



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

**Administrator Delegations Meeting
23 September 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.

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

**ON FRIDAY 23 SEPTEMBER 2016
COMMENCING AT 9.00AM**

BUSINESS PAPER

- 1. OPENING OF THE MEETING**
- 2. DECLERATIONS OF PECUNIARY INTEREST/CONFLICTS OF INTEREST**
(Declarations also to be made prior to discussions on each item)
- 3. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE**
Nil
- 4. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND**
 - 4.1 Apprentice Secondment Program 3
- 5. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY**
Nil
- 6. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY**
 - 6.1 2017 Australia Day Celebrations 7
- 7. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE**
Nil
- 8. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE**
Nil
- 9. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION**
 - 9.1 Request for full contribution of cost of re-interment 10
 - 9.2 Changes to Audit and Risk Committee name and charter 16
 - 9.3 Request for Waiver of DA/CC Fees - Construction of Camp Kitchen at Snowy River Holiday Park 28
- 10. CONFIDENTIAL MATTERS**

4.1 APPRENTICE SECONDMENT PROGRAM

Record No:

Responsible Officer:	General Manager
Author:	Acting Executive Assistant
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.8 Council employs a multi-skilled workforce and encourages staff to take ownership of service delivery in a responsible and efficient manner
Operational Plan Action:	OP7.24 Ensure Council attracts, retains and develops a capable workforce that delivers positive outcomes.
Attachments:	1. Email from Snowy Hydro Scott Goddard Learning Development Officer ↓
Cost Centre	
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

Council has been approached by Snowy Hydro regarding a potential Apprentice Secondment Program.

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

OFFICER'S RECOMMENDATION

That Council

- A. Agree to the Apprentice Secondment Program with no financial obligation; and
- B. Regularly review the program to ensure both Snowy Hydro and SMRC are satisfied with the current outcome of the program; and
- C. Ensure the program relates to the current Training Plan of Apprentices.

BACKGROUND

Scott manages the Apprentice Program for Snowy Hydro and is looking at providing apprentices with additional exposure to commercial and industrial workplaces. Scott is in the process of reviewing the Secondment Contract and process to be able to add flexibility in regard to external opportunities.

The end goal is to provide apprentices with as many opportunities to learn other aspects of their apprenticeship (Mechanical to Electrical) to ensure they are competent and effective Tradesman at the end of their Apprenticeships.

It is suggested that Snowy Monaro Regional Council (SMRC) would be a very suitable business for this program. With this Apprentice Secondment Program it would give the opportunity apprentices from SMRC to gain exposure to Snowy Hydro Power Generation.

Currently SMRC employs apprentices in the following area:

- Formwork/Falsework Qualification – Bridge Carpenters
- Apprentice Builder
- Apprentice Mechanic x 2 being Cooma Branch and Berridale Branch
- Apprentice Horticulture in Parks and Gardens area

As well following the departure of the former Bombala General Manager it is intended that the savings in salary be utilised to engage two apprentices being a Mechanic Apprentice and Plumbing Apprentice to be based at the Bombala Depot.

In considering this request it is important the following points relating to this potential apprentices swap need addressing:

- Can be for any period of time as specified by SMRC – Suggest that it be for a minimum period of time or a year of the apprenticeship;
- No financial obligation – Suggest that whilst the apprentice is with SMRC they be paid from payroll or alternatively we each pay for our apprentice whilst engaged in the Secondment;
- Regular review of program to ensure both Snowy Hydro and SMRC are satisfied with the current outcome of the program – Agreed that an annual review by the relevant staff of both organisations be undertaken;
- Apprentices can start looking for external opportunities from year one all the way to year four – Agreed however only one opportunity be give during the term of the apprenticeship;
- Ensure we relate apprentices Secondment to their current Training Plan - Agreed Secondment must be related to their training program.

Additionally the Canberra Joint Region Organisation (CBRJO) has considered a regional apprenticeship program and SMRC will continue to participate in these discussions.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

As part of our CSP one objective is to provide employment opportunities for young people within our region. SMRC's participation in the Secondment Program would be a great opportunity to our local youth to get exposure within the Snowy Mountains with other related employers to broaden their skills and their involvement in the community.

2. Environmental

There will be no environmental impact.

3. Economic

No financial obligation. These programs offer learning opportunities that are more affordable than other executive development alternatives. Knowing that all trained apprentices have mastered a wide range of skills is very valuable to Council.

4. Civic Leadership

The Apprenticeship Secondment Program supports learning alliances, compare best practices, share success and establishes strong networks with fellow companies and the community. There is a need for employees who can connect and converse with diverse clientele from different perspectives and backgrounds to solve complex problems. Civic engagement retains talent.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993.*

Signature:

Date:

Dear Joseph,

My name is Scott Goddard, Learning and Development Advisor for Snowy Hydro.

I believe our CEO Paul Broad, has already discussed the following opportunity with yourself.

As advised , I manage the Apprentice Program for Snowy Hydro and some of the improvements I am looking at doing is providing our apprentices with additional exposure to commercial and industrial workplaces.

