



**FEDERATION  
COUNCIL**

# Agenda

Tuesday, 26 September 2017

Council Chambers, Corowa

Commencing 10:00 am



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**1. MEETING OPENING**

[Live Streaming of Council Meetings](#)

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All care will be taken to maintain the privacy of those in attendance, however as a visitor in the public gallery, your presence may be recorded. By remaining in the public gallery, it is assumed your consent is given in the event that your image is broadcast.

**2. NOTIFICATION OF PECUNIARY/CONFLICTS OF INTEREST IN MEETING BUSINESS ITEMS**

**3. CONFIRMATION OF MINUTES**

**4. MAYORAL MINUTES**

## 5. GENERAL MANAGER REPORT

### 5.1 ELECTION OF MAYOR AND DEPUTY MAYOR

#### Summary

The *Local Government Act 1993* sets out the requirements for electing a Mayor following an election. Federation Council is required to elect a Mayor within 14 days of the result being declared following an election. This report outlines the requirements to elect a Mayor and the options for conducting the mayoral election which needs to be resolved by the council prior to holding the election.

#### Background

Section 290 1(c) of the *Local Government Act 1993* outlines the requirement for a mayor to be elected by the councillors and requires that this be conducted according to the following manner:

- (1)(c) *if it is the first **election** after the constitution of an area—**within 14 days after the appointment of a provisional council** or the first **election** of the council if a provisional council is not appointed,*
- (3) *For the purposes of this section, an **election** of councillors does not conclude until the declaration of **election** of all the councillors of the council concerned.*

Section 230 of the *Local Government Act 1993* outlines the term of office for a mayor.

- (1) *A mayor elected by the councillors holds the office of mayor for 2 years, subject to this Act.*
- (2) *A mayor elected by the electors holds the office of mayor for 4 years, subject to this Act.*
- (3) *The office of mayor:*
  - (a) *commences on the day the person elected to the office is declared to be so elected, and*
  - (b) *becomes vacant when the person's successor is declared to be elected to the office, or on the occurrence of a casual vacancy in the office.*
- (4) *A person elected to fill a casual vacancy in the office of mayor holds the office for the balance of the predecessor's term.*

Section 231 of the *Local Government Act 1993* outlines the election of the Deputy Mayor

- (1) *The councillors may elect a person from among their number to be the deputy mayor;*
- (2) *The person may be elected for the mayoral term or a shorter term;*
- (3) *The deputy mayor may exercise any function of the mayor at the request of the mayor or if the mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the office of mayor;*
- (4) *The councillors may elect a person from among their number to act as deputy mayor if the deputy mayor is prevented by illness, absence or otherwise from exercising a function under this section, or if no deputy mayor has been elected.*

**The declaration was made on Wednesday, 13 September 2017 requiring the mayor to be elected no later than Wednesday, 27 September 2017.**

Schedule 7 *Local Government (General) Regulation 2005* (attachment 5.1.1) outlines the process for the nomination of the mayor and deputy mayor and the options for selecting a ballot process.

#### Financial Implications

Nil.

#### RECOMMENDED:

1. THAT the method of election for the Office of Mayor and Deputy Mayor be by way of secret ballot; and
2. THAT the term for which the Deputy Mayor is elected be determined as one year.

## 5.2 LOCAL GOVERNMENT REMUNERATION TRIBUNAL

### Summary

The Local Government Remuneration Tribunal has set the range of payments and fees for Councillors and Mayors in NSW for 2017/18.

The determination by the Tribunal provides for an increase of 2.5% or higher in fees for Councillors and Mayors effective from the 1 July 2017 with a number of changes to categories of councils.

### Background

Since the making of the 2016 determination a number of councils have been amalgamated resulting in the creation of 20 new councils. The impact of those structural changes is an overall reduction in the number of councils in NSW from 152 to 128. This significant change has prompted a review of the existing categories and the allocation of councils into each of those categories.

In undertaking the review the Tribunal examined the existing categories, a range of statistical and demographic data and considered the views of councils and Local Government NSW. Having regard to that information the Tribunal has determined a categorisation model which differentiates councils primarily on the basis of their geographic location. Other factors which differentiate councils for the purpose of categorisation include population, the sphere of the council's economic influence and the degree of regional servicing.

In accordance with section 239 of the Local Government Act 1993 (LG Act) the categories of general purpose councils are determined as follows:

#### Metropolitan

- Principal CBD
- Major CBD
- Metropolitan Large
- Metropolitan Medium
- Metropolitan Small

#### Non-metropolitan

- Regional City
- Regional Strategic Area
- Regional Rural
- Rural

Federation Council is categorised Rural with 57 other councils.

### Financial Implications

The new fees determined by the Remuneration Tribunal for this category is a minimum of \$8,750 to a maximum of \$11,570. Payment to the Mayor has been determined at a minimum of \$9,310 to a maximum of \$25,250.

**RECOMMENDED** that Council determine the payment of fees for 2017/18 to the Mayor and Councillors.

### 5.3 COUNCIL MEETINGS

#### Ordinary Council Meetings

Currently Council's Ordinary meeting commences at 10.00 am on the third Tuesday of each month. Business for the meeting is to be received on the Tuesday, one week prior to the Ordinary meeting.

**No action is required unless Council wishes to change this Committee structure.**

**FOR Council's Determination.**

### 5.4 RIVERINA WATER COUNTY COUNCIL - APPOINTMENT OF DELEGATE

#### Summary

Appointment of delegates, in accordance with section 377 of the Local Government Act 1993.

#### Background

The Riverina Water County Council (RWCC) distributes water within the Federation Council area to Urana, Boree Creek, Morundah, Oaklands, Rand and the rural properties in between.

RWCC, a body formed on 2nd May 1997 specifically for this purpose and operates under the provisions of the Local Government Act, 1993.

Council members consist of 5 elected members from Wagga Wagga City Council, and one each from Lockhart and Federation Councils, and two from Greater Hume Shire.

RWCC covering an area of 15,400 square kilometres supplying a population of 67,000 people through 30,000 service connections and also distributes water to Wagga Wagga and Greater Hume and Lockhart Shires.

The delegates need to be authorised by resolution to represent the Council on the Riverina Water County Council and are appointed for a 4 year term.

Meetings are held bi-monthly on the fourth Wednesday of the month in Wagga and once a year at one of the participating council.

The RWCC is currently paying delegates \$482.50 per month and \$0.75 per km travel allowance.

#### Financial Implications

N/A

**RECOMMENDED** that Council determine a representative for the Riverina Water Country Council for a 3 year term.

### 5.5 ADMINISTRATOR'S END OF TERM REPORT

#### Summary

This report summarises the achievements related to the implementation of the merger of two councils to form Federation Council.

#### Background

On 12 May, 2016 the NSW Government announced its intention to merge a total of 41 existing councils into 24 new councils which resulted in the merger of Urana and Corowa Shire Councils.



By proclamation an Administrator was appointed for a period from 12 May, 2016 until such time as a newly elected council was appointed. The Administrator appointed was Mr Mike Eden who has fulfilled his role over a period of 16 months and now provides this report to the new council.

#### **Achievements**

Phase 1 of the Implementation plan focussed on establishing the legal entity and establishing Federation Council as an entity under many legislative frameworks.

Council successfully delivered business as usual while also attending to many activities to support the successful merger. Activities include, but were not limited to, the following reviews:

- Organisational & Staffing Structures
- Operational plans
- Levels of service and delivery plans
- Communications, medial, social media, website, visual entity, logo, signage
- Branding & marketing
- Policies procedures, strategies
- Governance, Delegations & Authorisations – for each legislation
- Appointment of services including Auditors, bankers, insurance providers, legal services
- Contracts, service provider arrangements for new entity, creditor liaison
- Ratepayer and all other stakeholder advice including taxation and other business activities
- Connectivity between offices – resulting in establishing a microwave link
- Systems to provide one platform for financial management, records management, asset management, customer service and other standard operating systems

Council received Stronger Communities Funding to kick start the delivery of projects to improve community infrastructure and services. A total of 31 community projects were awarded grants up to \$50,000. 15 major projects were also awarded.

The Stronger Communities Grants provides Council with the advantage of renewing and upgrading some Council assets which may have been on a backlog of projects to be funded through general revenue. A large proportion of the major projects funding will be allocated to council wide roads and drainage to provide safe travel within our community.

Council is now moving into Phase 2 of the Implementation which will involve a large amount of work over the next 18 months. Projects identified include:

- Services reviews
- Integrated Planning and Reporting
- Continuation of harmonisation of financial management and reporting
- Asset management systems integration and long term financial planning

Supporting the health and well-being of our staff is high on our priority list. A cultural development program is being rolled out across the whole of the organisation. This program is designed to provide support and inspiration for our teams. Although this program is in its early stages the feedback from participants is very positive.

#### **Conclusion**

The implementation of the merger has progressed well in the short timeframe. Phase one activities have been successfully completed while managing to deliver business as usual. Phase two activities are well under way and we are comfortable the Implementation objectives will be completed within the prescribed timeframe of December 2019.



The success of the implementation to date is a credit to the Administrator, Mr Mike Eden and dedicated council Management and Staff who have supported the activities over and above normal expectations.

#### Financial Implications

Implementation Plan Funding \$5M

Stronger Communities Grant Funding \$1M

Major Projects Funding \$9M

**RECOMMENDED** that the Administrators End of Term Report May, 2016 – September, 2017 be noted and Mr Eden be congratulated on undertaking a very complex and sensitive position that has supported the birth and growth of Federation Council tirelessly for the past 16 months. His leadership of the implementation and merger activities has contributed to creating a solid foundation to support the success of the new Council.

### 5.6 CLEANAWAY PROPOSAL – ORGANIC WASTE MANAGEMENT AND COMPOSTING FACILITY

#### Summary

The Council has entered into a Heads of Agreement with Cleanaway Pty Ltd on 24 June, 2016 to allow the company to apply for a planning permit for the development of an organic waste facility on council property (known as Howlong Landfill) situated at 142 Howlong-Goombargana Road, Howlong (Lot 7 DP 595806).

The Council has prepared a draft agreement to lease with an annual return of \$125,000 per annum.

#### Background

Heads of Agreement signed with Cleanaway Pty Ltd on 24 June 2016.

The Development Application was lodged with Council on 7 December, 2016.

The application was referred to other state government agencies including:

- Roads and Maritime Services
- Office of Environment & Heritage and the Environment Protection Authority

The Joint Regional Planning Panel held a meeting on 15 August 2017 at Howlong Golf Resort which resulted with the matter being deferred for a decision due to time constraints. Council received the notice of decision on 29 August 2017. The application was approved with 130 conditions including a requirement to enclose a substantial part of the process within a shed.

#### Financial Implications

Current Financial Indicators:

##### **Waste Facility Operating Losses**

|                           |                 |                     |
|---------------------------|-----------------|---------------------|
| • Corowa                  | \$48,922        |                     |
| • Howlong                 | \$50,691        |                     |
| • Mulwala                 | \$63,000        |                     |
| • Urana                   | \$39,000        |                     |
| • Oaklands                | <u>\$35,820</u> |                     |
| Total Losses              |                 | <b>\$237,433</b>    |
| Environmental Levy income |                 |                     |
| \$45 x 7,874 assessments  |                 | <u>\$352,000</u>    |
| Operating Surplus         |                 | \$114,567 per annum |

The operating surplus is allocated to provide for the future rehabilitation costs of the landfills across the council area.

**Cost of reclamation of landfills**

The cost of reclaiming and closing landfills is significant.

- Corowa \$800,000
- Others Unknown (due to closure plans having not been prepared)

The council needs to build reserve funds over time to allow landfills to be closed in an appropriate manner. Council has a reserve of \$368,000 at this time which is highly likely to be insufficient to carry out necessary works.

The lease of land to Cleanaway would return \$125,000 per annum and allow council to consider a \$15 reduction in waste levy in the 2018/19 budget.

**Rationale for Councils current position.**

The Council has explored several options to support the processing of organic waste including allowing Cleanaway to continue to transport material to be processed in Wagga but these suggestions were not accepted.

When the above mentioned approach failed it was suggested to Cleanaway that the group should consider constructing a facility in the former Urana Shire. Cleanaway assessed this option and indicated that the group viewed Howlong as feasible site. Council then agreed to an application being lodged for consideration by the Joint Regional Planning Panel.

Council has a formal commitment to allow Cleanaway to use the site subject to a permit. Cleanaway has a reasonable expectation that Council should honour a commitment particularly given it has a permit and the application would have cost approximately \$300,000 to prepare.

It is definitely tempting for Council to discontinue discussions with Cleanaway given local concerns by some members of the Howlong Community. There are however many persons in Howlong that do support the facility and many that are not at all phased either way.

The impact of a reversal in Councils position is a serious action given the strategic issues and the impact on Council's reputation. There is a strong argument that Council should proceed to lease land in the Howlong Landfill to Cleanaway given Councils previous direction and the fact Cleanaway has spent approximately \$300,000 to secure a permit.

If Council is of a mind to change direction it is recommended that Council advise its partner councils that it prefers to see the organic waste to be processed outside of the region until the possibility of a regionally owned facility can be explored. This would have the advantage of councils owning a processing facility would have some benefits but significant costs. It is likely this option would take years to achieve and the councils will face significant objection to any proposed new location.

Which groups and how to finance such a large piece of infrastructure are all issues to consider. If councils could own a facility there may be price advantages over time however the available skills to develop such a facility would largely exist in the private sector.

**RECOMMENDED** Council has signed a Heads of Agreement with Cleanaway. Council proceed to allow Cleanaway to utilise land in the Howlong Landfill site for the purpose of an organic processing facility.

**5.7 LOCAL GOVERNMENT NSW ANNUAL CONFERENCE 2017**

**Summary**

The Local Government NSW Annual Conference will be held in Sydney from Monday 4 to Wednesday 6 December 2017. The venue for the Conference will be the Hyatt Regency, Sydney.

LGNSW is now calling on Councils to submit their Conference motions by COB Monday, 9 October 2017. In line with the LGNSW rules, the latest date motions can be accepted for inclusion in the Conference business paper is 12 midnight on Monday 6 November 2017.

**Background**

This Conference is the annual policy-making event for NSW general-purpose councils, our associate members and the NSW Aboriginal Land Council. It is the pre-eminent event of the local government year where local councillors come together to share ideas and debate issues that shape the way we are governed.

**Financial Implications**

Travel and accommodation cost will be under \$1,000 per person.

**RECOMMENDED:**

1. THAT the Mayor and General Manager attend the LGNSW Annual Conference in Sydney 4-6 December 2017; and
2. THAT the Mayor and General Manager be Council's nominated voting delegates.

**5.8 COMMON SEAL – 11-17 PILBARA ROAD COROWA**

**Summary**

An offer to purchase 11-17 Pilbara Place Corowa being lot 27, DP 1133854 for \$86,328. The offer has been accepted, and the following documents require the Common Seal of Council to be affixed:

- (a) Contract for sale of land 11-17 Pilbara Place Corowa being lot 27, DP 1133854.
- (b) Any associated documents related to the sale of 11-17 Pilbara Place Corowa being lot 27, DP 1133854

**RECOMMENDED THAT** the Council authorise the Common Seal of Council to be affixed to the following documents:

- (a) Contract for sale of land 11-17 Pilbara Place Corowa being lot 27, DP 1133854.
- (b) Any associated documents related to the sale of 11-17 Pilbara Place Corowa being lot 27, DP 1133854.

**C GILLARD**  
**GENERAL MANAGER**

## 6. DIRECTOR CORPORATE AND COMMUNITY SERVICES REPORT

### 6.1 COMMUNITY FACILITY STRATEGY

#### Summary

Federation Council is about to commence the development of a Community Facilities Strategy which will provide strategic direction for the future management and development of council owned community facilities.

#### Background

Federation Council owns and maintains a number of facilities that are used for the purpose of delivering important community services, encouraging social connections and driving community participation and ownership.

These facilities represent a significant proportion of Council's asset portfolio and demonstrate a financial commitment to building strong and sustainable communities that have the resources and infrastructure available to grow and prosper.

The Community Facility Strategy will provide a review and assessment of the current provision and operation of community facilities and recommend a strategic framework to guide decision-making about the future development and management of community facilities.

The strategy will aim to support a network of community facilities that are financially sustainable, meet the needs and expectations of the community, improve usage of community facilities and create better social connections.

To inform the development of the strategy, council will be conducting phone surveys with key stakeholders and user groups to capture feedback on usage and levels of service, and to identify strengths, weaknesses and gaps.

#### Financial Implications

This project will be completed using existing internal resources and will not require any additional budget.

**FOR Council's information.**

### 6.2 AGEING WELL STRATEGY

#### Summary

Federation Council has commenced the development of an *AGEING WELL STRATEGY* to plan for the needs of our ageing population.

The strategy will document Council's vision for an age-friendly community where the physical, social, and mental well-being of older people is promoted and strengthened.

#### Background

Federation Council is committed to ensuring that senior residents are well supported and actively engaged in their communities. This project addresses a number of key areas that will ensure the Federation Council area is a liveable community for senior residents.

With a high proportion of residents aged over 60 years of age, this is a critical plan that will assist Council to meet the needs of an ageing population.

The Ageing Well project will be a collaborative approach to developing a long-term plan consisting of clear strategies and actions. It will identify needs and community priorities specific to senior residents that are closely aligned to Council's corporate planning framework.

Federation Council has been successful in securing a grant for \$30,000 through the NSW Government's Liveable Communities grant program to fund the community engagement process, development of the plan and some priority, short-term actions.

Key areas within the plan will include:

#### Health and wellbeing

- Active and healthy lifestyle choices for seniors wellbeing
- Adequate provision of health and home help services
- Promotion of local services and activities focused at seniors

#### Working and retiring

- Working beyond retirement
- Volunteer opportunities

#### Housing choices

- Local age care and supporting services
- Assisting residents to age in place
- Support for affordable housing

#### Getting around

- Local community transport options and information
- Promotion of services available
- Use of transport options for local events and activities
- Senior friendly public spaces

#### Inclusive communities

- Services and programs available to seniors
- Services and programs that might be needed, but currently not available
- Groups or people at risk of social isolation
- Building stronger local neighbouring connections

The project plans to utilise existing networks and people within the community to undertake the initial planning aspects of the project. This approach is more likely to achieve the desired outcome by developing strong partnerships and ensuring the needs and priorities are accurately reflected within the plan.

A steering committee of local senior residents will be established to drive the development of the plan and conduct the community engagement component. Members of the steering committee will be provided with the necessary training to equip them with the tools needed to facilitate focus groups and engagement opportunities with the community.

An expression of interest process will open in October and call for members of the community who are interested in being involved in the committee.

### Financial Implications

A total budget of \$30,000 is available for the development of the Ageing Well Strategy and implementation of some priority actions. This funding has been secured through a grant from the NSW Government's Liveable Communities grant program.

**RECOMMENDED** that Council nominate a delegate to be involved in the Steering Committee for this project.

## 6.3 COMMUNITY GRANTS AND SPONSORSHIP PROGRAM

### Summary

Council is pleased to launch the Sponsorship & Community Grants program which is a new initiative aiming to empower groups to develop ideas, projects and events that can contribute to the vibrancy and well being of the community.

### Background

In the past, council has facilitated the following grant programs to support initiatives that deliver a range of positive social and economic outcomes for communities across the council area;

- Small Community Grants Program (\$30,000 – two rounds per year)
- Tourism Events Grant Program (\$30,000 – one round per year)
- Free or Discounted Use of Community Facilities (\$5,000 – open year round)

A review of these programs has recently been completed to ensure the best outcomes are being achieved for the community with the available funds. A new framework has been developed that proposes a more streamlined approach that will reduce administration costs by combining the Small Community Grants and Tourism Events Program.

Two rounds will be facilitated each year, with the aim of supporting initiatives that;

- Promote a sense of community identity and pride.
- Stimulate economic growth within the community.
- Encourage wide participation in events and community projects.
- Promote Federation Council as a vibrant and diverse place to live and visit.
- Encourage and stimulate the growth of effective community development and cultural programs within Federation Council.
- Foster community partnerships.

An assessment panel will be established to review the applications received and determine successful applicants.

The introduction of a new sponsorship program is expected to attract larger events to the region that provide a significant return on investment for the community. The sponsorship program will operate year round for initiatives that can market Federation Council as a tourist destination and demonstrate a positive economic impact.

Proposals will be assessed against criteria that includes the ability of the event to draw visitation and overnight stays to the region, the economic impact the event will have and the social benefits delivered to the community.

The Free or Discounted Use of Council Facilities will continue to offer not for profit groups the opportunity to use community facilities for initiatives that deliver positive outcomes for the community. This program is also designed to encourage better utilisation of community facilities.

#### Financial Implications

The following budgets are available for each component of the program;

Sponsorship - \$20,000;

Community Grants - \$55,000; and

Free or Discounted Use of Community Facilities - \$5,000.

