Circuit, into the block's northern entrance.</p>	<p>Development Consent DA0126/2015 has been granted and design and development aspects of the development are acceptable. The merits of hypothetical alternative developments are not the subject of the Planning Proposal.</p>
	<p>One attendee suggested the site be planted for recreational use and to soften the development as seen from</p>	<p>The embellishment of Lot x is not supported by the PoM.</p>

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	the Kosciuszko Road.	
	Another suggested that if pedestrian/road safety issues existed Council should fund [solutions to] them.	The safety issues referred to exist in relation to Kosciuszko Road. Kosciuszko Road is a state road and not the subject of maintenance/improvement by Council.
	A question raised was if the land is sold to adjacent property owners, what happens to the funding that would be raised? It was suggested it should go to sporting facilities or more viable recreational lands within the township.	Considerations regarding the disposal of or other arrangements concerning Lot <i>x</i> are subject to consideration of Council's asset management division pending reclassification of Lot <i>x</i> . Staff suggest that this view be noted by Council in any future considerations regarding the redeployment of funds from any possible future sale of Lot <i>x</i> . However, this is not the subject of the Planning Proposal.
	It was observed that road safety issues exist and that if this proposal addresses those safety issues, then it should proceed.	These matters relate to Development Consent DA0126/2015. DA0126/2015 is not the subject of the Planning Proposal.
	Attendees concurred much has changed since the 1961 land use plan for Jindabyne; it was mentioned that approximate 10 to 12% of Lot 20 of the proposal is currently unmaintained and generally alienated. The site has provided access to 3 and 5 McLure Circuit since at least the mid-1970s.	Staff note the comment and suggest that the Planning Proposal will enable reconciliation of existing practical access to 3 and 5 McLure Circuit on site with legal access.
	It was agreed that the proposal provides an improved social and economic impact for the three sites fronting Kosciuszko Road (<i>editor: 3 and 5 McLure, service station to corner</i>).	Economic and social benefits derived from the development relate to DA0125/2016, which is not the subject of the Planning Proposal. Staff submit that the Planning Proposal does allow for integrated development in the area of Lot <i>x</i> and 3 and 5 McLure Circuit, of which DA0126/2015 can be taken to be an indicative example.
A and J Robinson	That the Council planning proposal was basically a copy and paste of the developer's application and hence	Initiatives for amendments to a Local Environmental Plan are not required to originate from Council. The Planning

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	<p>should be viewed as bias to the needs of the developer.</p>	<p>Proposal as sighted during public exhibition is the result of staff assessment and Council endorsement of the Planning Proposal as being worthy of Gateway Approval, sought as per Council's earlier resolution.</p> <p>While the suggestion of bias is noted, Council is required to consider any Planning Proposal submitted to it, based on its merit and within the confines of the Act.</p>
	<p>This Planning Proposal is driven by the developer for 3 McLure Ct, who needs, as part of their DA, to acquire the community land, as his plan approval is conditional on this. If the developer's original application had complied with Council regulations they would not have the need to buy the community land. They would also have amended their plan if they did not comply rather than the Council giving them the option to buy the community land.</p>	<p>Development proponents are permitted to submit Development Applications irrespective of assumptions about that proposals' ability to uphold the provisions of the relevant environmental planning instrument – Council can and does elect to reject Development Applications that do not uphold these provisions.</p> <p>In this instance, a developer has submitted an application which requires the success of a Planning Proposal. The developer is entitled to do so and this consideration does not affect the adequacy of other aspects of the approved design. Council does not 'give the option' to any person or entity to buy lands classified for community use – the case for the Planning Proposal must be made to the satisfaction of Council and the Department of Planning and Environment, as through the current process.</p>
	<p>Sale of the community land does not alleviate the pedestrian and road safety issues or the traffic and visual problems of the conditionally approved planned overdevelopment of the adjacent land 3 McLure. Note: approx. two thirds of each shop on the DA is shown as storage/un-habitable as it is only a few centimetres below habitable height limits – thus ensuring the developers do not have to provide adequate parking –</p>	<p>These comments relate to the design solution to Development Consent DA0126/2015. This aspect (and comments about the sale of the land) are not the subject of the Planning Proposal.</p>

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	whether they acquire the community land or not.	
	Sale of the community land could allow the developer to enlarge his current plan for No.3 or amalgamate with No.5 (which is for sale) to construct a much larger development abutting our residential area.	Consolidation of (any) lots is subject to registration with the NSW Land and Property Information office. This is not the subject of the Planning Proposal. Any alternative developments as postulated in the comment are subject to separate development consent.
	At the meeting, the owner of 3 McLure suggested he could erect a larger 'backpacker' style building and not the just the low key form the site has Da approval for. We note in any case, a 'backpacker' use of the DA approved building could still be proposed when and if Council adopts the reclassification proposal.	Change of use is subject to separate development consent. Unauthorised change of use would be subject to Council compliance enforcement. These are not the subject of the Planning Proposal. The zoning of 3 McLure Circuit is not in question. Land use tables to the R1 – General Residential zone are likewise unaffected by the Planning Proposal.
	Sale of the community land creates a streetscape that is not in keeping with the original town plan, current LEP nor the current appearance of the town. Where for example, community use has previously been sold for use by Nugget's Crossing it should be noted that it is an elevated site and they have provided landscaping to act as an additional visual buffer. The current community land is a level site. Passing tourists and locals will see a large box like construction fronted by an expanse of concrete with no visual buffer. This proposed building will be visually dominant and is inappropriate compared with the various existing rural building styles of the town.	The presentation of the development is deemed suitable by virtue of Development Consent DA0126/2015. DA0126/2015 (and comments about the sale of the land) are not the subject of the current Planning Proposal.
	We do not buy newspapers and relied on the Council website for information. The Council website still shows the meeting as the 26/10. We feel that the lack of public attendance to the hearing reflects a lack of awareness to the proposal and not so much lack of concern by others. The hearing was	The advertising of the public hearing was circulated via newspaper, Council press release stream and Facebook. Each of these communications stated the correct date for the public hearing. If members of the public had been misled by the Council webpage and had attended the venue on 26/10, staff

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	<p>actually held on 3/11 and not as indicated on Council website.</p>	<p>would reasonably expect to have received complaints or other contact regarding such following 26/10 and to have informed them of the correct date a week later on 3/11. No members of the public have contacted Council to express that they had attempted to attend the hearing on 26/10.</p>
	<p>We are concerned that we were refused permission to see the RMS letter that the proponent for the developer used as the basis for why the land should be sold off for the development. We have only just seen the newspaper notification for the meeting that said all documents were supposed to be available and on display for the community to see. Why were we denied this access prior to the meeting? Additionally, this RMS letter was tabled as a proponent response to the land re-classification proposal – which is contrary to RMS policy as we understand it having spoken with Wollongong Office of RMS.</p>	<p>The advertisement for the public hearing stated: “Any submissions received are considered public, however a person may request to have their personal details suppressed”.</p> <p>This public disclosure of submissions has occurred at the appropriate venues and times – those being the public hearing and again within and attached to this report.</p> <p>The independent chair read out the response from RMS as a “tabled” document at the public hearing.</p> <p>Staff recommend that Council consider the NSW Roads and Maritime Service submission to the Planning Proposal as at Attachment 2, rather than any other representation thereof.</p> <p>Staff consideration of the Planning Proposal extends to the RMS submission, but not to secondary characterisations of that submission. It is not relevant – nor was it offered in the public hearing advertisement – for submitters to critique or co-opt <i>other</i> submissions. The inability to do so <i>ahead</i> of the public hearing does not constitute any such ‘denial’ of access.</p>
	<p>The proposal claims that the RMS has given its approval and supports this proposal. The RMS advised us that they do not give approval on these sorts of things. The RMS can only state that they have no objection to a plan based off the limited information the developer gives them in this case. The</p>	<p>The opinion expressed in relation to the RMS submission is noted, however, Staff would encourage Council’s consideration of the attached submission received from NSW Roads and Maritime Service. The RMS is the responsible agency in relation to the road.</p>

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	<p>location of this site on a busy road, on a curve, at the top of a hill, with limited visibility for approaching traffic (causing traffic to slow down – sometimes quickly – to turn in), next to a busy petrol station and ski hire shop, opposite the main shopping centre and National Parks Visitor Centre needs careful consideration for pedestrian safety crossing the road and on the “footpath” area, as well as car, bus and truck parking and traffic safety issues – especially during the chaotic winter/ski season time. We believe sale of the community land will only cause more problems (as already outlined).</p>	<p>With regard to the efficacy of design for traffic, Roads and Maritime Service had provided conditions of consent which form part of Development Consent DA0126/2015. DA0126/2015 is not the subject of this report or the Planning Proposal.</p>
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QUADRUPLE BOTTOM LINE REPORTING

1. Social

Through continued implementation of the Planning Proposal, Council makes an evaluation of where resources are best utilised on public land in order to deliver the best outcome for the community. Staff recommendations within this report have been drawn out of existing Council social policy including the Snowy River Shire Management Plan for Community Land and the Jindabyne Open Space and Recreational Land Use Strategy.

2. Environmental

A core responsibility of Council is care of urban, rural and natural environments throughout the Snowy Monaro Region. As per the provisions of the *Local Government Act 1993* and the *Environmental Planning and Assessment Act 1979*, this includes the preparation and maintenance of environmental planning instruments, in particular the Snowy River Local Environmental Plan 2013. The undertaking of Planning Proposals upholds SMRC Operational Plan objective OP6.16: “Review Local Environmental Plan”.

3. Economic

As put by staff recommendations elsewhere in the report, the Planning Proposal will allow for more practical planning outcomes within the vicinity of Lot x. This in turn raises economic outcomes relating to the development of Lot x by removal of purposeless and circuitous provisions from current and future development considerations which presently negate the possibility to use the existing practical access to these sites. The ability to plan and design for adjacent lands in a practical and efficient manner is enhanced. The Planning Proposal thereby raises the ability of presently vacant lands to provide meaningful economic outcomes to the broader community and area in future.

4. Civic Leadership

Council has undertaken public consultation in relation to this Local Environmental Plan amendment in accordance with the *Environmental Planning and Assessment Act of 1979*. The

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report from the independent chair of the Public Hearing has endorsed the process undertaken in that regard. Council has thereby met the legislated requirements with regard to the undertaking of Planning Proposals.

Staff further suggest that the removal of Community Land classification from Lot *x* is in itself a display of sound civic leadership. The reclassification demonstrates Council's ability to prioritise resources for upkeep of higher value lands and assets capable of delivering a genuine return to the community at large, and act to uphold the objectives of previously adopted plans and strategies.

16.2 SMRC 258 - INVESTMENT POLICY

Record No:

Responsible Officer:	Director Service Support
Author:	Finance Manager
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.6 Increase and improve Council's financial sustainability.
Operational Plan Action:	OP7.17 Effective management of Council funds to ensure financial sustainability.
Attachments:	1. Investment Policy Guidelines ↓ 2. DRAFT SMRC 258 - Investment Policy ↓

Cost Centre

Project

Further Operational Plan Actions:

EXECUTIVE SUMMARY

The DRAFT Investment Policy as attached has undergone the appropriate staff consultation and is now presented to Council for adoption

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

1. That Council adopt and authorise for distribution SMRC 258 – Investment Policy
2. That the following Policies be rescinded
 - Former Bombala Council Investment Policy (2.4.4)
 - Former Cooma-Monaro Shire Council Investment Policy (IS-FM-RT- PL-00001)
 - Former Snowy River Shire Council Investments Policy (GOV 048)

BACKGROUND

The Office of Local Government issues guidelines relating to Investment Policy and recommends to assist Council in investing surplus funds in a prudent and appropriate manner, all councils are required to develop an Investment Policy. The attached Draft Policy is based on the sample Investment Policy included in the OLG guidelines which is also attached.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

All three finance departments of the former Councils are currently investing funds in accordance with the Ministerial Investment Order and Local Government legislation however all three former Councils had quite different Investment Policies.

2. Environmental

There is no direct environmental impact as a result of this recommendation.

3. Economic

There are no additional costs associated with this recommendation.

4. Civic Leadership

Under Section 8 of the Local Government Act 1993, the council's charter states that a council must have regard to the long-term cumulative effects of its decisions. Council are the custodians and trustees of public assets and are required to effectively account for and manage the assets for which they are responsible. This policy determines the level of risk that is acceptable for monies managed on trust for the Snowy Monaro Region.

Department of Premier and Cabinet

Division of Local Government



Investment Policy Guidelines

May 2010



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Acknowledgement

The NSW Division of Local Government (DLG) wishes to thank the Western Australian Department of Local Government and Regional Development for the use of the "Investment Policy Local Government Operational Guidelines – Number 19 February 2008" that provided a source of reference for this document.

Disclaimer

These Investment Policy Guidelines have been prepared by the State of New South Wales through the DLG as an information source only.

While the DLG believes that this information will be of assistance, it is provided on the basis that you will not rely on this information without first making your own enquiries and obtaining your own professional advice specific to your council's particular circumstances.

1. INTRODUCTION

NSW councils were responsible for the management of over \$5.7 billion of cash and investments as at 30 June 2009. To assist councillors, General Managers and the Responsible Accounting Officers of councils to invest surplus funds in a prudent and appropriate manner, all councils are required to develop an investment policy. These Investment Policy Guidelines have been developed to provide assistance with the preparation of a policy and the prudent and appropriate management of a council's surplus funds.

Investments are not considered to be a principal activity for councils, but the knowledge and skill required to manage investments can be quite specialised.

1.1 Background

In the past there have been some concerns within the local government sector that some investments when invested through a third party were not held in the council's name. As a result, a survey of councils was undertaken in 2005. Some deficiencies were highlighted during the survey. The Director General of the then Department of Local Government issued Circular to Councils 06-70 reminding councils and council officers of the need for councils to have an investment policy and the reporting requirements associated with investing council funds. Advice on investing through a third party was also included in the circular, along with information related to the credit ratings of investment products and what councils should do if investments no longer comply with the Ministerial Investment Order.

In NSW some councils have been investing in structured products and, in particular, collateralised debt obligations (CDOs). CDOs are defined as *"a type of structured Asset Backed Security (ABS) that gain exposure to the credit of a portfolio of fixed income assets and divides the credit risk among different tranches, each with a different level of risk and return:*

- *senior tranches (rated AAA),*
- *mezzanine tranches (AA to BB), and*
- *equity tranches (unrated)" (Cole, April 2008).*

In 2007 concerns were heightened in relation to the decline in the "sub-prime" mortgage market in the USA and possible exposure of some councils with structured investment products to losses.

In order to clarify the exposure of NSW councils to any losses, a review was conducted under the direction of a Steering Committee chaired by the then Department of Local Government (DLG) with representatives from the Department of Premier and Cabinet and NSW Treasury. Mr Michael Cole was engaged to conduct the Review.

The Review investigated the impact on councils that had invested in structured financial products. The recommendations from the Review included:

- amendments to the Ministerial Investment Order
- grandfathering existing investments that are excluded by the proposed changes to the Ministerial Investment Order

- excluding the manufacturers and distributors of investment products from acting as investment advisors to councils
- suspending investments with specific credit ratings until December 2009
- ensuring councils are more fully aware of their obligations under the *Local Government Act 1993* and the *Trustee Act 1925* (NSW) and
- issuing investment policy guidelines for councils.

The NSW Government has adopted all the recommendations from the report.

1.2 Objectives of investment policy guidelines

These guidelines are to apply to all general purpose and special purpose councils in New South Wales. They are issued under section 23A of the *Local Government Act 1993* (the Act).

The objectives of the guidelines are to:

- assist councils in investing funds in a prudent and appropriate manner
- outline legislation associated with the investment of surplus funds
- assist councils in preparing a suitable investment policy
- outline key issues when investing funds
- define duties and obligations of the council and council officers
- outline requirements for internal control procedures
- establish proper reporting and monitoring procedures.

1.3 What is an investment policy?

An investment policy is a governing document that guides the investment process. It should communicate the council's

- investment philosophy
- overall risk philosophy
- investment objectives and expectations
- identify the roles for those involved in the investment process, and
- detail the requirements for compliance with the policy's goals and procedures.

1.4 Who should use these investment policy guidelines?

Under section 8 of the *Local Government Act 1993*, the council's charter states that, among other things, a council must have regard to the long-term cumulative effects of its decisions. Councils are the custodians and trustees of public assets and are required to effectively account for and manage the assets for which they are responsible.

As the role of the elected council is to direct and control the affairs of the council in accordance with the Act, councillors should use these guidelines to ensure that the council:

- has an appropriate investment policy that guides the investment of ratepayers' funds in compliance with the council's charter
- approves the investment policy by resolution
- approves amendments to the investment policy by resolution
- reviews the policy each year, and

- has in place mechanisms to support the open and transparent reporting of council investments to the council and to the ratepayers.

The General Manager is responsible for the efficient and effective operation of the council's organisation and for ensuring the implementation of the decisions of the council. Therefore, the General Manager is responsible for implementing the council's decision in relation to the investment policy.

The Responsible Accounting Officer (RAO), as defined by the Local Government (General) Regulation 2005, is responsible for keeping the council's accounting records and ensuring that they are kept up to date and in an accessible form. Specifically in relation to investments, the RAO must provide reports to the council each month in relation to the money that council has invested, along with a certificate stating whether the investments have been made in accordance with the Act, the Regulations and the council's investment policy. It is therefore important that the RAO use these guidelines in the creation of the council's investment policy and in reporting to the council. Ultimately, however, it is the council that is responsible for the investments.

Council officers that are involved in selecting, reviewing and/or monitoring investment products should use these guidelines to ensure they understand the parameters, risks and expectations that councils are required to consider when developing an investment policy.

2. LEGISLATIVE FRAMEWORK

There are a number of legislative requirements that govern how a council may invest surplus funds. These include the *Local Government Act, 1993*, (the Act) the Local Government (General) Regulation 2005 (LGGR), and the Ministerial Investment Order (the Order).

2.1 *Local Government Act, 1993*

Section 625 of the Act refers to how a council may invest. It states that a council may invest money that is not, for the time being, required for any other purpose and that it may only be invested in a form that is notified by order of the Minister as published in the NSW Government Gazette.

Also an order of the Minister notifying a form of investment for the purposes of section 625 must not be made without the approval of the NSW Treasurer. A discussion on the order is included in section 4 – Types of Investments.

The acquisition of a controlling interest in a corporation or an entity within the meaning of section 358 of the Act (participation in the formation of corporations and other entities) is not an investment for the purposes of section 625.