Currently we send them on a Secondment (Anywhere within NSW) on their fourth year to be able to get experience in other areas rather than only hydro generation power. I am in the process of reviewing the Secondment Contract and process to be able to add flexibility to our apprentice in regards to external opportunities. They can now start looking for external opportunities from year 1 all the way to year 4.

My end goals is to provide our apprentices with as many opportunities to get out and learn other aspects of their apprenticeship (Mechanical and Electrical) to ensure we have competent and effective Tradesman at the end of their Apprenticeships.

I believe the Snowy Monaro Council to be a very suitable business to be able to look at opportunities available to both apprentices from Snowy Hydro and Snowy Monaro Council.

The above will also give the opportunity to Snowy Monaro Apprentices to get some exposure to Hydro Power Generation.

Here are the main points relating to potential apprentices swap:

- Can be for any period of time as specified by Snowy Monaro Council
- No financial obligation
- Regular review of program to ensure both Snowy Hydro and Snowy Monaro Council are satisfied with the current outcome of the program
- Ensure we relate apprentices Secondment to their current Training Plan

This would be a great opportunity to our local students to get exposure within the Snowy Mountains with other related employers to broaden their skills and their involvement within the community.

I look forward to discussing the potential opportunities.

Kind Regards,

Scott Goddard

Learning and Development Advisor

6.1 2017 AUSTRALIA DAY CELEBRATIONS

Record No:

Responsible Officer:	Director Service Support
Author:	Manager Corporate/Governance
Key Direction:	4. Creating a Safer, Healthier and Thriving Community
Delivery Plan Strategy:	DP4.2 Support activities, events and celebrations that promote cultural diversity and inclusiveness.
Operational Plan Action:	OP4.10 Promote and provide operational assistance to enhance and encourage events and tourism.
Attachments:	Nil
Cost Centre	
Project	2017 Australia Day Celebrations
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

The three former Councils of Bombala, Cooma-Monaro Shire and Snowy River Shire all contributed to the annual Australia Day celebrations held in their respective areas.

Discussions have revealed that each Council contributed in a variety of ways as detailed below.

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

OFFICER'S RECOMMENDATION

That Council

- A. Continue to assist with the celebration of Australia Day 2017 as previously undertaken in the three former Council areas.
- B. The LRC – Bombala members and LRC – Snowy River members replace the Council members for the selection of Citizen of the Year, Young Citizen of the Year, Sportsperson of the Year and Community Event of the Year in the former Bombala and Snowy River Shire Council areas
- C. The Australia Day Working Party (Section 355 Committee) continue to choose the awardees in the former Cooma-Monaro Shire Council area.
- D. Consider other options for Australia Day celebrations to be held in 2018.

BACKGROUND

Each former Council assisted with Australia Day celebrations in various ways.

In the former Bombala Council area the Australia Day event is held on the Saturday closest to Australia Day and is organised by the Bombala Exhibition Society/Australia Day Committee. It is held at the Bombala Exhibition Ground and is held in conjunction with the Wool and Wood Festival that celebrates the two major economic drivers of the area, farming and timber.

The former Bombala Council assisted the committee by:-

- Donating \$500.00 towards staging event.
- Running a stall selling merchandise from the Visitor Information Centre and handing out information regarding Council services.
- Organising the Citizen of the Year, Young Citizen of the Year, Sportsperson of the Year and Community Event of the Year awards and Citizenship Ceremonies if applicable.

The Committee that chose the above awardees consisted of the whole of Council, the immediate and second past winners of Citizen and Young Citizen of the Year awards and a member of the Bombala Exhibition Society/Australia Day Committee. The decisions made were kept confidential until the Australia Day celebrations with the Mayor advising recipients beforehand.

The former Snowy River Shire Council assisted by:-

- Organising the celebrations in Jindabyne and Adaminaby, including catering and official ceremonies.
- The awardees for Citizen of the Year, Young Citizen of the Year, Sportsperson of the Year and Community Event of the Year were chosen by Council in a confidential session.

The former Cooma-Monaro Shire Council assisted by:-

- Providing a budget of \$10,000.
- Sourcing sponsorship from community organisations to cover entertainment in Centennial Park and an Australia Day Dinner to honour AOs, AMs and OAMs in the area.
- Organising national and local ambassadors to visit separate village Australia Day Breakfast BBQ events.
- Providing entertainment (including musicians, dance demonstrations, fun activities for children, community displays pertaining to the agreed "theme") in Centennial Park commencing at 10.00am.
- The awardees for Citizen of the Year, Young Citizen of the Year, Sportsperson of the Year and Community Event of the Year were chosen by the Australia Day Working Party (a Section 355 Committee).

QUADRUPLE BOTTOM LINE REPORTING

1. Social

By assisting with the celebrations of Australia Day, Council is helping to celebrate one of the major events in the year. It also assists with honouring and recognising those people who have contributed significantly towards making their community a better place.

2. Environmental

There are no major environmental impacts from these events.

3. Economic

Each former council area has budgeted for these celebrations.

