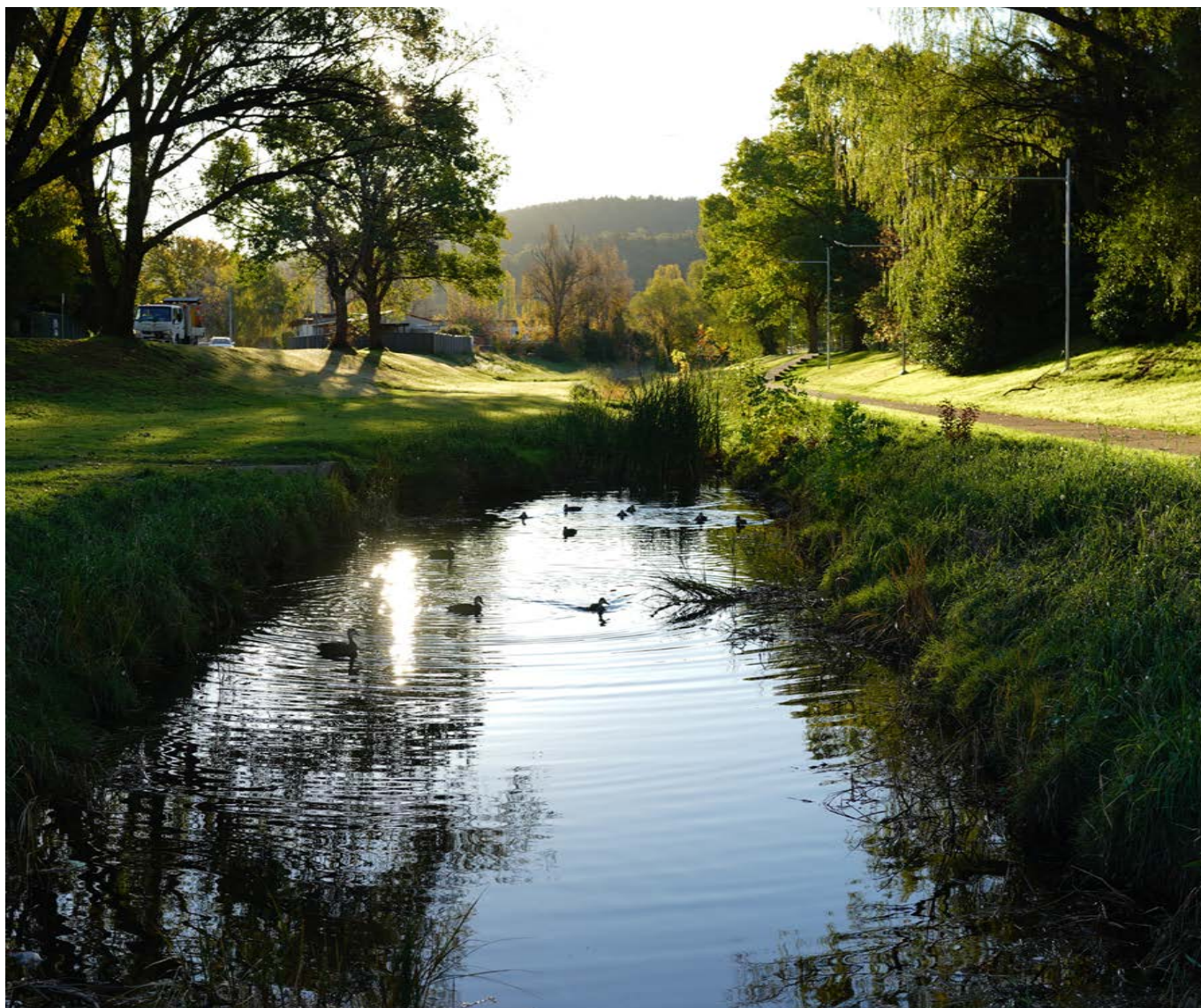


ANNUAL REPORT  

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2021-2022





## Record of Versions

Uncontrolled document when printed. Please refer to the intranet for controlled document.

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0	28/10/22	Draft		Corporate Reporting Officer
1.1	17/11/22	Endorsed	318/22	Corporate Reporting Officer
1.2				
1.3				

### Photography:

Bill Prowse: Cover

Ashleigh Prowse: pages 2, 8, 21, 103

MJD Photography: page 3, 11, 77, 78

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## The 2021-2022 Annual Report

The Annual Report is one of the key components of the Integrated Planning and Reporting (IPR) Framework and is aligned to the requirements of the *NSW Local Government Act, 1993* and *Local Government (General) Regulation, 2005*.