Section 413 of the Act outlines the reporting requirements of councils in regard to their annual financial reports. Councils should recognise, measure and disclose their investments in accordance with the publications issued by the Australian Accounting Standards Board. For further guidance refer to the Local Government Code of Accounting Practice and Financial Reporting (the Code) and Australian Accounting Standards AASB 7 – Financial Instruments: Disclosures, AASB 132 – Financial Instruments: Presentation, AASB136 Impairment of Assets and AASB 139 Financial Instruments Recognition and Measurement.

Further, section 12 of the Act outlines the information councils are required to make publicly available, including a register of investments and copies of business papers and minutes for council and committee meetings that record information on investments.

It should be noted that it is considered good practice for a council's investment policy to be available to the public on the council's website.

2.2 *Local Government (General) Regulation 2005(LGGR)*

The LGGR at clause 212 provides further direction in relation to council investments in relation to reports. It states that:

1. The responsible accounting officer of a council:
 - (a) must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented:
 - (i) if only one ordinary meeting of the council is held in a month, at that meeting, or
 - (ii) if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and

(b) must include in the report a certificate as to whether or not the investment has been made in accordance with the Act, the regulations and the council's investment policies.

2. The report must be made up to the last day of the month immediately preceding the meeting.

2.3 *Trustee Act 1925*

Section 14 of the *Trustee Act 1925* (NSW) states that a trustee must exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of another person. The Trustee Act also refers to matters a trustee should have regard to when exercising a power of investment. They include:

- the purposes of the trust and the needs and circumstances of the beneficiaries
- the desirability of diversifying trust investments
- the nature of, and the risk associated with existing trust investments and other trust property
- the need to maintain the real value of the capital or income of the trust
- the risk of capital or income loss or depreciation
- the potential for capital appreciation
- the likely income return and the timing of income return
- the length of the term of the proposed investment
- the probable duration of the trust
- the liquidity and marketability of the proposed investment during, and on the determination of, the term of the proposed investment
- the aggregate value of the trust estate
- the effect of the proposed investment in relation to the tax liability of the trust
- the likelihood of inflation affecting the value of the proposed investment or other trust property
- the costs (including commissions, fees, charges and duties payable) of making the proposed investment
- the results of a review of existing trust investments in accordance the Trustee Act.

As councils are acting as custodians when investing public assets, they should take into account the matters detailed above when investing. Ultimately each council is responsible for its investment decisions.

2.4 *Division of Local Government (DLG) Circulars*

The DLG periodically issues circulars on matters of importance to councils. Circulars have been issued in the past providing directives and guidance in relation to council investments.

3. DEVELOPING AN INVESTMENT POLICY

Councils should maintain an investment policy that complies with the Act, the LGGR, and the Ministerial Investment Order and ensure it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing council funds.

In implementing an investment policy, councils should plan and understand their future cash flow requirements, which should be reflected in their long term financial plans. Councils should adopt a holistic approach to managing their finances, including developing strategic plans and long term financial plans, planning for long term asset management, determining cash flow requirements and identifying surplus funds that can be invested. Developing accurate strategic plans and long term financial plans is essential for determining when surplus funds are required.

Councils should develop appropriate monitoring systems to establish and forecast their cash requirements. Councils require a small cash balance of liquid funds to meet day-to-day operational expenditure, including a contingency amount that is also available to met unforeseen commitments.

Most councils have an overdraft facility, which is a fluctuating credit facility provided by a bank that allows a council's operating account to go into debit up to an agreed limit. However, it is important to note that councils will generally incur additional fees to access this facility.

When considering an investment in the capital markets or the long term financial markets, councils should consider the risks and their cash flow requirements. While a normal yield curve may suggest that councils will receive a greater return on their investments in the long term, there is also a greater interest rate risk when investing.

Before investing any funds councils should establish an investment policy. As a minimum, an investment policy must comply with the Act, the LGGR and the Order and should:

- set the objectives of investing
- outline the legislative requirements
- ascertain authority for implementation and management of the policy
- establish the capital, liquidity/duration and return expectations
- determine the diversity of the investment portfolio
- define the risk profile
- establish legal title
- set benchmarks
- establish monitoring and reporting requirements
- define duties, obligations and required skills of the council and council officers, and
- set a date for the policy to be reviewed.

Each of these considerations is discussed in more detail in this section.

3.1 Objectives

In setting the objectives of an investment policy, councils will need to examine the amount of funds available for investing, the timeframes, the level of risk aversion and the capability of the council to manage and protect the investments. By providing a clear statement, consistency in the development of the investment policy and the implementation of the policy should follow.

3.2 Legislation

The investment policy should include references to the specific parts of the Act, LGGR, Ministerial Order, Local Government Code of Accounting Practice and Financial Reporting (the Code), Australian Accounting Standards, DLG circulars and any other legislation that influences how a council manages its investments.

3.3 Authority

The investment policy should clearly state if the council has delegated the authority to implement such a policy to the General Manager and whether the General Manager has delegated the day-to-day management of the council's portfolio to the RAO or another council officer.

3.4 Capital Security, Liquidity and Maturity

A council's main objective in investing funds should be to preserve the capital, ie, prevent any loss to the amount invested, while gaining the most advantageous rate of return with minimum risk. Councils should be familiar with the concept of the "time value of money". A dollar expected some time in the future is not equivalent to a dollar held today because of the time value of money. The dollar available today can be invested to earn interest so it will increase in value to more than one dollar in the future.

Councils will also need to consider the cash flow implications of investments and how the council will maintain liquidity to meet requirements as and when they fall due. A process for regularly identifying council's liquidity requirements should be included in the investment policy. Determining liquidity requirements provides direction on the term of investments to be placed.

3.5 Diversification

Councils should examine the need to diversify their investments, including setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk. A prudent risk management strategy is to diversify the allocation of funds across different financial institutions and government authorities, based on credit ratings. A credit rating is the opinion of a credit rating agency of the creditworthiness of the financial institution.

The investment policy should set maximum and minimum investment limits for each financial institution and government authority.

3.6 Risk Management

There are risks associated with all investments. Generally, the higher the rate of return, the higher the risk and the greater the variability of returns. Each council should recognise all risks and include its understanding, tolerance and permitted exposure to risks in its investment policy. When investing, councils should be primarily aware of their interest rate risks and credit default risks.

Councils are exposed to interest rate risk. Interest rate risk is the sensitivity of the value of assets, liabilities and future cash flows to a change in interest rates. The council will need to take into consideration the term structure of interest rates, having regard to the shape and the slope of the yield curve. The term structure of interest rates is the relationship between interest rates and term to maturity for debt instruments in the same risk class.

Council's interest rate risk management strategies and techniques need to be sufficiently robust to be able to respond to change as it occurs, especially if investing in the capital markets or longer term financial markets.

Credit default risk occurs when the institution (counterparty) that a council has invested in fails to pay the interest and or repay the principal of an investment. To minimise this risk, councils should ensure that the investment policy outlines the credit worthiness of the counterparties. Within the investment policy councils should provide a list of acceptable counterparties and suitable investment limits. In establishing a list of acceptable counterparties councils should consider:

- the credit ratings of the counterparty (if they have a rating)
- the type of institution within a credit rating band
- types of credit ratings applicable in the investment policy
- limits for related counterparties, and
- capitalisation restrictions.

Some other common risks when investing include market, liquidity and maturity risks.

Market risks are those risks associated with changes in the market prices and include changes in interest rates, currency and commodity prices. When undertaking investment decisions, councils should have a good understanding of the changes in the business cycle and its effect on interest rates.

Liquidity risks result from a lack of willing buyers in the market for the investment. As a result the investor is unable to realise the investments at a fair price in a timely period.

Maturity risks relate to the length of the term to maturity of the investment. The longer the term of the investment, the greater the length of the exposure (including greater exposure to interest rate, market and liquidity risks).

3.7 Legal Title

When a user of funds obtains finance from the provider of funds, the user must prepare a document that clearly defines the contractual arrangement that has been agreed. This is known as a 'financial instrument'. When councils enter into a financial instrument, it is important that the financial instrument clearly shows it is held in the name of the council.

3.8 Benchmarks

Performance benchmarks need to be established to be able to evaluate the investment outcomes against the investment objectives. Benchmarks show how well investments are matched to the rate of return expectations and the risk. Benchmarks can also be used to see whether the expectations set are reasonable or not. When

establishing benchmarks, councils must make sure that they are appropriate for the particular types of investments and can be easily measured.

The council's investment policy should establish a suitable benchmark for the council to review the returns on its portfolio. A widely used benchmark rate for financial instruments is the Australian Financial Markets Association (AFMA) Bank-Bill Reference Rate (BBSW). The bank bill interest rate is the wholesale interbank rate within Australia and is published daily in newspapers such as the *Australian Financial Review* and is also available on the internet. A comparison between council's benchmark and the return on council's portfolio should be included in the monthly report to council from the Responsible Accounting Officer.

3.9 Monitoring and reporting

A council's investment policy should establish guidelines in relation to monitoring and reporting on the council's investments.

Regular monitoring and review of investments will help ensure that the council's investment objectives are achieved. It should establish the performance of individual or pooled investments, monitor exposure to movements in markets, monitor movement against set benchmarks and certify that the investments are in accordance with the various legislation and council's investment policy.

The council's investment policy should set a minimum review of the investments each month.

The RAO is required to prepare a written report on the council's investments each month (clause 212, LGGR). The council's investment policy should include information on what is required to be presented to the council each month. The appendices to the guidelines incorporate a sample monthly report to council.

Any additional requirements, such as a quarterly report, should be set out in the council's investment policy.

Councils are also required to account for their investments in their annual financial statements. Each year the DLG produces the Local Government Code of Accounting Practice and Financial Reporting (the Code). The Code sets the minimum requirements set by the Australian Accounting Standards Board and the DLG in relation to all financial reporting matters. Councils should include a reference to the investment reporting as part of the annual financial statements in their investment policies.

3.10 Duties and responsibilities of the council officers

Council officers should act with the duty of care, skill, prudence and diligence that a prudent person would exercise when investing and managing their own funds. The "prudent person" principle is set out in section 14 of the Trustee Act.

The council's investment policy should communicate the duties, responsibilities and required skills of the council officers involved in investing council funds and timeframes for those particular duties. It is essential to provide a clear statement to guide council officers in exercising their investment duties. Council officers with investment responsibilities should have regard to the requirements of a trustee under the Trustee Act.

When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

One such duty that should be included is the requirement to maintain a separate record of money council has invested under section 625 of the Act. The record (investment register) must specify:

- the source and the amount of money invested
- particulars of the security or form of investment in which the money was invested
- the term of the investment (ie, placement and maturity dates where applicable), and
- if appropriate, the rate of interest to be paid, and the amount of money that the council has earned, in respect of the money invested.

The market value of investments should be included in the council's monthly investment report. The frequency of the revaluation of investments is a matter for councils depending upon the investments they hold and the risks that prices have moved materially since the last market revaluation.

In determining the duties and responsibilities of council officers, the council's internal controls should be taken into consideration. Adequate controls should be in place to safeguard council assets, such as the separation of duties in relation to authorising and executing transactions and reporting on the investments.

The investment policy should contain a statement to the effect that council officers should have the appropriate skills to undertake the investment functions of council and not engage in activities that would conflict with the proper implementation and management of the council's investments.

3.11 Review of Investment Policy and Investments

Council's investment policy should include a clause stating that the policy is to be reviewed at least on an annual basis and be amended as required. Amendments should be approved by a resolution of the council.

Good corporate governance requires councils to arrange a review of their investments by the internal audit committee of council to verify:

- that new investment types/products comply with the council's investment policy
- the value of investments held against set benchmarks at least monthly, and
- that investments have been placed in accordance with the council's investment policy.

Councils may also wish to seek expert financial advice from an investment advisor, who is licensed by the Australian Securities and Investment Commission, when undertaking this review.

Council's external auditor is also required to review council's investments as part of the audit of the Annual Financial Reports.

If a breach of council's investment policy occurs, council should be notified at its next ordinary meeting by council's RAO. Council should also consider notifying the DLG of any such breaches.

4. TYPES OF INVESTMENTS

The Ministerial Investment Order prescribes the types of investments that councils may invest in under section 625 of the Local Government Act. The Order applies to all investments from the date of signing by the Minister.

4.1 Investments held under a previous Ministerial Investment Order

Councils may continue to hold to maturity, redeem or sell investments that comply with previous Ministerial Investment Orders. Any new investments must comply with the most recent Order.

This provision, known as “grandfathering”, also applies to dividends from investments that are considered to be non-complying where councils had made arrangements prior to the release of the amended Order to reinvest the income stream into the now non-complying investment as part of a dividend reinvestment plan.

It should be noted that any restructure or switch to new investment products must comply with the current Order and be on a market value basis.

5. EXTERNAL INDEPENDENT REVIEW

A well written investment policy with clear objectives should make it easier for a review to be conducted. A review by council's internal audit committee can act as an intermediary to confirm that the investments clearly line up with the investment policy.

Council officers should ensure that before new investments are made, they establish whether a product complies with the investment policy and, where necessary, obtain independent financial advice in writing on the nature and risk of the financial product.

When obtaining investment advice, councils should make sure that the provider is a licensed advisor by the Australian Securities and Investment Commission. The advisor must not have any conflicts, or perceived conflicts, of interest in relation to the investment products being reviewed. Councils may also request further information from the advisor, such as, whether they are engaged in any legal disputes or are aware of any pending legal action against them.

Councils should obtain written confirmation from their independent investment advisors that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments they are recommending or reviewing.

Councils should be undertaking separate reference checks of advisors and not solely relying on the information provided by an advisor.

6. APPENDICES

6.1 Definitions

ADI

Authorised Deposit-Taking Institutions (ADI) are corporations that are authorised under the *Banking Act 1959* (Cwth) to take deposits from customers.

Bill of Exchange

A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.

Credit Risk

Credit risk is the risk of loss to an investor due to the failure of the institution/entity with which an investment is held to pay the interest and/or repay the principal of an investment.

Debentures

A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long-term investment of funds by lenders.

DLG

NSW Division of Local Government, Department of Premier and Cabinet

Grandfather Clause

Grandfather clause is a legislative clause, which, in prohibiting a certain activity, exempts those who were already engaged in the activity at the time the legislation was passed.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of an investment will fluctuate because of changes in market interest rates.

Investment Portfolio

The total pool of all of the council's investments.

LGGR

Local Government (General) Regulation 2005 (NSW)

Liquidity Risk

Liquidity risk is the risk an investor is unable to redeem the investment at a fair price within a timely period.

Market Risk

Market risk is the risk that the fair value or future cash flow of an investment will fluctuate due to changes in market prices.

Maturity Risk

Maturity risk is the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

Preservation of Capital

Preservation of capital refers to an investment strategy with the primary goal of preventing losses in an investment portfolio's total value.

Prudent person standard

Prudent person standard is a legal standard restricting the investing and managing of a client's account to what a prudent person seeking reasonable income and preservation of capital might exercise for his or her own investment.

Responsible accounting officer

Responsible Accounting Officer (RAO) of a council means a member of the staff of the council designated by the General Manager, or if no such member has been designated, the General Manager. (LGGR, clause 196)

Securities

For financial markets these are the many types of financial instruments (ie, documents) that are traded in financial markets (except futures contracts), eg, bonds and shares.

6.2 Sample Investment Policy

Objectives

To provide a framework for the investing of Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

Legislative Requirements

All investments are to comply with the following:

- *Local Government Act 1993*;
- *Local Government (General) Regulation 2005*;
- *Ministerial Investment Order*;
- *Local Government Code of Accounting Practice and Financial Reporting*;;
- Australian Accounting Standards; and
- Division of Local Government Circulars.

Delegation of Authority

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*.

The General Manager may in turn delegate the day-to-day management of Council's Investment to the Responsible Accounting Officer or senior staff, subject to regular reviews.

Officers' delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations in this role.

Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

Approved Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);
- Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk;
- Credit risk – the risk that a council has invested in fails to pay the interest and or repay the principal of an investment;

- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- Liquidity Risk - the risk an investor is unable to redeem the investment at a fair price within a timely period; and
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

Investment Advisor

The Council's investment advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

Measurement

As Council continues to hold grandfathered investments such as Collateralised Debt Obligations (CDOs), the investment returns for the portfolio is to be regularly reviewed by an independent financial advisor by assessing the market value of the portfolio. The market value is to be assessed at least once a month to coincide with monthly reporting.

Benchmarking

Performance benchmarks need to be established and should be based on sound and consistent methodology.

Investment	Performance Benchmark
Cash	11am Cash Rate
Direct Investments	AFMA BBSW Rate: Average Mid - 90 day

Reporting and Reviewing of Investments

Documentary evidence must be held for each investment and details thereof maintained in an investment Register.

The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments

held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of that Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution

6.3 Investment Policy Checklist General Products Check List

General questions to consider when investing in simple products that are straight forward such as bank deposit, bills of exchange, bonds, etc.

1) Have you found out how the funds will be invested, how will they generate returns and how will these be paid to the council? (Could you describe to others how this product works?)

Yes No

2) Are you clear on the conditions associated with this type of investment and their level of risk?

Yes No

3) Does the investment meet the council's financial objective and complies with its investment policy?

Yes No

4) Are your product issuers licensed by the Australian Security and Investment Commission?

Yes No

5) Do you know if/how the investment may be affected by a major shift in the economy and market sentiment?

Yes No

6) Could the investment be liquidated in a timely manner without loss or penalty? i.e. can the council quickly get its money back out of this product if it needs to? Are there any fees to get out early?

Yes No

Note: If you answered No to any of the above questions, do your research and consult your financial adviser. If necessary, review your investment decision.

Investment Policy Check List

Include general items that should be incorporated into your council's investment policy. Have you included the following as part of your investment policy?

1) Clearly stipulated the investment objective.

Yes No

2) Specify the level of risk the Council is prepared to accept.

Yes No

3) Prohibit the

- i) purchase of speculative financial instruments &
- ii) use of leveraging of an investment portfolio.

Yes No

4) Identified the legislative requirements.

Yes No

5) List the allowable investments and/or prohibited investments.

Yes No

6) Specify investment parameters including the overall portfolio limits, counterparty credit framework and term to maturity framework.

Yes No

7) If applicable, require independent valuation of investments in order to reflect the current market prices.

Yes No

8) State the appropriate benchmarks for evaluating investment performance.

Yes No

9) Require a monthly report of the status and performance of investment portfolio.