4. Civic Leadership

Council is providing strong civic leadership by acknowledging and recognising the importance of Australia Day and the people who are honoured on that Day.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993.*

Signature:

Date:

9.1 REQUEST FOR FULL CONTRIBUTION OF COST OF RE-INTERMENT

Record No:

Responsible Officer:	Director Service Planning
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:	OP7.5 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments:	1. Correspondence between Ms Stubbs and Council ↓
Cost Centre	
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

For Council to consider a further request in relation to a previous offer to contribute to the cost of re-interment.

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

OFFICER'S RECOMMENDATION

That Council consider the request from Mrs Gail Stubbs, and confirms that 50% of the cost provided through the quotation, being \$4410.00, is offered in good faith.

BACKGROUND

An offer had previously been made to the family of the late Ronald Flanagan to contribute 50% of the cost of re-interment of remains and to reinstatement of the headstone/grave marker and inscription, being a total of \$4410.00

The offer followed an unusual incident where the preparation of a gravesite for the interment of Mr Flanagan inadvertently uncovered unknown remains, with no historic records of the location of the initial interment.

Mr Flanagan had made prior arrangements regarding interment, and paid for a site in advance.

This was a most unfortunate incident and created obvious distress to the family members, however, due to the lack of historic records there was no way to predict that the site secured by Mr Flanagan contained any remains.

The incident was certainly not due to any fault or inappropriate conduct of Council staff.

Copies of Council's previous letter of offer are attached.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The item refers to an unfortunate incident which has personal impacts on the family concerned. Council's determination is reflective of the sensitivities involved.

2. Environmental

There will be no adverse environmental impact

3. Economic

A financial contribution is considered to be warranted in this circumstance and will have little detrimental effect on Council's financial position.

4. Civic Leadership

In making an offer to the family involved Council is displaying decency and an ethical approach to assisting with the finalisation of the interment.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993*.

Signature:

Date:

RECEIVED
- 4 AUG 2016

'Hillside'
Berridale 2628
1.8.16.

BY:

To MR Dennis Trezise

Thankyou for your increased contribution
offer in regard to the cost of
completion of Ronald H. Flanagan's grave.

After much family discussion we feel
we owe Dad the effort to achieve full
payment.

Dad was a very proud man who meticulously
planned & believed he had covered all
cost associated with his funeral.
He died somewhat comforted by this
fact & rightly believed he was leaving
no debts to be paid for by his 2
daughters.

Hoping for a speedy resolution

Yours faithfully

[Redacted Signature]



6 July 2016

Ref: JH:JV

Phone: 6451 1195

ECM Ref: 2950899

Ms Gail Stubbs
869 Middlingbank Road
COOTRALANTRA NSW 2628

Dear Ms Stubbs

'Without Prejudice'

RE: Contribution to cost of Ronald Flanagan's headstone/grave marker and inscription

I refer to previous correspondence in which Council stated it will contribute to the cost of Ronald Flanagan's headstone/grave marker and inscription.

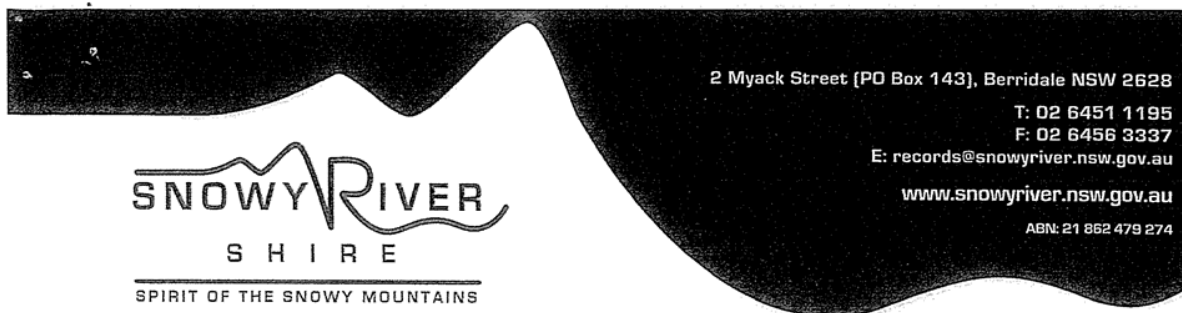
Following communication with Janine Hudson, Acting Executive Assistant to General Manager, I have reconsidered Council's verbal offer. It is now advised that Council will contribute \$4,410.00 which is 50% of the cost as per the quote which you have forwarded to Council.

I apologise for the delay in resolving this matter and request that you provide appropriate details to enable the payment to be made.

Yours faithfully

Dennis Trezise
Assistant General Manager

HEAD OFFICE	Cooma:	81 Commissioner Street COOMA NSW 2630	P 02 6455 1777
BRANCH OFFICES	Berridale:	2 Myack Street BERRIDALE NSW 2628	P 02 6451 1195
	Bombala:	71 Caveat Street BOMBALA NSW 2632	P 02 6458 3555
	Jindabyne:	Shop 2 Razorback Plaza Gippsland Street JINDABYNE NSW 2627	P 02 6451 1550
MAILING ADDRESS	PO Box 714, COOMA NSW 2630		www.snowymonaro.nsw.gov.au



17 August 2015

Ref: Dennis Trezise
Phone: 02 6451 1995
TRIM Ref: ED/15/36169

Ms Gail Stubbs
869 Middlingbank Road
COOTRALANTRA NSW 2628

Dear Ms Stubbs

Approved contribution towards headstone
of \$1000
GR 22/6/2016

Finalisation of re-interment of partial human remains

I refer to previous correspondence, including emails from Council's Officer Bronwyn Thompson and advise that the Heritage Council of NSW has granted approval for the requested re-interment. It is expected that this will occur once appropriate arrangements have been finalised locally.