The 2021-2022 Annual Report provides an overview of the operations, activities and major projects undertaken by Council for the year 1 July 2021 to 30 June 2022.

## The 2021-2022 Annual Report has three components



### PART A – ABOUT COUNCIL AND OUR ACHIEVEMENTS

A summary of the key achievements against the Operational Plan actions and Delivery Program objectives and an overview of the financial status.



### PART B – STATUTORY REPORTING

Council is required to report each year on a list of responsibilities in accordance with Section 428 of the Local Government Act 1993 and Clause 217 of the Local Government (General) Regulations 2005.



### PART C – AUDITED FINANCIAL STATEMENTS

The independently audited statements give a detailed insight into the financial management of Council.

# Acknowledgement of Country

Snowy Monaro Regional Council acknowledges the Traditional Custodians of the region's land and water, the Ngarigo, Walgalu, Southern Ngunnawal and Bidawal Peoples.

We pay our respects to Elders past, present and emerging.

## Thank you to our Volunteers

Snowy Monaro Regional Council sincerely thanks our community volunteers who freely give their time to help make the region a better place to live. Volunteers from all walks of life lend their time, friendship, passion and skills at various locations across the region. Our volunteers contribute in many ways, including assisting in libraries, aged care, community transport and Landcare to name a few. They also sit on multiple management and advisory committees to help manage the region's community halls and recreation grounds.

Thank you.

# Community Vision

The Snowy Monaro Region is a welcoming diverse and inclusive community where everyone can belong, participate and work together. Our natural environment and heritage is preserved and enhanced for future generations.

The region offers a fulfilling quality lifestyle and is a place of opportunity, with education, training and economic opportunities for people of all ages and backgrounds.

## Understanding the Community Vision

### Welcoming

We are committed to a region where everyone can belong and participate in social, cultural, economic and civic life

### Natural environment

Considers both the local natural and atmospheric environment and the broader global environment, considering issues such as resource use and climate change.

### Place of opportunity

Envisions a community with education, training, professional and economic opportunities for people of all ages and backgrounds.

# Council Vision

‘A trusted community partner’

Council continually strives to uphold its vision of being a “trusted community partner” through providing a transparent, honest and hard-working organisation. Council has fostered important links with the community to establish itself as a trusted partner.

# Council Values

## SOLUTIONARY

We inspire others by best practice and inventive problem resolution that delivers revolutionary changes and quality outcomes for our customers and our community

## TOGETHER

We collaborate and work together in a harmonious and well organised way to support organisational initiatives

## ACCOUNTABLE

We own and take responsibility for our decisions and actions that are evidence based and justifiable, and we do what we say

## INNOVATIVE

We constantly seek continuous improvement and use creative thinking to look for new ways of doing things, embracing and introducing new and advanced and original ideas, products, methods and systems

## CARING

Our service culture is based on caring, displaying kindness and concern for each other and our community, and being proud of what we deliver

# Message from the Mayor



As Mayor of Snowy Monaro Regional Council, it is my honour to introduce our Annual Report for 2021-2022. I thank the former Council and Councillor Beer as former Mayor for the hard work they have undertaken in the first six months of this year.

This is an important document that provides you – our community – with a full and thorough account of our activities, programs and performance over the past twelve months.

This past year has been a time of great change and also upheaval for our region and our community. With a new group of councillors, and as a new Mayor, the gradual end of the COVID-19 pandemic, and the triumphant return of our winter tourism season – it has been a busy and exciting period for our region.

Our Council has been busy too. Since the results of the Local Government Election were declared in January of this year, it has been my priority, with my fellow councillors, to improve and thoroughly investigate Council's performance – both financial and in practical terms of the work that we do.

I am proud of the changes and improvements that we have already made and I am excited about our plans for the future.

One of our earliest initiatives was the introduction of monthly financial reporting at Council meetings, to allow councillors and the community greater insight into our organisation's financial performance.

We commenced an independent and comprehensive Financial Sustainability Review that is now underway, to provide not only councillors, but the community we serve with an honest and unambiguous picture of Council's financial situation from pre-merger to the present day.

We have also made important progress with our community engagement and communications. I and my fellow councillors have been out in the community, on the ground to see and hear first-hand the concerns and learn of the difficulties faced by the people of the Snowy Monaro.