Yes No

10) Require independent financial assessments of the value of the investment portfolio.

Yes No

6.4 Sample Monthly Investment Report

Sample Monthly Investment Report as at 31 July 20__

Purpose

To report the balance of investments held as at 31 July 20__.

Report

The investment returns for July 20__ exceeded the respective benchmarks and the budget for the month.

Included in this report are the following items that highlight Council's investment portfolio performance for the month to 31 July 20__ and an update of the investment environment:

- a) Council's Investments as at 31 July 20__
- b) Application of Investment Funds
- c) Investment Portfolio Performance
- d) Investment Commentary

Financial Impact

The actual interest income to 31 July 20__ is \$655,695 and compares favourably with the budget for the month of \$476,732.

Policy Impact

The Investment Policy is due for review in 20__ by the Director of Finance.

a) Council Investments as at 31 July 20__.

Pooled Managed Investment Group						
As at Date	Current Yield	Managed Fund	Rating	Purchase Price	Market Value	
31/7/__	8.3200	T-Corp Hour Glass Facility – Strategic Cash	NA	2,000,000	2,891,137.87	
31/7/__	8.6800	Citibank Fixed Out-Performance Cash Fund	AA-	20,000,000	20,878,914.81	
Sub total					23,770,052.68	
Floating Rate Note Investment Group						
As at Date	Current Rate	Borrower	Rating	Principal Value	Market Value	
31/7/__	8.0783	ANZ senior debt	AA-	3,000,000	3,010,990	
31/7/__	8.1200	NAB senior debt	AA-	4,500,000	4,502,340.15	
31/7/__	9.9850	CBA senior debt	AA-	2,000,000	2,003,240.00	
Sub total					9,516,570.15	
Bank Bill Investment Group						
Roll over Date	Current Rate	Borrower	Rating	Principal Value	Market Value	
10 Sep __	8.0300	National Bank of Australia	A-1+	3,961,112	3,966,364.58	
11 Oct __	7.9500	Commonwealth Bank of Australia	A-1+	3,990,001	3,991,168.92	
Sub total					7,957,533.50	
Term Investment Group						
Rollover Date	Current Yield	Borrower	Rating	Principal value	Market Value	
18 Sep __	8.1700	Bank of Queensland	A-2	2,000,000	2,000,000.00	
22 Sep __	8.3000	IMB Limited	A-2	5,000,000	5,000,000.00	
3 Jan __	8.3400	Bank of Western Australia	A-1+	3,500,000	3,500,000.00	
Sub total					10,500,000.00	
Term Investment Group & Cash Deposit Account						
Rollover Date	Current Rate	Borrower	Rating	Value		
Cash Account	7.1500	CBA (Business Saver)	A-1+	3,400,000.00		
22 Nov __	7.9700	NAB (loan offset)	AA-	2,392,324.57		
Sub total					5,792,324.57	
Total					\$67,536,480.90	

b) Application of Investment Funds

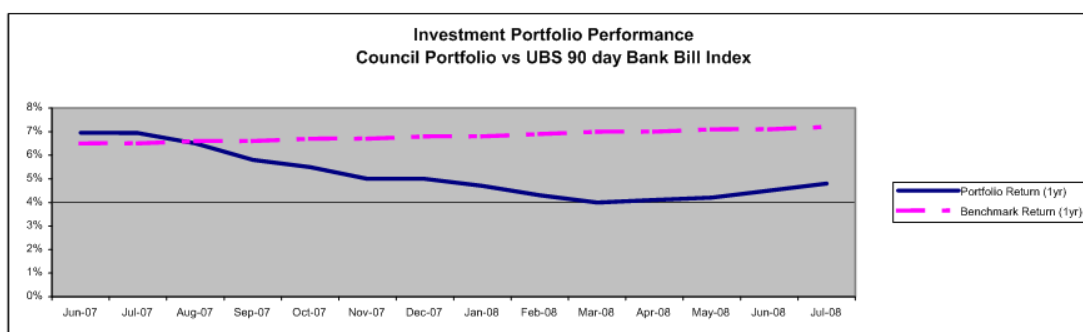
	Description	Value (\$)
Restricted Funds:		
Loan Offset Facility NAB		2,392,325
Loan Offset Facility CBA		490,000
Externally Restricted	Section 94 Old Plan	10,236,578
	Section 94A Plan Contributions	5,524,149
	Water Supply	11,662,124
	Sewerage Services	19,084,000
	Sportsfields, Domestic Waste, Unexpended grants	7,441,979
Internally Restricted Reserves*	Funds held for future at the discretion of the Council	5,070,725
Unrestricted Funds:	Funds Allocated to meet Current Budgeted Expenditure	5,634,600
	Total	67,536,480

* Externally & Internally Restricted Reserve figures are as at 31 July 20__ and are subject to final adjustment and external audit.

c) Investment Portfolio Performance

Investment Performance vs. Benchmark

	Investment Portfolio Return (%pa)*	Benchmark: UBS 90 day Bank Bill Index	Cash Fund Performance	Benchmark: 11am Cash Rate**
1 month	8.5	8.15	8.32	7.25
3 months	8.54	8.03	8.03	7.25
6 months	6.32	7.92	7.92	7.21
FYTD	8.57	8.15	8.32	7.25
12 months	4.69	7.49	7.37	6.92



d) Investment Commentary

The investment portfolio decreased by \$1.46m for the month. The decrease was due to additional expenditure over income for the July period. During July, various income was received totalling \$3.1m, including rate payments amounting to \$1.39m, while payments to suppliers and staff costs amounted to \$3.88m.

The investment portfolio is diversified across a number of investment types. This includes term deposits and on-call accounts.

The investment portfolio is regularly reviewed in order to maximise investment performance and minimise risk. Council's investment portfolio has been reviewed and rebalanced in favour of investments not subject to share market volatility. Comparisons are made between existing investments with available products that are not part of Council's portfolio. Independent advice is sought on new investment opportunities.

A revised Ministerial Order was released by the DLG on 18 August 2008 in response to the recommendations of the Cole Report and with transitional provisions to provide for existing investments. As at 31 July 20__, the portfolio included one non-compliant cash fund and its holdings are being reduced as opportunities to transfer arise.

Certification- Responsible Accounting Officer

I hereby certify that the investments listed in the attached report have been made in accordance with Section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2005* and Council's Investments Policy number POL 08/52.

Responsible Accounting Officer

RECOMMENDATION OF RESPONSIBLE ACCOUNTING OFFICER

- A. That the report indicating Council's Fund Management position be received and noted.
 - B. That the Certificate of the Responsible Accounting Officer be noted and report adopted.
-

6.5 Investment Advisor Selection Criteria

(Weightings are indicative and could be adjusted to suit individual Council preferences)

Ideal Investment Adviser Attributes	Desired?	Weight
Independence	✓	35
All remuneration comes directly from the client, not via commission, securities trading margin, or fees on related party products	✓	
Does not recommend related party investments – removing a major potential conflict of interest	✓	
Rebates all fees and commissions from product providers and issuers to client	✓	
Interests are aligned with those of client – adviser operates as a fiduciary	✓	
Transparency		5
All revenues relating to transactions, both direct and related are clearly disclosed. (Includes margins on securities trades, related party product fees etc)	✓	
Provides full detail of underlying securities in managed investments upon request	✓	
Commercial Model / Experience		20
Provides advice on all rated managed funds and any eligible direct security offering	✓	
Offers payment options to suit client (percentage fee, flat fee)	✓	
Provides access to institutional pricing on direct securities	✓	
Has established track record as a provider of advice services to Local Government	✓	
Personnel have significant experience / expertise in investment research and advice	✓	
Provides consulting on overall risk management relating to investments incl. operational risks	✓	
Each client has dedicated adviser/relationship manager and backup person	✓	
Taking all fees into account, both direct and indirect, the adviser provides real value for money	✓	
Research & Advice		25
Carries out original research on managed funds	✓	
Carries out original research on direct securities	✓	
Assists with development of investment policy	✓	
Provides advice from a total portfolio perspective	✓	
Is accountable for risk / return outcomes on <i>total</i> portfolio	✓	
Monitors market events and impact on client portfolios on a proactive basis	✓	
Makes a real endeavour to educate clients as well as provide research on specific securities	✓	
Portfolio Administration & Transactions		15
Provides client efficiency through online managed fund transactions	✓	
Provides client efficiency through online reporting in managed funds	✓	
Daily valuations of managed funds	✓	
Provides consolidated reporting of managed funds and direct securities in council friendly format	✓	
TOTAL		100

6.6 Recommendations from the Review of NSW Local Government Investments

Recommendation 1: All investment instruments (debentures, securities, stocks and deposits, but excluding discount instruments such as bills of exchange) in the Investment Order be defined to include both principal and investment income.

Recommendation 2: All existing investments by NSW Councils that may be excluded by any proposed changes to the Investment Order are to be grandfathered. For the avoidance of doubt, existing securities that become ultra vires under the proposed amendments to the Investment Order can continue to be held to maturity, redeemed or sold, but new investments must comply with the amended Investment Order. Note that investment portfolio restructurings / switches currently being offered by product manufacturers or advisors are specifically excluded from consideration if the switch investments are outside the amended Investment Order. If the proposed switch investment is within the amended Investment Order all transactions must be on a market value basis. Book value transactions are explicitly prohibited.

Recommendation 3: Product manufacturers / distributors should be excluded from being appointed investment advisors to Councils.

Recommendation 4: Investments specified in k) and l) of the Investment Order be suspended for the period to 31/12/2009 and be subject to a further review after this period to determine the relevance of using a credit ratings based approach to determining authorised investments, particularly in light of the current CDO credit experience. It should consider whether to restore the current investment powers under k) and l). Any such review should have specific regard to the trade-off between the cost of Government monitoring and Council compliance which would be required, and the prospective incremental investment return.

Recommendation 5: It is recommended that the current partial deregulation model operating in New South Wales be retained with the modifications suggested in Points 4.13, 4.15, 4.18 and 4.30 of this report, as well as the minor modifications set out in Points 4.39 and 4.41. Consistent with the existing Investment Order, interest income and capital growth investment options will continue to be available through the TCorp Hour-Glass Investment Facilities. This outcome provides a number of the advantages highlighted in the centralised model in section 6.19.

Recommendation 6: It is most important that the Councils' fiduciary responsibility in relation to investment activities under the *Local Government Act 1993*, should be reinforced strongly. All participants should be made explicitly aware of the obligations under the *Trustee Act 1925(NSW)*, and be requested to sign to acknowledge the same. Inclusion of the relevant sections of the Trustee Act in the Investment Order may also assist in this regard. In particular, it is important that long term assets including Section 94 funds are invested in a manner consistent with meeting future liabilities, on the basis that the nominal return sought is consistent with an acceptable level of investment risk.

Recommendation 7: With regards to the Investment Order section (m), permitted investments in securities should explicitly exclude subordinated obligations. The permitted investments under (m) must rank pari passu with deposits of the same group entities; under (f) mortgages over land should be restricted to first mortgages with a Loan to Value ratio of no greater than 60%, and under (g), permitted land investments are to explicitly exclude ASX listed property trust investments.

Recommendation 8: The NSW Department of Local Government should give consideration to releasing a document, similar in content to the Western Australian Department of Local Government and Regional Development, Investment Policy – Local Government Operational Guidelines- Number 19, February 2008 (refer Appendix C). Further as noted in this document, there are deemed to be significant benefits from external monitoring: "a well constructed investment policy with clear objectives will facilitate an external review. The review should act as an intermediary to confirm that the investments explicitly align with the investment policy."(7-3/92)

7. REFERENCES

1. Australian Financial Management Association - <http://www.afma.com.au>
2. Australian Securities and Investments Corporation - <http://www.asic.gov.au>
3. Best Practice Guide – Investments. LG Solutions, October 2005.
4. *Bills of Exchange Act 1909* (Cwth)
5. Investment Policy Guidelines - Queensland Government – Department of Local Government, Sport and Recreation.
6. Investment Policy. Local Government Operational Guidelines – Number 19 February 2008. Department of Local Government and Regional Development. Government of Western Australia.
7. *Local Government Act 1993* (NSW)
8. Local Government (General) Regulation 2005
9. Macquarie Dictionary, 3rd edn.
10. NSW Local Government Investments Best Practice Guide, NSW Local Government Finance Professionals
11. Review of NSW Local Government Investments – Final Report. Michael Cole, April 2008.
12. *Trustee Act 1925* (NSW)



Title of Policy	<i>SMRC 258 – Investment Policy</i>		
Responsible Department	Finance	Document Register ID	250.2016.258.1
Policy Owner	Finance Manager	Review Date	Date
Date of Council Meeting	Date Approved	Resolution Number	Number
Legislation, Australian Standards, Code of Practice	<ul style="list-style-type: none"> • <i>Local Government Act 1993;</i> • <i>Local Government (General) Regulation 2005;</i> • <i>Ministerial Investment Order;</i> • <i>Local Government Code of Accounting Practice and Financial Reporting</i> • Australian Accounting Standards • Division of Local Government Circulars 		
Aim	To provide a framework for the investing of Council’s funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.		

1 Objectives

While exercising the power to invest, consideration is given to the preservation of capital, liquidity, and the return of investments.

Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.

Investments should be allocated to ensure there is sufficient liquidity to meet all reasonable anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.

2 Delegation of Authority

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*.

The General Manager may in turn delegate the day-to-day management of Council’s Investment to the Responsible Accounting Officer or senior staff, subject to regular reviews.

Officers’ delegated to manage Council’s investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations.

3 Prudent Personal Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustee of public monies, officers are to manage Council’s investment portfolios to

safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

4 Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

5 Policy Statement

5.1 Approved Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

5.2 Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow;
- Stand-alone securities issued that have underlying future, options, forwards contracts and swaps of any kind.

5.3 Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);
- Diversification – limiting the amounts invested with a particular financial institution or government authority to reduce credit risk;
- Credit Risk – the risk that a council has invested in fails to pay the interest and/or repay the principal of an investment.
- Market Risk – the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- Liquidity Risk – the risk an investor is unable to redeem the investment at a fair price within a timely period;
- Maturity Risk – the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

16.3 REVIEW OF SERVICE SUPPORT POLICIES IDENTIFIED FOR DELETION

Record No:

Responsible Officer:	Director Service Support
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest
Operational Plan Action:	OP7.6 Ensure that governance structures are open, transparent and fully accountable and that these are supported by relevant instruments.
	Attachments: 1. List of Policies Identified for Deletion ↓
Cost Centre	
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

Working groups in the Service Support Directorate have reviewed the number of policies in their respective areas and determined that a number of them are no longer required and should be deleted.

The following officer's recommendation is submitted for the Council's consideration.

OFFICER'S RECOMMENDATION

That Council
A. Approve the attached list of policies for deletion

BACKGROUND

The merger of the three Councils has given us the opportunity to review our current policies with the aim of reducing the number of policies that Council ultimately has to adopt and maintain. Within the Service Support Directorate all policies have been reviewed by the working groups with a list of 86 policies identified and presented for deletion.

On review of the policies it was evident that the content of many policies were already covered in other legal instruments such as Acts and Awards or were in fact a procedure, not a policy. In reducing the number of policies that we have to maintain, significant time will be saved across the Directorate in having to maintain these.

The attached list was endorsed by the executive Team at its meeting on 3 November.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Reducing the number of policies that the organisation has, will aid staff in their understanding of what is expected of them and ensure there are no conflicts between Council based policies and external legislative requirements.

2. Environmental

There are no significant environmental impacts of this decision

3. Economic

Reducing the number of policies that staff have to maintain will save time in reviewing them and putting them through Council. This ultimately will provide some reduced savings.

4. Civic Leadership

Streamlining the number of policies demonstrates to the community that Council is forward looking in terms of policies and is not just accepting of the way things have always been done.