**RECOMMENDED** that Council adopt the new Community Grants and Sponsorship Program and call for applications under the first round of funding from 2 October 2017 until 3 November 2017.

#### 6.4 PROPOSED ALCOHOL FREE ZONES AND PROHIBITED AREAS

##### Summary

On 15 August 2017 following feedback from the local police that Rowers Park in Corowa should be considered as an Alcohol Prohibited Area on Australia Day each year, Federation Council resolved (motion 118/17FC) that Council would review its Alcohol Free Zones and ensure any future zones are in place by December 2017 and that Council consider Rowers Park Corowa for an Alcohol Prohibited Area from 6.00am - midnight on Australia Day.

Following this, Council has sought feedback from key stakeholders and statistical information which would help to inform the preparation of a formal proposal which will require further community consultation.

##### Background

The Local Government Act 1993 (Section 644) enables Councils to develop a proposal to establish alcohol-free zones in accordance with the Ministerial Guidelines and requires Alcohol Free Zone must be either of the following:

- A public road or part of a public road
- A public place that is a car park or part of a car park

The principal object of an Alcohol Free Zone is to prevent disorderly behaviour caused by the consumption of alcohol in public areas in order to improve public safety. Therefore a proposal to establish an Alcohol Free Zone must be supported by evidence that the public's use of those roads, footpaths or public carparks has been compromised by street drinkers.

Please find attached to the agenda a formal proposal for formal endorsement by Council and further community feedback.

The proposal outlines the following scenarios:

- That existing zones for Corowa, Mulwala and Howlong be renewed for a period of four years from December 2017.
- An additional Alcohol Free Zone be implemented along Bridge Road (Sanger Street roundabout to John Foord Bridge including car park).
- The establishment of an Alcohol Prohibited Area at Rowers Park open space public recreation area adjoining Bridge Road and Bridge Road Car Park Corowa from 6.00am - Midnight on Australia Day.

The attached proposal (6.4.1) details that there is support for the extension of existing alcohol free area.



There is also strong support for the proposed Alcohol Prohibited Area in Rowers Park and the establishment of an additional Alcohol Free Zone along Bridge Road (Sanger Street roundabout to John Foord Bridge including car park).

#### Financial Implications

Existing signage will need renewal and some additional signage erected. This would require a total budget of less than \$5,000. Most of which has been budgeted for as part of the amalgamation budget.

#### RECOMMENDED:

1. THAT Council endorse the proposal subject to further community consultation to:
  - i. Reinststate its existing Alcohol Free Zones effective December 2017 for a period of four years;
  - ii. Implement a new Alcohol Free Zone along Bridge Road Corowa (Sanger Street roundabout to John Foord Bridge including car park);
  - iii. Implement an Alcohol Prohibited Area at Rowers Park Corowa from 6.00am - midnight on Australia Day each year for a period of four years; and
2. THAT this proposal be placed on public display for a minimum of 28 days prior to Council considering the final proposal.

## 6.5 COMMON SEAL - DELEGATIONS OF AUTHORITY

### Summary

Existing delegations of Authority under Section 27 of the Swimming Pool Act require renewal by Council.

### Background

Section 27 of the Swimming Pools Act 1992 provides the powers for local authorities to appoint authorised officers to perform the functions as required under the act.

Section 27B of the Swimming Pools Act 1992, authorises officers that have been appointed by Council to enter any premises in or on which he or she suspects that a swimming pool is situated and to examine the premises and, in particular, any swimming pool, and any barrier or other means of restricting access to any swimming pool, situated in or on the premises.

Council currently has three authorised officers with delegated authority, whose certificates of authority are expiring. These officers include;

- Kate Larnach, Manager Planning and Environment
- Christopher Nevins, Health and Building Surveyor
- Stephen McHugh, Health and Building Surveyor

A new certificate of authority has been prepared for the three named officers in accordance with the legislation for the council to be able to perform its delegated functions under the Act.

This power may be exercised with the consent of the occupier of the premises or, if that consent cannot be obtained, at any time (between 9.00 a.m. and sunset) after 24 hours' notice of the proposed exercise of the power has been given to the occupier of the premises.

The holder of a Certificate of Authority is not empowered to enter such part of any building as is used for residential purposes, or any moveable dwelling, otherwise than with the consent of the occupier of the building or dwelling or under a search warrant

The power delegated by the Council to the officers is required to be made by resolution of council. The certificate of authority requires the affixing of the Council Seal in accordance with clause 400(2) of the Local Government Regulations 2005.

#### Financial Implications

Nil.

#### RECOMMENDED:

1. THAT Council reappoint the officers for the purposes outlined under Section 27B of the Swimming Pool Act 1992; and
2. THAT Council authorise the Common Seal of Council to be affixed to the certificates of identification issued under s.27B of the Swimming Pools Act 1992, for the following Council staff:
  - a) Kate Larnach
  - b) Christopher Nevins
  - c) Stephen McHugh

## 6.6 INTERNAL AUDIT PROGRAM

### Summary

An internal Audit Program has been prepared following the completion of an organisational risk review by Council's internal Auditor and endorsement of this by the internal Audit Committee.

Minutes of the internal Audit Committee (6.6.1) are attached to the agenda.

### Background

Council's internal audit program is an important initiative focused around driving operational best practice and ongoing improvement within the organisation.

The scope of service provided by the internal audit program is broad and priorities and is being informed by an overall organisational risk review conducted by the internal auditor.

The scope includes:

- The examination and evaluation of the adequacy and effectiveness of systems of internal control, risk management, governance, and the status of ethical behaviour.
- Ascertaining conformity with the goals and objectives of the Federation Council.
- Assessment of the economic and efficient use of resources.
- The examination of compliance with policies, procedures, plans and legislation.
- Assessment of the reliability and integrity of information.
- Assessment of the safeguarding of assets.
- Any special investigations as directed by the Audit Committee.
- All activities of the Federation Council whether financial or non-financial, manual or computerised.

Council has an adopted Audit Committee Charter and appointed both internal auditors and external Committee Members following an EOI application process.

The first Audit Committee Meeting was held on 7 September 2017 with the next scheduled for 14 December 2017. Please find attached the minutes of this meeting (attachment 6.6.1).

As per the Audit Committee Charter, a Councillor delegate and alternative delegate should be appointed to this committee.

Delegates to a number of Council committees are planned to be reviewed during the October Council meeting, therefore this can be considered then.

#### Financial Implications

The internal Audit Program has an annual budget allocation of \$32,000 as per Council's financial plan.

**RECOMMENDED** that the minutes of the internal Audit meeting dated 7 September 2017 be noted.

### 6.7 RECORDS MANAGEMENT POLICY

#### Summary

Attached to the Agenda is the Federation Council 'Records Management Policy' (attachment 6.7.1). The purpose of this policy is to ensure that full and accurate records of the activities and decisions of Council staff are created, managed and disposed of appropriately to meet Council's organisational needs and to comply with NSW State Records and Archives legislation and standards.

#### Background

A records management program has been established by Federation Council in accordance with Section 12 (2) of the *State Records Act 1998*. This policy document establishes the overarching framework for the records management program. This policy document provides the framework for any other corporate recordkeeping practices, systems or procedures and highlights the responsibilities and accountabilities of staff in complying with the *Act*. All practices, systems and procedures pertaining to recordkeeping are to be consistent with this policy.

#### Financial Implications

Nil.

**RECOMMENDED** that Council adopt the draft Records Management Policy.

### 6.8 BORDER TRUST – FOUNDATION BUILDER PROGRAM

#### Summary

Federation Council has received a request from the Border Trust to support the Foundation Builder program with a contribution of \$1,000.

The contribution will support the capacity of the Border Trust to deliver the 2018 Community Grant and Back to School Program.

#### Background

Border Trust is a local, independent charitable organisation that was established in 2005 to create a strong, sustainable financial base that can be drawn on to meet the needs of the community.

Although based in Albury or Wodonga, many of the projects have a regional reach and offer direct benefit to the residents in the Federation Council local government area.

Council has previously supported the Border Trust and the Foundation Builder program for many years, by providing an annual contribution of \$1000.

In 2017, the annual Back to School Program injected an additional \$1,400 to help families and students-in need meet some of the new school year costs through an allocation of 28 x \$50 Target vouchers at the start of the school year. These were distributed to six schools in the Federation Council area.

#### Financial Implications

The contribution of \$1,000 will be funded from Council's general fund.

**RECOMMENDED** that Council support the Border Trust Foundation Builder Program with a \$1,000 contribution.

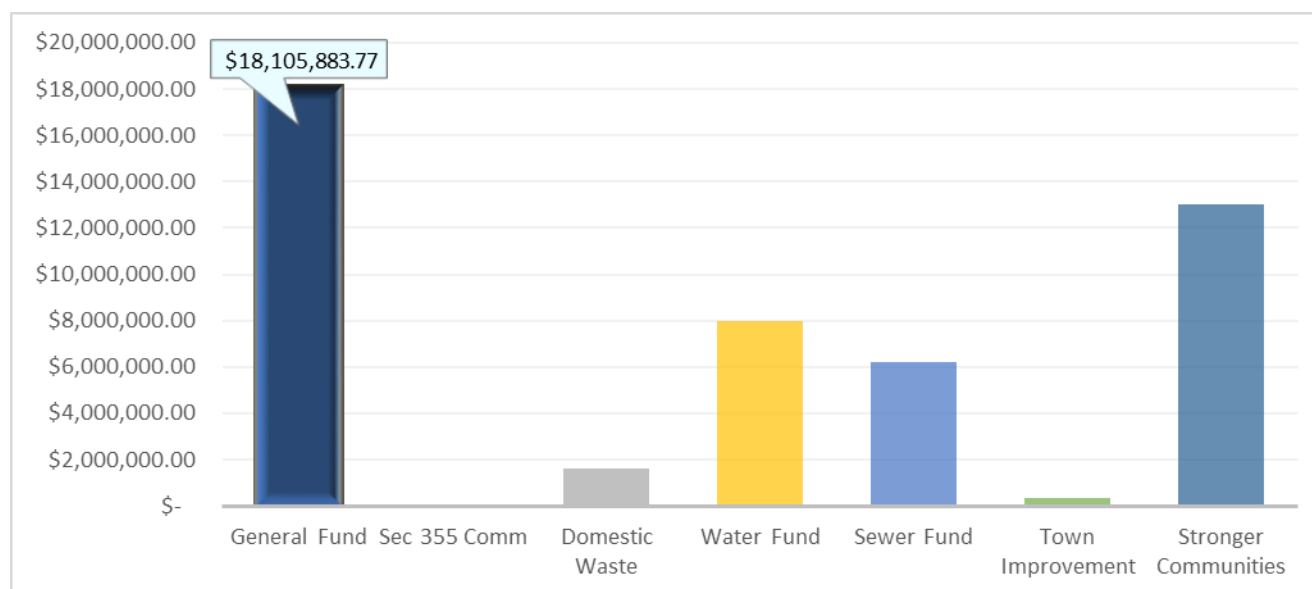
KJ KAY

DIRECTOR CORPORATE AND COMMUNITY SERVICES

**7. DIRECTOR FINANCE AND ORGANISATION DEVELOPMENT REPORT**

**7.1 STATEMENT OF BANK BALANCES AND RECONCILIATION AS AT 31 AUGUST 2017**

|                                       |              |                      |
|---------------------------------------|--------------|----------------------|
| General Account                       | 0000 0022    | 823,020.47           |
| General Account                       | 1007 7409    | 71,547.18            |
| Business Online Saver Account         | 1014 2522    | 5,773,175.07         |
| Business Online Saver Account         | 1016 1811    | 105,000.00           |
| Investments                           |              | 40,472,912.83        |
|                                       | Sub Total    | 47,245,655.55        |
| Plus Deposits not yet lodged:         |              |                      |
| Mulwala                               | 30 August 17 | 2,956.70             |
| Corowa                                | 31 August 17 | 38,381.42            |
| Mulwala                               | 31 August 17 | 525.00               |
| Urana                                 | 31 August 17 | 5,156.25             |
|                                       | Sub Total    | 47,292,674.92        |
| Less Unpresented Cheques:             |              | 1,794.25             |
| Balance as per Ledger                 |              | 47,290,880.67        |
| Less External Restricted Funds        |              | 29,184,996.90        |
| <b>Balance of General Fund Ledger</b> |              | <b>18,105,883.77</b> |



**CERTIFICATE OF RECONCILIATION**

*I CERTIFY THAT THE COUNCIL'S GENERAL LEDGER BANK ACCOUNTS HAVE BEEN RECONCILED WITH THE APPROPRIATE BANK STATEMENTS AS AT 31 AUGUST 2017.*

**S NORMAN**  
**MANAGER FINANCE**

**RECOMMENDED** the report on Statement of Bank Balances and Reconciliation as at 31 August 2017 be noted.

**7.2 SCHEDULE OF INVESTMENTS AS AT 31 AUGUST 2017**

The following list of investment securities is held as at 31 August 2017. Investment of funds on behalf of Council has been undertaken in accordance with the Local Government Act and Regulations.

**INVESTMENTS**

| <b>Investment Type</b> | <b>Institution</b> | <b>Amount Lodged</b> | <b>Date Lodged</b> | <b>Rate</b> | <b>Days</b> | <b>Maturity Date</b> |
|------------------------|--------------------|----------------------|--------------------|-------------|-------------|----------------------|
| Term Deposit           | NAB                | \$300,000.00         | 08/03/2017         | 2.55        | 181         | 05/09/2017           |
| Term Deposit           | NAB                | \$200,000.00         | 08/03/2017         | 2.55        | 181         | 05/09/2017           |
| Term Deposit           | ANZ                | \$1,000,000.00       | 17/02/2017         | 2.65        | 200         | 05/09/2017           |
| Term Deposit           | ANZ                | \$1,000,000.00       | 17/02/2017         | 2.65        | 207         | 12/09/2017           |
| Term Deposit           | ANZ                | \$1,000,000.00       | 17/02/2017         | 2.65        | 214         | 19/09/2017           |
| Term Deposit           | CBA                | \$1,000,000.00       | 09/03/2017         | 2.61        | 201         | 26/09/2017           |
| Term Deposit           | CBA                | \$507,958.36         | 21/03/2017         | 2.60        | 196         | 03/10/2017           |
| Term Deposit           | CBA                | \$1,020,464.70       | 21/03/2017         | 2.60        | 203         | 10/10/2017           |
| Term Deposit           | Bendigo            | \$2,042,548.39       | 17/03/2017         | 2.40        | 214         | 17/10/2017           |
| Term Deposit           | ANZ                | \$2,161,125.92       | 25/07/2017         | 2.30        | 91          | 24/10/2017           |
| Term Deposit           | CBA                | \$504,313.42         | 28/03/2017         | 2.59        | 210         | 31/10/2017           |
| Term Deposit           | CBA                | \$1,060,154.25       | 28/03/2017         | 2.59        | 217         | 31/10/2017           |
| Term Deposit           | CBA                | \$1,042,542.54       | 06/06/2017         | 2.49        | 153         | 06/11/2017           |
| Term Deposit           | CBA                | \$504,400.68         | 04/04/2017         | 2.54        | 217         | 07/11/2017           |
| Term Deposit           | Westpac            | \$513,167.70         | 08/08/2017         | 2.60        | 92          | 08/11/2017           |
| Term Deposit           | ANZ                | \$1,053,793.24       | 08/08/2017         | 2.30        | 92          | 08/11/2017           |
| Term Deposit           | CBA                | \$504,893.56         | 18/04/2017         | 2.51        | 210         | 14/11/2017           |
| Term Deposit           | NAB                | \$1,226,971.74       | 02/05/2017         | 2.50        | 203         | 21/11/2017           |
| Term Deposit           | NAB                | \$1,329,355.02       | 30/05/2017         | 2.47        | 182         | 28/11/2017           |
| Term Deposit           | NAB                | \$2,548,947.97       | 30/05/2017         | 2.47        | 182         | 28/11/2017           |
| Term Deposit           | ANZ                | \$1,055,277.91       | 29/08/2017         | 2.30        | 92          | 29/11/2017           |
| Term Deposit           | Westpac            | \$612,592.87         | 23/05/2017         | 2.35        | 196         | 05/12/2017           |
| Term Deposit           | CBA                | \$504,647.12         | 11/04/2017         | 2.54        | 245         | 12/12/2017           |
| Term Deposit           | CBA                | \$405,225.64         | 13/06/2017         | 2.48        | 371         | 19/12/2017           |
| Term Deposit           | Bendigo            | \$230,000.00         | 08/08/2017         | 2.25        | 153         | 08/01/2018           |
| Term Deposit           | NAB                | \$710,000.00         | 14/06/2017         | 2.47        | 209         | 09/01/2018           |
| Term Deposit           | NAB                | \$790,000.00         | 14/06/2017         | 2.47        | 216         | 16/01/2018           |
| Term Deposit           | NAB                | \$3,087,900.60       | 27/06/2017         | 2.47        | 210         | 23/01/2018           |
| Term Deposit           | NAB                | \$2,118,519.73       | 04/07/2017         | 2.47        | 210         | 30/01/2018           |
| Term Deposit           | NAB                | \$2,595,012.66       | 11/07/2017         | 2.47        | 210         | 06/02/2018           |
| Term Deposit           | Westpac            | \$511,713.23         | 25/07/2017         | 2.61        | 203         | 13/02/2018           |
| Term Deposit           | Westpac            | \$513,334.30         | 15/08/2017         | 2.61        | 1.84        | 15/02/2018           |
| Term Deposit           | Westpac            | \$514,980.00         | 01/08/2017         | 2.61        | 203         | 20/02/2018           |
| Term Deposit           | Bankwest           | \$150,000.00         | 22/08/2017         | 2.45        | 182         | 20/02/2018           |

|              |         |                |            |      |     |            |
|--------------|---------|----------------|------------|------|-----|------------|
| Term Deposit | NAB     | \$1,381,097.12 | 21/08/2017 | 2.45 | 184 | 21/02/2018 |
| Term Deposit | CBA     | \$729,432.39   | 22/08/2017 | 2.45 | 210 | 20/03/2018 |
| Term Deposit | CBA     | \$280,000.00   | 11/07/2017 | 2.56 | 273 | 10/04/2018 |
| Term Deposit | NAB     | \$720,000.00   | 11/07/2017 | 2.56 | 273 | 10/04/2018 |
| Term Deposit | Bendigo | \$2,000,000.00 | 20/06/2017 | 2.40 | 365 | 20/06/2018 |

**\$40,472,912.83**

#### CERTIFICATE OF RECONCILIATION

*I CERTIFY THAT THE INVESTMENTS HAVE BEEN MADE IN ACCORDANCE WITH SECTION 625 OF THE LOCAL GOVERNMENT ACT 1993, THE REGULATIONS AND COUNCIL'S POLICIES.*

**S NORMAN**  
**MANAGER FINANCE**

**RECOMMENDED** that Council note the report on the schedule of investments as at 31 August 2017.

### **7.3** WATER AND SEWERAGE STATUS OF WORKS

#### Summary

This report provides the Council and Community a summary of the status of the status of the Water and Sewerage functional areas of Council as at 15 September 2017, the last report was as at 30 April 2017 to the May Council Meeting.

#### Background

##### Planning

- Department of Primary Industries (DPI Water) has reviewed the Integrated Water Cycle Management (IWCM) Plan Issues report and Council's consultant Hunter H2O has reviewed the scope of work accordingly. DPI Water expectations are being worked through to align with Council's Plans. It has been difficult to define the tasks clearly that will allow the consultant to properly price the work. This is currently being addressed. A community consultation exercise will be required which will comprise Council representatives, regulating agencies and an invitation to the public to attend.
- Corowa Water Quality Investigation. This work has been completed. Trials of different process modifications have been undertaken by staff and a successful solution found. It is expected that this will overcome the recurrent dirty water conditions experienced in Corowa, especially South Corowa, every spring and summer. Implementation will require limited modifications to the plant. Once DPI approval has been received the plant upgrade will be undertaken. Funds have been provided in the budget for the work.
- Liquid Trade Waste. An investigation into trade waste problems across the council service area and in particular with Environmental Protection Authority (EPA) licence breaches at the Mulwala Sewerage Treatment Plant is being undertaken. An interim report has been received which reveals that contemporary design standards for commercial kitchens is inadequate to deal with the new age high temperature appliances and cooking emulsifying agents rendering grease trap performance substandard. This in turn limits Council's capacity to keep the sewerage treatment plants, Mulwala in particular with the 3 large clubs in town, within its licence constraints. Further investigation has indicated that EPA licence conditions for the Mulwala Sewerage Treatment Plant are higher than typical licences elsewhere. Actions will be implemented when the final report is received.



