



**Edward
River**
COUNCIL

I hereby give notice that an Extraordinary Meeting of Council will be held on:

Date: Thursday, 3 May 2018
Time: 9am
Location: Council Chamber 180 Cressy Street
Deniliquin

BUSINESS PAPER

Extraordinary Council Meeting

3 May 2018

**Adam McSwain
General Manager**

Order Of Business

1	Acknowledgement of Country	5
2	Statement of Purpose.....	5
3	Apologies and Requests for Leave of Absence	5
4	Disclosure of Interest	5
5	Public Forum.....	5
6	Reports from Officers.....	6
6.1	Edward River 2030 Community Strategic Plan	6
6.2	Draft Advocacy Strategy.....	8
6.3	Draft 2018/19 Operational Plan, Draft 2018-2021 Delivery Program and Draft Long Term Financial Plan 2018-2028.....	10
6.4	Draft 2018/19 asset management strategy and asset management policy	15
6.5	Draft Workforce Development Strategy 2018-2028	17
7	Close of Meeting	19

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 STATEMENT OF PURPOSE**
- 3 APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE**
- 4 DISCLOSURE OF INTEREST**
- 5 PUBLIC FORUM**

6 REPORTS FROM OFFICERS**6.1 EDWARD RIVER 2030 COMMUNITY STRATEGIC PLAN**

Author: Adam McSwain, General Manager

RECOMMENDATION

That Council

1. Receives and notes the submissions received and changes to the Edward River 2030 Community Strategic Plan resulting from the Public Exhibition period
2. Adopts the final Edward River 2030 Community Strategic Plan

BACKGROUND

The Draft Edward River 2030 Community Strategic Plan (CSP) was presented to Council at the 15 February 2018 Council meeting. The draft plan was then placed on Public Exhibition from Friday 16 February 2018 to Friday 23 March 2018.

The public consultation period allowed for written submissions, feedback to be provided through Project HQ and feedback to be provided through an online or written survey.

The following feedback was received:

- 20 online surveys
- 3 hard copy surveys
- 3 hard copy submissions
- A variety of feedback from Project HQ

ISSUE/DISCUSSION

All submissions received have been assessed and changes have been made in response. Key changes included in the document are:

- Community values – Addition of ‘Diversity of community groups’
- Our Opportunities – Addition of ‘Maximising the visitor economy’
- Outcome 1 – Minor rewording of Outcome 1 intro to highlight heritage and acknowledge indigenous connection to Country, rewording of target 1.3 as comments were that people didn’t fully understand it, inclusion of additional partner organisations, addition of Council role including retirement living project, broadening of local events listed and an additional point about working with indigenous to reflect arts, culture and heritage
- Outcome 2 – Including the word agriculture in target 2.2, broadening the listed partners, including music to make arts/culture/music and adding in a dot point specifically focussed on developing quality public spaces for locals and visitors
- Outcome 3 – Additional dot points under Councils role around protecting agricultural land, managing public land, managing the impact of free camping on the environment and investigating renewable energy opportunities
- Outcome 4 – Rewording the Outcome, rewording target 4.2 to make it a desired future outcome, including a point under Council role about new assets and infrastructure, a point about focusing on improving town entrances as part of streetscape projects and a specific point about reducing our road backlog as a focus

- Outcome 5 – Added an additional sentence in the second paragraph of the intro focusing on the strong network of community groups, reworded target 5.2, added points under Councils role about partnering with other Councils and partnering with community groups
- Measures – Modified Councils role in 'Alternative energy use' to Influence from Concern
- Planning in partnership – Updated numbers and wording to align with changes outlined above

The changes made address most of the submissions received.