Number	Policy title	Cooma	Bombala	Snowy	Work group	Is it really a policy?	Suggested action	Comments
IS - IM - MS - PL - 00004	CUSTOMER REQUESTS MANAGEMENT POLICY		8.4.11	No	Customer Service	Customer charter	Delete as policy	This is covered by the Customer Charter from a "rules" point of view and then should be a procedure
GOV 006	Corporate Credit card	Use of Council Credit Card			Finance	Procedure	Delete as policy	Covered by delegations
GOV 012	Financial Borrowings				Finance	No	Delete as policy	Addressed annually as part of the budget process
GOV 037	ABN Registration of Council Suppliers				Finance	No	Delete as policy	GST rules are generally covered by the Tax Act which means we do not have to cover them separately.
GOV 047	Loan Repayment Ratio Loan				Finance	No	Delete as policy	Can be addressed annually or at any time a report goes to Council seeking to borrow money
TR - VS - RT - PL - 00003	RETAIL MERCHANDISE POLICY		No	No	Finance	No	Delete as policy	Any issues with VC stock can be dealt with through operational means
IS - IT - RT - PL - 00002	STAFF HOME COMPUTER PURCHASE ASSISTANCE PLAN (INTEREST FREE LOAN) POLICY		No	No	Finance	No	Delete as policy	Obsolete
YS - AC - RT - PL - 00001	LIQUIDITY MANAGEMENT STRATEGY FOR YALLAMBEE LODGE POLICY		No	No	Finance	?	Delete as policy	Dealt with via delegations and operational reviews
IS - FM - RT - PL - 00002	GST POLICY			No	Finance	no	Delete as policy	GST rules are generally covered by the Tax Act which means we do not have to cover them separately.
IS - FM - RT - PL - 00003	CAPITAL WORKS WORK ORDER POLICY			No	Finance	No	Delete as policy	Should be handled as a procedure
2.1.3	§ Refunds			No	Finance	Procedure	Delete as policy	Dealt with via delegations
2.1.4	§ Photocopying Charges	Fee & Charges		Fee & Charges	Finance	Fees & Charges	Delete as policy	Covered in Fees & Charges
2.4.1	§ Banking Arrangements			No	Finance	No	Delete as policy	Not needed as a policy
2.5.1	§ Council's Plant				Finance	Fees & Charges	Delete as policy	Covered under fees & charges
GOV 025	Real Estate Purchase Rental and Disposal of Council Property Policy				Governance	No	Delete as policy	Can most likely be dealt with on a case by case basis and council resolution rather than policy
GOV 035	Opening of Tenders				Governance	Procedure	Delete as policy	Procedure only.
GOV 049	Legal Advice, Action and Representation	No	No		Governance	No	Delete as policy	Most legal action items could be handled through delegations rather than policy
GOV 090	Email Etiquette and Usage				Governance	Procedure	Delete as policy	Would be better included in an overall Communications plan
GO - CO - RT - PL - 00009	SECTION 355 COMMITTEE GUIDELINES		7.1.2	No	Governance	Not a policy	Delete as policy	
GO - CO - RT - PL - 00010	COUNCIL CATERING POLICY		No	No	Governance	No	Delete as policy	Operational issue

Number	Policy title	Cooma	Bombala	Snowy	Work group	Is it really a policy?	Suggested action	Comments
GO - CO - RT - PL - 00006	USE OF COUNCIL CREST POLICY			Procedure	Governance	No	Delete as policy	Covered as part of style guide type document
IS - IM - MS - PL - 00002	SIGNING OF CORRESPONDENCE			Procedure	Governance	Delegations	Delete as policy	Covered by delegations
GO - CO - RT - PL - 00011	NUMBER OF COUNCILLORS POLICY			No	Governance	Resolution not policy	Delete as policy	Needs to be passed by resolution prior to each Council election per the Act so a policy is probably not necessary
GO - CO - RT - PL - 00012	STATEMENT OF BUSINESS ETHICS POLICY			No	Governance	No	Delete as policy	Adequately covered by Code of Conduct?
GO - GO - RT - PL - 00001	VOLUNTEER POLICY		1.7.5	No	Governance	?	Delete as policy	Review current content for use as a procedure
IS - IM - MS - PL - 00003	ANSWERING OF CORRESPONDENCE POLICY			Customer Service Charter	Governance	Customer charter	Delete as policy	Covered by the Customer Service Charter
GO - CO - RT - PL - 00015	MANAGEMENT OF INFORMATION FOR COUNCIL MEETINGS POLICY			Procedure	Governance	Code of meeting practice	Delete as policy	Include in the Code of Meeting Practice
IS - HR - RT - PL - 00043	SECONDARY EMPLOYMENT POLICY			Procedure	Governance	Covered by Act	Delete as policy	Already covered elsewhere
2.8.1	§ Flying of the Australian Flag	Yes		Procedure	Governance	Flag protocols	Delete as policy	Already covered under Australian protocols
7.1.2	§ Section 355 Committees ((Previous policy reference 7.1.8 – re-numbered due to a consolidation			No	Governance	?	Delete as policy	
7.1.3	§ Councillors Questions			No	Governance	No	Delete as policy	Include in the Code of Meeting Practice
7.3.1	§ Procedure for Policy Change	Yes		Yes	Governance	Procedure	Delete as policy	This should be a procedure only.
7.3.2	§ Review of Policy Manual	Yes		Yes	Governance	Procedure	Delete as policy	This should be a procedure only.
7.4.1	§ Press Releases	Yes		Yes	Governance	Delegations	Delete as policy	Handled via delegations
7.5.1	§ Letters Addressed to Councillors			Procedure	Governance	Procedure	Delete as policy	This should be a procedure only.
GOV 034	Annual Performance Review		PERFORMANCE AGREEMENT AND REVIEW POLICY		Human Resources	Procedure	Delete as policy	This should be a procedure only.
GOV 052	Orientation and induction Program		STATEMENT		Human Resources	Procedure	Delete as policy	This should be a procedure only.
GOV 053	Recruitment and Selection		Recruitment and Selection,	8.4.9	Human Resources	Procedure	Delete as policy	This should be a procedure only.
GOV 063	Employee Assistance Program		Employee		Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00002	RESIGNATION OF EMPLOYMENT			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00003	SALARY SACRIFICE			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00007	ACCESS TO PERSONNEL FILES POLICY			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00009	HARASSMENT POLICY			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00010	TERMINATION GUIDELINES POLICY			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00011	DISCIPLINARY ACTION POLICY			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00012	PAID MATERNITY LEAVE POLICY			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.
IS - HR - RT - PL - 00017	LEAVE WITHOUT PAY POLICY			Procedure	Human Resources	Procedure	Delete as policy	This should be a procedure only.

Number	Policy title	Cooma	Bombala	Snowy	Work group	Is it really a policy?	Suggested action	Comments
IS - HR - RT - PL - 00027	CONSULTATIVE COMMITTEE POLICY			No	Human Resources	No	Review its need as a policy.	Covered in the Award sufficiently
IS - HR - RT - PL - 00030	LEAVE FOR CIVIL EMERGENCIES			No	Human Resources	? Covered elsewhere	Review its need as a policy.	Covered in the Award sufficiently. Recommended that Council follow the award on this matter
IS - HR - HS - PL - 00003	WORKING IN REMOTE AREAS POLICY			Procedure	Human Resources	No	Review its need as a policy.	This should be a procedure only under WHS Policy
IS - HR - RT - PL - 00020	COMMUNITY LANGUAGE AND SIGNING WORK			No	Human Resources	??	Review its need as a policy.	Covered by Award
IS - HR - RT - PL - 00022	PARENTAL (ADOPTION) LEAVE			Procedure	Human Resources	Procedure	Delete as policy	Covered by Award
IS - HR - RT - PL - 00023	PARENTAL (PATERNITY) LEAVE			Procedure	Human Resources	Procedure	Delete as policy	Covered by Award
IS - HR - RT - PL - 00024	ORGANISATION INCENTIVE SCHEME		No	No	Human Resources	?	Review its need as a policy.	Delete as a policy
IS - HR - RT - PL - 00025	REMUNERATION POLICY				Human Resources	No - covered by salary system	Delete as policy	Should be covered by the salary system once it is finalised
IS - HR - RT - PL - 00028	EMPLOYMENT OF CASUAL STAFF			Procedure	Human Resources	No	Delete as policy	Staffing requirement covered during the annual budget process. The Award gives rules in relation to the employment of casual staff
TR - VS - RT - PL - 00001	VISITOR CENTRE REMOTE WORK POLICY			No	Human Resources	? Procedure	Review its need as a policy.	This should be a procedure only under WHS Policy
IS - PY - RT - PL - 00001	SICK OR OTHER LEAVE WHILST ON ANNUAL AND LONG SERVICE LEAVE POLICY		7.4.5	Procedure	Human Resources	Award	Delete as policy	Adequately covered under the Award. Procedure only
IS - PY - RT - PL - 00002	RDO POLICY		No	Procedure	Human Resources	Yes	Currently under review	Working group suggests that this could be deleted as a policy and included in PD or offer letter
IS - HR - RT - PL - 00036	VACCINATION POLICY				Human Resources	No	Review its need as a policy.	This should be a procedure only under WHS Policy
IS - HR - RT - PL - 00038	JOB REDESIGN POLICY			Procedure	Human Resources	Award	Review its need as a policy.	Procedure only. Rules covered under the Award
IS - HR - RT - PL - 00042	OPERATIONAL WORKING HOURS POLICY			Procedure	Human Resources	?	Review its need as a policy.	Delete as a policy
GO - CO - RT - PL - 00016	CHRISTMAS PARTY POLICY		No	Procedure	Human Resources	No	Delete as policy	Procedure only, determined annually by Executive Team
IS - HR - RT - PL - 00045	TAKING OF LONG SERVICE LEAVE POLICY			Procedure	Human Resources	Procedure	Delete as policy	Adequately covered under the Award. Procedure only
2.1.1	§ Reimbursement of Reasonable Out-of-Pocket Expenses - Staff			Procedure	Human Resources	Procedure	Delete as policy	Procedure only
2.9.1	§ Organisational Change				Human Resources	Award	Delete as policy	Adequately covered under the Award. Procedure only

Number	Policy title	Cooma	Bombala	Snowy	Work group	Is it really a policy?	Suggested action	Comments
8.1.1	§ Bombala Council Award Restructuring Policy			Procedure	Human Resources	Award	Delete as policy	Adequately covered under the Award. Procedure only
8.2.1	§ Bombala Council Training Policy			Procedure	Human Resources	?	Delete as policy	Adequately covered under the Award.
8.4.3	§ Pre-Employment Medical			Procedure	Human Resources	Procedure	Review its need as a policy.	Could be covered in an overall onboarding procedure
8.4.4	§ Sight Testing			No	Human Resources	Procedure	Review its need as a policy.	Delete as a policy
8.4.5	§ Sick Leave			Procedure	Human Resources	Award	Review its need as a policy.	Adequately covered under the Award. Procedure only
8.4.9	§ Recruitment and Selection Procedures	Yes		Yes	Human Resources	Procedure	Review its need as a policy.	Procedure only
8.4.10	§ Appointment of a General Manager and/or Senior Staff	No		No	Human Resources	Act?	Review its need as a policy.	Covered by the Act
8.4.13	§ Access to Personnel Files Policy			Procedure	Human Resources	Procedure	Delete as policy	Procedure only
8.4.16	§ Workplace Bullying and Harassment			Procedure	Human Resources	Procedure	Review its need as a policy.	Included in grievance procedure
8.4.17	§ Grievance (dispute settlement) Procedure & Policy			Yes	Human Resources	Procedure	Review its need as a policy.	Included in grievance procedure
8.5.4	§ Environmental Policy				Human Resources		Review its need as a policy.	Delete as a policy
GOV 007	Mobile Phones	Telephone			ICT	Procedure	Delete as policy	Covered by Award
GOV 036	Internet Usage	EMAIL AND INTERNET USE	2.7.1		ICT	? Yes	Delete as policy	Procedure only
2.7.1	§ Bombala Council Virus Protection Policy	Yes		Yes	ICT	?	Delete as policy	Procedure only
IS - IM - RM - PL - 00001	RECORDS MANAGEMENT POLICY		2.6.1	Inline with the Act.	Records	Covered by Act	Delete as policy	Covered by State Records Management Act
IS - IM - RT - PL - 00001	PROVISION OF PROPERTY INFORMATION BY COUNCIL STAFF				Records	GIPA / PIPA	Delete as policy	Covered by GIPA Act
IS - IM - RT - PL - 00004	DOCUMENT CONTROL POLICY		No	No	Records	Procedure	Delete as policy	Procedure only
2.6.1	§ Bombala Council Records Management Policy	Yes		Inline with the Act	Records	Covered by Act	Delete as policy	Covered by State Records Management Act
GOV 042	Asbestos	Asbestos			Risk Management	Procedure	Delete as policy	Per the comments of the work group this will be a procedure that will sit under the WHS policy
IS - HR - HS - PL - 00008	MANUAL HANDLING POLICY			No	Risk Management	Procedure	Delete as policy	Procedure only under the WHS policy

16.4 MONTHLY FUNDS MANAGEMENT REPORT - NOVEMBER 2016

Record No:

Responsible Officer:	Director Service Support
Author:	Finance Manager
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.6 Increase and improve Council's financial sustainability.
Operational Plan Action:	OP7.17 Effective management of Council funds to ensure financial sustainability.
Attachments:	Nil
Cost Centre	4010 – Financial Services
Project	Funds Management
Further Operational Plan Actions:	OP7.2 Completion of reporting requirements in accordance with legislation

EXECUTIVE SUMMARY

The following details funds management position for the reporting period ending 30 November 2016. Cash and Investments as at 30 November 2016 are \$72,044,373.

Certification

I, Jo-Anne Mackay, Responsible Accounting Officer of Snowy Monaro Regional Council hereby certify, as required by Regulation 212 of the Local Government (General) Regulation 2005, that investments as detailed in the attached listings were invested in accordance with Section 625 of the Local Government Act 1993, the Regulations and Council's Investment Policies.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council

- A. Receive and note the report indicating Council's Funds Management position as at 30 November 2016.
- B. Receive and note the Certificate of the Responsible Accounting Officer.

BACKGROUND

Council's Cash and Investments 30 November 2016 consists of:

30/11/2016	Cash at Bank	Investments	Total
Bombala	1,031,936	10,028,506	11,060,442
Cooma	516,572	22,837,590	23,354,162
Snowy	1,799,593	15,792,938	17,592,531
Merger Grant		20,037,238	20,037,238
Total	3,348,101	68,696,272	72,044,373

NB: The balance of the Merger Grant does not include any expenses attributable to the Merger

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Total Cash and Investments are available to provide services and Infrastructure to the community in accordance with the 2017 budget, Council resolutions and other external restrictions.

2. Environmental

It is considered that the recommendations contained herein will not have any environmental impacts.

3. Economic

Total investments for Snowy Monaro Regional Council were \$68,696,272 on 30 November 2016.

Consolidated interest income on investments

Annual Budget	1,387,408
Budget YTD	578,087
Interest YTD	605,315

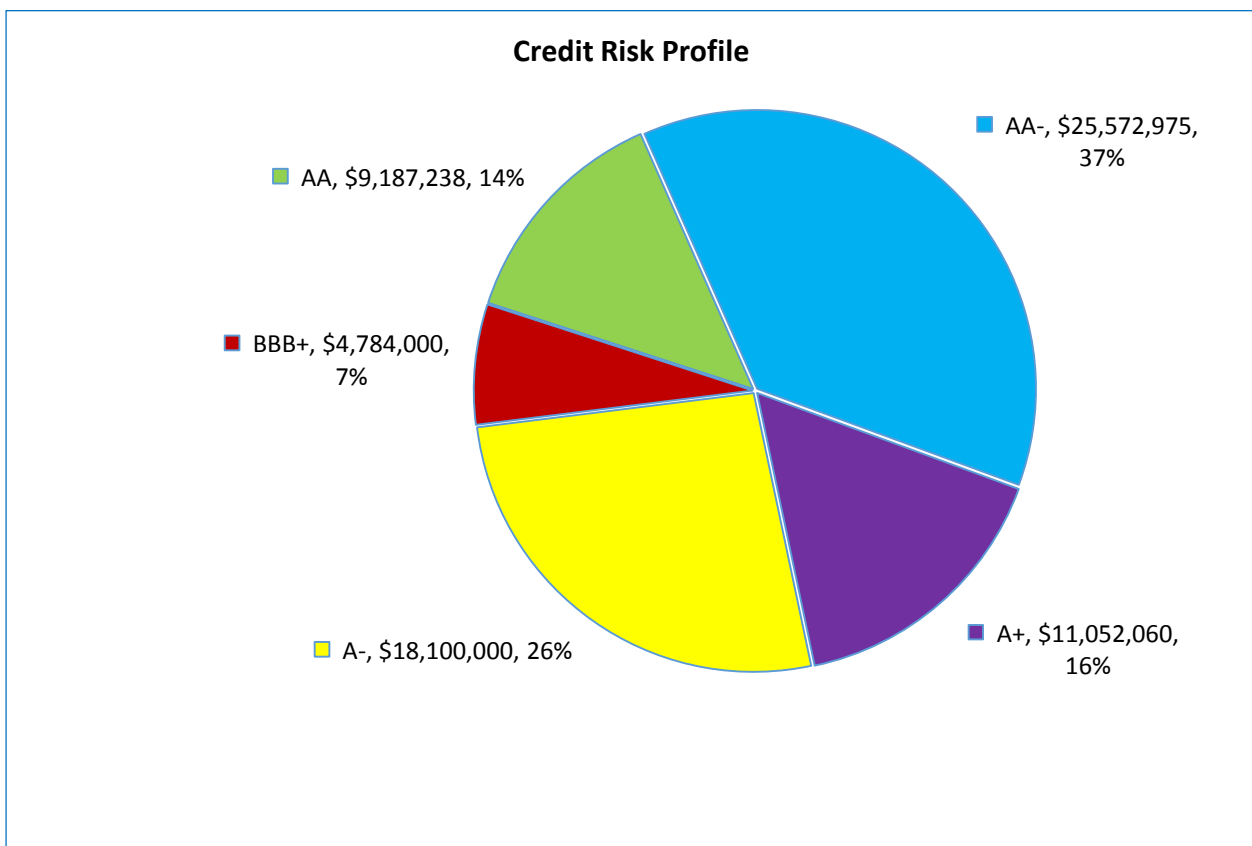
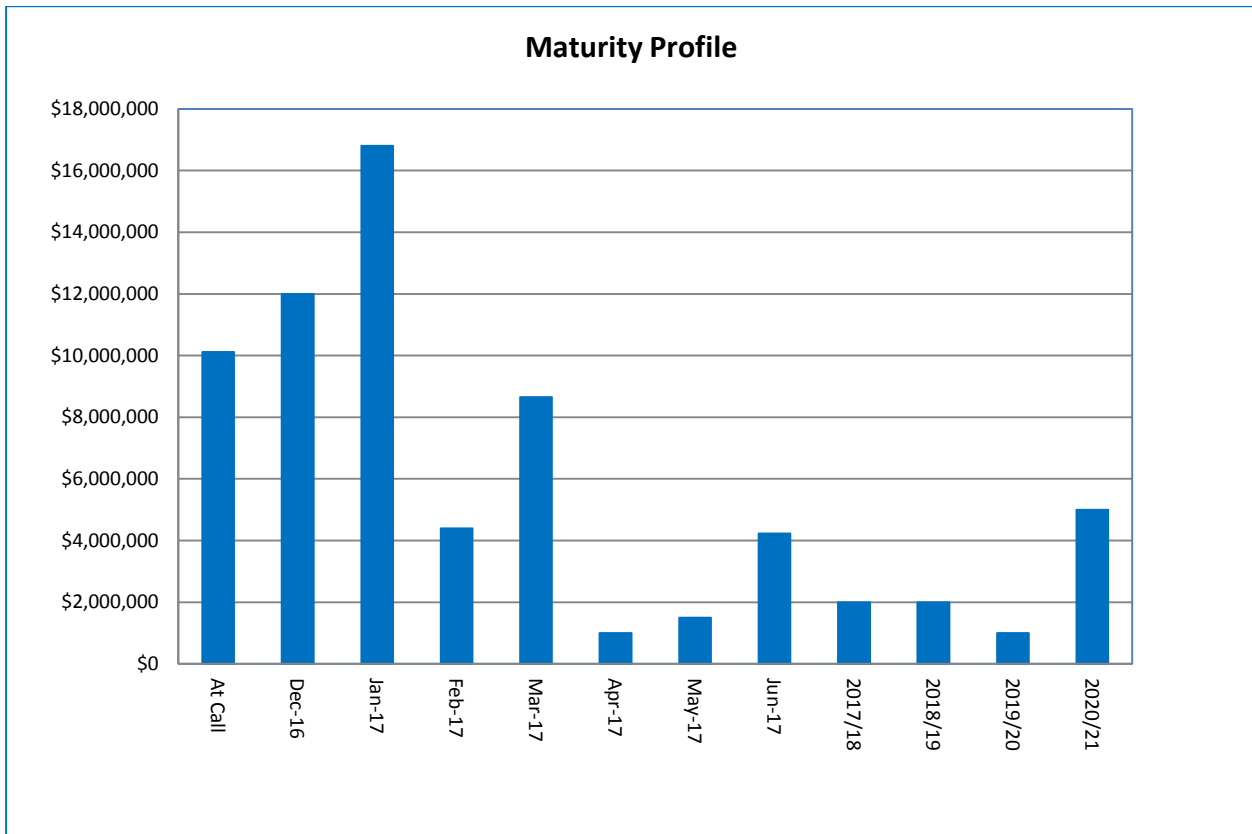
Council's investment portfolio returns