- Environmental Protection Authority (EPA) and DPI Water Regulators. Approval applications to these 2 agencies remain outstanding for effluent and sludge reuse being undertaken at the Corowa and Mulwala Sewerage Treatment Plants and the Corowa Saleyards.
- Load Based Licensing Reports. The annual licence reports for the Mulwala STW, Corowa STW and the Mulwala WTP have been submitted to the EPA.
- Mulwala Sewerage Treatment Plant Effluent Reuse. This project, between the Golf Club and the Council, for the reuse of sewage effluent on the golf course, has not progressed due to a number of issues. A stakeholder meeting is proposed to be organised between representative parties in October 2017.
- Performance Monitoring Report. The annual report has been submitted to DPI Water as required under the Best Practice Guidelines. This report is an exhaustive annual scorecard on performance of all water and sewerage operations and the results are published in a Statewide publication comparing and benchmarking all Local Water Utilities. Data includes measures on levels of service, water quality, and pricing.

#### Operational Matters

- b. Corowa Sewerage Treatment Plant Effluent Reuse . The irrigation lease has been finalised with Brindley and Wilson and commenced 1 January 2017 although registration of the lease has been held up due to issues over survey of the land and length of tenure. A proviso was included in the contract such that until the irrigation site is fully developed by Council then the lease payment will be factored accordingly. The Environmental Management Plan Annual Report was submitted as required.
- c. Balldale Bore. The new bore has been constructed and the pump installed and commissioned. Final pipe interconnection has been completed but the site hardstand work remains outstanding.
- d. Work Health & Safety (WHS). The safety audit undertaken by Lansdowne Consulting is being addressed and it is planned to have the requisite work completed by the end of the calendar year.
- e. Saleyards. The effluent being generated by the wash down and truck wash at the saleyards is overloading the wastewater irrigation system. Modifications to the current operation are necessary to manage this and prevent environmental problems.

#### Capital works

- f. Victoria Street Inlet Pump Station. Demolition of the old pump station has been undertaken and riverbank revetment work undertaken. Tenders are currently being called for the construction of the new pump station.
- g. Digital Water Meters contract. Computer interconnectivity is yet to be finalised on this contract whereby Council's computer and the data management service provider's computer are required to automatically communicate thus maintaining up to date information at all times, specifically when new meters are added into the system. Final quality control check on all data is outstanding. Final payments are yet to be made. Introduction of the Customer Portal allowing customers to access their own meter readings was planned for the commencement of the next billing period but this will be held over until the contractual work is finalised.
- h. Mulwala STW Sludge Lagoon. Tenders are currently being called for the construction of the new sludge lagoon.
- i. Netherby Water Supply Pump Station. Design of the upgrade of this building has been delayed by the necessity for a noise study to be made to determine building cladding material requirements due to the residential environment this pump station is located in. Acoustic testing is underway at present.

- j. Corowa and Howlong Water Treatment Plants (WTPs). Structural modifications to both plants are necessary and quotes are expected to be called next month.
- k. Howlong Water Treatment Plant Clear Well Reservoir. System design is underway and a preliminary report indicates that the problems caused by the small size of the reservoir, namely chlorine disinfection times and filter turbidity, may be better addressed by other works in lieu of reservoir augmentation. The final report from GHD, the design consultant, is expected this month.
- l. Sewer Main Relining. This contract has been completed.
- m. Other outstanding 2016/17 capital works comprising laboratory equipment supply, plant control system upgrades, chemical dosing systems, pump, switchboard, and telemetry upgrades, building, road and access infrastructure work, CCTV sewer main and sludge survey work, and odour and landscaping work has been completed.

Major works carried over from last financial year are:

- n. Victoria Street Pump Station – tenders and completion.
- o. Mulwala Sludge Lagoon – tenders and completion.

#### Financial Implications

N/A.

**RECOMMENDED** that Council note the report on the Water and Sewerage Status of Works as at 15 September 2017.

#### **7.4 PROGRESS ON COMPLETION OF ANNUAL FINANCIAL STATEMENTS FOR FEDERATION COUNCIL AS AT 30 JUNE 2017**

##### Summary

Council's external auditors Crowe Horwath Albury are expected to be visiting Council during the period Tuesday 3 October through to 6 October 2017 to audit the sets of Annual Financial Statements as at 30 June 2017 for the Federation Council. At the time of writing this report, is expected to be tabled to the October Council Meeting. Once the External Audits have occurred, a representative of Crowe Horwath will attend a future Council meeting, to present their audit report.

##### Background

In accordance with legislation and accounting standards, Council is required to sign a declaration, (see attachments), stating the following and to pass a resolution confirming the same. The signatories to this declaration are the General Manager, Council's responsible Accounting Officer, the Mayor and another Councillor. This resolution is normally considered to be of a procedural nature, however, Council will be provided with copies of the draft Primary Financial Statements including Note 13 the Local Government Industry Indicators and Graphs at the time the draft accounts are provided to Council's External Auditor.

If workload goes to schedule it is expected that a draft set of Annual Financial Statements for Federation Council, as at 30 June 2017, will be not be available for the perusal of Councillors and the Internal Audit Committee until after the Council Meeting of the 26 September 2017.

Financial Implications

N/A.

**RECOMMENDED:**

1. THAT the report on progress of completion of the Annual Financial Statements as at 30 June 2017 for Federation Council be noted; and
2. THAT Council authorise the signing of the declaration as follows:-

The General Purpose Financial Report has been prepared in accordance with:  
The Local Government Act 1993 (as amended) and the Regulations made thereunder,  
The Australian Accounting Standards and professional pronouncements, and  
The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, this Report:

Presents fairly the Council's operating result and financial position for the year, and  
Accords with Council's accounting and other records.

The Special Purpose Financial Reports have been prepared in accordance with:

The NSW Government Policy Statement "Application of National Competition Policy to Local Government".  
The Department of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".  
The Local Government Code of Accounting Practice and Financial Reporting.  
The Department of Water and Energy Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these Reports:

Present fairly the Operating Result and Financial Position for each of Council's declared business Activities for the year, and  
Accord with Council's accounting and other records.

**KC PARKER**  
**DIRECTOR FINANCE AND ORGANISATION DEVELOPMENT**

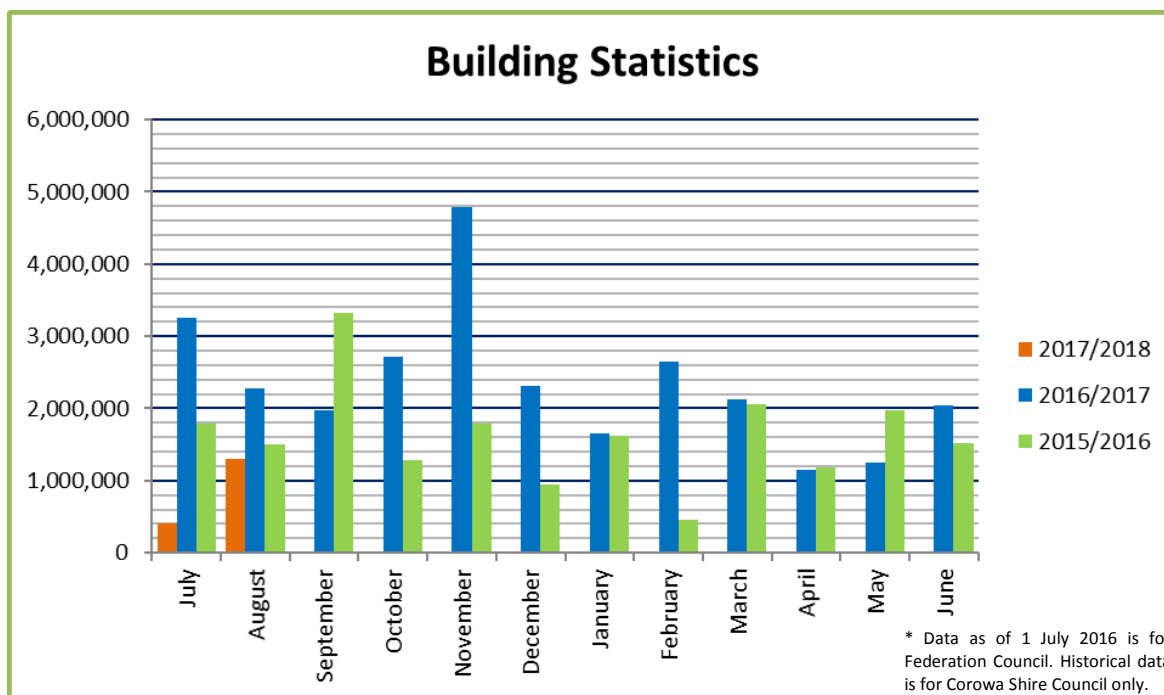
**8. DIRECTOR INFRASTRUCTURE AND ENVIRONMENT REPORT**

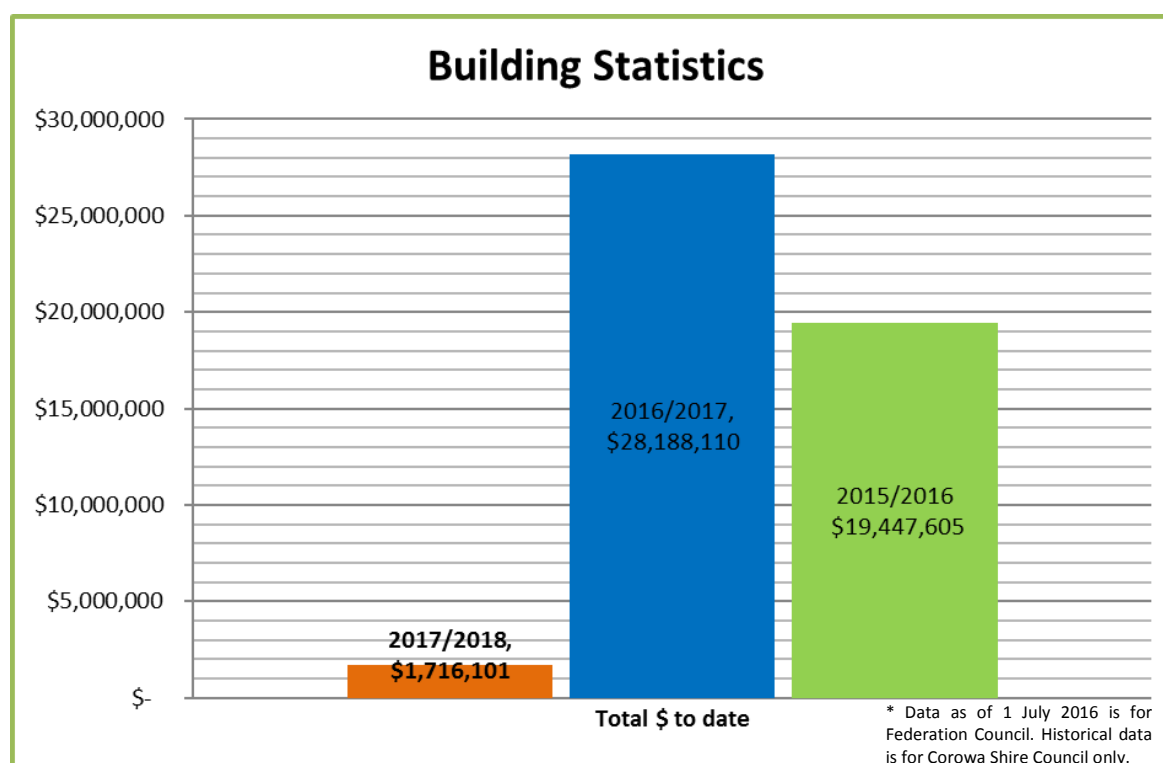
**8.1 BUILDING APPROVALS – COMPLYING AND CONSTRUCTION CERTIFICATES APPROVED**

This report provides for Council’s information, the construction and complying development certificates issued since the report prepared for the August 2017 Council meeting. The report also includes graphs on the value of works approved, over the last three financial years (NB. Data as of 1 July is for Federation Council. Historical Data is for Corowa Shire Council only). These graphs show that building activity is continuing to grow each year, which is a positive indicator for the local economy and developer confidence.

|            |                              |   |
|------------|------------------------------|---|
| 2017/101   | 38-40 Poseidon Road Corowa   | Storage Sheds                               |
| 2017/120   | Lot 2 Spring Drive Mulwala   | Farm Shed / Machinery Depot                 |
| 2017/139   | 284-290 Bayly Street Mulwala | Garage                                      |
| 2017/148   | 1279 Merton Road Mulwala     | 3 Hay Sheds                                 |
| 2017/156   | 59-61 Ward Street Mulwala    | Relocated Shed, 2 Carports and New Verandah |
| 2017/168   | 7 Rose Drive Mulwala         | Dwelling                                    |
| 2017/53    | 17 Gray Street Corowa        | Garage and Carport                          |
| CDC2017/37 | 39 Gilson Place Howlong      | Dwelling with Garage                        |

**TOTAL \$1,306,508**





**FOR Council's information.**

## **8.2 DEVELOPMENT APPLICATIONS APPROVED UNDER DELEGATED (STAFF) AUTHORITY SINCE LAST ORDINARY COUNCIL MEETING**

This report provides for Council's information, the Development approvals that have been determined under delegated authority by the granting of consent subject to conditions, since the last ordinary Council meeting.

### DEVELOPMENT APPLICATION REGISTERED NO. 2017/133

Application for a Dwelling on General Residential Land being Lot 3; DP 1205036; 192 Jude Street, Howlong.

### DEVELOPMENT APPLICATION REGISTERED NO. 2017/140

Application for a Verandah on General Residential Land being Lot 2; DP 1172631; 27 Betterment Parade, Corowa.

### DEVELOPMENT APPLICATION REGISTERED NO. 2017/143

Application for a Shed on Low Density Residential Land being Lot 85; DP 26024; 23 Sauvignon Drive, Corowa.

### DEVELOPMENT APPLICATION REGISTERED NO. 2017/144

Application for a Dwelling on Low Density Residential Land being Lot 38; DP 1202116; 17 Kingfisher Drive, Mulwala.

### DEVELOPMENT APPLICATION REGISTERED NO. 2017/154

Application for a Carport on Low Density Residential Land being Lot 45; DP813251; 8 Matthew Court, Corowa.

### DEVELOPMENT APPLICATION REGISTERED NO. 2017/155

Application for a Demolition on Local Centre Land being Lot 3; Section 3; DP 978429; 15 River Street, Corowa.

DEVELOPMENT APPLICATION REGISTERED NO. 2017/167

Application for Laundry and Bathroom Facilities on Primary Production Land being Lot 371; DP 753734; 368 Jamiesons Road, Redlands.

DEVELOPMENT APPLICATION REGISTERED NO. 2017/170

Application for a Fence on General Residential Land being Lot 111; DP 630098; 7 Ashford Road, Howlong.

DEVELOPMENT APPLICATION REGISTERED NO. 2017/171

Application for Alterations and Additions to Dwelling on Low Density Residential Land being Lot 2; DP225829; 49 Lang Street, Mulwala.

DEVELOPMENT APPLICATION REGISTERED NO. 2017/99

Application for a Garage on General Residential Land being Lot 5; DP 1048175; 72 Jude Street, Howlong.

**FOR Council's information.**

**8.3 REPORT ON THE PROGRESS OF THE WORKS PROGRAM**

**Summary**

The following activities were undertaken within the month of September 2017 by the Infrastructure team. A summary of the activities is provided below for information.

**Customer requests**

Council maintenance crews completed the following works following on from a customer request.

Grade SR 56 Harbingers Road – 7.00Km - gravel resheet also undertaken over a 1.50Km section of the same road.

**Capital Works Program**

| Project                           | Description   | Budget      | Progress % | Progress Comment   |
|-----------------------------------|---|-------------|------------|--|
| Urana Adventure Park              | Skate Park, Basketball ring & Scooter track                                       | \$76,000    | 75%        | Works have commenced on site with the completion of main Skate Park slab, Basketball slab & near complete scooter track. Works are progressing well and at a very good standard. |
| Daysdale-Walbundrie Floodway      | Concrete Pavement construction to replace existing conventional road construction | \$213,000   | 0%         | Contractor selected and Letter of acceptance issued, Contract Agreement scheduled for signing 18/9/17 Works due to commence end of September.                                    |
| Back Berrigan Road Reconstruction | 3km of road widening and reconstruction   | \$1,065,000 | 5%         | Works have commenced with Traffic management in place, Grass removed, Borrow Pit secured and Materials being delivered.  |

**Maintenance Grading and Gravel Patching completed in September**

*Maintenance Grading*

- SR 56 Harbingers Road - 7.0 km
- SR 73 Kerrs Road - 6.0 km
- SR 98 O,Bryan Road - 2.0 km
- SR 86 Edwards Road - 2.4 km
- SR 85 Stevens Road 1.5 km
- SR 84 Kellys Road - 2.5 km
- SR 78 Mallons Road - 3.1 km
- SR 37 Thatchers Road - 3.1 km
- SR 115 Crightons Road - 2.4 km
- SR 31 Urquharts Road - 3.0 km
- SR28 Golders Road - 2.2 km
- SR 108 Hewsons Road - 3.5 km
- SR 29 Snarvil Road - 9.0 km
- SR 32 Extons Road - 7.5 km
- SR30 Stokes Road - 3.6 km
- SR27 Vurdons Road - 2.0 km
- SR 23 Barragunda Road - 11 km

*Gravel Patching*

- SR 73 Kerrs Road
- SR 56 Harbingers Road
- SR 32 Exton Road

**Plant Replacement Program**

- New possitrack loader and attachments including milling head delivered.

**Road network review**

Council has been undertaking a review of all Federation major roads. The purpose is to establish compliance to the Hierarchy and establish a 5 – 10 Year Capital works program which will begin to bring the existing network up to standard.

The Capital works program will enable Council to establish projects that can be submitted for grant funding in a timely manner. (ongoing)

**FOR Council's information.**

**8.4 FLOOD STUDY FOR THE TOWNS OF URANA MORUNDAH BOREE CREEK OAKLANDS AND RAND**

**Summary**

The purpose of this report is to present the draft Flood Study Reports to the Federation Council for consideration. This report also seeks council endorsement for the documents to be released for public review.

**Background**

The former Urana Shire Council received a Floodplain Management grant (FMG) from the NSW Government Office of Environment & Heritage (OEH) in 2013/2014. The grant was intended to undertake flood studies for the towns of Urana, Morundah, Boree Creek, Oaklands and Rand. The project had a total budgeted value of approx. \$200,000 and was based on a 6:1 funding ratio OEH to Council.

The FMG contract involved engaging a floodplain specialist to collect local rainfall data and develop appropriate models that would enable the preparation of flood depth, hazard and flood planning maps. After a tender process, the contract was awarded to the Jacob's Group in 2014.

There were 6 stages within this contract. Stages 1 to 4 have now been completed.

- a. Stage 1 – Data collection
- b. Stage 2 – Hydrologic and Hydraulic modelling
- c. Stage 3 – Design Flood estimation & Mapping
- d. Stage 4 – Draft Flood Study Report
- e. Stage 5 – Public Exhibition & Final Report
- f. Stage 6 – Completion data release



Stage 5 requires the public exhibition of the draft Flood Study Reports for the five towns involved. There is no OEH requirement for the period of exhibition; however, a three-week period is recommended to enable council to meet grant deadlines. The exhibition period is proposed to commence on 27 September 2017 and run until 20 October 2017. For the project to proceed to stage 5, Federation Council is required to authorise the release of the draft Flood Study Reports for public exhibition and review.

The proposed public exhibition stage involves inviting residents to review and comment on the draft reports. Public consultation regarding the project will involve:

- g. Public access to the draft reports via the Federation Council website;
- h. Public access to hard copies of the reports at both the Corowa and Urana council offices;
- i. Pamphlets sent to properties impacted by the flood mapping, inviting occupants to comment on the reports;
- j. An evening community meeting on 12 October 2017 at Urana. A consultant from the Jacob's Group will attend the meeting to present the findings and respond to questions from the public.

After the exhibition period, all comments will be reviewed in conjunction with the contractor. On resolution of all outstanding issues, the final Flood Study Report will be prepared.

The final reports are scheduled for presentation to council at its November meeting.

#### Financial Implications

The grant does not allow for the cost of advertising or the hosting of meetings. Council is expected to cover these costs. An estimate of this cost is \$800.

**RECOMMENDED** that Council approve the release of the draft Flood Study Reports for the five affected towns to allow for commencement of stage 5 public exhibitions.

## 8.5 ROAD CLOSURES

### Summary

This report provides discussion and recommendations on requested road closures for;

1. Lambruk Lane, Mulwala
2. Un-named road (between East Gums Road and West Gums Road), Urana
3. Pell Street, Howlong
4. Un-named road, in the vicinity of Narrow Plains Road, Claremont Road and Dalitzs Road, Oaklands

### Background

Council has received requests for the closure of:

1. Lambruk Lane, Mulwala
2. Un-named road (between East Gums Road and West Gums Road), Urana
3. Read Street, Howlong

Road locations are shown in red on the plans and photographs included on the following pages.