Following direction from the Heritage Council of NSW, it is proposed that a small plaque will be placed on the grave kerb where the remains are re-interred. The plaque, which will be made at Council's expense, will include the following: *unknown burial, unidentified male, 19th Century*.

Furthermore, it is advised that Council will contribute to the cost of Ronald Flanagan's headstone/grave marker and inscription

It is acknowledged that this situation has caused distress all concerned. Please be assured that Council is taking all reasonable measures to alleviate such distress for future cases in circumstances which are beyond the control of Council

Yours faithfully

Dennis Trezise
Director Community & Environmental Services

Sent: Tuesday, 26 April 2016 2:50 PM
To: Gail Stubbs
Subject: Re: Ron Flanagan memorial

COOMA MONUMENTAL MASONS
~ Established 1981 ~

Prop. Peter Doughton
Also Cooma Cemetery Manager
2630

PO Box 129
Cooma NSW

ABN 90 924 825 630

p. 02 64523641
m. 0429 010 553
email. peterdoughton@hotmail.com

Gail Stubbs,
As discussed ,
Memorial for the late Ron Flanagan
at the Gegedzerick Cemetery.
Single monument (as per that of his late wife Marcia Flanagan).
Granite kerbs,top and headstone,polished granite lettering
for inscription (no vases). Complete 8580.00
(plus Snowy R.S.C. memorial fee - \$ 240.00)
Should you wish to proceed,shall need proposed
inscription to draw up layout.
Any queries please contact.
Regards
Pete Doughton

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9.2 CHANGES TO AUDIT AND RISK COMMITTEE NAME AND CHARTER

Record No:

Responsible Officer:	General Manager
Author:	Auditor
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. DRAFT Snowy Monaro Regional Council Audit Risk and Improvement Committee Charter ↓
Cost Centre	
Project	1094
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

With the assent of the Local Government Amendment (Governance and Planning) Bill 2016 there is a requirement for NSW Councils to appoint an Audit Risk and Improvement Committee. This Council has in place an Audit and Risk Committee and an adopted Charter. This report requests a name change for the Committee and to have this reflected in the Charter.

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

OFFICER'S RECOMMENDATION

That Council

- A. Approve change of name from Snowy Monaro Regional Council Audit and Risk Committee to Snowy Monaro Regional Council Audit Risk and Improvement Committee; and
- B. Approve the Audit Risk and Improvement Committee Charter

BACKGROUND

As has been advised to Council, the Local Government Amendment (Governance and Planning) Bill 2016 was Assented 30 August 2016. This Bill outlines changes to the Local Government Act 1993 with respect (among other things) to the governance and planning functions and auditing of councils including the requirement to appoint an Audit Risk and Improvement Committee.

For the information of Council the section of the Act *Part 4A Internal Audit* is outlined below.

428A Audit, Risk and Improvement Committee

(1) A council must appoint an Audit, Risk and Improvement Committee

(2) The Committee must keep under review the following aspects of the council's operations:

- (a) Compliance,*
 - (b) Risk management,*
 - (c) Fraud control,*
 - (d) Financial management,*
 - (e) Governance,*
 - (f) Implementation of the strategic plan, delivery program and strategies,*
 - (g) Service reviews*
 - (h) Collection of performance measurement data by the council*
 - (i) Any other matters prescribed by the regulations*
- (3) The committee is also to provide information to the council for the purpose of improving the council's performance of its functions*

428B Joint internal audit arrangements

A council may enter into arrangements with another council, or a body prescribed by the regulations for the purposes of this section, to jointly appoint an Audit, Risk and Improvement Committee to exercise functions for more than one council or body.

A discussion paper is proposed to be released by the Office of Local Government in early 2017 on proposed regulations, management, resourcing and funding of the internal audit function and responsibilities of an Audit Risk and Improvement Committee.

Given that there is an expansion to the role and responsibilities for the members of the Audit Risk and Improvement Committee, Council will receive a further report for amendment and increase the fee structure to incorporate the additional responsibilities. Currently members are remunerated at \$400 and the Chair \$500 per meeting attended.

AUDIT AND RISK COMMITTEE CHARTER

Minor changes to the current approved Charter are change of name from Audit and Risk Committee to Audit Risk and Improvement Committee and rectifying minor typographical errors.

Council's current Committee Charter addresses a number of the identified areas of review as outlined above. In particular (a) to (e) and internal audit will reference and report on the remaining areas (f) – (i) to each meeting of the Committee as appropriate, until such time that clear guidelines and issue of regulations have been made.