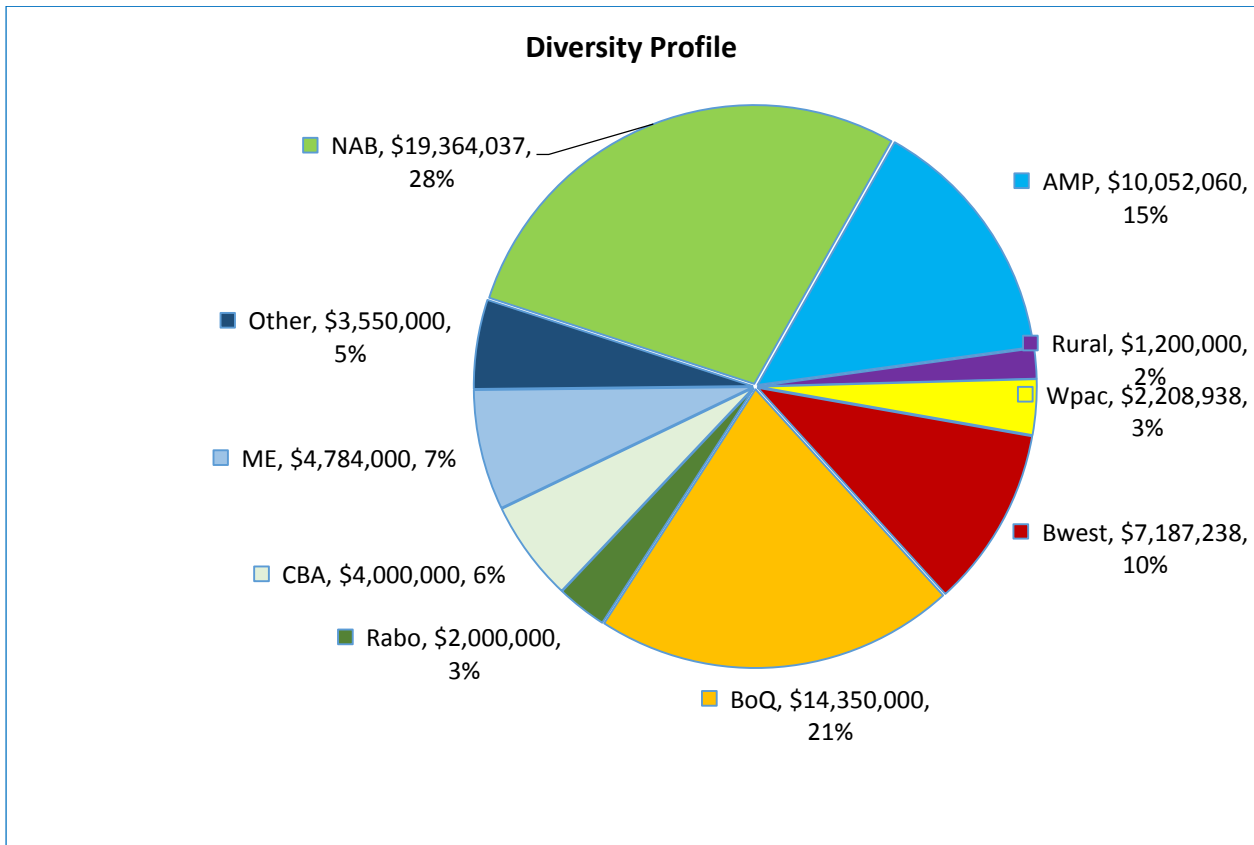
Month	Annualised Return	90 Day Bank Bill	Margin
November	2.71%	1.77%	0.94%
October	2.86%	1.75%	1.11%
September	2.79%	1.73%	1.06%
August	2.90%	1.74%	1.16%
July	3.03%	1.86%	1.17%

The table below lists the invested funds.

16.4 MONTHLY FUNDS MANAGEMENT REPORT - NOVEMBER 2016

INVESTMENTS REGISTER							
30-November-2016							
Branch	DATE INVEST	FIN INST.	Rating	TYPE	CURRENT INVESTMENT	INT RATE	MATURITY
Bombala	n/a	NAB Maxi Account	A1+/AA-	At Call	1,028,506	Variable	At Call
Bombala	14-Sep-16	NAB	A1+/AA-	TD	1,000,000	2.62%	15-Feb-17
Bombala	14-Oct-16	NAB	A1+/AA-	TD	2,000,000	2.72%	15-Mar-17
Bombala	17-Nov-16	NAB	A1+/AA-	TD	1,500,000	2.74%	14-Jun-17
Bombala	15-Jul-16	NAB	A1+/AA-	TD	3,500,000	2.92%	15-Dec-16
Bombala	10-Aug-16	NAB	A1+/AA-	TD	1,000,000	2.80%	11-Jan-17
Cooma	n/a	National Australia Bank	A1+/AA-	At Call	1,785,531	1.55%	At Call
Cooma	n/a	AMP Bank - At Call	A1/A+	At Call	985,375	2.05%	At Call
Cooma	n/a	AMP Bank - 31 days Notic	A1/A+	31 days	1,066,685	2.20%	31 days
Cooma	04-Jul-16	Suncorp Bank	A1/A+	06-Jan-17	1,000,000	2.90%	06-Jan-17
Cooma	02-Nov-16	Bankwest	A1+/AA	09-Jan-17	1,000,000	2.55%	09-Jan-17
Cooma	07-Nov-16	National Australia Bank	A1+/AA-	06-Feb-17	1,000,000	2.65%	06-Feb-17
Cooma	14-Aug-15	AMP Bank	A1/A+	07-Feb-17	1,000,000	2.90%	07-Feb-17
Cooma	03-Mar-15	AMP Bank	A1/A+	02-Mar-17	1,000,000	3.20%	02-Mar-17
Cooma	10-Mar-16	National Australia Bank	A1+/AA-	10-Mar-17	2,000,000	3.07%	10-Mar-17
Cooma	26-Oct-16	Bank of Queensland	A2/A-	24-Apr-17	1,000,000	2.70%	24-Apr-17
Cooma	23-May-16	AMP Bank	A1/A+	23-May-17	1,000,000	3.00%	23-May-17
Cooma	29-Aug-16	Westpac Bank	A1+/AA-	29-Aug-17	2,000,000	3.00%	29-Aug-17
Cooma	12-Sep-14	RaboDirect	P-1/Aa2 Moo	11-Sep-18	2,000,000	4.10%	11-Sep-18
Cooma	16-Sep-15	Bank of Queensland	A2/A-	17-Sep-19	1,000,000	3.20%	17-Sep-19
Cooma	23-Mar-16	ING Bank	A2/A-	22-Mar-21	1,000,000	3.66%	22-Mar-21
Cooma	23-Jun-16	Commonwealth Bank	A1+/AA-	23-Jun-21	4,000,000	3.47%	23-Jun-21
Snowy	08-Jun-16	NAB	A1+/AA-	TD	400,000	2.98%	07-Dec-16
Snowy	08-Jun-16	NAB	A1+/AA-	TD	450,000	2.98%	14-Dec-16
Snowy	16-Jun-16	NAB	A1+/AA-	TD	500,000	2.99%	14-Dec-16
Snowy	22-Jun-16	Bank QLD	A2/A-	TD	700,000	2.95%	21-Dec-16
Snowy	29-Jun-16	Bank QLD	A2/A-	TD	750,000	2.90%	21-Dec-16
Snowy	06-Jul-16	Bankwest	A1+/AA	TD	500,000	2.75%	04-Jan-17
Snowy	14-Jul-16	Bank QLD	A2/A-	TD	400,000	2.90%	11-Jan-17
Snowy	29-Aug-16	ME Bank	BBB+	TD	1,200,000	2.65%	07-Dec-16
Snowy	07-Sep-16	IMB	A-2	TD	750,000	2.60%	18-Jan-17
Snowy	14-Sep-16	Bankwest	A1+/AA	TD	650,000	2.50%	11-Jan-17
Snowy	21-Sep-16	Rural Bank	A2/A-	TD	1,000,000	2.61%	25-Jan-17
Snowy	28-Sep-16	Bendigo Bank SA	A2/A-	TD	400,000	2.65%	01-Feb-17
Snowy	05-Oct-16	NAB	A1+/AA-	TD	500,000	2.91%	08-Mar-17
Snowy	05-Oct-16	Bendigo Bank SA	A2/A-	TD	400,000	2.65%	08-Feb-17
Snowy	12-Oct-16	Rural Bank	A2/A-	TD	200,000	2.60%	15-Feb-17
Snowy	20-Oct-16	ME Bank	BBB+	TD	400,000	2.60%	22-Feb-17
Snowy	26-Oct-16	ME Bank	BBB+	TD	1,200,000	2.65%	01-Mar-17
Snowy	02-Nov-16	NAB	A1+/AA-	TD	750,000	2.75%	02-Jun-17
Snowy	16-Nov-16	NAB	A1+/AA-	TD	750,000	2.74%	15-Mar-17
Snowy	23-Nov-16	ME Bank	BBB+	TD	1,984,000	2.75%	21-Jun-17
Snowy	23-Nov-16	NAB	A1+/AA-	TD	1,200,000	2.75%	22-Mar-17
Snowy	30-Nov-16	AMP Bank	A1/A+	TD	500,000	2.75%	24-May-17
Snowy	n/a	Westpac Maxi-Account	A1+/AA-	At-Call	208,938	0.70%	n/a
Merger Grant	n/a	Bankwest	A1+/AA	At-Call	5,037,238	2.00%	n/a
Merger Grant	24-Jun-16	AMP	A1/A+	TD	4,500,000	3.00%	21-Dec-16
Merger Grant	24-Jun-16	Bank QLD	A2/A-	TD	10,500,000	2.95%	09-Jan-17
TOTAL					68,696,272		





4. Civic Leadership

In accordance with Regulation 212 of the Local Government (General) Regulation 2005, a report setting out details of money invested must be presented to Council in the following month.

Council's Fund Management Reporting exceeds minimum regulatory requirements and demonstrates a commitment to accountability and transparent leadership. It provides the Council, Executive and Community with timely, accurate and relevant reports on which to base decisions.

16.5 PRESENTATION OF FINANCIAL STATEMENTS - FORMER SNOWY RIVER SHIRE COUNCIL

Record No:

Responsible Officer:	Director Service Support
Author:	Financial Accountant
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.1 Ensure that legislative obligations are met throughout all Council departments.
Operational Plan Action:	OP7.3 Completion of Financial statutory and regulatory reports in accordance with specified requirements.
Attachments:	Nil
Cost Centre	4010 Financial Services
Project	Financial Statements
Further Operational Plan Actions:	OP7.2 Completion of reporting requirements in accordance with legislation

EXECUTIVE SUMMARY

To present the Auditors' Report and the General Purpose and Special Purpose Financial Statements for the former Snowy River Shire Council in accordance with Section 419 of the Local Government Act (1993).

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council

- A. Receive and note the Auditor's Report and the General Purpose and Special Purpose Financial Statements for the period ended 12 May 2016 for the former Snowy River Shire Council.

BACKGROUND

The General Purpose and Special Purpose Financial Statements for the former Snowy River Shire Council have been audited and on public exhibition for 7 days as required under Section 418 of the Local Government Act (1993). As per Section 419 of the Act, Council is now required to present the Statements.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The presentation of the Council's General and Special Purpose Financial Statements and accounting policies for the partial year end 12 May 2016 will provide assurance of equity within and between generations.

2. Environmental

No direct environmental impacts.

3. Economic

The preparation, compilation and audit of Council's Financial Statements has been provided for in Council's annual budget in the Financial Services Program.

4. Civic Leadership

The audit of Council's General and Special Purpose Financial Statements and accounting policies for the partial year ended 12 May 2016 will approve the accountability of decision makers and comply with regulations.

Notice has been given that Council proposes to present the audited Financial Statements and the auditor's report to the public.

Submissions will be accepted up to 7 days after presentation of the Statements.

Following is a summary of the audited 12 May 2016 results:

	12/5/16	30/6/15
Income Statement	\$'000	\$'000
Total Income from Continuing Operations	27,242	27,999
Total Expenses from Continuing Operations	<u>23,623</u>	<u>28,707</u>
Operating Result from Continuing Operations	<u>3,619</u>	<u>(708)</u>
Net Operating Result before Grants & Contributions provided for Capital Purposes	2,793	(1,449)
Balance Sheet		
Total Current Assets	27,223	24,334
Total Current Liabilities	(6,399)	(5,115)
Total Non Current Assets	414,535	412,348
Total Non Current Liabilities	<u>(6,540)</u>	<u>(7,194)</u>
Total Equity	<u>428,819</u>	<u>424,373</u>
Other Financial Information		
Operating Performance Ratio (%)	10.0%	-4.8%
Own Source Operating Revenue Ratio (%)	69.6%	73.9%
Unrestricted Current Ratio	2.59x	4.34x
Debt Service Cover Ratio	9.51x	6.09x
Rates & Annual Charges Outstanding Ratio (%)	33.1%	15.6%
Cash Expense Cover Ratio (months)	12.36	10.4

16.6 TRANSITION PLAN - SPECIAL PROJECTS OFFICE (SPO) UPDATE - DECEMBER 2016

Record No:

Responsible Officer:	Director Special Projects Office
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.1 Ensure that legislative obligations are met throughout all Council departments.
Operational Plan Action:	OP7.5 Achieve a stronger, more efficient Council through a successful merger.
Attachments:	1. Transition Plan - Progress Report - December 2016 (<i>Under Separate Cover</i>) ⇒ 2. Uncompleted Actions - Request for Amendment to Due Dates ↓
Cost Centre	3130 - Merger
Project	Transition Plan
Further Operational Plan Actions:	OP7.5 Achieve a stronger, more efficient Council through a successful merger OP7.10 Investigate and implement funding opportunities to reduce Council's infrastructure gap. OP7.9 Community members are afforded the opportunity to review, comment and participate in decision making through policy applications. OP7.16 Advocate with State and Federal Government for the removal of barriers to economic and community development. OP7.17 Improve organisation wide Risk Management through use of ISO 31000 principles. OP7.18 Effective management of Council funds to ensure financial sustainability. OP7.24 Undertaken an efficient and effective merger process as a result of any State Government decision to create the new local government area of Snowy Monaro Regional Council. OP7.32 Undertake consultation with community and staff, providing assistance where possible, throughout the merger process. OP7.34 Support and encourage public engagement methods which invite comment from community and informs the decision making. OP7.36 The Executive Leadership Team will be responsible for implementing the organisation's strategies and objectives, and for carrying out the day-today management and control of Council's affairs.

EXECUTIVE SUMMARY

On 12 May 2016 the Governor General issued the Local Government (Council Amalgamations) Proclamation 2016. This resulted in three former local government areas being merged into one new council.

The Department of Premier and Cabinet (DPC) issued a road map to assist councils with a number of tasks that will contribute to a successful merger. In July 2016, the Administrator approved engagement of the Global Collaboration Tool which will automate the planning, reporting and monitoring of the transition plan and in the medium term, the implementation plan.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council

- A. Receive and note the progress report on the Transition Plan
- B. Endorse that all outstanding actions be reviewed and form the Snowy Monaro Regional Council Implementation Plan
- C. Supports the amendment of due (end) dates of the overdue actions listed in the transition plan as per the attachment to the report and transfer them for action to the Snowy Monaro Regional Council Implementation Plan

BACKGROUND

The agreed vision for all merged councils is:

"A strong council delivers results for its community, builds successful partnerships and has the leadership, culture, people and capacities to make this happen"

The five characteristics of a modern council are:

- Strategic capacity
- Outstanding service provision
- Robust community relationships
- Strong performance
- Sound organisational health

It is noted that these are not ranked or prioritised, rather all have an equal weighting of importance for the organisation.

To support the framework, the 10 key results describe outputs that will achieve the transformation. These are:

- Service continuity, with smart service improvements
- Robust governance that delivers confidence to communities
- Easy to do business with, in person and online
- Engaged staff who understand their roles and how they contribute to the new council
- Involved communities who have their say
- Communities can readily identify with their new council
- A shared vision and direction for the whole community
- Rates maintained within existing pathways and resources used wisely to serve the entire council area
- Expected benefits which are clear, measurable and on target
- A newly elected council working for the whole community

The SMRC transition plan details how each action contained in the road map relates to achieving the key result areas and is the documented plan by which each council will deliver the transformational change (stronger council) as articulated in the framework.

Transition Plan Overview

The Snowy Monaro Regional Council Transition Plan contains 263 Actions that are required to be completed as part of Phase 1 of Local Government Reform – Mergers. There are 19 business units involved in delivering this plan, with responsible officers being identified. The CAMMS Global Collaboration tool is being used to implement, monitor and report progress against the transition plan and operational plan.

Table 1 below shows a summary of the data currently in Global Collaboration. It should be noted that this system only went live at the beginning of November and not all users have been into the system to provide an update on completed actions or percentage complete. The next report will provide more accurate information following consultation with appropriate staff. An example of what future progress reports will look like is attached to this report.