*Lambruk Lane, Mulwala*

Lambruk Lane, Mulwala is between the Tocomwul Road and Savernake Road. The road reserve is unconstructed and services land that is wholly owned by the same land owner.



The proposed road closure will not impact on Councils assets, emergency vehicle access or adjoining landowners.

*Un-named Road, Urana*

The un-named road (between East Gums Road and West Gums Road), Urana is to the north east of Urana by approximately 14 kilometres. The road reserve is unconstructed and services land that is wholly owned by the same land owner.



The proposed road closure will not impact on Councils assets, emergency vehicle access or adjoining landowners.

*Pell Street, Howlong*

Pell Street, Howlong is between Read Street and Holbeach Street. The road reserve contains an open drainage channel which collects water from Holbeach Street, then discharges to currently vacant land and is then collected and channelled to the retention basin at the corner of Townsend Street and Emily Court. The section of road is adjacent to the proposed development currently being processed a subdivision.

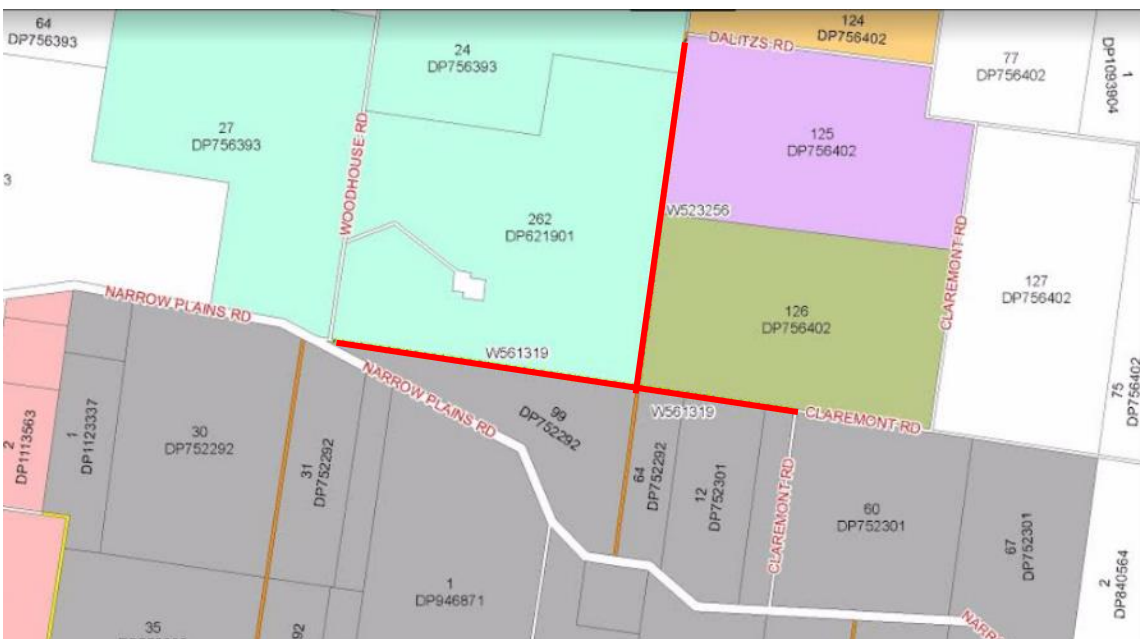


The request to close the road is from the subdivision developer (Read Street) and is for the purpose of providing an improved drainage channel, retention basin for the subdivision and one additional allotment. The drainage channel and retention basin will become Council assets on completion of the development. Closure of the road may restrict future development of adjoining land which under different ownership.

The proposed road closure will impact Council’s access to the drainage channel and adjoining landowners, as such closure of the road reserve is not a benefit to the Council or the community.

*Un-named road, Oaklands*

The un-named road is South West of Oaklands by approximately 5.5km. The road reserve is unconstructed and services land that is owned by 3 different land owners. The closure of the roads will not impact the access to the properties as all properties have primary access points from other formed roads. There are formed farm access tracks within the road reserves. These tracks are not Council assets.





#### Road Closure Process

The road closure process is a function of the Department of Primary Industries (Lands) and varies depending on the status of the road. In all three requests the roads are unconstructed.

Under the Roads Act 1993, unconstructed Crown and Council Roads will vest in the Crown upon closure. Where road closure applications are initiated by a third party, for unconstructed Council Roads, the Road Closure: Public Road Closure application (general) may be lodged by the third party with written consent from Council. The consent should acknowledge the road will vest in the Crown upon closure and that the department may deal directly with the third party through the private treaty sale process.

#### Community Implications

The proposed road closures of Lumbuk Lane and un-named road do not impact the community in general.

The proposed road closure of Pell Street impacts the ability of the adjoining owners to develop their land in the future.

#### Environmental Implications

In all three cases there are no environmental impacts expected due to the proposed road closures.

#### Strategic Implications

The proposed road closures of Lumbuk Lane and the un-named road do not have any foreseeable strategic implications for Council.

The proposed road closure of Pell Street will impact Councils Asset Management Strategy through the road reserve becoming a privately owned parcel of land with Council assets protected by easements only.

#### Financial Implications

There is no financial impacts expected due to the proposed road closures.

#### **RECOMMENDED:**

1. THAT Council consent to the closure of Lumbruk Lane, Mulwala and provide a letter of consent to the landowner;
2. THAT Council consent to the closure of the un-named road, Urana and provide a letter of consent to the landowner;
3. THAT Council not consent to the closure of Pell Street, Howlong; and
4. THAT Council consent to the closure of the un-named road, Oaklands and provide a letter of consent to the landowner.

### **8.6 DEVELOPMENT APPLICATION 2017/163 - 89 HUME STREET MULWALA – LONSDALE RESERVE**

#### Summary

Property: 89 Hume Street Mulwala – Lonsdale Reserve  
Applicant: David Carroll, Federation Council  
Proposal: Demolition and Removal of the Building known as “Bay 13”

#### Background

The condition of the building known as “Bay 13” has deteriorated over the years to the point where a determination has to be made as to its future and the continuation of the implementation of the \$600K master plan for Lonsdale Reserve.

The Mulwala Progress Association and the Lonsdale Recreation Reserve Committee have both made submissions to the Council prior to the lodgement of this development application. Their suggestions involved the repair and renovation of the existing structure.

Copies of the submission are attached at Schedule 1 and 2.

The Council has the following options:

1. Do nothing.
2. Renovate and repair Bay 13 in accordance with previous discussions at a cost of approximately \$250,000.
3. Demolish the existing structure and erect a modern replacement for an outlay of approximately \$175,000.

The decision to proceed with option 3 was made by Council on 29 June 2017.

#### Proposed Works

It is proposed to:

1. Replace the existing building with a new toilet block and storage shed.
2. Complete the designed roadway and drainage strategy.
3. Enable the Lonsdale Reserve user groups and general public to have the effective use of a modern facility which replaces a termite damaged building which has been out of operation for the past two years.

#### Financial Implications

N/A

**RECOMMENDED** that the application be approved subject to the following conditions:

1. **HOURS OF WORK:** All works are restricted to the following times: Monday to Friday: 7am to 6pm. Saturday, Sunday and Public Holidays: 8 am to 6 pm. Noise from the site on Saturdays, Sundays and Public Holidays shall not exceed 5dB(A) above the background noise level when measured at the property boundary.
2. **PROTECTION OF PUBLIC PLACE:** If the building or demolition work is likely to effect pedestrian or vehicle traffic in a public place a hoarding or fence is to be provided.
3. The services to the property are to be safely disconnected and capped off. The sewer is to be capped off and location identified for future connection.
4. **ASBESTOS:** Development involving bonded asbestos material and friable asbestos material.
  - (a) Work involving bonded asbestos removal work (of an area of more than 10 square metres) or friable asbestos removal work must be undertaken by a person who carries on a business of such removal work in accordance with a licence under clause 318 of the *Occupational Health and Safety Regulation 2001*.
  - (b) Work involving bonded asbestos removal work of an area less than 10 square metres may be undertaken by a person who complies with (a) above or who complies with the requirements of WorkCover. Contact WorkCover Assistance on 131050 or visit the WorkCover website at [www.workcover.nsw.gov.au](http://www.workcover.nsw.gov.au).

- (c) The person having the benefit of the construction certificate must provide the principal certifying authority with a copy of a signed contract with such a person before any development pursuant to the construction certificate commencing.
- (d) Any such contract must indicate whether any bonded asbestos material or friable asbestos material will be removed, and if so, must specify the landfill site (that may lawfully receive asbestos) to which the bonded asbestos material or friable asbestos material is to be delivered.

In this clause, ***bonded asbestos material, bonded asbestos removal work, friable asbestos material*** and ***friable asbestos removal work*** have the same meanings as in clause 317 of the *Occupational Health and Safety Regulation 2001*.

- Note 1.** Under clause 317, removal work refers to work in which the bonded asbestos material or friable asbestos material is removed, repaired or disturbed.
- Note 2.** The effect of subclause (1) (a) is that the development will be a workplace to which the *Occupational Health and safety Regulation 2001* applies while removal work involving bonded asbestos material or friable asbestos material is being undertaken.
- Note 3.** Information on the removal and disposal of asbestos to landfill sites licensed to accept this waste is available from the Department of Environment, Climate Change and Water.
- Note 4.** Demolition must be carried out in accordance with Australian Standard AS 2601-2001, *Demolition of Structures*.

P GALL  
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

## Schedule 1

MULWALA PROGRESS ASSOCIATION  
PO Box 9  
MULWALA NSW 2647



|                    |             |
|--------------------|-------------|
| FEDERATION COUNCIL |             |
| TRIM NO:           |             |
| REC'D:             | 18 AUG 2017 |
| CONTAINER NO:      | SC675       |
| ACTION:            | Peter Gall, |

8<sup>th</sup> August 2017

Mr Mike Eden  
Administrator  
Federation Council

Dear Mike,

**Re: Bay 13 Lonsdale Reserve, Mulwala**

The members of the Mulwala Progress Association were very disappointed to read in the local paper about the proposed demolition of Bay 13 at Lonsdale Reserve.

Some 25 years ago, the Mulwala Progress Association along with other community organisations such as the Mulwala Tennis Club, Mulwala Cricket Club, Mulwala Apex Club, Mulwala Football and Netball Club along with the Corowa Shire, came together and contributed alot of money, time and effort to build a community facility with public toilets and showers for sporting groups and tourists to use.

The idea of demolishing Bay 13 without the publics regard is very disappointing to many, as people believe that it can be restored and become usable again.

At this stage, no alternative has been offered as far as type of facility, and time line as to when it would be built.

We would like the decision to demolish Bay 13 to be held off until the September elections, so as the new council made up of elected representatives of the community can make the decision on it future or its replacement.

Kind regards

Stephen Flanagan  
Secretary Mulwala Progress Association

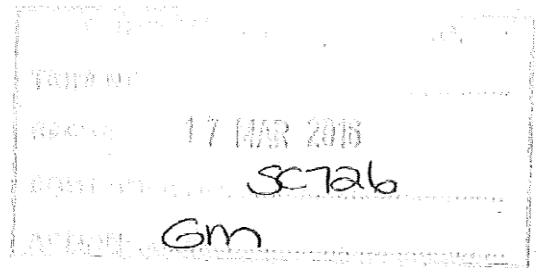
President: Mr. Robert Purtle Ph: 03 57443277  
Secretary: Mr. Steve Flanagan Ph: 0407 824 026



Schedule 2

11<sup>th</sup> March 2016

To Corowa Shire Council  
Attention Chris Gillard



From Lonsdale Recreation Reserve Committee

Re: Bay 13 Building

Reference to your phone call with Robert Purtle on the 9<sup>th</sup> March, we would like the Corowa Council approval to strip Bay 13 building using workforce from the Lonsdale Recreation Reserve Committee, Mulwala Football Netball Club and the Mulwala Progress Association.

The Mulwala Football Netball Club has Public Liability cover and volunteer Insurance. This group would be supervised by myself and Robert Purtle. The idea is to remove all plaster and wood framing, so that the building can then be assessed and propose a plan and consultation with the Shire and other users.

This primarily means repairing the toilets and showers that would also be necessary to provide external public access to toilets.

Looking forward to hearing from you.

Rod Slssons.

9. NOTICE OF MOTION / QUESTION WITH NOTICE

NO ITEMS

10. REPORTS FROM COMMITTEES

NO ITEMS

11. PRÉCIS OF CORRESPONDENCE REQUIRING COUNCIL ACTION/FOR INFORMATION

12. CONFIDENTIAL ITEMS

NO ITEMS

13. CLOSURE OF MEETING

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## Local Government (General) Regulation 2005

Current version for 7 July 2017 to date (accessed 20 September 2017 at 12:58)

[Schedule 7](#)

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### Schedule 7 Election of mayor by councillors

(Clause 394)

#### Part 1 Preliminary

##### 1 Returning officer

The general manager (or a person appointed by the general manager) is the returning officer.

##### 2 Nomination

- (1) A councillor may be nominated without notice for election as mayor or deputy mayor.
- (2) The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- (3) The nomination is to be delivered or sent to the returning officer.
- (4) The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.

##### 3 Election

- (1) If only one councillor is nominated, that councillor is elected.
- (2) If more than one councillor is nominated, the council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.
- (3) The election is to be held at the council meeting at which the council resolves on the method of voting.
- (4) In this clause:

*ballot* has its normal meaning of secret ballot.

*open voting* means voting by a show of hands or similar means.

#### Part 2 Ordinary ballot or open voting

##### 4 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

##### 5 Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.
- (2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (6) of this Regulation as if it were a ballot-paper referred to in that clause.
- (3) An informal ballot-paper must be rejected at the count.

#### **6 Count—2 candidates**

- (1) If there are only 2 candidates, the candidate with the higher number of votes is elected.
- (2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

#### **7 Count—3 or more candidates**

- (1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- (3) If, after that, 3 or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only 2 candidates remain.
- (4) A further vote is to be taken of the 2 remaining candidates.
- (5) Clause 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.
- (6) If at any stage during a count under subclause (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

### **Part 3 Preferential ballot**

#### **8 Application of Part**

This Part applies if the election proceeds by preferential ballot.

#### **9 Ballot-papers and voting**

- (1) The ballot-papers are to contain the names of all the candidates. The councillors are to mark their votes by placing the numbers “1”, “2” and so on against the various names so as to indicate the order of their preference for all the candidates.
- (2) The formality of a ballot-paper under this Part is to be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.
- (3) An informal ballot-paper must be rejected at the count.

#### **10 Count**

- (1) If a candidate has an absolute majority of first preference votes, that candidate is elected.
- (2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- (3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter’s preference is repeated until one candidate has received an absolute majority of votes. The latter is elected.
- (4) In this clause, *absolute majority*, in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.

#### **11 Tied candidates**

- (1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal—the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- (2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes—the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

### **Part 4 General**

#### **12 Choosing by lot**

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

#### **13 Result**

The result of the election (including the name of the candidate elected as mayor or deputy mayor) is:

- (a) to be declared to the councillors at the council meeting at which the election is held by the returning officer, and
- (b) to be delivered or sent to the Director-General and to the Secretary of the Local Government and Shires Association of New South Wales.

# Administrator's **END OF TERM** Report

**May, 2016 –  
September, 2017**

Record No: 17/23082

Version No: 1

federationcouncil.nsw.gov.au



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## Introduction

On May 12, 2016 the New South Wales Government, by the Governor's proclamation, dissolved the former Urana Shire Council and Corowa Shire Council and merged them to form Federation Council.

At that time, all of the positions of Councillor and Mayor of the two councils were declared vacant and I was appointed as Administrator to stand in their stead for a 16 month period until the inaugural election process scheduled for 9 September, 2017 began.

Together with the interim General Manager, also appointed by proclamation, I was given the task of creating the new council organisation and transitioning the two former entities into one modern local government authority.

This document forms my report on the achievements, challenges and the progress of the past year. It is provided to give some context to the newly elected Council and to record, for the Federation Council community, how we went about building Federation Council.

This document will set out the respective issues, provide some context and background and will identify the work still required. Where practical, recommendations will be provided for council's guidance. I do understand the newly elected Council is under no obligation to adopt any of those recommendations.

It has been a great privilege to work with the executive team, management, staff and communities of Federation Council.

I extend my heartfelt thanks and sincerest appreciation to all involved and wish the new Council the very best in their future endeavours.



Mike Eden, Administrator  
Federation Council  
12 May 2016 to 26 September 2017

# 1. Background

## 1.1 The Local Government reform process

The NSW Government had been working with local councils since 2011 to strengthen council performance and to ensure that the local government sector was well placed to meet future community needs.

Following a sector wide consultation in 2011 called “Destination 2036”, an Independent Local Government Review Panel (ILGRP) was commissioned to undertake a comprehensive review of local government in NSW and to make recommendations for reform to the NSW Government. The Independent Local Government Review Panel subsequently made a series of wide ranging recommendations for structural reform and improvements to the sector.

After considering the Independent Local Government Review Panel’s report the Government initiated the “Fit for the Future” reforms which, among other matters, required each council to undertake a self-assessment against key performance indicators and submit proposals demonstrating how they would meet future community needs, as represented by the performance indicators.

In 2015 the NSW Government appointed the Independent Pricing and Regulatory Tribunal (IPART) to assess each council’s submission. Each of the two prior councils received approval for a Special Rate Variation (SRV) from IPART:

Each of the two councils has previously indicated it may seek and/or has recently received approval for a Special Rate Variation (SRV) from Independent Pricing and Regulatory Tribunal:

- Corowa Shire Council has an approved cumulative Special Rate Variation of 19.3 per cent over a four-year period from 2014-15, and in addition:
  - previously indicated it may seek a cumulative Special Rate Variation of 20.7 per cent over a four-year period from 2016-17, and
  - was considering a cumulative Special Rate Variation of 27.1 per cent over a five-year period from 2020-21; and
- Urana Shire Council previously indicated it intended to seek a cumulative Special Rate Variation of 52.7 per cent over a four-year period from 2016-17.

An assessment of the merger proposal was undertaken by a delegate of the Chief Executive of the NSW Office of Local Government. That assessment included a public enquiry, community and council submissions and an assessment, by the Delegate, of the criteria set out in Section 263(3) of the Local Government Act. In April 2015 the Delegate submitted his report to the Chair of the NSW Local Government Boundaries Commission recommending “that the proposed merger of the Urana Shire Council and the Corowa Shire Council proceed”.

In May 2016 the NSW Government announced its intentions to merge a total of 41 existing councils into 24 new councils. However, several of the councils quickly launched legal proceedings attempting to overturn the merger process.

Pending the outcome of the legal proceedings, the Government deferred 5 of the proposed metropolitan mergers and proceeded with the creation of 19 new councils on 12 May, 2016. The merger of Urana and Corowa Shire Councils was one of the mergers that proceeded.

The merger process has been a source of considerable political and community contention since the various merger proposals were announced.

Just prior to finalising this report the NSW Government abandoned the outstanding metropolitan mergers, having already abandoned the outstanding rural and regional mergers some months earlier.

## 1.2 The role of Administrator

Established by proclamation, the role of the Administrator is set out within the NSW Local Government Act of 1993.

The proclamation states that “The Administrator of the new council has, during the initial period, the functions of the council and the mayor of the council”. The initial period, in Federations’ case was 16 months from 12 May, 2016. Within the Local Government legislation the functions of the council and the mayor are set out in:

### **Section 258 The Administrator**

- (1) *When the administrator of a council takes office:*
  - (a) *any persons holding civic office in relation to the council cease to hold office, and*
  - (b) *the administrator has all the functions of the council until immediately before the first meeting of the council held after the fresh election.*
- (2) *The administrator must be paid a salary from the council’s funds determined by the Governor.*
- (3) *The Governor may terminate the administrator’s appointment at any time.*
- (4) *The administrator ceases to hold office:*
  - (a) *immediately before the first meeting of the council held after the fresh election, or*
  - (b) *if the administrator’s appointment is earlier terminated by the Governor.*

The Administrator’s role, in the framework of a merger, encompasses the roles of:

1. Making decisions on behalf of the community in the context of the council meeting process;
2. Representing the community and the council at public occasions;
3. Advocating on behalf of both individual citizens and the broader community;
4. Providing support to the General Manager and staff in implementing the merger.

Certainly, the formal decision making processes have been undertaken in a proper and transparent manner.

We have conducted council meetings at least monthly during the Administration period and have transacted the business of council in accordance with the legislation and the Code of Meeting Practice.

In addition, I have attended as many community events, meetings and other functions as was possible.

As only one individual replacing 18 former councillors, this was always going to be difficult and I am grateful to the members of the Local Representation Committee (comprising former councillors from both former councils) for assisting me with this process.