We have hosted numerous community meetings, consultations and pop-up sessions, plus countless informal conversations and correspondence with ratepayers and residents right across the region.

This commitment to not only telling you all what we are doing, but to hear from you what you need and want from us, has been a great privilege. This engagement with the community has, and will continue, to play a substantive role in our Council's decision-making process.

This annual report provides a frank and open account of our achievements, challenges and progress in the year just past. I am proud of what our Council has been able to achieve so far and I look forward to continuing to work with the community to drive an even better future for the Snowy Monaro.

A handwritten signature in black ink, appearing to read 'Narelle Davis', written in a cursive style.

Mayor

Narelle Davis

# Message from the Chief Executive Officer



Welcome to Snowy Monaro Regional Council's 2021-2022 Annual Report. This document details our organisation's work, achievements, and challenges over the reporting period. While it is a regulatory requirement, it is our aim that this report serves as a transparent accounting of our activities for our community. On behalf of all of us at Council, I extend our gratitude to you for taking the time to read it.

The preceding twelve months have been a time of resetting, renewal and steady progress for our organisation. The progressive relaxation and rolling-back of COVID-19 restrictions has seen our workforce return to our offices, Council services resume and reopen, and the welcome recommencement of unrestricted economic activity across the region.

With the election of a new Council in December 2021, Council employees have been working diligently to facilitate an increased focus on financial reporting and transparency, community engagement, and maintenance of key infrastructure and civic assets.

A major achievement has been our swift progress in scoping, drafting, tendering and now implementing the independent Financial Sustainability Review. Councillors have made this project a priority in their term of office so far, and we look forward to the report providing clarity, certainty and a clear way forward – not only for Council, but our community as well.

Other major Integrated Planning and Reporting projects undertaken during this reporting period include our overarching Community Strategic Plan, Delivery Program, Operational Plan, and Resourcing Strategies (inclusive of the Long-Term Financial Plan).

In their totality, these documents set out Council's goals and aspirations for the future, the things we will achieve, the timeframe in which we will achieve them, and the actions we will take to reach these goals.

There has additionally been significant progress made by our teams on the Local Environment Plans and associated documents such as the Rural Land Use Strategies, and rates – both in how rates are calculated, and in consideration of potential special variations to rates through Independent Pricing and Regulatory Tribunal (IPART).

The Snowy Mountains Special Activation Precinct (SAP) has continued to advance, with plans and consultation finalised and funding announced. The recent launch of the new Jindabyne Library serves as a vanguard of the developments to come.

It has been a busy and often challenging twelve months for the Snowy Monaro. But the outlook for our region and our Council is more positive than it has been, contrasted with the profound challenges of COVID-19 pandemic and the bushfire season that preceded it.

We look forward to our continued partnership with the people of the Snowy Monaro, and delivering the services, support and program of works that our community needs to thrive and prosper.

A handwritten signature in black ink, appearing to read 'Peter Bascomb', written in a cursive style.

Chief Executive Officer

Peter Bascomb

# Introduction

Welcome to the Annual Report for 2021-22. This is the final Annual Report for our Integrated Planning and Reporting Suite of documents spanning 2018-2022.

A new suite of Integrated Planning and Reporting documents, including the Snowy Monaro 2042 CSP, have been finalised to take effect 1 July 2022. This report is presented on our achievements towards implementing the CSP.



Lake Jindabyne



# Community Profile

The Snowy Monaro Regional Council Local Government Area (LGA) has an estimated resident population for 2022 of 21,519, with a population density of 1.43 persons per square kilometre, with the area experiencing a modest population growth over previous years.

The Snowy Monaro Region LGA covers 1,515,800ha or 15,158km<sup>2</sup> and is located in south-eastern NSW, south of the Canberra, and south-west of the Sydney.

The Snowy Monaro Region is encompassed by rolling plains and mountain ranges, with 28% of the region consisting of national parks or reserves. The region sits at the top of both the Snowy and Murrumbidgee River catchments. Along with their major tributaries, they offer significant environmental values, as well as a source of fresh water for urban, recreational, irrigation and energy uses.

The LGA is bordered by the Australian Capital Territory and Queanbeyan-Palerang in the north, Snowy Valleys to the north and northwest, East Gippsland to the South and southeast, Eurobodalla to the east and Bega Valley to the southeast.