	Total No. Actions	Not Started	In Progress	Completed	Ongoing	% Complete
Next Working Day (13 May 2016)	5	1		4		80%
Week One (20 May 2016)	100	6	2	92		92%
End of First 30 Days (17 June 2016)	54	5	3	45	1	83%
By 3 Months (12 August 2016)	28	9	6	13		46%
End of September 2016 (30 September 2016)	17	6	3	8		47%
End of October 2016	4	3		1		25%
At 30 November 2016	208	30	14	163	1	78%
End of December 2016	9	3	4	2		22%
End of September 2017	32	20	10	2		6%
End of December 2017	14	4	3	5	2	36%
	471	87	45	335	4	71%

Table 1: Action progress data

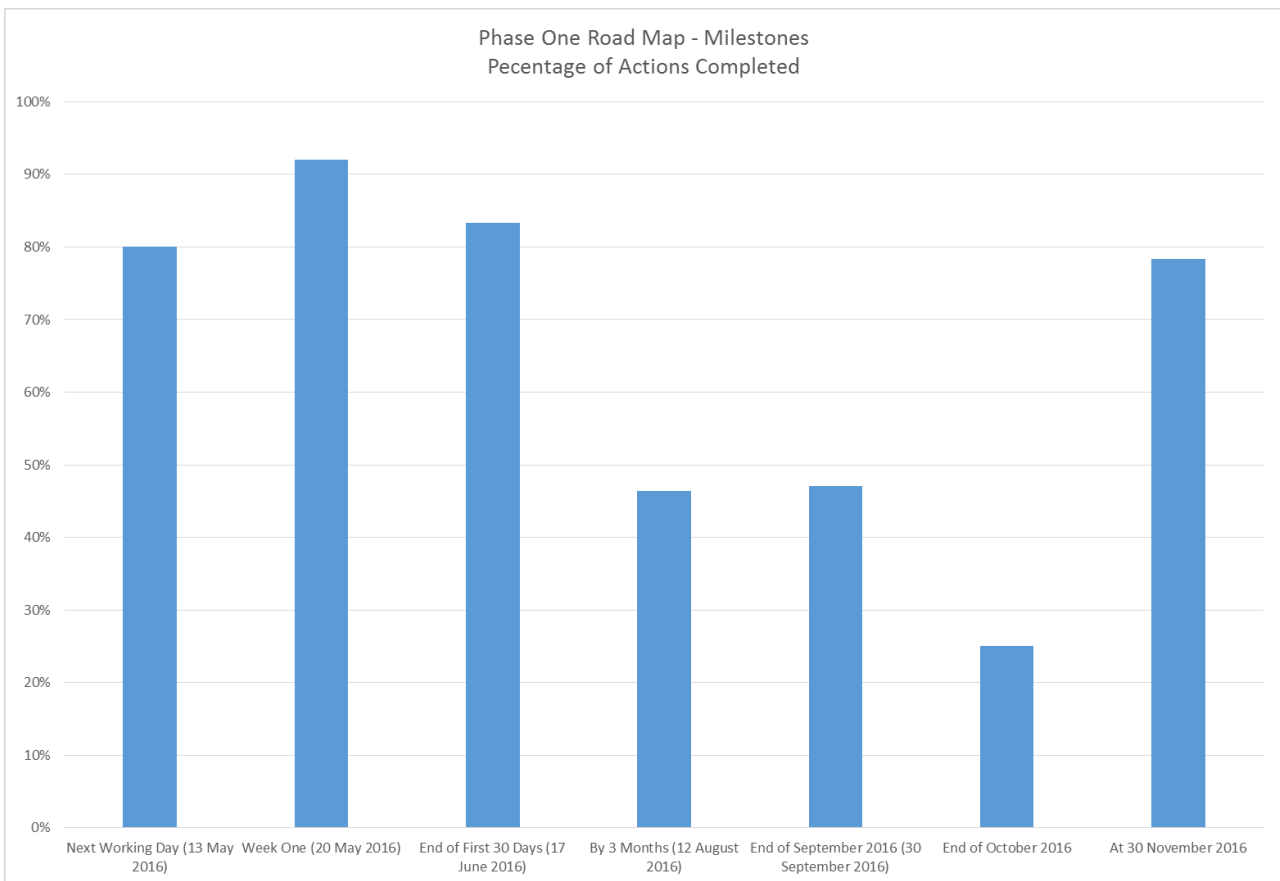
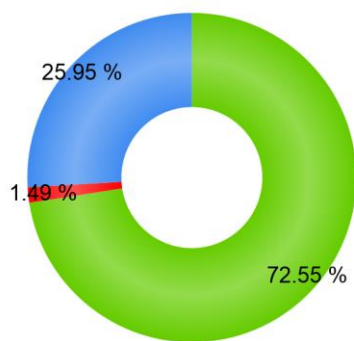
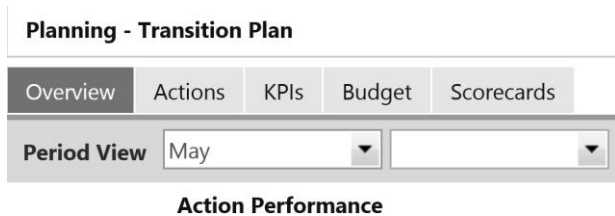


Diagram 1: Percentage of actions complete by milestone



Monitor On Track Off Track No Targets Set

Diagram 2: CAMMS Global Collaboration tool – Transition Plan Action Performance

*Note, the blue items did not have targets set as they are actions that are included in the transition plan but were completed before it was adopted in June 2016. The red items are those that are recorded as being overdue and the green items are being progressed and are on track.

The off track items are:

- 7.1.2.1 *Identify and commence priority due diligence activities, such as reviewing contracts*
- 7.1.2.3 *Develop, adopt and implement a new, consolidated water business plan.*
- 7.1.2.12 *Identify and document all contracts to which the former councils were a party or which relate to them. This should include government contracts and funding agreements. It should also include construction, Suppliers, sales, agency, insurance, consultant, contractor, employment and other contracts.*
- 7.3.1.8 *Deliver the program to establish the new payroll system.*

Transition Plan Uncompleted Action Status

The transition plan actions that have not been completed (as at 30 November 2016) are listed in Table 2 below:

Due Date as Per DPC Road Map	In progress	Not started
Next Working Day (13 May 2016)	7.1.3.1 Determine a consistent way of answering telephone calls across the new council and communicate this to staff.	Nil
End of Week One (20 May 2016)	7.1.2.1 Identify and commence priority due diligence activities, such as reviewing contracts 7.3.1.9 Identify process and timing for moving to new salary structure.	7.1.2.12 Identify and document all contracts to which the former councils were a party or which relate to them. This should include government contracts and funding agreements. It should also include construction, Suppliers, sales, agency, insurance, consultant, contractor, employment and other contracts. 7.1.2.18 Review all legal documentation to assess the guarantee value, purpose and conditions. 7.1.2.19 Advise the institution providing the guarantee that the new council has been proclaimed. 7.1.2.20 Confirm that the guarantee has been transferred to the new council under the proclamation. 7.1.2.3 Develop, adopt and implement a new, consolidated water business plan. 7.3.1.36 Document any bank guarantees or securities held by a former council as an alternative to providing a bond or deposit.
End of First 30 Days (17 June 2016)	7.1.2.3 For each of the former councils, document the location, purpose, policy and procedures of stores. 7.3.1.3 Develop, adopt and implement new, consolidated Asset Management Policy. 7.3.1.4 Develop, adopt and implement a new,	7.1.1.24 Hold a joint meeting of the internal audit committees of the former councils and new council. 7.1.2.20 Determine the manner in which the new council will execute documents and ensure this is formally determined,

Due Date as Per DPC Road Map	In progress	Not started
	consolidated Asset Management Strategy.	<p>communicated and adhered to.</p> <p>7.1.2.6 For each former council, review the grant register and note milestones and reporting conditions attached to the grants.</p> <p>7.1.2.7 Contact grant providers to advise them the new council has been proclaimed and discuss whether this has any impact on the funding.</p> <p>7.1.2.8 For each former council, review grant programs and identify the policies, types of grants, target groups, levels of funding and the assessment process.</p>
<p>By 3 Months (12 August 2016)</p>	<p>7.1.1.18 Develop and implement a comprehensive induction program for new Councillors including required training.</p> <p>7.1.1.4 Undertake necessary statutory requirements in respect of engaging Electoral Commission and undertake required tasks as necessary</p> <p>7.1.2.4 Develop, adopt and implement a new, consolidated Enterprise Risk Management Policy.</p> <p>7.3.1.32 For each former council, document the reserve:</p> <ul style="list-style-type: none"> • type and purpose • balance and any recent transfers • how the funds were raised. <p>7.3.1.33 Assess whether reserves are adequate to cover the liabilities they are held to offset (e.g. bonds and deposits, employee leave entitlements) or any other intended purpose for the funds.</p> <p>7.3.1.35 Determine any action that needs to be undertaken to protect the integrity of the reserves, including appropriate record keeping.</p>	<p>7.1.1.23 Appoint an internal audit committee for the new council.</p> <p>7.1.1.25 Prepare statutory documentation for consideration and adoption by Audit Committee.</p> <p>7.1.2.11 Contracts with some advisors to the former councils may need to be terminated</p> <p>7.1.3.4 Develop, test and deliver a harmonised system for managing customer requests and complaints.</p> <p>7.3.1.11 Assess the defined benefit superannuation plans that all former councils contributed to on behalf of employees, including the:</p> <ul style="list-style-type: none"> • share of any deficit in the scheme • contributions • number of staff in the scheme. <p>7.3.1.12 Seek advice from superannuation funds about transfer of staff to the new council.</p> <p>7.3.1.8 Develop, test and deliver harmonised financial management and reporting systems.</p> <p>7.3.1.9 For each of the former councils, document the way in which:</p> <ul style="list-style-type: none"> • staff have typically been consulted broadly and on human resources, workplace and industrial matters • representation on the Consultative Committee has worked. <p>7.4.1.1 Communicate effectively with Staff, communities and partners</p>
<p>End of September 2016 (30 September)</p>	<p>6.2.1.1 Develop a staged program in the Implementation Plan to consolidate local regulations.</p>	<p>7.1.2.2 Develop a program in the Implementation Plan to consolidate insurances.</p>

Due Date as Per DPC Road Map	In progress	Not started
2016)	<p>7.1.1.19 Include planning for the local government elections in the Implementation Plan.</p> <p>7.3.1.7 Include actions in the Implementation Plan to:</p> <ul style="list-style-type: none"> • decide how payroll will be run • plan for a consolidated payroll system • develop and test the new system • implement the new system. 	<p>7.1.2.4 Develop a program in the Implementation Plan to harmonise record systems.</p> <p>7.1.2.6 Incorporate the statement of local benefits into the Implementation Plan</p> <p>7.3.1.3 Develop a staged and prioritised program in the Implementation Plan to consolidate financial policies, procedures and forms.</p> <p>7.3.1.7 Develop a program in the Implementation Plan to harmonise financial management and reporting systems.</p> <p>7.3.1.8 Deliver the program to establish the new payroll system.</p>
End of October 2016	Nil	<p>7.1.2.21 For all former councils, prepare a register of all bonds, deposits and retentions.</p> <p>7.1.2.22 Undertake an assurance process to check the register against supporting documentation.</p> <p>7.1.2.23 Review the funding held in reserve to offset these liabilities, as this may need to be adjusted as part of the consolidation of all reserve funds.</p>
End of December 2016	<p>7.3.1.38 Review the employee leave entitlements liability of the former councils and assess the size of the liability and any corresponding reserve fund.</p> <p>7.1.2.2 Prepare a style guide for the new Council</p> <p>7.3.1.39 Ensure audited financial reports for the former councils are prepared for the period from 1 July 2015 until the date of establishment of the new council</p> <p>7.4.1.3 Prepare a draft community strategic plan for consideration of the new council</p>	<p>7.1.2.16 Document the balance and transactions of all trust funds.</p> <p>7.1.2.3 Deliver the program to consolidate insurances.</p> <p>7.4.1.7 Include the statement of local benefits, prepared with community input, in the Implementation Plan.</p>
End of September 2017	<p>7.1.3.3 Develop a program in the Implementation Plan to harmonise customer request and complaint systems.</p> <p>7.3.1.1 Complete analysis and modelling to support preparation of the new resourcing strategy (Asset Management Strategy)</p> <p>7.3.1.17 Deliver the prioritised program in the finance related sub-Transition Plan.</p> <p>7.1.2.4 Put in place any interim arrangements needed to consistently manage priority policies and procedures. Review and update</p>	<p>7.3.1.2 Review continuous improvement programs in the asset management strategies of the former councils and decide whether to proceed with planned actions.</p> <p>7.4.1.4 Prepare the draft operational plan 2017-18, including integrated budget, with community input .</p> <p>6.1.2.1 Develop, adopt and implement a new, consolidated sewerage business plan.</p> <p>6.1.2.2 Develop, adopt and implement a new, consolidated water business plan.</p>

Due Date as Per DPC Road Map	In progress	Not started
	<p>arrangements throughout Phase 1.</p> <p>7.1.3.2 Put in place any interim arrangements needed to consistently manage customer requests and complaints across the new council. Review and update arrangements throughout Phase 1</p> <p>7.3.1.41 Give consideration to potential rating structures post 4 year rate freeze</p> <p>7.1.1.29 Hold at least monthly meetings of each LRC and the IAG</p> <p>7.1.2.3 Potential policy areas to focus on include:</p> <ul style="list-style-type: none"> • tendering and procurement of goods and services • Investment Policy • Borrowing Policy • asset accounting policies including capitalisations thresholds, depreciation methods and disposal policies • payment <p>7.3.1.2 Complete analysis and modelling to support preparation of the new resourcing strategy. (Workforce Plans)</p> <p>7.1.2.2 Undertake a thorough review of the Implementation Plan to focus on the second year of the council</p>	<p>6.2.1.2 Bring together the Local Environmental Plans administratively into a single document.</p> <p>6.2.1.3 Deliver the program to fully consolidate Local Environmental Plans.</p> <p>7.3.1.1 Develop and implement consolidated WHS requirements as part of the human resources related sub-Transition plan.</p> <p>7.3.1.16 Open new bank accounts and make other changes to banking arrangements, including investments, loans and payroll issues.</p> <p>7.3.1.5 Develop and implement a consolidated human resources related sub-Transition plan inclusive of workforce planning related requirements</p> <p>7.4.1.5 Adopt the operational plan 2017-18, including integrated budget.</p> <p>7.1.3.1 Organise for telephone numbers to appear in and digital versions of the White Pages, noting the due dates for print version listings.</p> <p>7.3.1.4 Deliver the program to consolidate financial policies, procedures and forms.</p> <p>7.1.2.3 Review and update arrangements as needed throughout Phase 1.</p> <p>7.1.2.6 Deliver the program to consolidate local regulations.</p> <p>7.4.1.4 Continue to deliver community engagement activities</p> <p>7.1.2.3 Review and update arrangements throughout Phase 1.</p> <p>7.3.1.14 Complete analysis and modelling to support preparation of the new resourcing strategy. (Long term financial plan)</p> <p>7.3.1.5 Develop, adopt and implement a harmonised Asset Management Plan.</p> <p>7.4.1.4 Prepare and adopt a statement of vision and priorities, with community input</p> <p>7.1.2.2 Develop a staged program in the Implementation Plan to fully consolidate Local Environmental Plans.</p>
<p>End of December 2017</p>	<p>7.3.1.1 Redefining new service levels, delivery methods and supporting structures</p> <p>7.4.1.3 Monitor, review and adapt the plan as needed. (Community and engagement plan - community)</p>	<p>7.3.1.40 Ensure the audited financial report for the new councils is prepared for the period from the date of establishment of the new council to 30 June 2017.</p> <p>7.1.1.28 Continue to maintain registers of political donation disclosures.</p>

Due Date as Per DPC Road Map	In progress	Not started
	7.4.1.5 Continue to deliver the Implementation Plan and monitor and report progress.	7.1.2.5 Develop, test and deliver a harmonised system for managing records. 7.3.1.6 Maintain the integrity of records of employment conditions.

Table 2: Department of Premier & Cabinet (DPC) Road Map Due Dates and Actions - In Progress or Not Started as at 30 November 2016

Moving Towards Implementation

This report seeks an amendment to the due dates in order to utilise the CAMMS management tool to complete the outstanding actions by the most appropriate staff member, within a realistic timeframe. There is a total of 90 items due for completion. Of these, 51 actions were due to be completed during 2016. These actions have been reviewed and this report seeks to request amendments for some of these action due dates. The requests are detailed in the attachment to this report.

MAJOR PROJECTS COMPLETED

Service Review

Specific actions in the adopted Snowy Monaro Regional Transition Plan relating to the service review include:

- 7.3.1.1. *Redefining new service levels, delivery methods and supporting structures*
- 7.3.1.3 *Document service levels and plan a process for service level review, as part of the Implementation Plan.*
- 7.3.1.4 *Prepare a report on the outcomes of the service review and associated recommendations*

On 30 November 2016 Council resolved the following:

COUNCIL RESOLUTION	226/16
That Council A. Receive and note the report on the service review project B. Adopt the recommendations from the Service Review Report	
Approved by Administrator Lynch	

The recommendations of the service review report are as follows:

5 RECOMMENDATIONS

The following are key recommendations based on the baseline service review process completed to date:

- 1) Prioritise an in-depth service review and mapping of Roads Operations to be performed internally with an expected completion date of May 2017. This review would be used to inform community consultation on the level of service to be provided. Significant factors impacting recommendation:
 - Cost of service to the Council
 - Core service of Council
 - Size of the work force serving the function (will affect a large portion of the outdoor staff)
 - Importance to the community
 - Complexity of the function
 - Identified areas of improvement
 - Alternative service delivery options
 - Will impact other functions such as plant and fleet operations, and procurement
 - 2) Prioritise an in-depth service review of Waste and Landfill Management services to be performed by an external consultant in conjunction with a Strategic Waste Management Plan. This would also inform harmonised fees and charges. Significant factors impacting recommendation:
 - Core service of Council
 - Significant potential for service harmonisation
 - Importance to the community
 - Some improvement actions may be easy to implement following a review
 - Will impact other functions such as plant operations and procurement
 - 3) Prioritise an in-depth service review of Water and Sewer services to be performed by an external consultant. This would also inform harmonised fees and charges. Significant factors impacting recommendation:
 - Core service of Council
 - Significant potential for service harmonisation
 - Importance to the community
 - 4) Prioritise the review of the remaining top 10 service areas as outlined in section 6.4.
 - 5) Assess the remaining services based on the determined prioritisation categories as outlined in section 6.2. Where relevant or most appropriate, consider the use of external parties. All remaining services would be expected to be completed by May 2019.
 - 6) Utilise current strategic review engagements for Assets and Information Technology to influence services and structure for those services.
-

To date, Council has completed a baseline service review which has enabled the organisation to document the current services delivered by each of the former Council areas. This has further resulted in actions recommended to be undertaken that will align the services as well as improve them going forward; this was identified through a SWOT analysis.

From the baseline review, recommendations on the next steps of the process have been identified. Progressing this project will be achieved through documenting the recommendations of the report within the Implementation Plan and allocating responsibility to council officers for delivery.