I trust that I have adequately represented the community’s interests and have enjoyed my interactions with local groups and individuals. Of particular pleasure to me was chairing public meetings, and council meetings, as well as engaging with volunteers and council residents at numerous events.

The role that has been most import has been providing support to the Executive team, Management and staff and to offer advice in some diverse and challenging activities including the restructure and cultural development of Federation Council, the Tourism Strategy Review and the success of many economic development opportunities whilst undertaking the required implementation activities imposed by the merger.

### 1.3 The former councils of Urana and Corowa Shires

The former Urana Shire Council was relatively small in population (1,118 People in the 2011 census). Between 2001 and 2011 trends indicated a consistent and significant movement away from small, rural areas within the region. Urana, Jerilderie and Lockhart Shires all experienced a decline in their population. At 2011, Urana experienced a 16.07% decline during the decade, Jerilderie 20.56% and Lockhart 15.34%. During the same period Corowa and Greater Hume Shires experienced slight increases of 3.04% and 5.87% respectively.

|   | Corowa Shire Council 2016 | Urana Shire Council 2016 |
|---|---------------------------|--------------------------|
| Population (ABS 2013/14)                          | 11,455                    | 1,147                    |
| Land Area (ABS 2013/14)                           | 2,329 sq km               | 3,356 sq km              |
| Population Density                                | 0.048                     | 0.0034                   |
| Annual Operating Budget (Income Statement 2016)   | 28,562                    | 8,799                    |
| Asset Base (note 9) Carrying value                | 336,700                   | 111,635                  |
| Total Staff (note 4)                              | 107 FTE                   | 30 FTE                   |
| Number of elected councillors                     | 9                         | 9                        |
| Number of properties – Farmland                   | 675                       | 667                      |
| Number of properties – residential                | 5,321                     | 551                      |
| Number of Businesses                              | 505                       | 112                      |
| Rates & Annual Charges revenue (income statement) | 10,229,000                | 1,877,000                |

#### FORMER URANA & COROWA SHIRE COUNCIL SUMMARY OF FINANCIAL REPORTS FOR YEAR ENDED 12 MAY 2016

| Particulars   | URANA   | COROWA   | URANA     | COROWA    |
|---|---------|----------|-----------|-----------|
|   | 2014/15 | 2014/15  | 12/5/2016 | 12/5/2016 |
|   | \$'000  | \$'000   | \$'000    | \$'000    |
| <b>Income Statement</b>   |         |          |           |           |
| Total Revenue from Ordinary Activities  | 7,088   | 30,279   | 8,799     | 28,562    |
| Total Expenditure from Ordinary Activities  | (6,591) | (27,549) | (5,253)   | (24,426)  |
| Surplus from Ordinary Activities  | 497     | 2,730    | 3,546     | 4,136     |
| <b>Net Operating Result before Capital Grants &amp; Contributions Surplus/(Deficit)</b> | (469)   | 1,209    | 1,667     | 2,785     |
| <b>Statement of Financial Position</b>  |         |          |           |           |
| Total Current Assets  | 6,488   | 27,264   | 7,992     | 31,644    |
| Total Current Liabilities   | (975)   | (4,957)  | (1,654)   | (6,575)   |
| Total Non-Current Assets  | 109,026 | 335,202  | 111,695   | 336,934   |
| Total Non-Current Liabilities   | (419)   | (4,822)  | (303)     | (4,483)   |
| <b>Total Equity</b>   | 114,120 | 352,687  | 117,730   | 357,520   |

## 2. Federation Council

Federation Council is home to the thriving and diverse communities of Corowa, Howlong, Mulwala, Oaklands, Urana, Balldale, Boree Creek, Buraja-Lowesdale, Coreen, Daysdale, Morundah, Rand, Rennie and Savernake all located in an agriculturally rich and diverse area on the border of New South Wales and Victoria, the Southern Riverina region and is the centre of one of the most productive wool, grain, lamb and beef cattle growing areas in Australia.



In addition to the new community's profile, the council organisation itself is now much larger

|  | Federation Council 2017 |
|--|-------------------------|
| Population – (prev council stats combined) | 12,602                  |
| Land Area                                  | 5,685 sq km             |
| Population Density                         | 0.022                   |
| Annual Operating Budget (Income Statement) | 24,426                  |
| Asset Base (note 9) Carrying value         | 336,700                 |
| Total Staff (note 4)                       | 128.07 FTE              |
| Number of elected councillors              | 9                       |

|  |            |
|--|------------|
| Number of properties – Farmland<br>(Revenue Policy 2017)<br>Former Corowa - 656<br>Former Urana - 577      | 1233       |
| Number of properties – residential<br>(Revenue Policy 2017)<br>Former Corowa - 5,433<br>Former Urana - 560 | 5993       |
| Number of rateable Businesses<br>(Revenue Policy 2017)<br>Former Corowa - 519<br>Former Urana - 110        | 629        |
| Rates & Annual Charges revenue (income statement)  | 10,229,000 |
| Employment (Local jobs) – ABS 2014<br>Former Corowa - 4,634<br>Former Urana - 497                          | 5,131      |

The Australian Bureau of Statistics (2014) reported that Federation will be responsible for infrastructure and service delivery to more than 12,000 residents by 2031. Like a number of regions across NSW, the Corowa and Urana communities have experienced a declining population and the region will also experience the impacts of an ageing population over the next 20 years.



## 3. The Challenges

Developing a new council by incorporating two former councils is a challenging task. Differences in service types and service levels; pricing and costing approaches; custom and practice; demographic and economic differences; staffing establishments and structures; and cultural differences in both the organisations themselves and the communities they represent are all challenges to the transition process and provide obstacles to effective integration. The newly elected council is encouraged to put in place positive strategies that recognise, support and promote the efforts and achievements resulting from the merger activities.

Some of the challenges encountered in the Federation merger include:

### 3.1 The financial cost of change

Bringing the two former organisations together, under a new name, is a relatively expensive exercise. As part of the merger program, the NSW Government made an operational grant available to Federation Council of \$5M to meet the costs of the merger. The funding was provided at the outset and there were no holding costs involved in the council having to fund the expenses and then seek reimbursements.

The total cost, over time, of the merger may exceed the \$5M provided. Ultimately a broad range of activities will be required to continue the merger process and some of those activities will require continued funding. Notwithstanding this, significant savings of approximately \$2M in expenditure are projected as a result of the merger and some of those savings will be required to fund other merger related expenses.

Expenditure has been, and will continue to be, required to fund personnel changes (senior staff redundancies and salary harmonisation), branding changes (stationery & signage), systems integration, accommodation changes at offices and depots, and a myriad of other operational requirements. A Project Management Office was established to work specifically on transitional merger issues and was funded from the NSW Government's contribution.

At June 30, 2017 approximately 60% of the grant funding had been allocated to merger related projects, either in progress or completed, with the balance to be allocated to priority projects as reviews of services are undertaken.

### 3.2 Relatively short timeframes

Council has had 16 months to accomplish the majority of merger activity. This has imposed a considerable amount of additional pressure on staff and management in many respects. Notwithstanding this the Council has achieved most of the benchmarks provided by the State Government.

Council has been successful in reviewing and setting a new Executive, Management and staffing structure to support service delivery, legislative compliance requirements and meet community expectations.

Information technology improvements have largely been implemented including the installation of a microwave link to support bringing the former councils together on a series of common platforms. Common email, records management and financial management systems have been introduced and a single web site has been developed and launched.

The short timeframes and the complexity around bringing the two organisations together has meant that it has not been possible to build an entirely new Operational Plan and Budget for the 2017/18 financial year. The adopted budget is more akin to simply bringing two different budgets together, under a combined organisation structure, with weak links to old plans, rather than a new, purpose built budget. With the next iteration, in 2018, it will be possible to more accurately consider efficiencies, effectiveness and structural needs required to deliver services.

### 3.3 Service harmonisation

The two former councils operated in very different ways in many respects and bringing together disparate service levels and standards is a continuing challenge. Service harmonisation is perhaps the greatest challenge facing the new Council and will continue to exercise the minds of management and the newly elected councillors for some time yet.

The new Council will need to consider a number of matters requiring some determination around the service harmonisation for Federation Council. The list will focus on prioritised benefits for Federation Council as it will be a fundamental need for the organisation, over time, to ensure that there is equity and fairness in the way the residents and stakeholders are served across the entire council area.

### 3.4 Pricing and rating

The NSW Government, in proclaiming the new council area, decreed that there could be no fundamental changes to the rating system for the first four years of the new council's existence. This will continue to be a source of inequity amount rate payers for that period.

The following is an extract from Council's Revenue Policy 2017-2018:

*'Under the NSW Government's rate protection commitment, total approved rate income levels that were in place prior to the establishment of the new council will continue for a further three years. This means that the proposed total general rate income for Federation Council is in accordance with the previously proposed general rate income for the former Corowa and Urana Shire Councils.*

*The proposed 2017/18 Revenue Policy for Federation Council includes a 1.5% increase in total general rate income for former Urana Shire properties, in accordance with the NSW Government rate peg.*

*The former Corowa Shire Council had an existing special rate variation in place, which was approved by the Independent Pricing and Regulatory Tribunal. This has allowed for a 7% increase in general rates for properties located in the former Corowa Shire Council until the end of 2017/2018. The draft Revenue Policy proposes that this increase will remain in place.'*

### 3.5 Practice, procedure and policy harmonisation

There is an enormous catalogue of policy and procedure required in the local government context. It will be a continuing challenge to harmonise practice and procedures as well as determine appropriate policy settings for the combined community and organisation. These elements of the organisational infrastructure require regular review (either as the result of statutory obligation or simple good governance practice) and it will be important to grasp each of those review opportunities to harmonise the framework in which the new organisation functions.

### 3.6 Staff matters

The new Council's staff complement has been most willing to work with the new organisation in an effective and co-operative manner. There has been resistance in some areas of operation (as should be realistically expected) however it has been noticeable that engagement has improved as the staffing structure was finalised and career paths and team arrangements have been clarified. It is becoming clear that the new, larger staff organisation can offer greater opportunities for staff seeking greater challenges. In particular, the General Manager and executive staff have very effectively championed the changes in a consultative and participative manner with the general staff.

## 4. Federation Council Executive Team



Mr Chris Gillard  
**General Manager**



Ms Kristy Kay  
**Director Corporate &  
Community Services**



Mr Kim Parker  
**Director Finance &  
Organisation  
Development**



Mr Peter Gall  
**Director Infrastructure &  
Environment**

CREATING OPPORTUNITY CELEBRATING COMMUNITY

Federation Council's Executive Team consists of a mix of executive from both former councils and outside of the area who demonstrate excellent leadership skills with the ability to manage, guide and direct employees during extreme change conditions.

The Executive Team work collaboratively on leading business activity process, facilitating strategic planning and setting direction for overall decision making.

The merge process has presented many challenges and none more so than the cultural development of Federation Council. The Executive Team have worked together to embrace the change and to develop a culture that accepts change, encourages employee development and respects and supports their environment.

Together the team is working towards a corporate culture that promotes values, beliefs and attitudes to characterise and guide a successful organisation.

## 5. The Achievements

Federation Council has made substantial progress in bringing together and improving services.

Specifically, the following matters have been successfully implemented since the merger:

- May 2016 - Appointment of External Auditors.
- June 2016 - Federation Council Model Code of Conduct.
- Appointment of a Local Representative Committee to work with the Administrator.
- Implementation of a new organisational structure to deliver all council services to its external customers and provide support to all employees of the organisation.
- Restructure appointments determined – position descriptions and other documentation completed and implemented.
- Development and delivery of Federation Council Merger Implementation Plan (initially 364 tasks).
- Community Satisfaction Survey 2016 – demonstrating Federation Council is on par with the average satisfaction for newly formed councils and slightly higher levels of satisfaction when compared with newly formed regional/rural councils.
- The development and bringing together of Budgets/Financial plans of the former councils.
- Installation of a communications system between the Urana and Corowa Offices in order that seamless services can be operated from each office.
- Branding - New corporate logo and visual identity.
- Development and launch of the Federation Council website.
- Software purchased and implemented to assist with Integrated Planning & Reporting for the new Council.
- Payroll operations consolidated.
- Electronic document management system implemented to integrate compliance and efficiencies in relation to document control.
- New Asset Management software installed and populated.
- Completion of a number of service reviews.
- Internal Auditor appointed & Internal Audit Committee Chair appointed.
- Integrated budget developed for 2017/18.
- Implementation of a number of vibrant and successful events and community initiatives.
- Allocation of \$10M Stronger Community Grants.
- Council elections program developed for 9 September 2017.
- Back to business events held in Urana and Corowa.
- Meeting with local tourism group and Mulwala Ski Club about grants and tourism projects in Mulwala.
- Meeting with Howlong RSL and other community members about a master plan for a community park.
- Liaison with Corowa Rotary about an environmental project in Corowa.
- Extensive engagement with Cool Off to develop a project creating 60+ jobs in Howlong and a 16 lot industrial subdivision.
- Industry/Networking event – Strategic community engagement, public relations and stakeholder management.
- Economic Development meeting re land adjacent to Corowa Saleyards proposed Service Station Development.

## 5.1 Stronger Communities funding

The NSW Government allocated a \$10M Stronger Communities Fund to Federation Council. The purpose of the funding was to kick start the delivery of projects that improve community infrastructure and services.

The council had long standing infrastructure backlogs and community priorities already identified but not funded, and this funding program provided a much needed opportunity to help facilitate the delivery of these important projects.

The criteria for selecting projects insisted that council ensure the community and local stakeholders were adequately consulted and provided with the opportunity to put forward proposals for funding which was achieved through formal calls for grant applications.

Although Federation Council will auspice the allocation of these funds, the NSW Government established the funding criteria. To be successful for funding, community projects needed to meet the following criteria:

- applications must be from incorporated, not for profit community groups.
- 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.

In relation to the first criteria, Council advocated to the NSW Government for a change in criteria to allow non incorporated section 355 committees that manage activities on Council or Crown Land to also be eligible.

Council established a Stronger Communities Fund Assessment Panel with responsibility to assess projects and make recommendations to council for funding. The panel assessed and made recommendations for projects received through the Community Grant Program, as well as those developed and nominated by councils for funding under the major projects program. The panel used the defined criteria for each program to assess and recommend projects for funding.

The panel included:

- The Administrator, Mr Mike Eden or his delegate.
- Local Member for Albury Mr Greg Aplin or a nominated representative.
- Regional Coordinator of the Department of Premier and Cabinet, or delegate.
- General Manager Federation Council, Chris Gillard
- Other members, appointed by the Administrator, as required.
- An independent probity adviser, appointed by the Administrator to advise the panel on their deliberations and assessment process.

The Stronger Communities Fund is to be spent or committed by 30 June 2019 and all funding acquitted before 31 December 2019.

### **ROUND 1**

The first stage of the allocation of the grant program achieved a total of up to \$1M being allocated under a Community Grant Program. Grants of up to \$50,000 were allocated to community groups throughout the council area to incorporated not-for-profit community groups, for projects that build more vibrant, sustainable and inclusive local communities.

A total of 76 applications were received in the first instance. 15 were to be considered as major grants, 7 applications did not fit the criteria, 6 met the grant criteria and 47 were required to provide additional information.

Eighteen (18) projects were allocated a total of \$595,000 for S355 Committees and to Incorporated organisations in the first round leaving a balance of \$405,000 to be allocated in the second round.

At 30 June 2017, 10 of the 18 projects were completed and the balance were in progress

## **ROUND 2**

In May 2017, the second round of the Stronger Communities Funding provided for a further \$293,680 to two S355 Committees and 11 community projects, and at 30 June, one (1) was completed.

It is envisaged that the allocation will be utilised over 2-3 funding rounds with total allocations announced by December 2018.

## **MAJOR PROJECTS**

The panel selected 15 major projects eligible for funding totalling \$8,899,534. These projects can be delivered over a longer period, being due for completion by December, 2019.

The \$1M funding for Stronger Communities Grants together with the \$9M funding for major grants provides council with the advantage of renewing and upgrading some council assets which may have been on a backlog of projects to be funded through general revenue. A large proportion of the Major Projects funding will be allocated to council-wide roads and drainage to provide safe travel within our community.

Refer Appendix 1 for details of grant recipients.

## **5.2 Information Systems Upgrade**

### **Business System Upgrade**

Prior to proclamation of the merged council, the former Corowa Shire Council had engaged Civica to upgrade the Authority business system from version 6.10 to 6.11. This decision was made to take advantage of new functionality and also because it would be performed free of charge. With the council amalgamation, it was decided after consultation, that Civica Authority would be retained as the business software for the new council, and data from Practical (software used by the former Urana Shire Council) would be migrated across. As a result, the scheduled upgrade to version 6.11 went ahead in June 2016. After initial discussions with Civica regarding the migration of data from Urana, Seaview IT Solutions was engaged to perform the migration on Council's behalf, and completed this in March 2017.

Going forward there are real opportunities to streamline business processes using Authority as a tool. Accounts payable and payroll are two areas that have been identified, where significant efficiencies could be gained in the short term.

### **Mulwala and Howlong Library IT Network - Free Public WiFi now available**

New firewalls and wireless access points (WiFi) have been installed at both the Mulwala and Howlong libraries. The firewalls will improve the online security for both public Internet users and library staff at these locations. Free WiFi has been enabled at both libraries. Both the firewalls and wireless access points are monitored and maintained by Hitech Support. This service, along with the initial provision and installation has been subsidised through the NSW State Library's NSW.net program.



### **Records Management Software**

Council upgraded its Enterprise Records Management System from HP Trim 7.1 to HPE Content Manager v9 in November 2016. The existing version of Trim had reached the end of its support period and was no longer compatible with newer versions of Microsoft Office and Civica Authority.

With the upgrade to Content Manager comes a number of other enhancements, most notably the addition of a better workflow system to effectively control the use and management of records through their life cycle.

Ongoing challenges exist in getting user process to align with records management best practices, and also in getting hard-copy records and records held in legacy systems imported into Content Manager. In June 2017, Council negotiated a large batch of new licenses with HP. This was done to ensure that all staff members could get access to the system, and it also enabled a more cost-effective licensing scenario. After an initial payback period of two years the new licenses will establish savings of over \$6,000 per annum.

### **Federation Council Website**

Federation Council's website was officially launched on 1 March 2017. The new site was developed on the OpenCities platform provided by SeamlessCMS. This platform was chosen on the basis that it would provide Council with a modern, responsive, functional and adaptable website.

Being a subscription service, the platform has a well-developed roadmap for future improvements, and thus will continue to evolve with new technologies and should not require a major overhaul in 5-10 years. While significant efforts were made to make as much content as possible available on the new website at launch, the development of content is an ongoing process. This is particularly the case with some of the more advanced functionality of the website.

In July, the Community Directory was launched that enables sporting clubs, community groups and other organisations to manage a page on Council's website with a description of who they are, contact details, location, and some photos.

Another aspect of the site that is still under development is the online interactive forms, that have the capacity to include answer-based logic, upload files, enter signatures, and receive online payments. As a very cost-effective form of customer service, it is important that online transactions are made available on the website, where possible.

### **Asset Management Software**

Following extensive investigation, consultation with end users, and a quotation process - AssetFinda was chosen to supply Council with an enterprise Asset Management software solution. AssetFinda is GIS enabled software that integrates asset accounting, maintenance scheduling, asset and defect inspections, and long-term financial modelling.

In June 2017 the web based application went live, and staff training was held shortly thereafter. As of the end of August, the mobile (tablet) application has also come online, and training is to be scheduled shortly.

Asset information from both former councils has been imported into the system, and the final data cleanse is anticipated to be completed by September. In the coming months the challenge will be to assess how processes can be created or adjusted, to take advantage of the capacity of this software to align Council's practices with Asset Management principles.

### **Inter-Office Connectivity**

With the establishment of Federation Council it was important that IT communication channels were established between the offices in Urana and Corowa, enabling systems to be consolidated and information to be shared. Initially the preferred solution was to utilise existing fibre connections between the towns that are managed by the NSW State Health Department. This would provide a very stable and fast line between offices, however when it

became apparent that the timeframe for this to become operational for Council would be at least 12 months, this was ruled out.

With other managed connections being prohibitively expensive, it was decided that the next best solution was to extend existing microwave networks between Corowa and Urana. With no direct line of sight between the two towns an intermediate tower was required, and this was established at Goombargana Hill in late February 2017.

Currently the tower on this hill is only a temporary arrangement, with a more permanent structure to be constructed in the next year or so. Since the installation of the microwave link, trees, winds, lightning, faulty leads and power surges have all affected the stability of this connection. As a result, some form of secondary link to provide redundancy is currently being investigated.