Some specific suggestions from the submissions that haven't yet been included:

- Submissions around specific projects e.g. extend the beach to beach walk have not been included as the CSP is intended to be a ten-year strategic plan. These project ideas sit under strategic objectives e.g. developing and implementing a riverfront masterplan
- Suggestion that Councils role should include the development of a Reconciliation Action Plan or Aboriginal Engagement Framework. The CSP includes actions about further developing indigenous arts and culture and improving partnerships but doesn't directly state for either of these plans to be developed at this point
- Suggestion that greater information should be provided on community challenges and recognition of traumatic past history. The document does identify some community challenges on page 13. Whilst acknowledging that like all areas there had been some traumatic periods of previous history, it wasn't felt that this document provided a suitable forum for addressing these issues
- Inclusion of a map of the Local Government Area, this hasn't yet been included

STRATEGIC IMPLICATIONS

The CSP creates a ten-year vision for the Edward River Local Government Area. It has been informed by a significant amount of community consultation. The CSP directly feeds into Council's 2018-2021 Delivery Program and annual Operational Plans. Both of these documents need to progress Council and the community towards achieving the outcomes identified in the CSP.

COMMUNITY STRATEGIC PLAN

This report is to adopt the Final CSP

FINANCIAL IMPLICATIONS

Nil directly from this report. Council are required to undertake actions within the resources available to progress projects outlined in the CSP.

LEGISLATIVE IMPLICATIONS

This report ensures that Council will have adopted the CSP within the statutory timeframe of 30 June 2018

ATTACHMENTS

Nil

6.2 DRAFT ADVOCACY STRATEGY

Author: Adam McSwain, General Manager

RECOMMENDATION

That Council

1. Adopt the Draft Advocacy Strategy
2. Place the Draft plan on public exhibition for 28 days, opening on Friday 4 May 2018 and concluding at 5pm on Sunday 3 June 2018
3. Consider any submissions received at an Extraordinary Meeting of Council to be held at 9am on Thursday 28 June 2018, prior to final adoption of the plans

BACKGROUND

The Edward River 2030 Community Strategic Plan (CSP) identifies a number of issues and opportunities that are beyond the control of Edward River Council. A key way that Council can still assist the community in these areas is by advocating to the NSW State and Federal government on these issues.

To be clear on the priority areas for Advocacy, Council officers have developed a draft Advocacy Strategy that picks up on the areas identified through the CSP. These are:

- Health
- Education
- Water
- Road Safety
- Mobile telecom
- Economic Development

ISSUE/DISCUSSION

The Advocacy Strategy attempts to take each of the issues identified and put them into a one-page summary that outlines what Council is requesting, why, the anticipated cost and any supporting strategies. The specific items outlined in the strategy are:

- Economic Development – Deniliquin Airport Expansion
- Health – Investment in Deniliquin Hospital emergency department and entrance
- Education – Upgrading the Deniliquin High School
- Water – Murray Darling Basin Plan
- Road Safety – Deniliquin Truck Stop
- Mobile Telecoms – Blackspot Improvement Program

This document will also be utilised over the next 12 months in the lead-up to the NSW State Government election as a tool to highlight the priority projects and initiatives that Council and the community would like to see implemented across the Edward River Local Government area.

STRATEGIC IMPLICATIONS

This document will allow Council to be coordinated in its approach to advocacy. With a NSW State Election to be held in the next 12 months, this document will provide supporting information to highlight the priorities of the Edward River community.

COMMUNITY STRATEGIC PLAN

The items raised in the Draft Advocacy Strategy align with the priority areas raised through the development of the Edward River 2030 Community Strategic Plan

FINANCIAL IMPLICATIONS

Nil. This document seeks funding for projects that sit outside the core business of Local Government

LEGISLATIVE IMPLICATIONS

Nil

ATTACHMENTS

Nil

6.3 DRAFT 2018/19 OPERATIONAL PLAN, DRAFT 2018/19 FEES AND CHARGES, DRAFT 2018-2021 DELIVERY PROGRAM AND DRAFT LONG TERM FINANCIAL PLAN 2018-2028