Organisation Structure

The Snowy Monaro Regional Council Transition Plan sets out the actions required to ensure a successful merger. Adopting a permanent structure that facilitates service delivery to our community across the region is a key project of the plan.

Specific actions in the adopted Snowy Monaro Regional Transition Plan relating to the organisational structure include:

- 7.1.2.15. *Adopt an organisational structure, including consultation with Consultative Committee.*
- 7.3.1.1. *Redefining new service levels, delivery methods and supporting structures*

On 25 November 2016 the Administrator approved a functional structure for consultation with Unions and Staff, this commenced on Monday 28 November 2016 and additional time above the legally required 28 days was allocated to take into account the shutdown period of Council over the holiday period. A formal request via the Consultative Committee was received to further extend the due date by one week and has also been approved by the General Manager. Submissions will be accepted up until close of business, Friday 13 January 2017.

Between 28 November and 14 December 2016 we have received 25 submissions from staff both directly and through the Consultative Committee Chairperson.

The proposed functional structure impacts on tiers two and three of the organisational hierarchy, with an impact on approximately 40 staff across the former three councils into 16 positions that would make up the executive (Directors) and senior staff (Group Managers). An external recruitment agency will be engaged to implement the advertising, recruitment and selection of applicants into these positions.

The timing for implementing a permanent structure is planned as follows:



Proposed Stages of Organisational Structure Project

Task	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017
Organisational structure project planning	Light Blue							
Preparation of key documents (includes capability framework and job design)	Light Blue	Light Blue	Light Blue					
Consult on functional structure	Light Blue	Light Blue	Light Blue					
Service review outcomes inform structure options	Dark Blue	Dark Blue	Dark Blue	Dark Blue				
Develop new salary system and link to structure	Dark Blue	Dark Blue	Dark Blue					
Consider functional structure resource options	Light Blue	Light Blue	Light Blue					
Phase 1 - Recruitment and Appointment – Directors			Light Blue	Light Blue				
Phase 2 - Recruitment and Appointment – Group Managers					Light Blue	Light Blue		
Phase 2 - Lateral transfers into permanent structure				Dark Blue	Dark Blue	Dark Blue		
Redeployment of staff					Dark Blue	Dark Blue	Dark Blue	Dark Blue
Workforce plan	Light Blue	Light Blue	Light Blue	Light Blue				

Document Owner: Director Special Projects
17 November 2016

Asset Audit

The asset audit reviewed the asset maturity assessment of each of the former councils separately and then performed a hypothetical assessment for the new Council. The assessment methodology is based on achieving consistent and repeatable results and were based on following categories of asset management:

- Asset Knowledge – Data
- Asset Knowledge – Processes
- Strategic Asset Planning Processes
- Operations and Maintenance Work Practices
- Information Systems
- Organisational Context

A gap analysis of the assessment results found by the external organisation is included in the report.

On 30 November 2016 Council resolved the following:

COUNCIL RESOLUTION

220/16

That Council receive and note the Final Report - Asset Management Assessment of Snowy Monaro Regional Council, November 2016

Approved by Administrator Lynch

The recommendations of the Asset Management Assessment report are as follows:



8 Recommendations and Next Steps

Based on the onsite workshop, our review of former council's related documents and our understanding of practices and processes, we consider the following steps should be considered in the next iteration of Snowy Monaro Regional Council's Improvement Plan (*Further development of Asset Management Service Review in RevuMap*).

Action	Priority
Revise, align and formalise asset management policy and strategy specific to the needs and goals of the new council.	1
Adopt a goal of being at <i>Core</i> level of asset management by 2018. Measure performance by undertaking a follow up Asset Maturity Assessment in 2018.	1
Review and adopt <i>one</i> information system for implementation council wide.	1
Have the Asset Strategy Steering Group reformed and embed the asset management roles and responsibilities for all asset classes across the organisation.	1
Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	1
Conduct training sessions for staff on Asset Management knowledge, legislation and obligations.	1
Integrate SWOT analysis critical actions with asset management responsibilities amongst staff.	1
Integrate former councils' Asset Management Plans into one and create a comprehensive asset management improvement plan for each asset class.	1
Assess asset criticality and introduce mitigation plans to reduce the risk of critical asset service failure.	1
Formalise and combine asset hierarchy across all asset classes including guidelines and processes.	1
Formalise asset register in financial system to determine refinements required to align asset information with financial records.	1
Prepare levels of service criteria for asset provision and quality that are linked to the community strategy goals.	1
Create links between asset and operational strategy by developing service level agreements that are driven by organisational strategy.	2
Report six monthly to the senior management team on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans.	2
Ongoing revaluations and actual condition assessments based on capacity and performance, valuation methodology and assumptions must be fully documented.	2
Move from annual budgeting to long term financial planning.	2
Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	2
Develop Long Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	2
Revise Asset Management Plans to include refined level of service statements and improvement plan. Include expenditure forecast profiles in AMPs.	2
Review Asset Management Plans covering at least ten years for all major asset classes.	2
Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	2

Council's Asset Manager has been seconded to the Special Projects Office to implement the recommendations of the report.

Information, Communications and Technology Resourcing Review

In August 2016, iPlatinum were engaged to undertake a review of the IT support and services to support the business processes and future direction of the new Council. The review followed the assessment protocol supported by the ISO 38500 Governance of IT standard and measured conformance to the principles in the current environment. The focus of the review was the current governance of IT for each of the previous councils and identify the structure, processes and resources required for the future success of the new council.

On 30 November 2016 Council resolved the following:

COUNCIL RESOLUTION	221/16
That Council	
A. Receive and note the IT Resourcing Review – Final Report prepared by iPlatinum	
B. The recommendations from the final report be considered for inclusion in the SMRC Implementation Plan.	
Approved by Administrator Lynch	

The recommendations of the IT Resourcing Review are as follows:

CONCLUSION

The assignment concludes that in order to support the future vision and strategies of the united Council there needs to be an understanding of future requirements, in all or part of the new entity. This will require:

- Creation of an ICT strategic plan which provides a snapshot of current activities, future directions and next actions required
- Creation of an ICT PMO, that coordinates all ICT activity with the ET, providing the opportunity to implement a system that can support and grow with the transformation
The PMO will provide a common set of processes and procedures to be applied across all business projects as well as a common reporting structure that will facilitate presentation of progress and

results of all projects to the Executive Team.
The PMO will also be responsible for reviewing all acquisition requests, including Business Projects, and their assessment against the Business Strategy for consideration by the Executive Team.

- Establish a BAU environment, that proactively enables and supports all business units.
Consideration should be given to implementing a single issue capture and reporting system that is capable of expansion for use in managing requests from outside of Council when self-access systems are made available.
-

Community Satisfaction Survey

Department of Premier and Cabinet partnered with Councils across NSW to undertake a customer satisfaction survey. JWS Research undertook the telephone survey during September 2016. The questionnaire asked about council performance across multiple service areas and the level of importance to the resident about that service. The results have been received and Council will be reviewing the outcomes. Consideration of the results will inform many of the implementation plan projects, including service review/s, community engagement and integrated planning and reporting.

Utilising the outcomes of the survey will influence future strategies to focus on service areas and operations that the community see as a priority.

Vision, Values and Culture

The Special Projects Office identified a critical operational risk in the transition plan that "Council does not achieve shared values, norms and expectations across the organisation". Preparation of an expression of interest for an external facilitator was prepared and a recommendation made to the Administrator to appoint Anna Marshall of People Mastery to work with council staff to workshop the vision, values and culture of the new organisation. The purpose of this project is to influence day-to-day behaviours that support a shared vision that will enable us to achieve the Council's long term strategies. The approval to proceed was granted on Monday 5 September 2016.

The following workshops have been facilitated by People Mastery

- 6 members of the Executive Team, 14 October 2016
- 18 members of the management group, 10 November 2016
- 18 frontline employees, 24 November 2016

The outcomes from this project will provide a strong framework for the leadership team that will inform future decisions in achieving our vision.

On Monday 5 December, the Executive Team again met with Anna Marshall to consider the outcomes of the workshops with managers and employees. From this a council vision and supporting values was developed. A workshop is planned to work through the vision and values with the Administrator and Local Representative Committees on 21 December 2016.

An implementation plan is being prepared which will be issued to council in the New Year. The project has provided the opportunity for the organisation to reflect and document our vision and commence a process that will embed the values, norms and expectations to develop a strong and positive organisational culture.

There has been a lot of positive feedback received by the General Manager and Director Special Projects Office regarding this project and in particular Ms Anna Marshall, People Mastery.

BENEFITS DELIVERED TO DATE

Community Benefits

Some of the benefits achieved in this first phase are:

- 1300 After hours Call Centre providing 24/7 customer service
- One central website to access Council information
- Some residents experience a decrease in travelling time to lodge documents
- Access to a complementary workforce with specialist skills
- Expansion of tourism strategies across the region
- Business networks supported and encouraged

Financial Benefits

Workers Compensation Premium	25,000.00
Mayor vehicle	8,112.00
South East Arts Membership	2,000.00
Insurance savings	135,000.00
LGNSW Membership Fee	73,000.00
Reduction in Councillors expenses - to September 2017	230,000.00
Deputy General Manager redundancies	136,000.00
Total	609,112.00

Stronger Community Fund

The purpose of the Stronger Community Fund is as follows:

HOW THE STRONGER COMMUNITIES FUND CAN BE SPENT?

New councils are to consult with their community to allocate and deliver the Stronger Communities Fund through two programs:

- | | |
|--|--|
| <p>1 Community grant program, allocating up to \$1 million in grants of up to \$50,000 to incorporated not-for-profit community groups, for projects that build more vibrant, sustainable and inclusive local communities.</p> <p>2 Major projects program, allocating all remaining funding to larger scale priority infrastructure and services projects that deliver long term economic and social benefits to communities.</p> | <p>Following consultation with the community, councils are able to increase the funding delivered through the community grants program by allocating funds from the major projects program. This can enable additional rounds of the community grants program to be run in subsequent years.</p> <p>Any surplus funds from the separate New Council Implementation Fund can be invested through the Stronger Communities Fund in either program.</p> |
|--|--|

CRITERIA FOR SELECTING PROJECTS

Councils will be required to ensure that the community and local stakeholders are adequately consulted and provided with the opportunity to put forward ideas for funding.

COMMUNITY GRANTS PROGRAM CRITERIA

Councils are to provide grants to incorporated not-for-profit community groups for projects identified and assessed using an open call for applications.

To be successful for funding, community projects must meet the following criteria:

- deliver social, cultural, economic or environmental benefits to local communities
- address an identified community priority
- be well defined with a clear budget
- demonstrate that any ongoing or recurrent costs of the project can be met by the community group once grant funding has been expended
- the organisation must demonstrate the capacity to manage funds and deliver the project.

MAJOR PROJECTS PROGRAM CRITERIA

Councils are to fund projects that deliver new or improved infrastructure or services to the community.

Projects that are prioritised for funding must meet the following criteria:

- have been through a community consultation process
- demonstrate social and/or economic benefits to the community
- consider issues of sustainability and equity across the broader community
- demonstrate project feasibility and value for money, including full lifecycle costs;
- did not have funds allocated by the former councils
- give consideration to the processes and procedures outlined in the capital expenditure review guidelines issued by the Office of Local Government.

Councils Grant Officer coordinated Phase 1 of the Snowy Monaro Community Grants in July 2016. The Assessment Panel met on 29 September 2016 and 28 projects were funded to a total value of \$663,437. A second round of grants was opened on 10 November 2016 with a closing date of 15 December 2016.

Deputy Director Service Delivery has been managing the coordination of Major Projects. Meetings have been held with the Joint Local Representative Committee on 30 November 2016 and the

Assessment Panel on Tuesday 13 December 2016. It is planned that following agreement of the major projects to be considered for funding, community engagement will occur through the three Local Representative Committees during January 2017. Following consultation, Assessment Panel will discuss the nominated projects and allocation of funding in February 2017. Council will present a final report to the panel in March and it is expected that the allocation of funds to the major projects will be adopted by council in April 2017. We acknowledge and thank the asset managers who have assisted with preparation of key documents for this project.

Implementation Fund

The purpose of the implementation fund is as follows:

Purpose of the Fund

The NSW Government has announced the creation of new, stronger councils across the State to work harder for residents and deliver better services and community facilities.

The creation of new councils will free up funds that can be invested in new infrastructure, better services or lower rates. The New Council Implementation Fund has been established by the NSW Government to cover the up-front costs of implementing the new council, enabling councils to invest savings directly into community benefits at the earliest opportunity.

Each new council will be provided with up to \$10 million following their commencement.

Purpose of these Guidelines

These Guidelines have been developed to assist councils to understand their responsibilities in relation to the New Council Implementation Fund.

Councils are responsible for making decisions on the allocation of funds to specific activities, consistent with these Guidelines.

In addition to these Guidelines, the NSW Government has provided resource materials that support councils during the implementation phase of the new council. These are available on the council portal at strongercouncils.nsw.gov.au.

Available funding

Funding of \$10 million is provided to a new council formed in metropolitan Sydney or the Central Coast.

Funding of \$5 million is provided to a new council formed in regional NSW.

Different funding rates recognise the higher cost to implement larger councils.

Any unspent or uncommitted New Council Implementation funds can be incorporated into the council's Stronger Communities Fund, providing additional funds to invest in improved community infrastructure and services.

How the New Council Implementation Fund can be spent?

The New Council Implementation Fund will assist councils to cover the up-front costs of implementing the new council. These costs will vary from council to council and it will be up to each council to identify and prioritise the activities for funding.

The following are examples of activities eligible for funding from the New Council Implementation Fund:

- the provision of expert implementation advice, either from a panel of providers established by DPC, or procured locally
- integrating systems to support the operation of the new council
- redundancy payments for staff
- signage for the new council
- development and release of the website for the new council
- change management programs or staff to support implementation
- Councils may also use the NCIF to contribute to the cost of system upgrades.

Snowy Monaro Regional Council was provided with \$5M for merger costs. The transition plan indicated a requirement of at least \$6M for the transition to one organisation, and a revised budget indicates an estimated budget of \$6.8M. The economic section of this report provides budget and spend of the implementation fund.

NEXT STEPS

Top Three Priorities for the Next Quarter (January-March 2017)

The end of the 2016 has seen completion of major projects and a change management program focussed mainly on internal operations. The Executive Team have identified the following priorities:

- Community engagement
- Supporting Local Representative Committees
- Staff engagement and communication
- System integration
- Governance frameworks
- Finalising a permanent organisation structure
- Positive cultural blend that supports our vision and values

The Special Projects Office will be supporting this direction through:

- Development and implementation of a community engagement strategy
- Refining the implementation plan
- Providing support to prepare, monitor and review internal projects related to the implementation plan
- Completing the salary harmonisation project that supports the permanent structure
- Commence extensive service reviews for key priority areas
- Workforce modelling that supports outcomes of the baseline service reviews
- Commence implementation of vision, values and culture plan with all staff

Measuring Success

On 15 July 2016 a workshop was hosted by the Department of Premier and Cabinet (DPC) to explore what a modern council will look like (see the background of this report for further details). The framework articulates the end game - what is a stronger council, what are its characteristics, what are the indicators that will demonstrate that these characteristics are being achieved.

There are four (4) proposed measures that apply to all councils:

- **Savings and efficiency**
 - Net financial savings (NPV) of \$XXXX over 10 years included in Council's financial forecasts
 - Net financial benefit of \$XXXX achieved by September 2017 (this is the net cost of implementation after applying the New Council Implementation Funds)
 - **Infrastructure**
 - 5 year Costed capital renewal works program adopted by March 2017
 - **Community satisfaction**
 - % of the community satisfied with Council's overall performance
 - **Staff culture**
 - % of the staff who feel the organisation has a positive future and are committed to its success
-

In addition to these common measures, Snowy Monaro Regional Council is required to identify a number of additional measures specific to our organisation and community. Following consultation with the Administrator, General Manager and the Executive Team, the following measures have been proposed:

- N% Stronger Community fund major projects identified and estimated
- N% of services available online
- N% increase in website traffic
- N% community meetings use video conferencing
- N% satisfaction with Council's customer service
- Increased number of partnerships with community organisations
- N% of community funding accessed

The measures are expected to be finalised January 2017.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The transition plan is a comprehensive approach to ensuring and documenting the key actions required to meet the 10 key results of council mergers. The supporting communication plan provides key activities that will enable us to continue engagement internally and externally with stakeholders.

The identified implementation plan actions will enable council to achieve the long term goal of better, stronger more efficient local government.

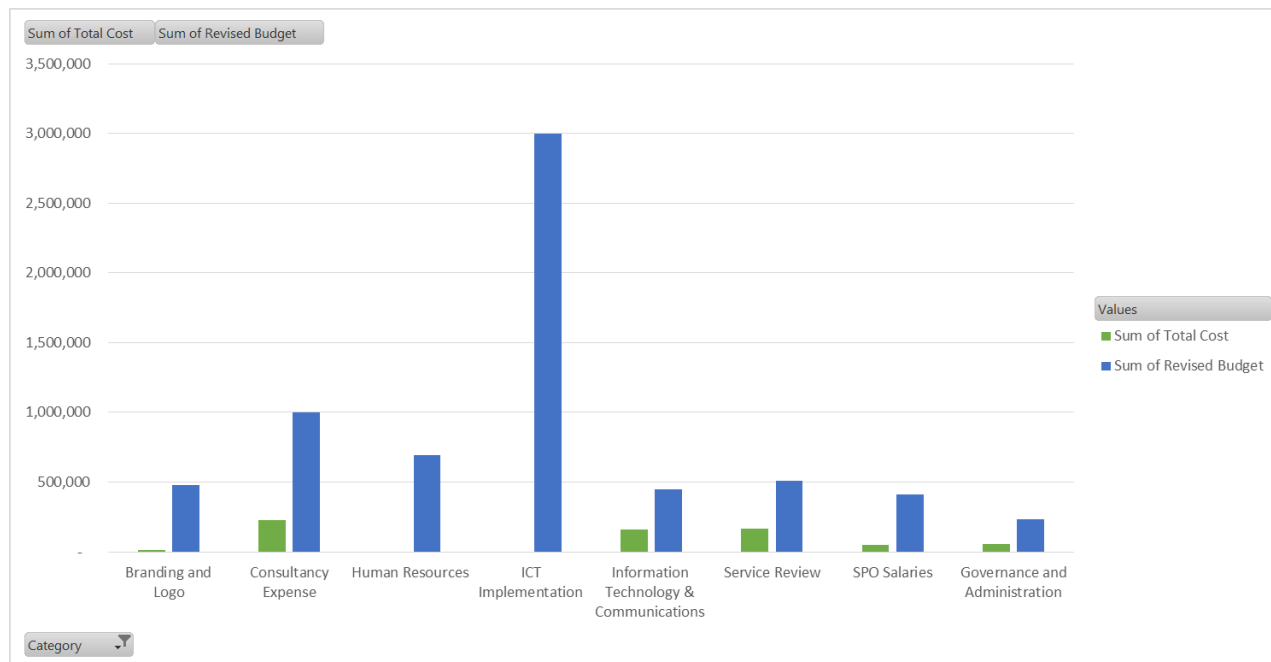
2. Environmental

There is no negative impact on the environment by accepting the recommendations of this report. It is noted that sustainability will be a focus when considering continuous improvement opportunities, particularly through service planning, delivery and support when transforming the Council.