### **IT Network and Proposed Roadmap Report**

Albury City Council was engaged to supply Federation Council with a strategic report on IT infrastructure from an external perspective. This report was completed in November 2016 and was structured to provide a practical roadmap with clear steps and actions to achieve desired outcomes. In the time since the report's completion, the majority of steps described have been progressed in some form, and many actions have already been completed.

One of the highest priorities identified in the report was the need to upgrade Council's internal network. As a result of being built in an ad hoc manner over time, the extended network had equipment of varying brands and quality throughout the various offices. This led to degraded efficiency with which data could be transferred through the network, and also compromised security. In order to have viable data connections between a growing number of disparate offices this needed to be remedied. In March 2017, a uniform fleet of switches was installed in all offices and junction points in Council's IT network.

To achieve the desired outcome of efficient network traffic and secure sites, major changes needed to be made to Council's network address space, and the new switches needed advanced configuration. This has proved extremely challenging, given a very limited pool of local knowledge experienced in dealing with such complex networks.

As of August 2017, this re-configuration is about 90% complete, with most of the rest to be completed by the end of the calendar year. Final configuration will probably not be in place until the NBN is switched on in Howlong.

## **5.3 Financial Savings**

As part of the initial merger proposal the NSW Government commissioned accounting firm KPMG to model the potential financial savings for the new Council. At the time the KPMG estimate of the net financial benefit was \$2.5M over ten years. The KPMG modelling was relatively generic in nature.

Soon after the merger was proclaimed the management of the Council undertook its own modelling utilising more locally reflective data and came to the conclusion that the KPMG estimates were a reasonable approximation of the savings potential. It was clear that the composition of the savings was different between the two assessments but the broad total was likely to be achieved.

Council adopted an Interim Organisation Structure with the purpose of tying the two separate workforces into one cohesive unit until an analysis could be undertaken of the services that the community believed that the Council should undertake.

Whilst it was expected that there would be a fairly standard range of services that would be required and therefore a large majority of Council's existing staff and other resources, procedures and practices would be applied to the new organisation there was a recognition that the Council has a once off chance of looking at other services that the community might require and which might result in opportunities to develop the organisation.

There was also an expectation that the merger would result in efficiencies in Council's management and administration, reduction in duplication from previously having two organisations doing basically the same thing and achieving cost savings in having greater purchasing power.

KPMG projections developed in studying the councils in 2015 suggested that savings of \$2.5M (in FY2015 dollar value) could be achieved over a 10 year period through a range of savings in staff costs, materials and contract purchases and other expenditure as a result of the above. However, it is difficult to identify costs in other areas such as service delivery but it is assumed that Council will use savings to improve service delivery and maintenance programs, partially roads.

The question for Council is if savings can be achieved, should some, if not all of these savings be turned into a greater level of services for the community.

## 5.4 Asset renewal and fleet replacement

The two previous councils operated on different asset management platforms. Both platforms are similar but require substantial work to combine them. For Council to develop meaningful long term financial plans it is important for Council to develop a single system.

Following extensive investigation, consultation with end users and a quotation process - an agreement has now been reached with AssetFinda for the supply of an enterprise Asset Management software solution. AssetFinda is GIS enabled software that integrates asset accounting, maintenance scheduling, asset and defect inspections, and long-term financial modelling on both mobile and desktop platforms.

Asset data needs to be verified and combined to ensure the data underlying the LTFP is suitable for making strategic decisions. This will also require condition audits to be carried out on each class of asset.

It is anticipated that AssetFinda will be populated with council data and functional by late December, 2017. With the completion of most of the asset sections of the annual financial reports, work has now commenced on combining the asset information of the former councils.

The work undertaken will also need to consider the Asset Management Planning Framework, i.e. National Asset Management Systems (NAMS). NAMS.Plus is the industry recognised standard.

This project will be guided by an Asset Management Steering Committee and will provide Council with a single Asset Management System, including a long term strategy and asset management plans for each class of asset. An Asset Management Strategy will also be developed from the outputs of this project.

## 5.5 Branding

Federation Council commenced work on developing a new community vision and visual identity in June, 2016.

The first phase of the project involved market research to gather an understanding of perceptions of the Federation Council area. The market research involved:

- A desktop survey of branding and perceptions of Federation Council and other councils nearby.
- A survey of more than 700 people outside the Council area, conducted primarily in Melbourne through randomised street-based surveys. This process assisted in understanding perceptions of our area and factors that may motivate people to visit.
- An online survey with community members, providing opportunities for input into the vision and brand. This was supported by extensive communication activities to ensure awareness of the survey and increase participation. 199 responses were received.

- Four focus groups within the Federation Council area and one focus group with council staff. These sessions provided the opportunity for a structured conversation involving members of the community in the development of the vision and brand.
- Visits to local schools across the council area to engage young people in the discussion about the vision for the future. A short video of the student's interviews was developed and used as part of the community focus groups.

A community newsletter was prepared which featured the branding project and provided information to residents about how they could be involved. This was delivered to all households and was supported by additional communication activities to ensure an awareness of the project and to generate excitement within the community about the new brand.

The second phase of the project delivered a new brand for Federation Council. A number of key principles were identified throughout phase one of the project and these were used to guide the development of the new community vision and visual identity, which included a new logo, supporting graphics, tagline and design guidelines.

The research component found that while the Federation Council area encompasses a number of communities with different needs and characteristics, it was unified by a number of common goals and values. Loyalty to local communities, a passion for economic, social and population growth and a determination to work towards a better future were identified as key characteristics of communities. While these can also be found in many other regional communities, two key points of difference stood out – the centrality of water to the lives of people across the region and also the significance of Federation. These two distinctive themes of Federation and Water were drawn together to create the new logo.

It was important to ensure that the new visual identity had flexibility to work across Council's corporate and tourism materials and in a range of applications. These considerations played a significant role in finalising the design, which was done in consultation with council staff and the Local Representative Committee.

Following endorsement by the Local Representative Committee, the logo and visual identity for Federation Council was adopted at the Ordinary Council meeting on 21 February 2017 and became effective from 1 March 2017 (to coincide with the new council website going live). A video was developed of the brand story and launched on social media to unveil the new visual identity to the community. Advertisements were also placed in local papers and included information for residents about the logo meaning, roll-out of the brand and new council website.

Application of the new brand to corporate and promotional material, offices, facilities and signage has been a progressive process in order of priority. An audit has been completed of all signage and a tender will be required to re-brand in excess of 230 signs across the council area. This will be undertaken in consultation with the newly elected council.

## 5.6 Section 355 Delegations to external Committees

Council's Policy and Guidebook for Committees have been developed to support committee members in their volunteer role on community committees created by Council. Council community committees are formed for a variety of reasons including management of community facilities, provision of advice and consultation.

The use of community committees reflects Council's level of encouragement to actively engage and utilise the expertise within its community. Community committees enable a sense of community ownership, community involvement, development and overall community well-being, all meeting Council's objective of a connected community. The advice and management provided by the various committees is invaluable as a consultative and information mechanism.

The Committees of Council are established under Section 355 of the Local Government Act 1993 (LGA), allowing Council to delegate some of its functions to a committee. The delegations are set out in the Terms of Reference adopted by Council for each Committee. The Terms of Reference outline the role, function and powers for the Committee.

The revised policy and guidebook will be presented to the newly elected Council for adoption along with the revised Delegations of Authority. Details of Federation Council S355 Committees are listed below:

The former Corowa Shire delegated fourteen (14) 355 Management Committees as listed below:

- National Federation Festival Committee
- Festival of Dance
- Corowa District Landcare
- Corowa Friends of the Library
- Mulwala Friends of the Library
- Federation Tourism
- Corowa Arts and Culture Advisory Committee
- Daysdale Advisory Water Trust
- Lonsdale Reserve Management Committee
- Howlong Lowe Square Management Committee
- Corowa District Health Social and Community Support Committee
- Community Safety Committee and Corowa Drug Action Team

The former Urana Shire delegated sixteen (16) 355 Management Committees as listed below:

- Boree Creek Community Committee
- Boree Creek Community Xmas Tree
- Colombo Creek Recreation Reserve Management Committee
- Oaklands Memorial Hall
- Oaklands Recreation Ground
- Oaklands Swimming Pool
- Oaklands Town Improvement Committee
- Morundah Community Committee
- Rand School of Arts (hall)
- Rand Sportsground
- Rand Town Improvement Committee
- Urana Hall
- Urana Progress Association
- Urana Rec Ground – Victoria Park
- Urana Ski & Aquatic Committee
- Urana Swimming Pool

## **5.7 Independent Audit & Risk Committee**

The NSW Local Government Act requires council to appoint an Internal Audit Committee to monitor, review and advise Council on matters of accountability and internal control affecting the operations of Council.

Council has developed a Charter for an Internal Audit Committee, an Auditor has been appointed, the Internal Audit Committee Chairperson has been appointed and membership of the committee has been populated and the first meeting of the Internal Audit Committee is scheduled for early in September, 2017.

The committee consists of two independent external members, with appropriate skills qualifications and expertise, one of whom will be the Chairperson for this Committee and one Councillor (excluding the Mayor). The appointment will be for an initial term of three years. The Committee will meet at least three times per year.

Council's internal audit program is an important initiative focused around driving operational best practise and ongoing improvement within the organisation.

The scope of service provided by the internal audit program is broad and priorities will be informed by an overall organisational risk review to be conducted by the internal auditor. The scope includes:

- The examination and evaluation of the adequacy and effectiveness of systems of internal control, risk management, governance, and the status of ethical behaviour.
- Ascertaining conformity with the goals and objectives of the Federation Council.
- Assessment of the economic and efficient use of resources.
- The examination of compliance with policies, procedures, plans and legislation.
- Assessment of the reliability and integrity of information.
- Assessment of the safeguarding of assets.
- Any special investigations as directed by the Audit Committee.
- All activities of the Federation Council whether financial or non-financial, manual or computerised.

Given the issues coming to light as a result of the work of both the Independent Commission Against Corruption and the Auditor-General, the new Committee will have an important and vital role to play over the coming term.

A program of at least three audits a year is planned.

## **5.8 Financial Systems Integration**

Development of a new Finance System commenced in November, 2016 and will continue over the next 12-18 months. Both previous systems will be combined with the ability to operate the system from various sites. The payroll system has been successfully tested and implemented.

Finance officers have been instrumental in maintaining business as usual in all functions including the integration of financial ledgers, rates, accounts payable, accounts receivable and payroll and are faced with the challenge of investigating, learning and testing the new financial management software to ensure maximum benefits and efficiencies are achieved in all areas of financial management and reporting.

An implementation strategy is being developed to assist with identifying resource needs to ensure the full suite of software capabilities are maximised to enable seamless, effective and efficient reporting into the future.

## **5.9 Events and Community celebrations**

The Federation Council area is lucky to enjoy a vibrant calendar of Festivals and Events. Council is focused on supporting Event Organisers to ensure the success and safety of these events.

The Council has a resource focused on events and Council has utilised this resource in the last twelve months to support the Federation Council area. Having a dedicated resource to this space has resulted in positive feedback from Event Organisers.

Council recognises the valuable contributions events can make to the local community and is committed to ensuring that planning an event is as straightforward for event organisers as possible.

To assist organisers Council has developed an extensive Events and Festival Guidelines, a streamlined online and paper-based application process and offers experienced and dedicated Council staff able to assist event organisers to plan a successful event.

Federation Council has the following resources dedicated to designing, organise and run community events and festivals.

- Festival and Events Policy
- Events and Festival Guidelines
- Events and Festival Application Form
- Event Management Plan Template
- Risk Assessment Form

Council currently works with a number of Event Organisers wanting to hold an event on Council owned/public land. In 2016 / 2017, financial year thirty-six events were processed through Council's Events and Festival Application Process, which brought substantial economic, social and cultural benefit to the local community and region.

Council hopes the quality and quantity of festivals and events will continue to grow. The former Corowa Shire Council had an annual Tourism Events Grant Program available to events that highlight the area as a visitor destination, enhance community identity and pride and bring tourism and economic benefits to the region. The grant program has continued across the Council area as a new service.

Federation Council has continued to run a number of established events including the Australian Billy Cart Championships in its 21<sup>st</sup> year, Bald Archy (former Corowa) and Local Government Week Schools Competition (former Urana).

Council organises events with a youth focus including Flicks in the Sticks and the North East Skate Park Series (partnership with Alpine Shire, Indigo Shire and City of Wangaratta).

Council has developed several events that promote the connections between the communities of Federation Council including Australia Day Celebrations, Baby Boomers Bus About, Tourism Treasure Trail, Pets Day Out and the Volunteer Recognition Awards and Celebration.

## **5.10 Combine Local Environmental & Development Control Plans**

Council's primary planning instrument are the Local Environment Plans (LEP's). Council currently operates under the Corowa Shire Local Environment Plan and the Urana Shire Local Environment Plan in accordance with the Federation Council proclamation. Council is now planning to undertake the development of a Federation Council Local Environment Plan to unify planning across the Council area.

The Local Environment Plan identifies land zoning and provides controls through various areas of interest such as environmental, rural living, business development and rural land use. These areas of interest are generally controlled through a range of supporting strategies. In developing the Federation Council Local Environment Plan some but not all of the supporting strategies will be reviewed.



## 6. Work Still To Be Done

Earlier in this report I mentioned that 16 months was too short a period in which to achieve the full transition of the two former Councils into one new organisation. Much has been achieved and there is more to be addressed.

There are a number of major issues that have been identified during the past year that need attention but time has not permitted a thorough review of all of them. I have set out below a listing of matters still to be resolved or completed in relation to the implementation plan. Briefing papers on the following topics will be provided to the newly elected Councillors in due course:

### Business Operations

- Undertake service reviews

### Major Projects

- Corowa Swimming Pool
- Urana Flood Study – Implementation

### Stronger Communities Fund

- Monitor and report on progress of Round 1 & 2 Community Grants
- Delivery of major grant projects
- Report on progress of Major Projects

### Council Merger Implementation Plan

- Monitor, review and report on progress

### Community Engagement

- Monitor review and adapt a plan for how Council will communicate and engage the community as an elected Council.
- Complete all signage to re-brand in excess of 230 signs across the council area.

### Corporate Activities

- Plan, monitor, implement and review activities relative to the harmonisation and utilisation of new systems, processes and policies as outlined in the Federation Council's implementation plan.

Note: Council staff are experiencing a greater than normal workload as a result of the changes and improvements currently in progress. Council will need to carefully resource all new initiatives.

### Asset Management

- Research and review of Asset Management systems to provide for integrated and informed asset management and resource planning.
- Standardisation of service levels, delivery techniques, pricing and access.
- Review Asset Management Strategy for all classes of assets.
- Develop asset management plans for each asset class.
- Inform long term financial planning framework.

### Planning & environment

- Combine Urana & Corowa Local Environmental & Development Control Plans.

Apart from these issues that I feel are important, there will be a wide ranging series of briefings and workshops provided by Council management to the new councillors over the first few months of the new Council. They will be both operational and strategic in nature and I commend this to the new councillors, as much has changed.

# Attachment 1

## STRONGER COMMUNITIES FUND – PROGRESS REPORT AT 30 JUNE 2017

### Summary

Federation Council received \$10M as part of the NSW Governments Stronger Communities Fund to support the delivery of projects that improve community infrastructure and services with the newly formed council. These funds were to be allocated to community projects during 2016/2017:

- up to \$1M through a Stronger Community Grant Program in grants of up to \$50,000 each (for projects that build more vibrant, sustainable and inclusive local communities); and
- \$9M for major projects (that deliver long term economic and social benefits to communities).

In 2016-2017, almost all the \$10M in Stronger Communities Funding (\$9,788,214) was allocated to 31 community based projects in 2 grant rounds and 15 major projects. This report outlines the status of these projects as at the end of the 2016/2017 financial year.

In brief, 10 of the 31 community projects are complete whilst all others are on track except for 1 project (Urana Youth Adventure and Skate Park).

### **Round One** – Community Grants

As at the end of the 2016-2017 financial year 9 of the 18 projects have been completed, a further 8 are progressing on schedule whilst 1 project has encountered some unexpected delays. Seventy-four percent (74.38%) of the \$595,000 has been dispersed. Round 1 projects are due for completion in December 2017. A summary of the status follows.

#### **Projects Completed and Final Reports received (n=6)**

| <b>Recipient</b>                      | <b>Project</b>   | <b>Amount</b>   |
|---------------------------------------|--|-----------------|
| Urana Bowling Club                    | New Kitchen  | <b>\$28,000</b> |
| Oaklands Recreation Ground Committee  | Netball/Tennis Court Fencing                                       | <b>\$36,000</b> |
| Corowa Rugby Club                     | Club Room Improvements   | <b>\$9,000</b>  |
| Corowa District Landcare Inc.         | Renewable Energy Forum   | <b>\$3,000</b>  |
| Corowa District Historical Society    | Upgrade Security at Corowa Federation Museum                       | <b>\$20,000</b> |
| Yarrawonga Mulwala Historical Society | Improve Heating and Cooling and Lighting at Pioneer Museum Mulwala | <b>\$50,000</b> |

#### **Projects Completed and Final Reports pending (n=3)**

| <b>Recipient</b>                        | <b>Project</b>                                       | <b>Amount</b>   |
|---|--|-----------------|
| Corowa Rutherglen Football Netball Club | Construction of New Netball Court at John Foord Oval | <b>\$50,000</b> |
| Howlong Football Club                   | Club Room Upgrade                                    | <b>\$40,000</b> |
| TunzaFun Amusement Park Mulwala         | Solar Panels   | <b>\$11,000</b> |

#### **Projects Progressing on schedule – Mid Way Report Received**

| <b>Recipient</b>                         | <b>Project</b>               | <b>Amount</b>   |
|--|------------------------------|-----------------|
| Corowa Race Club                         | Installation of Water Line   | <b>\$47,000</b> |
| Rennie Netball Club/Rennie Trust reserve | Rennie Community Hub         | <b>\$50,000</b> |
| Rand Sports Ground Committee             | Rand Community Playground    | <b>\$50,000</b> |
| Corowa Cricket Club                      | Cricket Net and Seat Upgrade | <b>\$49,000</b> |

**Projects Progressing on schedule – Mid Way Report Pending**

| <b>Recipient</b>                       | <b>Project</b>                       | <b>Amount</b>   |
|--|--------------------------------------|-----------------|
| Boree Creek Community Committee        | Memorial Hall Repairs                | <b>\$40,000</b> |
| Savernake School of Arts Reserve Trust | Savernake Hall facilities upgrade    | <b>\$17,000</b> |
| Corowa Tennis Club                     | Fence installation                   | <b>\$15,000</b> |
| Urana Hall Committee                   | Soldiers Memorial Hall Refurbishment | <b>\$40,000</b> |

**Projects Behind Schedule**

| <b>Recipient</b>           | <b>Project</b>                  | <b>Amount</b>   |
|----------------------------|---------------------------------|-----------------|
| Urana Progress Association | Youth Adventure and Skate Park* | <b>\$40,000</b> |

\* The Geotechnical Report found the soil unsuitable for the scooter track as planned. An additional \$64,000 would be needed to ensure sustainability of a suitable track. A new design for the park was proposed and approved in principle at council meeting 18 July 2017 and further community consultation about the re-scoped works are underway.

**Round Two**

As at the end of the 2016-2017 financial year, 11 of the 13 Grant Agreements have been received and 1 project had been completed (Recarpeting the Urana Court House Museum). Twenty-Five percent (25.55%) of the \$293,680 has been dispersed. Round 2 projects are due for completion in May 2018. The projects include:

| <b>Recipient</b>   | <b>Project</b>   | <b>Amount</b>   |
|--|--|-----------------|
| Corowa Civic Bowls Club  | External Ramp from Clubroom to Greens Area                                 | <b>\$9,130</b>  |
| Corowa Race Club   | Connect Toilets to Town Sewerage   | <b>\$50,000</b> |
| Rotary Club of Corowa  | Whitehead Street Wetlands  | <b>\$50,000</b> |
| Corowa Tree of Life Community Garden                           | Corowa Men's Shed Inc.   | <b>\$22,710</b> |
| Daysdale Memorial Hall Committee                               | Main Hall and Stage Restoration of Flooring                                | <b>\$10,469</b> |
| Howlong Cricket Club   | Replace Turf Roller  | <b>\$15,000</b> |
| Howlong Golf Resort  | All Access Restroom and Storage Upgrade                                    | <b>\$50,000</b> |
| Howlong Pony Club Incorporated                                 | Permanent Shade Extension to Existing Club Shed                            | <b>\$14,386</b> |
| Morundah Bush Entertainment Committee Inc.                     | Paradise Palladium Theatre   | <b>\$25,000</b> |
| Mulwala Football Netball Club Inc                              | Solar Power Generation   | <b>\$10,000</b> |
| Oaklands Lions Club  | Start your Engines-The Ruston Cold Starting Oil Engine Restoration Project | <b>\$15,200</b> |
| Urana Progress Association / Urana Arts and Historical Society | Walking Softly - Recarpeting the courthouse                                | <b>\$5,785</b>  |
| Urana Progress Association                                     | Flying Free A Free-flight Bird Aviary for Urana                            | <b>\$16,000</b> |

## **Major Projects**

The 15 major projects 9 projects were prioritised to commence in 2017 and are underway.