The connection that the LGA has with its neighbouring Councils and adjoining State and Territory areas requires ongoing consideration of its partnerships, especially in the area of infrastructure delivery planning.

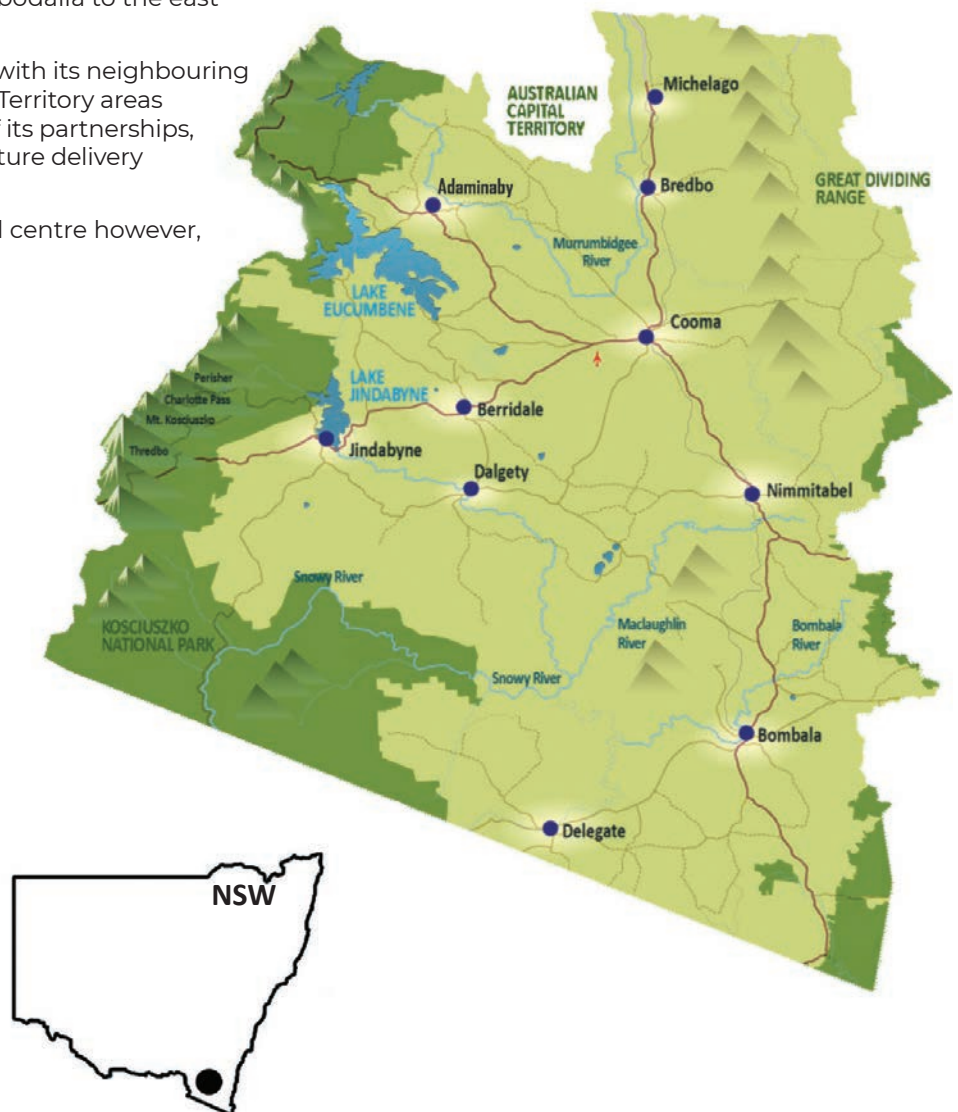
Cooma is considered the regional centre however,

each of the primary towns and smaller villages have unique characteristics and offer destination experiences.

In November 2018, then Deputy Premier and Minister for Regional NSW John Barilaro and then Minister for Planning and Housing Anthony Roberts announced a major planning initiative in the form of a masterplan called the Snowy Mountains Special Activation Precinct (SAP), a new plan to revitalise Jindabyne and the resorts to become known as Australia's premier alpine destination and support a year-round visitor economy

Snowy Hydro's Snowy 2.0 is underway. The project is to expand the generating capacity of the Snowy Mountains Hydro-electric Scheme. This has provided employment and increased demand on housing across the region.