It is anticipated that through the merging of the three former Councils, management of the environment will be improved. These benefits are expected to be realised as the organisation harmonises policies, service models and practices, transforming the way in which services are delivered with environmental sustainability a priority of the Council.

3. Economic

The funding of these milestones contained in the implementation project is undertaken within the New Council Implementation Fund.



	Estimated savings DPC & KPMG Phase 1 FY16-SEP 2017	Estimated savings DPC & KPMG FY16-FY21	Ten Year LTFP (FY18-FY27)	Twenty year estimate DPC & KPMG (FY16-FY35)	Actual savings achieved to 20/11/2016 NPV FY16-FY20
Net savings on back office efficiencies (\$m, NPV)	0.6	4.7	10.3	16.2	0.60
Net savings on materials and contracts (\$m, NPV)	0.0	0.5	1.4	2.1	
Net savings on councillor remuneration (\$m, NPV)	0.0	(0.1)	(0.1)	(0.2)	0.23
Total net savings (\$m, NPV)	0.6	5.1	11.6	18.1	0.83
Net cost of ICT consolidation (\$m, NPV)	2.7	3.2	1.1	3.2	0.16
Net cost of back office savings and efficiencies (\$m, NPV)	0.8	0.9	0.3	0.9	
Net cost of merger transition (\$m, NPV)	1.1	1.2	0.2	1.2	0.78
Total net costs (\$m, NPV)	4.6	5.3	1.6	5.3	0.94
Net financial savings (\$m, NPV)	(4.0)	(0.2)	10.0	12.8	(0.11)
New Council Implementation Fund (\$m, NPV)	5.0	5.0	0.0	5.0	5.0
Net position of amalgamation (\$m, NPV)	1.0	4.8	10.0	17.8	4.9
Stronger Communities Fund (\$m, NPV)	15.0	15.0	0.0	15.0	15.0
Overall net financial benefit of reform (\$m, NPV)	16.0	19.8	10.0	32.8	19.9

4. Civic Leadership

This report seeks to provide confidence to the community that council is ensuring a continuous improvement culture that seeks to make the most of the opportunity presented by Local Government Reform. Much has been achieved in the last eight months and there is momentum to continue realising benefits and results for our community.

Major Projects

For any major projects where the service delivery has been partnered between Special Projects Office and an external consultant has resulted in a final report with recommendations. Each of these reports have been presented to council individually.

Risk Management

The Transition Plan identified three key strategic risks:

- Funding is not adequate for a successful merger
- Merged Council does not meet the communities expectation
- The merged Council cannot meet the benchmarks for a Fit for the Future Council

The following operational risks have also been identified:

- Organisational structure does not meet Council needs/ or results in under performance and loss of key staff
- Council does not achieve shared values, norms and expectations across the organisation
- Disruption of core services being delivered effectively and efficiently resulting in loss of community confidence
- ICT system does not meet Council needs resulting in the organisation's inability to operate or manage efficiently and in accordance with the needs of its diverse stakeholders
- Records management, systems and processes result in a loss of information that cannot be retrieved and breaches legislative and organisational requirements
- Lack of financial responsibility resulting in uncontrolled spending outside of allocated budgets for delivering planned services and operations
- Misinterpretation or disregard for statutory and legal responsibilities resulting in increased legal proceedings against council

Regular review of the identified risks and controls are undertaken. In addition, all projects approved for implementation include the preparation of a risk assessment in accordance with the enterprise risk framework.

Each month, risks and challenges to the merger project are identified and reported to the Department of Premier and Cabinet (DPC), this report includes mitigation strategies.

Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
6.2.1.1 Develop a staged program in the Implementation Plan to consolidate local regulations.	Workgroups are progressively working to align differing local regulations	30/09/2016 <u>30/06/2017</u>	NA	25	In Progress	Strategic Planning
7.1.1.4 Undertake necessary statutory requirements in respect of engaging Electoral Commission and undertake required tasks as necessary	Work to commence early in the new year to ascertain what needs to happen. The former Councils have all signed agreements with the AEC to run the elections and we need to determine if a new agreement has to be signed in the name of the new Council. Will contact OLG January/February to see what we need to do.	12/08/2016 <u>28/02/2017</u>	ONTRACK	5	In Progress	Corporate Governance
7.1.1.18 Develop and implement a comprehensive induction program for new Councillors including required training.	Discussion has occurred in Governance Working Group - will develop March/April 2017	12/08/2016 <u>30/04/2017</u>	ONTRACK	5	In Progress	Councillor Support Services
7.1.1.19 Include planning for the local government elections in the Implementation Plan.	Discussed at Governance Working Group. All former Council signed contract with AEC to carry out election. Contact to be made with OLG in Jan/Feb to ascertain actions that need to be taken.	30/09/2016 <u>28/02/2017</u>	ONTRACK	5	In Progress	Councillor Support Services
7.1.1.23 Appoint an internal audit committee for the new council.		12/08/2016 <u>23/12/2016</u>	NA	0	Not Started	Corporate Governance
7.1.1.24 Hold a joint meeting of the internal audit committees of the former councils and new council.		17/06/2016 <u>23/12/2016</u>	NA	0	Not Started	Corporate Governance

List of Uncompleted Actions - 2016 Year - Transition Plan
 Extract from CAMMS Global Collaboration Tool - 12/12/2016

Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
7.1.1.25 Prepare statutory documentation for consideration and adoption by Audit Committee.		12/08/2016 <u>31/03/2017</u>	NA	0	Not Started	Corporate Governance
7.1.2.1 Identify and commence priority due diligence activities, such as reviewing contracts		20/05/2016 <u>01/03/2017</u>	OFFTRACK	10	In Progress	Corporate Governance
7.1.2.2 Prepare a style guide for the new Council	One final working group meeting before sending the guide to the Exec Team for adoption. The plan has been developed, put out for staff comment and reviewed post the comments received	23/12/2016	ONTRACK	90	In Progress	Public Relations and Communications
7.1.2.2 Prepare the first iteration of the ICT Plan.	<ul style="list-style-type: none"> • New Snowy Monaro Regional Council website deployed • 1300 345 345 number set up and implemented • @snowymonaro.nsw.gov.au emails set up for all staff • Email signature software rolled out across the 3 sites • Data links upgraded in Cooma and Berridale • New Video conferencing equipment and service set up in Cooma and Bombala • Intranet site template created • Citrix gateway installed in Cooma • Preferred corporate software platform selected 	17/06/2016 <u>31/01/2017</u>	NA	0	Ongoing	Information Communication Technology Services

List of Uncompleted Actions - 2016 Year - Transition Plan
 Extract from CAMMS Global Collaboration Tool - 12/12/2016

Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
	<ul style="list-style-type: none"> • New Desktop roll out Cooma and Berridale. • Introduction of Electronic Timesheets for all Berridale outdoor staff. • Organised NSW LG-IT Special Interest Group Meeting in Thredbo May 2016. • New Technology One applications deployed. • Cooma and Berridale CountryTell Interconnects established. • Berridale Citrix upgrade to Xen Apps. • Introduced unified IT Helpdesk for all computer-based staff in SMRC. <p>Ongoing</p> <ul style="list-style-type: none"> • Installation of Citrix gateway in Bombala office • In/Out board development • Intranet site development • Web site development including shutting down of old sites. • Network re-design and configuration in Cooma. • Re-purposing Jindabyne ClockTower Network equipment to Cooma Office. • New Demo standing desks in Berridale and Jindabyne. • Continuing Technology One configuration and issues resolutions. • Bombala temporary data link (Vertel). 					

List of Uncompleted Actions - 2016 Year - Transition Plan
 Extract from CAMMS Global Collaboration Tool - 12/12/2016

Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
	<ul style="list-style-type: none"> Data Validation Project for Corporate Drive information migration into EDRMS. <p>To commence</p> <ul style="list-style-type: none"> Network strategy (Cloud vs on premise) Telecommunications strategy and subsequent implementation Corporate system consolidation project New business systems deployment (Cloud v on premise) 					
7.1.2.2 Develop a program in the Implementation Plan to consolidate insurances.		30/09/2016 31/03/2017	NA	0	Not Started	Risk Management
7.1.2.3 Develop, adopt and implement a new, consolidated water business plan.		20/05/2016 28/02/2017	OFFTRACK	0	Not Started	Asset Management
7.1.2.3 For each of the former councils, document the location, purpose, policy and procedures of stores.	<p>Berridale Store: 12-14 Basalt Street, Berridale 2628 Cooma Store: 65-69 Polo Flat Road, Cooma 2630 Bombala Store: Wellington Street, Bombala 2632</p> <p>All three stores are predominately for the storage and issue of goods and some tools, including fuel and liquid stock.</p>	17/06/2016 20/12/2016	ONTRACK	50	In Progress	Stores Management

List of Uncompleted Actions - 2016 Year - Transition Plan
 Extract from CAMMS Global Collaboration Tool - 12/12/2016

Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
	Stocktakes are conducted annually, and cyclic check are conducted regularly but stock is not adjusted.					
7.1.2.3 Deliver the program to consolidate insurances.		23/12/2016 <u>01/03/2017</u>	NA	0	Not Started	Risk Management
7.1.2.4 Develop a program in the Implementation Plan to harmonise record systems.		30/09/2016 <u>31/12/2017</u>	NA	0	Not Started	Records Management
7.1.2.4 Develop, adopt and implement a new, consolidated Enterprise Risk Management Policy.	The Enterprise Risk Management Policy has been completed and is currently being reviewed by Executive.	12/08/2016 <u>22/02/2017</u>	ONTRACK	85	In Progress	Risk Management
7.1.2.6 For each former council, review the grant register and note milestones and reporting conditions attached to the grants.		17/06/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.2.6 Incorporate the statement of local benefits into the Implementation Plan		30/09/2016 <u>28/02/2017</u>	NA	0	Not Started	Project Management Office
7.1.2.7 Contact grant providers to advise them the new council has been proclaimed and discuss whether this has any impact on the funding.		17/06/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.2.8 For each former council, review grant programs and identify the policies, types of grants, target groups, levels of funding and the assessment process.		17/06/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services

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Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
7.1.2.11	Contracts with some advisors to the former councils may need to be terminated	12/08/2016 <u>01/03/2017</u>	NA	0	Not Started	Corporate Governance
7.1.2.16	Document the balance and transactions of all trust funds.	30/11/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.2.18	Review all legal documentation to assess the guarantee value, purpose and conditions.	20/05/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.2.19	Advise the institution providing the guarantee that the new council has been proclaimed.	20/05/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.2.20	Confirm that the guarantee has been transferred to the new council under the proclamation.	20/05/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.2.20	Determine the manner in which the new council will execute documents and ensure this is formally determined, communicated and adhered to.	17/06/2016 <u>30/01/2017</u>	NA	0	Not Started	Council Business
7.1.2.21	For all former councils, prepare a register of all bonds, deposits and retentions.	31/10/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.2.22	Undertake an assurance process to check the register against supporting documentation.	31/10/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services

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Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
7.1.2.23 Review the funding held in reserve to offset these liabilities, as this may need to be adjusted as part of the consolidation of all reserve funds.		31/10/2016 <u>01/03/2017</u>	NA	0	Not Started	Financial Services
7.1.3.1 Determine a consistent way of answering telephone calls across the new council and communicate this to staff.	Consistent procedure implemented by CSO directly after Merger. Procedure to be re-communicated to all staff.	15/05/2016 <u>30/01/2017</u>	ONTRACK	90	In Progress	Customer Services
7.1.3.4 Develop, test and deliver a harmonised system for managing customer requests and complaints.	Former Council's continuing with existing systems until Corporate Business System implemented	12/08/2016 <u>31/12/2017</u>	NA	0	Not Started	Customer Services
7.3.1.3 Develop, adopt and implement new, consolidated Asset Management Policy.	Asset Management Policy adopted by Council on 28/9/2016 (Resolution Number 159/16). Document update required once strategic plan is completed	17/06/2016 <u>31/12/2017</u>	NA	50	In Progress	Asset Management
7.3.1.3 Develop a staged and prioritised program in the Implementation Plan to consolidate financial policies, procedures and forms.		30/09/2016 <u>20/12/2016</u>	NA	0	Not Started	Financial Services
7.3.1.4 Develop, adopt and implement a new, consolidated Asset Management Strategy.	Asset Manager seconded to Special Projects Office to undertake this action.	17/06/2016 <u>30/09/2017</u>	NA	5	In Progress	Asset Management
7.3.1.7 Develop a program in the Implementation Plan to harmonise financial management and reporting systems.	Corporate Business System Implementation estimated to commence in early 2017	30/09/2016 <u>31/03/2017</u>	NA	0	Not Started	Financial Services

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Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
7.3.1.7 Include actions in the Implementation Plan to: <ul style="list-style-type: none"> decide how payroll will be run plan for a consolidated payroll system develop and test the new system implement the new system. 	Pay dates harmonised. Planning being done for a consolidated payroll system	<u>30/09/2016</u> <u>31/12/2017</u>	ONTRACK	25	In Progress	Human Resource Management
7.3.1.8 Develop, test and deliver harmonised financial management and reporting systems.		<u>12/08/2016</u> <u>31/12/2017</u>	NA	0	Not Started	Financial Services
7.3.1.8 Deliver the program to establish the new payroll system.		<u>30/09/2016</u> <u>31/12/2017</u>	OFFTRACK	0	Not Started	Human Resource Management
7.3.1.9 For each of the former councils, document the way in which: <ul style="list-style-type: none"> staff have typically been consulted broadly and on human resources, workplace and industrial matters representation on the Consultative Committee has worked. 		<u>12/08/2016</u> <u>30/06/2017</u>	NA	0	Not Started	Human Resource Management
7.3.1.9 Identify process and timing for moving to new salary structure.	CAMMS workforce planning centre to inform salary harmonisation project	<u>20/05/2016</u> <u>30/06/2017</u>	NA	10	In Progress	Project Management Office
7.3.1.11 Assess the defined benefit superannuation plans that all former councils contributed to on behalf of employees, including the: <ul style="list-style-type: none"> share of any deficit in the scheme 		<u>12/08/2016</u> <u>20/12/2016</u>	NA	0	Not Started	Financial Services

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Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile		
	<ul style="list-style-type: none"> contributions number of staff in the scheme. 							
7.3.1.12	Seek advice from superannuation funds about transfer of staff to the new council.	12/08/2016 20/12/2016	NA	0	Not Started	Financial Services		
7.3.1.12	For each former council, document the reserve: <ul style="list-style-type: none"> type and purpose balance and any recent transfers how the funds were raised. 	Balance of Reserves as at 12 May 2016 finalised Balance as at 30 June 2016 to be finalised and collated	12/08/2016	01/03/2017	ONTRACK	95	In Progress	Financial Services
7.3.1.13	Assess whether reserves are adequate to cover the liabilities they are held to offset (e.g. bonds and deposits, employee leave entitlements) or any other intended purpose for the funds.	Recommendations for Internal Reserves to be reported to Administrator	12/08/2016	01/03/2017	ONTRACK	60	In Progress	Financial Services
7.3.1.15	Determine any action that needs to be undertaken to protect the integrity of the reserves, including appropriate record keeping.	Consolidated listing of all Reserves maintained. Reserve balance and movement reported in Financial Statements. Recommendation of Internal Reserves of SMRC to be reported to Administrator	12/08/2016	01/03/2017	ONTRACK	90	In Progress	Financial Services
7.3.1.16	Document any bank guarantees or securities held by a former council as an alternative to providing a bond or deposit.		20/05/2016	01/03/2017	NA	0	Not Started	Financial Services
7.3.1.18	Review the employee leave entitlements liability of the former councils	Analysis undertaken on 2015 Balances.	30/11/2016		ONTRACK	90	In Progress	Financial Services

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Action	Comments	End Date	Progress	Percent Complete	Action Status	Service Profile
and assess the size of the liability and any corresponding reserve fund.	Information based on 2016 Financial Statements in process of being collated					
7.3.1.39 Ensure audited financial reports for the former councils are prepared for the period from 1 July 2015 until the date of establishment of the new council	Financial Statements for all three former Councils are prepared. Awaiting Audit Report for Bombala & Snowy.	23/12/2016	ONTRACK	95	In Progress	Financial Services
7.4.1.1 Communicate effectively with Staff, communities and partners		12/08/2016 30/09/2017	NA	0	Not Started	Community Development
7.4.1.3 Prepare a draft community strategic plan for consideration of the new council	IP&R Working Group has developed time table. ET to Identify Working Groups to deliver various Plans	23/12/2016 30/09/2017	ONTRACK	10	In Progress	Integrated Planning & Reporting
7.4.1.7 Include the statement of local benefits, prepared with community input, in the Implementation Plan.		23/12/2016 31/03/2017	NA	0	Not Started	Project Management Office

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21. CONFIDENTIAL MATTERS

In accordance with Section 10A(2) of the Local Government Act 1993, Council can exclude members of the public from the meeting and go into Closed Session to consider confidential matters, if those matters involve:

- (a) personnel matters concerning particular individuals; or
- (b) the personal hardship of any resident or ratepayer; or
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business; or
- (d) commercial information of a confidential nature that would, if disclosed;
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law; or
- (f) matters affecting the security of the council, councillors, council staff or council property; or
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege or information concerning the nature and location of a place; or
- (h) an item of Aboriginal significance on community land.

and Council considers that the closure of that part of the meeting for the receipt or discussion of the nominated items or information relating thereto is necessary to preserve the relevant confidentiality, privilege or security of such information, and discussion of the material in open session would be contrary to the public interest.

In accordance with Section 10A(4) of the Local Government Act 1993 the Chairperson will invite members of the public to make verbal representations to the Council on whether the meeting should be closed to consider confidential matters.