### ***Prioritised for action and under way***

| <b><i>Recipient</i></b>           | <b><i>Project</i></b>   | <b><i>Amount</i></b>      |
|-----------------------------------|---|---------------------------|
| Corowa RSL Park                   | remove existing and install new playground  | <b><i>\$115,451</i></b>   |
| Corowa Bangerang Park             | Replace playground, paths, landscaping and all abilities toilet   | <b><i>\$500,963</i></b>   |
| Corowa Skate Park                 | Design and construct extension to existing park, repair work, seating and landscaping                               | <b><i>\$333,170</i></b>   |
| Howlong Skate Park                | Design and construct a street terrain park at Lowe Square   | <b><i>\$153,000</i></b>   |
| Corowa Golf Club                  | 50 seat Cinema construction within existing buildings   | <b><i>\$585,000</i></b>   |
| Victoria Park Redevelopment Urana | Camp Draft facility upgrade, vintage machinery building upgrade, replace airstrip, renewal toilet, fencing, signage | <b><i>\$79,592</i></b>    |
| Oaklands Medical Centre           | Building Purchase, renovation and fit out, medical equipment  | <b><i>\$346,942</i></b>   |
| Corowa Swimming Pool              | Towards a new swimming pool construction  | <b><i>\$1,500,000</i></b> |
| Kyffins Reserve Mulwala           | Restore 2.3 km of walking track and construction of 400m fencing  | <b><i>\$197,087</i></b>   |

### ***Pending***

| <b><i>Recipient</i></b>                                | <b><i>Project</i></b>  | <b><i>Amount</i></b>      |
|--|--|---------------------------|
| Howlong Tennis Court Renewal                           | Removal and renewal of 6 synthetic tennis courts   | <b><i>\$110,000</i></b>   |
| Urana Netball Court Renewal                            | Removal and renewal of 2 Tennis/netball courts   | <b><i>\$165,000</i></b>   |
| Mulwala All Abilities Playground and Foreshore Upgrade | Construct an adventure playground, path, fencing, seating, shade. Remove boat ramp, remove and replace toilet facilities | <b><i>\$855,650</i></b>   |
| Oaklands RV Park                                       | Gravel parking, gazebo, landscaping, fence, toilet access, RV ramp   | <b><i>\$87,173</i></b>    |
| Rand Sports Ground Upgrade                             | Final phase of renovation work   | <b><i>\$70,506</i></b>    |
| Council Wide Roads and Drainage                        | Minor/townships, minor/regional, minor/rural and medium projects   | <b><i>\$3,800,000</i></b> |

## **Financial Implications**

Cost savings have been made on 4 of the 10 completed community projects (\$4,965). This is because of council's buying power, council's request for additional quotes, an initial over estimation of costs and the exclusion of GST.

There is therefore an opportunity to reinvest these funds back into the program to provide contingencies for projects that encounter unexpected issues and/or to combine these with the unallocated funds (\$211,787) to offer a third grant round.

## Schedule of Changes & Amendments

| Version | Date | Changes / Amendments |
|---------|------|----------------------|
|         |      |                      |
|         |      |                      |

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# Proposal Alcohol Free Zone and Alcohol Prohibited Area 2018-2022

Record No: 17/23814

Version No: Click Enter Version No





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# 1. Introduction

The *Local Government Act 1993* (Section 644) enables Councils to develop a proposal to establish alcohol-free zones in accordance with the Ministerial Guidelines. The proposed alcohol free zone must be either of the following:

- A public road or part of a public road
- A public place that is a car park or part of a car park

The principal object of an alcohol-free zone is to prevent disorderly behaviour caused by the consumption of alcohol in public areas in order to improve public safety.

A proposal to establish an alcohol-free zone must in all cases be supported by evidence that the public's use of those roads, footpaths or public carparks has been compromised by street drinkers.

Generally, an Alcohol Free Zone should be as small as is possible. Alcohol Free Zones should primarily be located adjacent to outlets supplying alcohol where drinkers congregate. In the absence of such an outlet a zoning should be considered only in exceptional circumstances.

An Alcohol Free Zone may be established for a maximum period of four years. Once established, it applies twenty-four hours per day.

Alcohol Free Zones are enforced by the police or by council enforcement officers where the Commissioner of Police gives written authorisation. Any person observed to be drinking in an alcohol-free zone may have the alcohol in their possession immediately seized and tipped out or otherwise disposed of.

Further to this, Section 632A(4) of the Act enables councils to declare any public place or part of a place to be an Alcohol Prohibited Area, with the exception of public roads, footpaths and car parks which are to be dealt with under the Alcohol Free Zone provisions outlined above.

Public open spaces must be adjacent to an existing Alcohol Free Zone or Alcohol Prohibited Area and may be declared alcohol prohibited at all times, or only for specific days, times or events.

# 2. Background

On 15 April 2014 the former Corowa Shire resolved (motion 102/14) that Council implement Alcohol Free Zones for a period of four years from 15 April 2014 to 14 April 2018 in the following areas :-

Mulwala – The public road and footpaths of Melbourne Street/Corowa Road Mulwala from Tocumwal Road to the north east and to the Victorian border bridge to the south and Inglis Street Mulwala between Melbourne Street and Sturt Street.

Corowa – Public roads and footpaths including Sanger Street, Federation Gardens, River Street (Sanger to Riesling Street), Church Street, (Sanger to Lindsay Street), Parliament Street (Sanger to Queen Street), all of Queen Street, Mary Street (Sanger Street to Federation Avenue), Ellerslie Gardens, Edward Street, Federation Avenue, (Edward Street to Hume Street), Bow Street (Sanger Street to John Street), John Street (Bow Street to May Street), Honour Avenue (Sanger Street to May Street), Steel Street (Honour Avenue to John Street), Short Street, Riesling Street and Betterment Parade (Arnott Street to Whitehead Street).

Howlong – Public roads and footpaths including Hawkins Street (Hammer Street to Townsend Street), Sturt and Hovell Streets (Pell Street to Russell Street) and the laneway and car parks north of Hawkins Street between Sturt Street and Hovell Street.

Federation Council - Proposal Alcohol Free Zone and Alcohol Prohibited Area 2018-2022

The former Urana Shire had no Alcohol Free Zones and no new zones are currently proposed as part of this process in the northern part of Federation Council.

### 3. Proposal Summary

Whilst the existing zones remain current until 14 April 2018, Council is proposing that these be reviewed in line with the new Council and community expectations.

An additional Alcohol Free Zone is proposed along Bridge Road (Sanger Street roundabout to John Foord Bridge including car park).

Council will also seek community input on the establishment the following Alcohol Prohibited Area:

Corowa – Rowers Park open space public recreation area adjoining Bridge Road and Bridge Road Car Park from 6.00am - Midnight on Australia Day.

This Alcohol Prohibited Area could only be implemented if there is sufficient evidence and incidents to support the implementation of the adjoining Alcohol Free Zone.

### 4. Feedback and Statistical Data

Feedback received from key stakeholders including the NSW Police Local Area Commander, Murrumbidgee Local Health Services, Committees and local clubs has indicated that the Alcohol Free Zones have been a successful measure towards the prevention of anti social behaviour caused by public drinkers and the re-establishment of these zones has been supported.

Alcohol related littering (cans and bottles in Inglis Street) was quoted as an incentive to maintain existing Alcohol Free Zones in Mulwala.

Further comments received include “current alcohol free zones for Mulwala are appropriate and have worked well.....don’t see a need to change the current set up”.

Murrumbidgee Local Health District advised that in this region 727 people per 100,000 are admitted for alcohol attributable hospitalisations which is above the state norm. Further to this, around 30% of people over the age of 16 consume alcohol at levels posing immediate and long term risk to health.

The NSW Police Local Area Command fully support the renewal of the Alcohol Free Zone in Howlong, Mulwala and Corowa citing incidents of littering, street drinking, anti-social, unruly and disorderly behaviour affecting the safety of families and children in these areas.

There was also strong support for the proposed Alcohol Prohibited Area in Rowers Park and the establishment of an additional Alcohol Free Zone along Bridge Road (Sanger Street roundabout to John Foord bridge including car park) by NSW Police citing a number of recorded incidents at Rowers Park on Australia Day 2017 requiring urgent police assistance including;

- 20-30 intoxicated males involved in a brawl at Rowers Park at 6pm on 26 January
- 2 males involved in an affray/assault at 8pm on 26 January
- Up to 100 patrons from Rowers Park involved in an affray, public disorder incident at McDonalds at 9pm on 26 January.

The implementation of the adjoining Alcohol Prohibition Area has also been supported for implementation with Police recommending this be imposed from 9am on 26 January until 12.00 am on 27 January.

The case for implementing the Alcohol Free Zone and Alcohol Prohibited Area is strongly reinforced by the significant improvement in the behaviour of patrons and reduction of alcohol related crime and harm in Albury following the introduction of Alcohol Free Zone and Alcohol Prohibited Area in Albury and Noreiul Park several years ago.

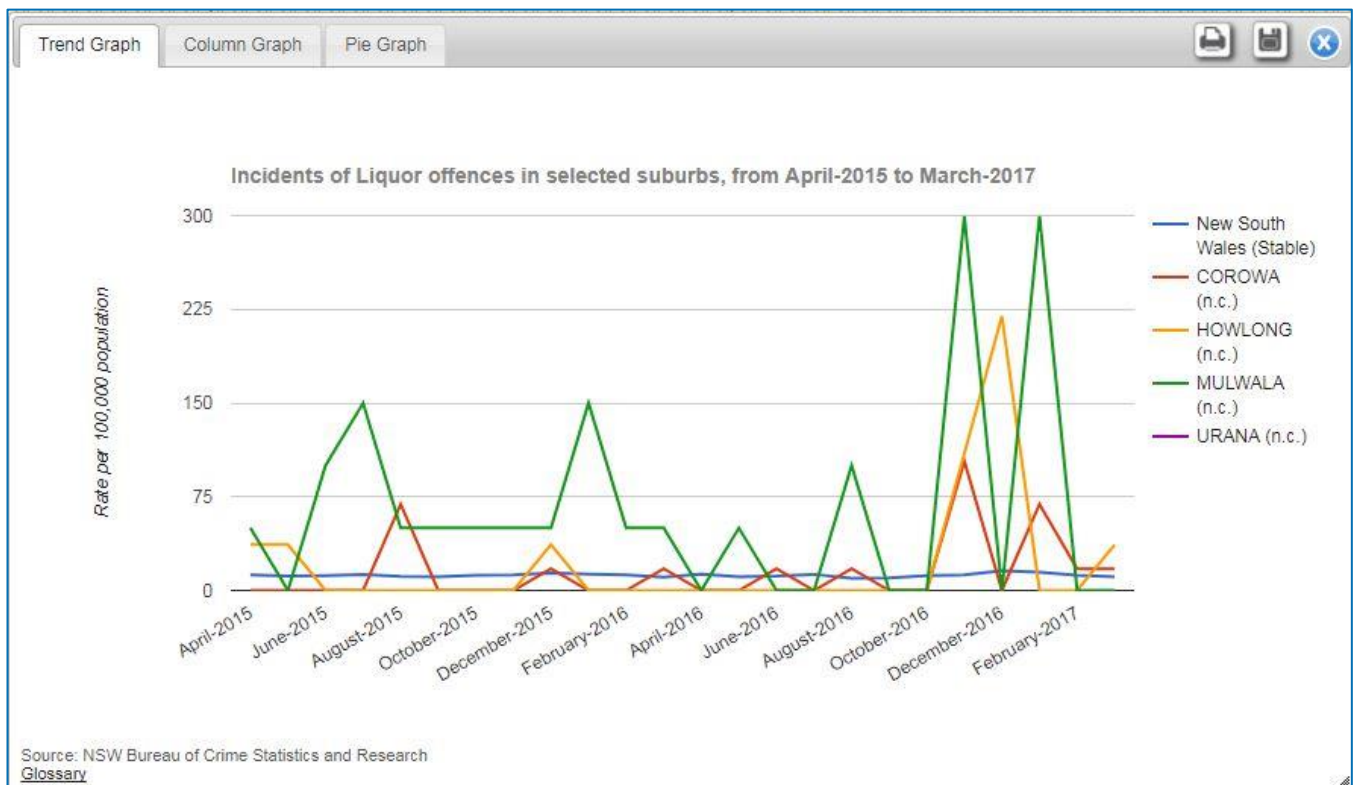
Support has also been received for the banning of alcohol in Rowers Park on Australia Day from the local Football and Netball club due to rubbish being left in and around John Foord Oval.

**NSW Crime Statistics**

Statistical data obtained by the NSW Bureau of Crime Statistics and Research has highlighted the following local trends:

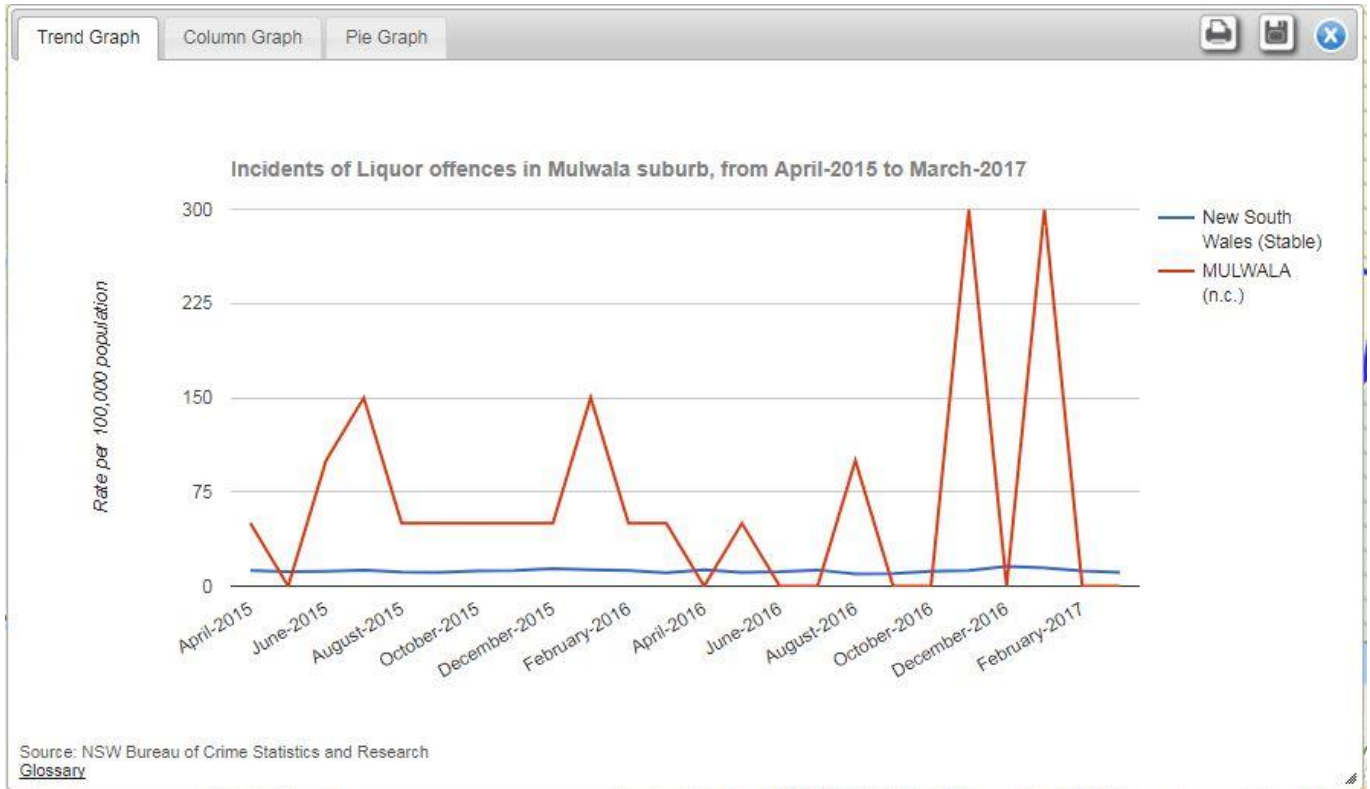
- Significant escalation of liquor offences occurred in December in Corowa, Howlong, and Mulwala. No stats were available for Urana. (Table 1. below)

**Table 1. Incidents of Liquor related offences in Corowa Howlong and Mulwala April 2015 – March 2017**



- Alcohol related offences in Mulwala were more than 5 times the NSW average for the period between April 2016 and March 2017

**Table 2. Incidents of Liquor offences in Mulwala April 2015 – March 2017**



- Alcohol related offences in Corowa have more than doubled in the 12 months from March 2016 to March 2017. (103.5 per 100'000 to 241.5 per 100,000).

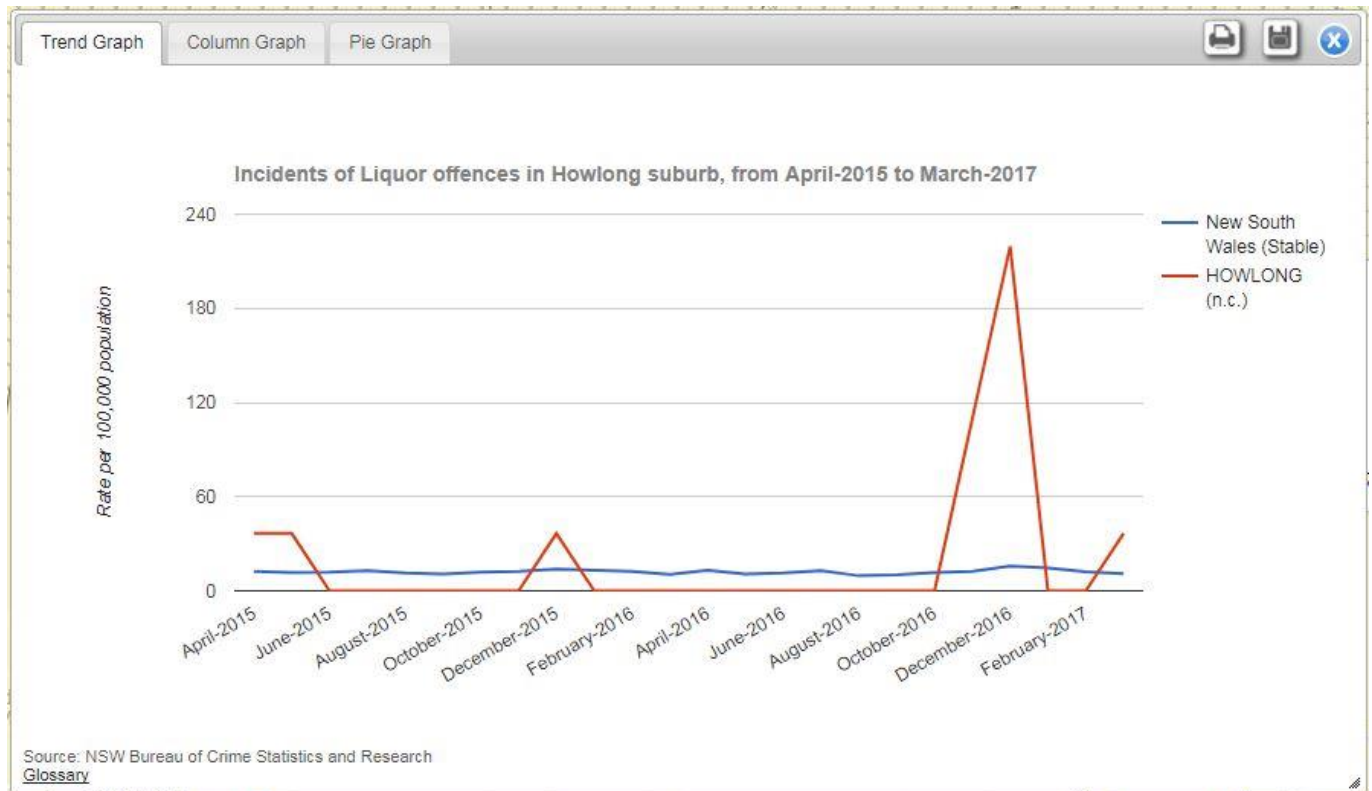
**Table 3. Incidents of Liquor offences in Corowa compared to NSW 2016 and 2017**

| Search this table: <input type="text" value="Enter Location"/> |               |                  |       |                  |       |
|--|---------------|------------------|-------|------------------|-------|
| Suburb   | To Mar 2017   | Year to Mar 2016 |       | Year to Mar 2017 |       |
|  | Trend: 2 year | Count            | Rate  | Count            | Rate  |
| New South Wales  | stable        | 11035            | 144.9 | 11099            | 145.7 |
| COROWA   | n.c.          | 6                | 103.5 | 14               | 241.5 |

Showing 1 to 2 of 2 entries  
 Source: NSW Bureau of Crime Statistics and Research  
[Glossary](#)

- Alcohol related offences at Howlong were 2.5 times the NSW average.