Data source: forecast.id



# Our Community

Estimated 2022 resident population

## 21,519

51.5%

48.5%



(Regional NSW 49.2%)

(Regional NSW 50.8%)



**78.9%**

of residents are Australian citizens  
(Regional NSW 81.3%)

**3.1%**

of residents are Australian Aboriginal  
(Regional NSW 6.6%)



**13.7%**

of residents were born overseas  
(Regional NSW 12.2%)

### Age Groups

**Snowy Monaro** (Regional NSW)



Babies, Preschool, Primary  
(0 to 11 years)

**12.4%**

14.1%



Secondary Schooler, Tertiary Education and Independence  
(12 to 24 years)

**14.9%**

15%



Young Workforce, Parents and Home Builders, Older Workers and Pre-retirees  
(25 to 59 years)

**45.5%**

41.8%



Empty Nesters and Retirees, Seniors, Elderly, Aged  
(60 to 85+ years)

**27.2%**

21%

### Median Age

**43**

(Regional NSW 43)



**Need for assistance with core activities**

**4.9%**

(Regional NSW 6.8%)



**Major employment sector**  
(Accommodation and Food Services) FTE

**13.6%**

(Regional NSW 7.9%)

### Family Structure



Couples with children

**Snowy Monaro**

**21.9%**

(Regional NSW)

24.8%



Couples without children

**26.3%**

27.7%



One parent families

**7.5%**

10.9%



One person household

**25.3%**

26.1%

### Highest Qualification Reached



Not stated

**11.5%**

(Regional NSW)

10%

No Qualification

**35.7%**

39.1%

Vocational

**25%**

24.4%

Advanced Diploma or Diploma

**8.8%**

8.7%

Bachelor or Higher

**19.1%**

17.8%

Persons aged 15+ who volunteer

**20.7%**

(Regional NSW 15%)

### Employment



Full time employment

**57.9%**

(Regional NSW)

54.5%

Part time employment

**33.6%**

33.7%

Unemployed

**2.8%**

4.6%

Employed away from work

**5.7%**

7.3%





# Councillors

## Our Councillors 2017-December 2021

Our Councillors were elected in September 2017 to run a term of three years. During this time Councillor John Rooney was elected as Mayor and served from 2017 to 2019. Councillor Peter Beer was then elected as Mayor and served till the end of the term in 2021. Councillor Lynley Miners was declared Deputy Mayor for an initial term of two years, and re-elected in 2019 for a further two years. The Local Government Elections proposed for 2020 were postponed due to the COVID-19 Pandemic.



Mayor  
Peter Beer



Deputy Mayor  
Lynley Miners



Councillor Sue Haslingden



Councillor Rogan Corbett



Councillor Anne Maslin



Councillor Bob Stewart



Councillor John Last



Councillor John Castellari



Councillor Brian Old



Councillor James Ewart



Councillor John Rooney

## Our Councillors December 2021 - June 2022

On 4 December 2021, elections were held and the new Council was elected. The Councillors were sworn in during January, at which time their official duties commenced. The new term of Council is short, at two years and nine months, however, the new Delivery Program will still cover a four year period.

The Delivery Program is the key 'go to' document for the councillors. It identifies all of the key activities and Council has committed to undertake over it's four year term. All plans, projects, activities and funding allocations of the Council must be directly linked to the Delivery Program.



Mayor  
Councillor Narelle Davis



Deputy Mayor  
Councillor Tanya Higgins



Councillor Chris Hanna



Councillor Tricia Hopkins



Councillor Bob Stewart



Councillor Louise Frolich



Councillor John Last



Councillor Karlee Johnson



Councillor Peter Beer



Councillor Lynda Summers



Councillor John Castellari

# About our Council

The *Local Government Act, 1993* prescribes the role of individual councillors as follows:

- to be an active and contributing member of the governing body
- to make considered and well informed decisions as a member of the governing body
- to participate in the development of the Integrated Planning and Reporting Framework
- to represent the collective interests of residents, ratepayers and the local community
- to facilitate communication between the local community and the governing body
- to uphold and represent accurately the policies and decisions of the governing body
- to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor

## Councillor Training and Professional Development

In accordance with Section 232 of the *Local Government Act, 1993* a councillor is “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor”.