Once the regulations have been put into place this Charter will be reviewed to ensure compliance.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Advantages to the community from the Audit Risk and Improvement Committee stem from the independent oversight of controls and operations thus giving assurance to the Community that Council is addressing risk, ensuring compliance and providing best practice.

2. Environmental

It is not expected that there will be any impact on the environment through the Audit Risk and Improvement Committee

3. Economic

Costs for the operations of the Audit Risk and Improvement Committee are met in the budget as set down.

4. Civic Leadership

An effective Audit Risk and Improvement Committee has the potential to strengthen the control environment (of which it is part) and assist the General Manager and council to fulfil their stewardship, leadership and control responsibilities.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993*.

Signature:

Date:



AUDIT RISK and IMPROVEMENT COMMITTEE CHARTER

1. Objective

The Objective of the Audit Risk and Improvement Committee (Committee) is to provide independent assurance and assistance to Snowy Monaro Regional Council (Council), on risk management, the control framework, legislative compliance, internal audit and external accountability responsibilities.

2. Authority

Council authorises the Committee within the scope of its role and responsibilities through the Chair to:

- Obtain any information it needs from any employee or external party (subject to their legal obligations to protect information)
- Discuss any matters with the external auditor or other external parties (subject to confidentiality considerations)
- Request of the General Manager the attendance of any employee at Committee meetings.
- Obtain external legal or other professional advice considered necessary to meet its responsibilities. Prior discussion must be undertaken with the General Manager who will determine appropriateness of any reimbursement if any by Council.

3. The Snowy Monaro Regional Council Assurance Environment

Snowy Monaro Regional Council has a range of activities to provide assurance to Council, the Committee and the General Manager.

Council uses a 'Combined Assurance – 3 Lines of Defence' model to define their assurance environment:

The 1st Line of Defence originates or initiates risk, and is responsible for managing the risks and having in place mechanisms to demonstrate controls are working effectively.

The 2nd Line of Defence monitors, reviews and tests effectiveness of 1st Line control and management of risks.

The 3rd Line of Defence independently evaluates and gives an opinion on the adequacy and effectiveness of both 1st Line and 2nd Line risk management approaches.

This approach demonstrates how assurance activities co-ordinate to provide assurance to the Council, the Committee, and the General Manager.

At Council this can be illustrated as:

Combined Assurance - 3 Lines of Defence		
1 st Line of Defence	2 nd Line of Defence	3 rd Line of Defence
Management Controls Real-Time Focus	Management of Risk Real-Time Focus + Review of 1 st Line	Independent Assurance Review of 1 st Line and 2 nd Line
Management Controls	Risk Management Governance Regulatory Compliance Work Health Safety Environment	Internal Audit External Audit Office of Local Government
Review governance and compliance Implement improvements	Confirm governance and compliance Recommend improvements	Independently confirm governance and compliance Recommend improvements

4. Composition and Tenure

The Committee will consist

4.1. Voting members

1 x Councillor representative

4 x Independent external members (one of whom is recruited as Chair)

4.2. Non voting members

General Manager

Internal Audit Manager (Head of Internal Audit)

4.3. Invitees (non-voting) for specific Agenda items

Representatives of the external auditor

Other Council officers may attend by invitation from the Committee through the General Manager.

4.4. Term of membership external appointments

Two external members shall be appointed for a maximum term of four years and two external members shall be appointed for a maximum term of three years and shall be appointed as follows:

- Two external members (one of whom shall be the Chair) shall be appointed for an initial period of two years with an additional two year appointment subject to a satisfactory performance assessment of their contribution to the Audit Committee.
- Two external members shall be appointed for an initial period of two years with an additional one year appointment subject to a satisfactory performance assessment of their contribution to

the Audit Committee.

The performance review will be undertaken by the Council representative as Committee member in conjunction with the General Manager

External members may be re-appointed at the end of their tenure following a public advertisement and expression of interest processes

Vacancies shall be filled by public advertisement; an evaluation of candidates and a recommendation for appointment to Council.

4.5. Skills

The external independent members of the Committee, taken collectively, will have a broad range of skills and experience relevant to the operations of Council.

At least one external independent member of the Committee shall have accounting or related financial management experience and an understanding of accounting and auditing in a public sector environment.

At least one external independent member of the Committee shall have internal auditing or related auditing experience.

At least one external independent member of the Committee shall have risk management experience.

5. Roles and responsibilities

The Committee has no executive powers but assists the Council by providing independent assurance and assistance to Council on behalf of rate-payers.

The Committee is directly responsible to the Council for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council operations rests with the General Manager.

The responsibilities of the Committee may be revised or expanded in consultation with or as resolved by Council.

The Committee's role includes assisting Council in its governance and exercising of due care, diligence and skill in relation to:

- Internal control systems
- Risk management systems
- Business policies and practices
- Protection of Council's assets
- Compliance with applicable laws, regulations, standards and best practice guidelines

- Understand the relevant legislative and regulatory requirements appropriate to Council;
- Contribute the time needed to study and understand the papers provided;
- Apply good analytical skills, objectivity and good judgment; and
- Express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry.