**Table 4. Incidents of Liquor offences in Howlong April 2015 – March 2017**



Council hopes that the wider community will provide further feedback and comment in relation to if the proposal is or is not supported with particular respect to the following questions:

- Do you support the proposed new Alcohol Free Zones?
- Do you support the additional Alcohol Prohibited Area restrictions?
- Do you believe that the previous Alcohol Free Zones have been successful in achieving a reduction in unacceptable street drinking and anti social behaviour over the past four years?
- Do you have any evidence to support anti social behaviour or that the public safety in these areas or other areas has been compromised due to unacceptable street drinking (crime, graffiti, property damage, excessive littering etc)
- Do you feel that there are other measures that could be considered if unacceptable street drinking exists?

This proposal is placed on public display for comment from 27 September 2017 until 27 October 2017 (30days).

**Feedback should be submitted in writing by the closing date:**

By Email to: [council@federationcouncil.nsw.gov.au](mailto:council@federationcouncil.nsw.gov.au) – Subject: Alcohol Free Zones, or

In writing to: Subject: Alcohol Free Zones  
 General Manager  
 Federation Council  
 PO Box 77  
 COROWA NSW 2646

## 5. Proposed Alcohol Free Zones

Under sections 644 and 644C of the *NSW Local Government Act 1993*, Federation Council proposes to implement the following areas as **Alcohol Free Zones** for a period of **four years**.

**Mulwala** – The public roads and footpaths of Melbourne Street from the Victorian Border of the Mulwala Bridge to the intersection of Corowa Road and Tocumwal Road. Also, Inglis Street Mulwala (between Melbourne Street and Sturt Street).

**Corowa** – Public roads and footpaths including Sanger Street, Federation Gardens, River Street (Sanger to Riesling Street), Church Street, (Sanger to Lindsay Street), Parliament Street (Sanger to Queen Street), all of Queen Street, Mary Street (Sanger Street to Federation Avenue), Ellerslie Gardens, Edward Street, Federation Avenue, (Edward Street to Hume Street), Bow Street (Sanger Street to John Street), John Street (Bow Street to May Street), Honour Avenue (Sanger Street to May Street), Steel Street (Honour Avenue to John Street), Short Street, Riesling Street and Betterment Parade (Arnot Street to Whitehead Street), **Bridge Road (Sanger Street roundabout to John Foord bridge including car park)**.

**Howlong** – Public roads and footpaths including Hawkins Street (Hammer Street to Townsend Street), Sturt and Hovell Streets (Pell Street to Russell Street) and the laneway and car parks north of Hawkins Street between Sturt Street and Hovell Street.

The following maps show the above proposed area.

## 6. Proposed Alcohol Prohibited Area

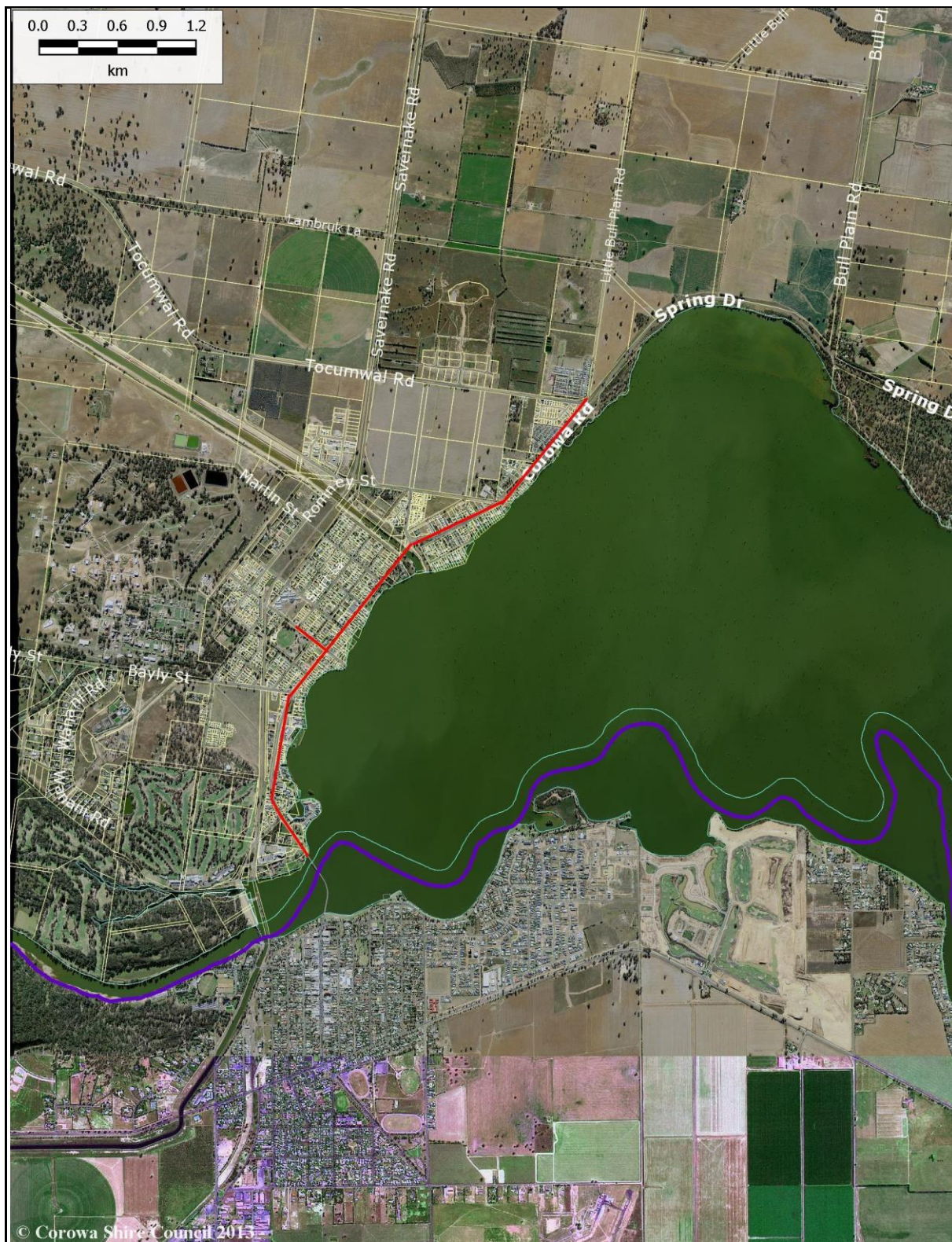
Under Section 632A of the *NSW Local Government Act 1993*, Federation Council proposes to implement the following areas as proposed Alcohol Prohibited Areas.

**Corowa** – Rowers Park open space public recreation area adjoining Bridge Road and Bridge Road Car Park from 9.00am - Midnight on Australia Day

The following maps show the above proposed area.



## 6.1 Proposed Alcohol Free Zones - Mulwala





## 6.2 Proposed Alcohol Free Zones and Alcohol Prohibited Area- Corowa





### 6.3 Proposed Alcohol Free Zones - Howlong



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Federation Council - Proposal Alcohol Free Zone and Alcohol Prohibited Area 2018-2022





## Meeting Minutes

### Internal Audit

**Date:** 7 September 2017

**Start Time:** 9.06am

**End Time:** 11.00am

**Location:** Federation Council - 100 Edward Street, Corowa

**Record Ref:** 17/23359

**Invited Participants:** Linda MacRae (Chairperson), Peter McLean (external committee member), Kathie Teasdale (external Auditor/RSD), Nick Bell (external Auditor/RSD), Chris Gillard (GM), Kim Parker (Finance Director), Kristy Kay (Director Corporate and Community) and Heidi Neumeister (Governance and Planning Officer).

**Attendees:** Linda MacRae, Peter McLean, Kathie Teasdale, Kristy Kay, Kim Parker, Heidi Neumeister,

**Apologies:** Nick Bell, Chris Gillard

**Purpose:** As per Committee Charter

### Minutes

**Item 1: Welcome and Introductions** Linda McRae 20 mins

**Minutes:** Introductions were delivered by Committee members and an overview of the organisation and key services was provided.

**Item 2: Review Audit Committee Charter and Structure** Kristy Kay 25 mins

**Minutes:** The Committee acknowledged that there may be some minor changes to charter required pending new legislative changes. The review period and membership structure was discussed among those present including additional councillor representation and external independent members.

**Action:** That the Committee endorse the current Charter and review this again in 12 months time and that a Councillor delegate and alternate delegate will be sought at the October Council meeting.

**Moved:** Linda MacRae

**Seconded:** Peter McLean

**Item 3: Presentation of Organisation Risk Review and Proposed Audit Plan** Kathie Teasdale 45 min

**Minutes:** Ms Teasdale explained the process undertaken with each of the departments and the General Manager to identify key risks by department and organisation wide risks. The three year risk plan has been developed based on responses provided by all departments. A summary and breakdown by department was provided inclusive of a 3 year audit plan for discussion. Some discussion took place regarding the priorities for the upcoming year and whether these needed to include a financial

# Records Management Policy

federationcouncil.nsw.gov.au

Record No: 17/4793

Adopted: Enter Adoption Date



|                               |                            |
|-------------------------------|----------------------------|
| <b>Document Title</b>         | Records Management Policy  |
| <b>Council Adopted</b>        | Adoption Date              |
| <b>Council Resolution No</b>  | Enter Resolution No        |
| <b>Version Number</b>         | 1.0                        |
| <b>Responsible Department</b> | Information and Technology |
| <b>Date to be Reviewed</b>    | 30 September 2019          |

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## 1. Purpose

The purpose of this policy is to ensure that full and accurate records (See Section 4: Definitions) of the activities and decisions of Council staff are created, managed and disposed of appropriately to meet the Council's organisational needs and accountability requirements.

A records management program (See Section 4: Definitions) has been established by the Council in accordance with Section 12 (2) of the State Records Act 1998. This policy document provides the overarching framework for any other corporate recordkeeping practices, systems or procedures and highlights the responsibilities and accountabilities of staff in complying with the Act.

## 2. Background

The Council is required by the State Records Act 1998 to ensure that complete and accurate records of the business of Council are created and managed for as long as required to support business, accountability and legislative requirements.

These records provide evidence of the Council's functions and activities and form part of the public record. Through its commitment to an effective recordkeeping policy, the Council acknowledges its recordkeeping responsibilities and accountability to government, clients, the local community and the public generally. Federation Council uses HPE Content Manager as its Electronic Document and Records Management System (EDRMS). Content Manager is used for the management of Council records in all media. All records must be kept in Content Manager (excluding some plans and photos not suitable for capture in Content Manager). The key processes managed by Content Manager include: the capture and storage of authentic, reliable and useable records; security and access to such records; and, the disposal of records in accordance with the Council's authorised retention and disposal schedule. Federation Council also uses Civica Authority in conjunction with Content Manager to manage correspondence, finance, and development application records.

## 3. Scope

This policy applies to all staff and contractors of Federation Council. The policy applies to records of all business activities performed by or on behalf of the Council, regardless of the media in which the records are created or captured. All practices, systems and procedures pertaining to recordkeeping are to be consistent with this policy.

## 4. Definitions

Sources of terms include Australian and international standards on records management.

**Access** - Right, opportunity, means of finding, using or retrieving information. AS ISO 15489 Part 1 Clause 3.1

**Appraisal** - The process of evaluating business activities to determine which records need to be captured and how long the records need to be kept, to meet business needs, the requirements of organisational accountability and community expectations. AS 4390 Part 1 Clause 4.3

**Capture** - The process of lodging a document or digital object into a recordkeeping system and assigning metadata to describe the record and place it in context, thus allowing the appropriate management of the record over time.

**Content Manager** – Content manager is the Council's Electronic Document and Records Management System (EDRMS). It manages electronic and hard copy records, enabling saving, editing, locating, tracking, archiving and disposal of information in the one system.

**Create** - To make a record (evidence) of business transactions.

**Disposal** - A range of processes associated with implementing appraisal decisions. These include the retention, deletion or destruction of records in or from recordkeeping systems. They may also include the migration or transmission of records between recordkeeping systems, and the transfer of custody or ownership of records. AS 4390 Part 1 Clause 4.9

**EDRMS** - Electronic Document and Records Management System (e.g. Content Manager).

**Metadata** - Structured information that describes and/or allows users to find, manage, control, understand or preserve other information over time. Metadata is attached to records when they are created and added to as a result of differing processes such as disposal.

**Recordkeeping** - Making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information. AS 4390-1996, Part 1.4.19

**Recordkeeping systems** - Information systems which capture, maintain and provide access to records over time. AS 4390-1996, Part 1. Clause 4.20

**Records** - Information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business. AS ISO 15489 Part 1 Clause 3.15

Any document or other source of information compiled, recorded or stored in written form or on film, or by electronic process, or in any other manner or by any other means. State Records Act 1998 (NSW)

**Records management program** - A records management program encompasses the management framework, the people and the systems required within an organisation to manage full and accurate records over time. This includes the identification and protection of records with longer-term value that may be required as State archives.

**Retention and Disposal Authority** - Documents authorised by the Board of State Records NSW that set out appropriate retention periods for classes of records.

**State archive** - A State record that the State Records Authority of New South Wales has control of under the State Records Act, 1998 (NSW).

## 5. References & Associated Documents

### 5.1 Relevant Legislation

*Environmental Planning and Assessment Act 1979* available at:

<http://www.legislation.nsw.gov.au/maintop/view/inforce/act+203+1979+cd+0+N>

*Evidence Act 1995* available at:

<http://www.legislation.nsw.gov.au/maintop/view/inforce/act+25+1995+cd+0+N>

*Government Information (Public Access) Act 2009* available at:

<http://www.legislation.nsw.gov.au/maintop/view/inforce/act+52+2009+cd+0+N>

*Health Records and Information Privacy Act 2002* available at:

<http://www.legislation.nsw.gov.au/maintop/view/inforce/act+71+2002+cd+0+N>

*Local Government Act 1993* available at:

<http://www.legislation.nsw.gov.au/maintop/view/inforce/act+30+1993+cd+0+N>

*Privacy and Personal Information Protection Act 1998* available at:

<http://www.legislation.nsw.gov.au/maintop/view/inforce/act+133+1998+cd+0+N>

*State Records Act 1998* – including standards and retention and disposal authorities issued under the Act - available at: <http://www.legislation.nsw.gov.au/maintop/view/inforce/act+17+1998+cd+0+N>

*State Records Regulation 2010* available at

<http://www.legislation.nsw.gov.au/maintop/view/inforce/subordleg+450+2010+cd+0+N>

## 5.2 Relevant Council Policies

Government Information (Public Access) Publication Guide – CM No. 16/24240

Government Information (Public Access) Disclosure Log – CM No. 16/25637

Federation Council Privacy Policy - CM No. 16/21925

Federation Council Model Code of Conduct - CM No. 15/7197[v3]

Social Media Policy - CM No. 16/10814

Document Naming Conventions Guidelines for Content Manager- CM No. 14/184

## 6. Roles and Responsibilities

### All staff members

All staff members will:

- Create full and accurate records of the activities, transactions and decisions carried out during the course of daily business activity;
- Ensure that records in any format, including electronic documents and messages, are captured into Content Manager using the Naming Conventions Guidelines. Staff should not keep records of Council in separate, individual filing systems or on a personal hard drive or other storage device;
- Classify all records in accordance with the GA 39 Local Government Records Retention and Disposal Authority in use by Federation Council;
- Keep physical files in the designated areas unless required for specific purposes;
- Protect records by applying appropriate levels of security and access;
- Prevent unauthorised access to, or removal of records; and,
- Ensure there is no unauthorised destruction of records.

### **General Manager**

The General Manager is responsible for ensuring that Federation Council complies with the regulations and requirements of the *State Records Act 1998*.

### **Nominated Senior Officer**

The Nominated Senior Officer is the Director Corporate and Community Services.

The Nominated Senior Officer has the responsibility and authority to set and issue corporate standards, in consultation with the Executive Management Team, and to monitor and audit compliance with these standards throughout Council.

### **Managers**

Managers will:

- Support the application of recordkeeping policies, systems and procedures throughout their departments and sections;
- Ensure that staff are supported in relevant training and development;
- Ensure that no illegal records disposal takes place;
- Ensure that the recordkeeping practices in their department or section can stand up to external scrutiny.

### **Information and Technology Manager**

The Information and Technology Manager will:

- Maintain and provide technical support for the EDRMS (Content Manager) in all offices of the Council, including system administration;
- Test business systems to ensure that they are operating routinely and no issues affecting information integrity, useability and accessibility are present; and,
- Regularly review this policy and procedures with the Information Management Officer and Nominated Senior Officer.

### **Information Management Officer**

The Information Management Officer will:

- Provide effective systems and processes for the capture, retrieval, update and destruction of Council records through incorporation of sound recordkeeping principles and records management best practice guidelines;
- Monitor and review system use and the implementation process of all records management policies and programs;
- Ensure that recordkeeping guidelines and procedures are relevant, useful and meet the Council's needs;

- Regularly review this policy;
- Assist staff in fulfilling their recordkeeping responsibilities by providing advice, support and training in appropriate use of the recordkeeping system;
- Ensure that recordkeeping policies, systems and procedures are communicated throughout the organisation;
- Work with managers responsible for core business systems to make sure that records are captured and maintained as required in these systems;
- Routinely assess and apply the retention and disposal schedule;
- Identify vital records and pay particular attention to their protection;
- Develop and implement a migration strategy for records of ongoing value to ensure they continue to be accessible over time; and,
- Ensure that no illegal records disposal takes place.

## 7. Procedures

### Creation, capture and control of records

Council staff members should create full and accurate records of any activities, transactions and decisions carried out during the course of daily business activity. All records created and received in the course of the Council's business are to be captured at the point of creation, regardless of format, with required metadata, into the appropriate recordkeeping (e.g. HPE Content Manager) and business systems (e.g. Civica Authority).

Department or section-specific guidelines and procedures related to the use of Content Manager and Civica have been developed, or will be developed. These procedural documents are stored in Content Manager in appropriately classified containers.

## 8. Security and Confidentiality of Records

All records are to be managed according to approved procedures and in accordance with their security classification.

### Building Controls

Council's legal documents, Minute Books and personnel records are kept in locked cabinets located in Council's Corowa and Urana offices. Access to these files is limited to authorised personnel.

### System Controls

Council's records management software, Content Manager, restricts access according to security levels.

### Security Labels

Sensitive records in all formats have labels such as 'Commercial in Confidence' along with their associated management rules, as defined by the NSW Government Chief Information Office's *Guide to labelling sensitive information*.

## 9. Handling and Storage of Records

Records will be maintained (stored and preserved) in conditions suitable to the length of time they need to be kept, regardless of the format of the records or the media on which they are stored.

### Damage or neglect of records is an offence

Damage or neglect of a State record is an offence under section 21 of the *State Records Act*. Staff members should apply the storage and handling rules below to ensure records are protected.

### Handling of records

When handling Council records the following rules apply:

- no food or drink is to be consumed near records (grease and food particles can attract vermin and liquids can damage records if spilt on them)
- strictly no smoking around records (due to airborne pollutants and the risk of fire)
- if records are damaged during handling, the Records Officer should be informed. No attempts should be made to repair the record (as some repairs can do long term damage).

## 10. Access to Records

Access to the Council's records will be in accordance with designated and approved access and security classifications.

General public access to the Council's records will be in accordance with the *Government Information (Public Access) Act 2009*, the *State Records Act 1998* and other relevant policies.

Elected member access to Council records needed to help members make informed decisions on matters under their consideration will be via permission from the General Manager. Records will be made available for viewing during normal business hours.

## 11. Appraisal, Retention and Disposal of Records

State records held by Council must be disposed of in accordance with the *State Records Act 1998 and the General Retention and Disposal Authority - Local Government records (GDA39)* which outlines classes of records and how long they should be kept before being legally destroyed or transferred to archives. Records required as State Archives will be transferred to State Records when no longer in use for official purposes.

Other forms of authorised disposal include:

- by order of a court or tribunal; and,

- 'normal administrative practice' (NAP) where ephemeral, duplicate or facilitative records can be destroyed.

## 12. Reviews

This policy will be implemented by the Information & Technology section. It will be reviewed and amended as necessary every two years to ensure the policy meets changing business needs and complies with the State Records Act 1998 and associated standards and codes of practice. Adherence to the policy will be measured through regular compliance checks. The effectiveness of the policy will be measured through consultation with managers and high end users of Content Manager and Civica Authority.

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