Author: Adam McSwain, General Manager

RECOMMENDATION

That Council

1. Adopt the Draft 2018/19 Operational Plan, Draft 2018/19 Fees and Charges, Draft 2018-2021 Delivery Program and Draft Long Term Financial Plan 2018-2028
2. Place the Draft plans on public exhibition for 28 days, opening on Friday 4 May 2018 and concluding at 5pm on Sunday 3 June 2018
3. Consider any submissions received at an Extraordinary Meeting of Council to be held at 9am on Thursday 28 June 2018, prior to final adoption of the plans

BACKGROUND

As a new Council, Edward River Council are required to complete a suite of documents under the Integrated Planning and Reporting Framework.

The documents Council are required to develop are:

- Three-year Delivery Program
- Annual Operational Plan including the annual budget
- 10-year Long Term Financial Plan
- 10-year Asset Management Strategy (considered under a separate report)
- 10-year Workforce Strategy (considered under a separate report)
- 10-year Community Strategic Plan (considered under a separate report)

Council are required to have these documents completed by 20 June 2018. Prior to the documents being adopted by Council they must be put on public display for a minimum 28 day period.

ISSUE/DISCUSSION

Council officers have been working over the past six months to develop and prepare these documents.

Delivery Program

The Delivery Program covers the period of 2018/19 to the end of 2020/21. The Delivery Program is based around the five pillars and targets established through the Edward River 2030 Community Strategic Plan (CSP), these are outlined below:

1 A great place to live	1.1 Our community has access to essential services 1.2 Our community is safe, happy and healthy, both physically and mentally 1.3 Our community and public spaces are accessible and inclusive and reflect our history, heritage and culture
2 A prosperous and vibrant economy	2.1 Our economy is strong and diverse 2.2 We develop our key assets to enhance agriculture, boost tourism and support existing business 2.3 Our region provides strong education, employment and training opportunities
3 A valued and enhanced natural environment	3.1 We are committed to resource recovery and waste management 3.2 Our natural environment is protected and enhanced 3.3 We plan for the future to accommodate and facilitate sustainable growth and development
4 Quality and sustainable infrastructure	4.1 Our built environment is managed, maintained and improved 4.2 Our road network is a source of pride 4.3 Our water and sewer infrastructure is efficient and fit for purpose
5 A community working together to achieve its potential	4.1 Our community is informed and engaged 4.2 We collaborate and pursue partnerships that achieve great outcomes for our community 4.3 Our local government is efficient, innovative and financially sustainable

It is important that anything Council and the community want to achieve over the next three-year period is able to be identified and supported by the Delivery Program.

Operational Plan

The Operational Plan outlines the work Council will do over the next year to progress towards achieving the vision outlined in the Delivery Program and CSP.

Key operational highlights from the 2018-19 Operational Plan include:

- Progressing the Retirement Village and Airport development projects
- Commencing the process to establish a single Local Environmental Plan (LEP) for Edward River Council
- Delivering the Stronger Communities and Stronger Country Communities projects
- Progressing the development of a new waste facility and upgraded sewerage treatment plant
- Developing an Industrial land strategy
- Progressing the re-implementation of Councils business system
- Commencing work on the consolidated Council depot

The Operational Plan also includes Council's budget for the next financial year, as a consolidated Council and including capital contributions and transfers from reserves the budget projects a surplus of \$170,000. With the transfer of money from reserves removed, the table below shows Council's projected financial position for the 2018/19 year

Year Ending	2019
Income from Continuing Operations	
Rates and Annual Charges	12,521
User Charges and Fees	3,289
Interest & Investment Revenue	804
Other Revenues	720
Grants & Contributions for Operating Purposes	8,600
Grants & Contributions for Capital Purposes - Cash	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-
Total Income from Continuing Operations	25,934
Expenses from Continuing Operations	
Employee Costs	8,685
Borrowing Costs	147
Materials and Contracts	6,495
Depreciation	8,610
Other Expenses	3,185
Total Expenses from Continuing Operations	27,122
Operating Result from Continuing Operations Surplus/(Deficit)	(1,188)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(1,188)

The table below shows an assessment of four key financial ratio's that Council are measured against. The proposed budget for 2018/19 meets three of the four ratios'. The one that will require work over a number of years to improve is the operating performance of Council's General Fund.