5.1. Risk management

- Review whether management has in place a current and appropriate risk management framework that is consistent with AS/NZS ISO 31000:2009
- Review risk management plans and provide advice to the General Manager
- Seek assurance from management and Internal Audit that risk management processes are operating effectively
- Seek assurance from management and Internal Audit as to the adequacy and effectiveness of internal controls
- Review risk reports and provide advice to the General Manager
- Review whether a sound and effective approach has been followed in developing risk management plans for major projects or undertakings
- Review the impact of the agency's risk management on its control environment and insurance arrangements
- Review council's fraud control plan and be satisfied that council has appropriate processes and systems in place to capture and effectively investigate fraud related information
- Review whether a sound and effective approach has been followed in establishing council's business continuity planning arrangements, including whether disaster recovery plans have been tested periodically.

5.2. Control framework

- Review whether management's approach to maintaining an effective internal control framework, including over external parties such as contractors and advisors, is sound and effective
- Review whether management has in place relevant policies and procedures and that these are periodically reviewed and updated
- Determine whether the appropriate processes are in place to assess, at least once a year, whether laws, regulations, policies and procedures are complied with

- Review whether appropriate policies and procedures are in place for the management and exercise of delegations
- Consider how management identifies any required changes to the design or implementation of internal controls
- Review whether management has taken steps to embed a culture which is committed to ethical and lawful behaviour.

5.3. External accountability

- Assess the policies and procedures for management review and consideration of the financial position and performance of the agency including the frequency and nature of that review (including the approach taken to addressing variances and budget risks)
- Review procedures around early close and year-end
- Review the financial statements and provide advice to the General Manager (including whether appropriate action has been taken in response to audit recommendations and adjustments), and recommend their signing by the responsible financial officers and councillors
- Satisfy itself that the financial statements are supported by appropriate management signoff on the statements
- Review cash management policies and procedures
- Review policies and procedures for collection, management and disbursement of grants and tied funding
- Review the processes in place designed to ensure that financial information included in Council's annual report is consistent with the signed financial statements
- Satisfy itself that Council has a performance management framework that is linked to organisational objectives and outcomes.

5.4. Legislative Compliance

- Determine whether management has appropriately considered legal and compliance risks as part of Council's risk assessment and management arrangements
- Review the effectiveness of the systems for monitoring compliance with applicable laws and regulations and associated government policies

5.5. Internal Audit

- Act as a forum for communications between the General Manager, senior management and internal and external audit
- Review and provide advice to the General Manager on the internal audit policies and

procedures

- Review the risk based audit methodology
- Review the internal audit coverage and annual work plan, ensure the plan is based on Council's risk management plan, and recommend approval of the plan
- Advise the General Manager of the adequacy of internal audit resources to carry out its responsibilities, including completion of the approved internal audit plan
- Oversee the coordination of audit programs conducted by internal audit and external audit and other review functions
- Review audit findings and related recommendations that have been assessed as the most significant according to the risk and audit finding represent to Council if the recommendation's related to the finding are not implemented
- Provided advice to the General Manager on significant issues identified in audit reports and action taken on these issues, including identification and dissemination of good practice
- Monitor management's implementation of internal audit recommendations
- Review the internal audit charter to ensure appropriate organisation structures, authority, access and reporting arrangements are in place
- Periodically review the performance of internal audit

5.6. External audit

- Act as a forum for communication between the Council, General Manager, senior management, internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback of the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor management's implementation of audit recommendations
- Provide advice to the General Manager on action taken on significant issues raised in relevant external audit reports and better practice guides

5.7. Responsibilities of members

Members of the Committee are expected to:

- Understand the relevant legislative and regulatory requirements appropriate to Snowy Monaro Regional Council;
- Contribute the time needed to study and understand the papers provided;

- Apply good analytical skills, objectivity and good judgment; and
- Express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry.

6. Reporting

The Committee will regularly, but at least one a year, report to Council on its operation and activities during the year. The report should include:

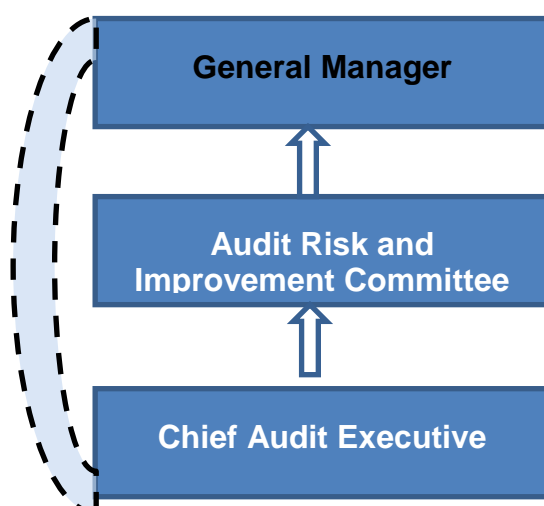
- An overall assessment of Council's risk, control and compliance framework, including details of any significant emerging risks or legislative changes impacting Council
- A summary of the work the Committee performed to fully discharge its responsibilities during the preceding year
- Details of meetings, including the number of meetings held during the relevant period and the number of meeting each member attended
- A summary of Council progress in addressing the findings and recommendations made in internal and external reports
- A summary of the Committee's assessment in the performance of internal audit

The Committee's Minutes will be presented to Council for information only through the General Manager's report to Council.