The Operational Plan also includes Council's proposed fees and charges for 2018/19.

	Benchmark	Consolidated	General Fund	Water Fund	Sewer Fund
Operating Performance Ratio					
Measures Council's achievement of containing operating expenditure within operating revenue					

Operating Revenue (excl capital grants & contributions) - Operating expenses	Greater than 0%	-4.48%	-9.55%	0.87%	21.85%
Operating Revenue					

Own Source Operating Revenue

Shows the degree of reliance on external funding sources such as operating grants and contributions					
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Rates & annual charges + other revenues	Greater than 60%	66.84%	56.94%	98%	99%
Total operating revenue (incl capital grants & contributions)					

Building & Asset Renewal Ratio

Assesses the rate at which assets are being renewed relative to the rate at which they are depreciating					
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Asset renewals (building and infrastructure)	Greater than 100%	119.61%	111.68%	188%	128%
Depreciation, amortisation & impairment (building and infrastructure)					
<i>Note: merger projects not included</i>					

Debt Service Ratio

Measures the availability of operating cash to service debt including interest and principal repayments					
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Interest expense & principal repayments	Greater than 0%	2.84%	2.65%	No debt	6.63%
Total continuing operating revenue (excl capital grants & contributions)					

Long Term Financial Plan

The ten-year Long Term Financial Plan (LTFP) takes the four-year financial plans developed through the Delivery Program development and stretches it out to look at Council's ten year horizon. The LTFP highlights that Council will need to continue to work to improve its financial position over the next few years. In particular this will require a focus on Councils 'General Fund' and limiting operational expenditure.

In developing the LTFP Council staff have developed three scenarios. These are; a base case (shown in the table below), base case with the airport project included and base case with the airport project and new Council office development included.

Whole of Council Statement of Comprehensive Income Projections										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations										
Rates and Annual Charges	12,521	12,817	13,120	13,431	13,748	14,073	14,406	14,747	15,096	15,453
User Charges and Fees	3,289	3,371	3,456	3,542	3,630	3,721	3,814	3,910	4,007	4,108
Interest & Investment Revenue	804	820	836	853	870	888	905	924	942	961
Other Revenues	720	734	749	764	779	795	811	827	844	860
Grants & Contributions for Operating Purposes	8,600	8,773	8,949	9,129	9,313	9,501	9,692	9,887	10,086	10,290
Grants & Contributions for Capital Purposes - Cash	-	2,200	700	16,675	700	700	700	700	700	700
Contributions for Capital Purposes - Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,934	28,715	27,810	44,394	29,041	29,678	30,329	30,994	31,675	32,371
Expenses from Continuing Operations										
Employee Costs	8,685	8,902	9,125	9,353	9,587	9,826	10,072	10,324	10,582	10,846
Borrowing Costs	147	147	356	504	402	294	183	89	22	(0)
Materials and Contracts	6,495	6,625	6,757	6,893	7,030	7,171	7,314	7,461	7,610	7,762
Depreciation	8,610	8,720	8,895	9,072	9,254	9,438	9,627	9,819	10,015	10,216
Other Expenses	3,185	1,903	1,963	1,955	2,028	2,134	2,154	2,162	2,242	2,260
Total Expenses from Continuing Operations	27,122	26,298	27,095	27,777	28,300	28,864	29,351	29,855	30,471	31,084
Operating Result from Continuing Operations Surplus/(Deficit)	(1,188)	2,417	715	16,617	741	814	978	1,139	1,205	1,288
Net Operating Result for the year before Grants and Contributions provided for Capital Surplus/(Deficit)	(1,188)	217	15	(58)	41	114	278	439	505	588