6.1. Reporting Lines

The Committee must at all times ensure it maintains a direct reporting line to and from internal audit and act as a mechanism for internal audit to report to the General Manager on functional matters.

The following reporting line is prescribed:



7. Administrative arrangements

7.1. Meetings

The Committee will meet at least four times per financial year. A special meeting may be held to review Council's financial statements.

The need for any additional meetings will be decided by the Chair of the Committee, though other Committee members or the General Manager may make requests to the Chair for additional meetings.

A forward meeting plan, including meeting dates and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all Committee responsibilities as detailed in this Charter.

Meetings will follow Councils Code of Meeting practice.

7.2. Attendance at Meetings and Quorums

A quorum will consist of a majority of voting members in person attendance, including at least three independent members.

Meetings can be held in person, by telephone or by video conference.

The Internal Audit Manager will be invited to attend each meeting unless requested not to do so by the Chair of the Committee. The Committee may also request through the General Manager, for other employees to participate for certain agenda items, as well as the external auditor

The General Manager may attend each meeting but will permit the Committee to meet separately with the Chief Audit Executive in the absence of management on at least one occasion per year

7.3. Secretariat

The Council will provide secretariat support to the Committee. The Secretariat will ensure the agenda for each meeting and supporting papers are circulated, at least one week before the meeting, and ensure minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member and committee observers as appropriate within three weeks of the meeting being held.

7.4. Conflicts of Interest

Councillors, council staff and members of council committees must comply with the applicable provisions of Council's code of conduct in carrying out the functions as council officials.

Committee members must declare any conflicts of interest at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may exist. The final arbiter of such a decision is the Chair of the Committee.

7.5. Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities

7.6. Assessment Arrangements

The Chair of the Committee will initiate a review of the performance of the Committee in full at least once every two years

The review will be conducted on a self-assessment basis (unless otherwise determined by the Chair), with appropriate input from management and any other relevant stakeholders, as determined by the Chair

7.7. Review of Audit and Risk Committee Charter

At least once every year the Committee will review this Charter. The review will include consultation with the Council.

Any substantive changes to this charter will be recommended by the Committee and formally approved by Council.

9.3 REQUEST FOR WAIVER OF DA/CC FEES - CONSTRUCTION OF CAMP KITCHEN AT SNOWY RIVER HOLIDAY PARK

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:	OP7.28 Crown Reserves in Council's Trusteeship constructed and maintained to meet Council's service requirements.
Attachments:	1. Quote for DA/CC Fees - Application for Construction of Camp Kitchen at Snowy River Holiday Park ↓ 2. Letter to the Administrator - Request for Waiver of DA/CC Fees ↓
Cost Centre	Parks and Gardens
Project	150222 – Dalgety CP – camp kitchen
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

In 2016 Snowy River Holiday Park was successful in acquiring a grant of \$30,000 in the recent round of PRMFP grant funding. The grant was awarded to the Park to enable the Lessees to construct a camp kitchen.

The Lessees have now lodged their DA/CC Applications and have requested that Council support them by donating the application fees amounting to \$1,480.00.

It is proposed that Council approve the donation of the application fees from the Crown Reserves Reserve Fund.

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

OFFICER'S RECOMMENDATION

That Council

- A. Donate the cost of DA/CC application fees in the amount of \$1,480.00 for the construction of the camp kitchen at Snowy River Holiday Park to be funded from the Crown Reserves Reserve Fund; and
- B. Provide appropriate culvert pipes to enable access to the kitchen also to be funded from Crown Lands Reserve.

BACKGROUND

Snowy River Holiday Park is a Crown Reserve in Council's Trusteeship which is located on the banks of the Snowy River at Dalgety. The Park is leased to Sue Winchester and Colin Fabish.

In 2012 Council installed 2 new pumps in the septic system at the Holiday Park and raised the electrical control box above the flood level to ensure that the system worked effectively and efficiently. This was funded from the Crown Reserves Reserve Fund.

In 2015 Council was successful in acquiring a grant through the PRMFP for \$181,657.00 to extend and refurbish the amenities block and to construct a concrete floor in the workshop/garage. Total cost of the project was \$ and the shortfall of \$ was funded from the Crown Reserves Reserve Fund.

The upgrades to this point meant that the Park was able to operate in accordance with legislative requirements. The extension of the amenities block provided an all accessible facility and the water saving measures and solar hot water system will assist with environmental sustainability.

In 2016 Snowy River Holiday Park was successful in acquiring a grant of \$30,000 in the recent round of PRMFP grant funding. The grant was awarded to the Park to enable the Lessees to construct a camp kitchen.

The grant funding will cover the purchase of the structure from Snowy Sheds, electrical, and plumbing works. The fit-out of the structure, gas hot water system, site works and furniture will be paid for by the Lessees.