STRATEGIC IMPLICATIONS

As outlined in the attached documents

COMMUNITY STRATEGIC PLAN

All documents align with Council's Community Strategic Plan

FINANCIAL IMPLICATIONS

As outlined in the report and attached documents

LEGISLATIVE IMPLICATIONS

Council are required to adopt these documents by 30 June 2018, prior to adoption they must be put on public display for 28 days. Approval of the recommendation in this report will commence the public display period and ensure the reports can be completed and adopted by Council by 30 June 2018.

ATTACHMENTS

Nil

6.4 DRAFT 2018/19 ASSET MANAGEMENT STRATEGY AND ASSET MANAGEMENT POLICY

Author: Oliver McNulty, Director Infrastructure

RECOMMENDATION

That Council

1. Adopt the Draft Asset Management Strategy and the Draft Asset Management Policy
2. Place the Draft plans on public exhibition for 28 days, opening on Friday 4 May 2018 and concluding at 5pm on Sunday 3 June 2018
3. Consider any submissions received at an Extraordinary Meeting of Council to be held at 9am on Thursday 28 June 2018, prior to final adoption of the plans

BACKGROUND

As a new Council, Edward River Council are required to complete a suite of documents under the Integrated Planning and Reporting Framework.

The documents Council are required to develop are:

- Three-year Delivery Program (considered under a separate report)
- Annual Operational Plan including the annual budget (considered under a separate report)
- 10-year Long Term Financial Plan (considered under a separate report)
- Asset Management Strategy
- 10-year Workforce Strategy (considered under a separate report)
- 10-year Community Strategic Plan (considered under a separate report)

Council are required to have these documents completed by 20 June 2018. Prior to the documents being adopted by Council they must be put on public display for a minimum 28 day period.

ISSUE/DISCUSSION

Council officers have been working over the past six months to develop and prepare the IP&R documents.

The development of the Asset Management Strategy is part of a 12-month project Council have implemented to develop current Asset Management Plans for all assets. This is outlined as a key task within the action list in the Asset Management Strategy.

The purpose of the Strategy is to identify the activities to be undertaken to achieve the implementation of Council's Asset Management Policy.

This strategy will:

- Review the existing status of the management of assets;
- Review the adequacy of existing policies, strategies and procedures governing asset management;
- Review the effectiveness and user friendliness of existing systems to manage assets
- Review the asset hierarchy;
- Review the extent and quality of data;
- Review the current methods of condition assessment; and

- Develop an improvement plan which identifies the resources, funding and measures necessary to ensure that assets are being managed as part of service delivery.

The strategy provides the framework to guide the continuous development and maintenance of asset management practices.

As part of the development of Councils Asset Management Strategy a review of Councils current Asset Management Policy has also been completed. This Policy is appended within the Asset Management Strategy and provides high level consideration for how Council will manage its assets.

The Asset Management Policy provides Edward River Council with the framework to manage assets and to enable it to deliver services to the community in an affordable sustainable manner.

The objectives of the Asset Management Policy are:

- Establish the goals and objectives of Asset Management
- Integrate Asset Management with Council's overall objectives and strategic direction
- Maximise value for money by adoption of asset lifecycle costing, combined with performance measurement
- Promote financial, social and environmental sustainability
- Comply with all relevant legislation and regulations

A key point within the Policy is that it states that Council will focus on “asset renewal before new assets, rationalising under-utilised assets and limiting asset expansion unless justified”.

These are draft documents. If approved by Council they will go out for 28 days public comment.

STRATEGIC IMPLICATIONS

The Asset Management Strategy and the Asset Management Policy provides the direction in the management of assets to enable Council to provide identified and essential services for the community.

COMMUNITY STRATEGIC PLAN

The Asset Management Strategy aligns with the Community Strategic Plan.

FINANCIAL IMPLICATIONS

The Asset Management Strategy provides direction in relation to management of Councils Assets including financial management. The Asset Management Policy provides guidance for Council in relation to the financial management of assets.

LEGISLATIVE IMPLICATIONS

Council are required to adopt this document by 30 June 2018, prior to adoption they must be put on public display for 28 days. Approval of the recommendation in this report will commence the public display period and ensure the reports can be completed and adopted by Council by 30 June 2018.

ATTACHMENTS

Nil

6.5 DRAFT WORKFORCE DEVELOPMENT STRATEGY 2018-2028

Author: Adam McSwain, General Manager

RECOMMENDATION

That Council

1. Adopt the Draft Workforce Development Strategy
2. Place the Draft plan on public exhibition for 28 days, opening on Friday 4 May 2018 and concluding at 5pm on Sunday 3 June 2018
3. Consider any submissions received at an Extraordinary Meeting of Council to be held at 9am on Thursday 28 June 2018, prior to final adoption of the plans

BACKGROUND

As a new Council, Edward River Council are required to complete a suite of documents under the Integrated Planning and Reporting Framework.

The documents Council are required to develop are:

- Three-year Delivery Program (considered under a separate report)
- Annual Operational Plan including the annual budget (considered under a separate report)
- 10-year Long Term Financial Plan (considered under a separate report)
- Asset Management Strategy (considered under a separate report)
- 10-year Workforce Strategy
- 10-year Community Strategic Plan (considered under a separate report)

Council are required to have these documents completed by 20 June 2018. Prior to the documents being adopted by Council they must be put on public display for a minimum 28-day period.

ISSUE/DISCUSSION

The Workforce Development Strategy forms a part of Council's Resourcing Strategy and looks at the Community Strategic Plan and Delivery program to see what resourcing/staff requirements that Council will require.

Additionally, the Strategy undertakes some analysis of Council's existing workforce to look at upcoming challenges and opportunities that are available. An action plan for the three-year term of this Council is then developed.

The plan highlights some of the challenges we need to address as; an ageing workforce, replacing specialist positions, attracting and retaining high calibre people, becoming an employer of choice, volume of work and developing a new Edward River Council culture.

In order to overcome these challenges and ensure we have a workforce that can achieve what Council and the community would like it to, four key strategies have been developed. Each of these strategies have an action plan that sit beneath them for implementation.

1. Leadership – We will develop leaders that will inspire, motivate and coach our employees to realise their potential and rise to opportunities and challenges
2. Organisational culture – We aim to create a workforce culture and environment that supports our employees to be at their best. We are committed to the safety of our workforce and their wellbeing and promoting work-life balance

3. Building workforce capability – Edward River Council will actively undertake workforce planning for maintaining critical roles, growing our own people and attracting and retaining high performing staff
4. Continuous growth and learning – We will drive individual and collective performance through a culture of continuous growth and learning

STRATEGIC IMPLICATIONS

The Workforce Development Strategy takes a strategic and long-term approach to Council resourcing. It looks at both internal and external factors that could impact and ensures that they are considered and planned for.

COMMUNITY STRATEGIC PLAN

The Workforce Development Strategy aligns with the Community Strategic Plan. It links Council staff with the required Council actions from this plan. The Strategy particularly works towards targets and goals identified in 'Outcome 5 – A community working together to achieve its potential' and the target of 'Our local government is efficient, innovative and financially sustainable'.

FINANCIAL IMPLICATIONS

This plan aligns with the financial information in the Long Term Financial Plan document

LEGISLATIVE IMPLICATIONS

Council are required to adopt this document by 30 June 2018, prior to adoption they must be put on public display for 28 days. Approval of the recommendation in this report will commence the public display period and ensure the reports can be completed and adopted by Council by 30 June 2018.

ATTACHMENTS

Nil

7 CLOSE OF MEETING