The Lessees have now lodged their DA/CC Applications and have requested that Council support them by donating the application fees. Quote for the application fees is as follows:

Construction Certificate (incl. 4 inspections and Occupancy Certificate)	\$1,238.00
Development Application	<u>\$242.00</u>
Total	\$1,480.00

***Detailed quotation for fees is attached to this report.**

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The successful operation of the Snowy River Holiday Park will promote a flow-on effect to the small township of Dalgety through increased tourist visitation. The Lessees of the Park intend to invest a considerable amount of their own funds into the Park to complete the construction of the camp kitchen which will enhance the facilities of the park for campers.

2. Environmental

The environmental impact will be generally positive.

3. Economic

At present the Reserve Trust Fund has a balance of \$168,000 and could well support the donation of \$1,480 to cover the DA/CC Application Fees for the Camp Kitchen.

4. Civic Leadership

The Crown Reserves Trust Handbook states:

20. Using Trust Funds

20.1 Legal Requirements

Reserve trust managers should ensure appropriate processes and procedures are in place to enable them to establish that expenditure and use of reserve trust funds has been necessary and is incurred for the general purposes of their reserve trust. These processes and procedures should describe the terms, conditions and requirements for the use of the reserve trust's funds and for incurring the expenditure.....

.....The Crown Lands Act 1989 requires reserve trust managers to comply with any directions the Minister makes regarding the use of the reserve trust's funds. In the absence of directions, funds may be used for the general purposes of the reserve trust.

Reserve trust funds must be used and managed in the best interests of the reserve and all reserve users. Reserve trust funds are not usually available to assist major reserve users (e.g. a sporting club) or for purposes not connected with the reserve. In addition reserve trust funds are not to be used solely in the interest of any organisations represented on the trust board or the corporate reserve trust manager.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993.*

Signature:

Date:

Snowy Monaro Regional Council Quote Estimate

Quote No: CSO2016/0067

Date Issued: 31/08/2016

Expiry Date: 30/09/2016

Applicant:

Property: **Stage/Decision:** Issued

Details: Kitchen - Snowy River Holiday Park **Status:** Current

Group: Construction Certificates

Category: Construction Certificate Council Issued **Estimated Cost:** \$24,000.00

No Occ Certs?: 1.00

No. Inspections: 8.00

Description	Quantity	Amount	GST	Total
Construction Certificate General Charge	24,000.00	\$203.64	\$20.36	\$224.00
Multiple Inspections	4.00	\$694.55	\$69.45	\$764.00
Occupancy Certificate	1.00	\$227.27	\$22.73	\$250.00
Sub Total:		\$1,125.46	\$112.54	\$1,238.00
Total:		\$1,125.46	\$112.54	\$1,238.00

Value of development is based on an estimate provided by the requestor. Council reserves the right after initial assessment of application to vary the cost and/or require further fees.

Applicant:

Property: **Stage/Decision:** Issued

Details: Kitchen - Snowy River Holiday Park **Status:** Current

Group: Development Application

Category: DA Other (Not specifically categorised) **Estimated Cost:** \$24,000.00

Lodged*: 31/08/2016

Description	Quantity	Amount	GST	Total
Development Application Fee	24,000.00	\$242.00		\$242.00
Sub Total:		\$242.00		\$242.00
Total:		\$242.00		\$242.00

Value of development is based on an estimate provided by the requestor. Council reserves the right after initial assessment of application to vary the cost and/or require further fees.

Applicant:

Property: **Stage/Decision:** Issued

Details: Kitchen - Snowy River Holiday Park **Status:** Current

Snowy Monaro Regional Council
Quote Estimate

Quote No: CSO2016/0067

Date Issued: 31/08/2016

Expiry Date: 30/09/2016

Group: Local Government Applications

Category: Carry out sewerage work

Estimated Cost:

Description	Quantity	Amount	GST	Total
Ancillary Application Standard Fee	1.00	\$250.00		\$250.00
	Sub Total:	\$250.00		\$250.00
	Total:	\$250.00		\$250.00

Value of development is based on an estimate provided by the requestor. Council reserves the right after initial assessment of application to vary the cost and/or require further fees.



Dean Lynch
Administrator
Snowy Monaro Regional Council
P. O. Box 714
COOMA 2630

Hi Dean,

You would be aware by now that we were successful in obtaining the grant through Public Reserve Management to construct a Camp Kitchen at the Park. This is as we discussed with you when you visited the Park on the 27th June. The Grant will only be paying for the actual structure, electrical and plumbing works. Colin and I will be paying for the fit out of the building, instantaneous gas hot water system, site works and furniture which we estimate will cost close to \$20,000.

When we were writing the submission we were fortunate to receive a letter of support from the then General Manager and Mayor of Snowy River Shire Council.

We would like to ask for the Council's further support by way of waiving the Council fees for a Construction Certificate and Application fee for the Development Application?

As you were witness to on your visit we are not relying solely on "handouts" but are contributing a considerable amount of our own money towards the betterment of the Park for its visitors.

We hope that our request will meet with a positive outcome. In anticipation we would like to thank you personally for your support.

Yours truly,

Sue Winchester and Colin Fabish.