Councils are to provide councillor induction and professional development programs that address three elements:

- July 2021 - Pre-election candidate sessions. These are to ensure prospective candidates are aware of what will be expected of them if elected (these are not mandatory but are encouraged)
- Induction Program -This aims to equip mayor and councillors with the information they need to perform their role effectively over the first few months and has a particular focus on building positive, collaborative relationships between councillors and with staff. The Induction course was provided by LGNSW during January 2022 for all new and returning councillors
- Professional Development Program – this is to be developed in consultation with all councillors and delivered over the term of the Council to build the skills, knowledge and personal attributes necessary to be an effective Mayor or councillor

## Professional Development

All councillors attended regular development workshops facilitated both by internal and external trainers.

- Local Government NSW (LGNSW) conference
- Councillor briefing sessions
- LGNSW conference dinner and workshops at Countrywide conference
- Councillor workshops
- Canberra Region Joint Organisation (CRJO) meetings
- Country Mayors association meetings

In addition, monthly councillor briefings were held on topical issues in relation to:

- Draft Long Term Financial Plan
- Delivery Plan and Operational Plan
- Aged care
- Model Code of Meeting Practice
- Draft Rural Land Use Strategy workshop
- Fixing Local Roads Projects
- Local Government Recovery Grants Program
- Resilience Blueprint

During the second half of 2021 the Mayor and councillors attended no less than 10 events aimed at professional development.

During the first half of 2022 the Mayor and councillors attended no less than 27 events aimed at professional development.

## Conference Attendance

### Mayor Beer

Meetings other than Council meetings = 4

Presentations = 0

Radio/TV interviews = 9

Local government conferences = 0

Opening of facilities with State/Federal representatives and at least one Council representative = 0

### Mayor Davis

Meetings other than Council meetings = 184

Presentations = 1

Radio/TV interviews = 15

Local government conferences = 2

Opening of facilities with State/Federal representatives and at least one Council representative = 2

The disparity in conference attendance between Mayor Beer and Mayor Davis is representative of COVID-19 lockdowns during Mayor Beer's term in office.

## Council Meetings

Council meetings are held once a month, on the third Thursday of the month. Eleven ordinary Council meetings and three extraordinary Council meetings have been held in the 2021-22 reporting period.

Ordinary Council meetings were held rotationally in regional locations to provide access to all members of the public to speak. Council extended its webcasting capabilities during the reporting period. Council meetings were webcast from all meeting locations. Recordings of meeting webcasts are accessible through Council's website.

Up until 26 March 2021 Councils were required, under s10 of the *Local Government Act, 1993*, to hold meetings of the Council and committees comprising of councillors in physical venues and permitting members of the public to attend meetings.

The Local Government Regulation was amended in April 2021 to allow remote attendance at Council meetings with a temporary exemption in place until 31 December 2021. The amendment included procedures for the management of councillor attendance at meetings via audio-visual link that Council adopted at its April 2021 meeting.

Tables detailing individual councillor attendance can be viewed over page.

## Attendance Of Councillor at Council Meetings

The table below details the attendance of councillors at Council meetings during the 2021-22 financial year, prior to the Council election.

Councillor Names	Attended	Apology	Absent	Extra-Ordinary	Audio-Visually
Cr Peter Beer (Mayor)	4	1	0	1	0
Cr Lynley Miners (Deputy Mayor)	5	0	0	1	0
Cr John Rooney	5	0	0	1	4
Cr John Castellari	5	0	0	1	4
Cr Rogan Corbett	5	0	0	1	1
Cr James Ewart	4	1	0	1	3
Cr Sue Haslingden	5	0	0	1	3
Cr John Last	5	0	0	1	0
Cr Anne Maslin	5	0	0	1	5
Cr Brian Old	5	0	0	1	5
Cr Bob Stewart	5	0	0	1	4

The table below details the attendance of councillors at Council meetings during the 2021-22 financial year, post Council election.

Councillor Names	Attended	Apology	Absent	Extra-Ordinary	Audio-Visually
Cr Narelle Davis (Mayor)	8	0	0	2	0
Cr Tanya Higgins (Deputy Mayor)	8	0	0	2	1
Cr Bob Stewart	8	0	0	2	0
Cr Chris Hanna	8	0	0	2	1
Cr John Castellari	8	0	0	2	3
Cr John Last	6	0	2	0	0
Cr Karlee Johnson	8	0	0	2	0
Cr Louise Frolich	7	1	0	2	1
Cr Lynda Summers	8	0	0	2	2
Cr Peter Beer	7	1	0	1	1
Cr Tricia Hopkins	8	0	0	2	1

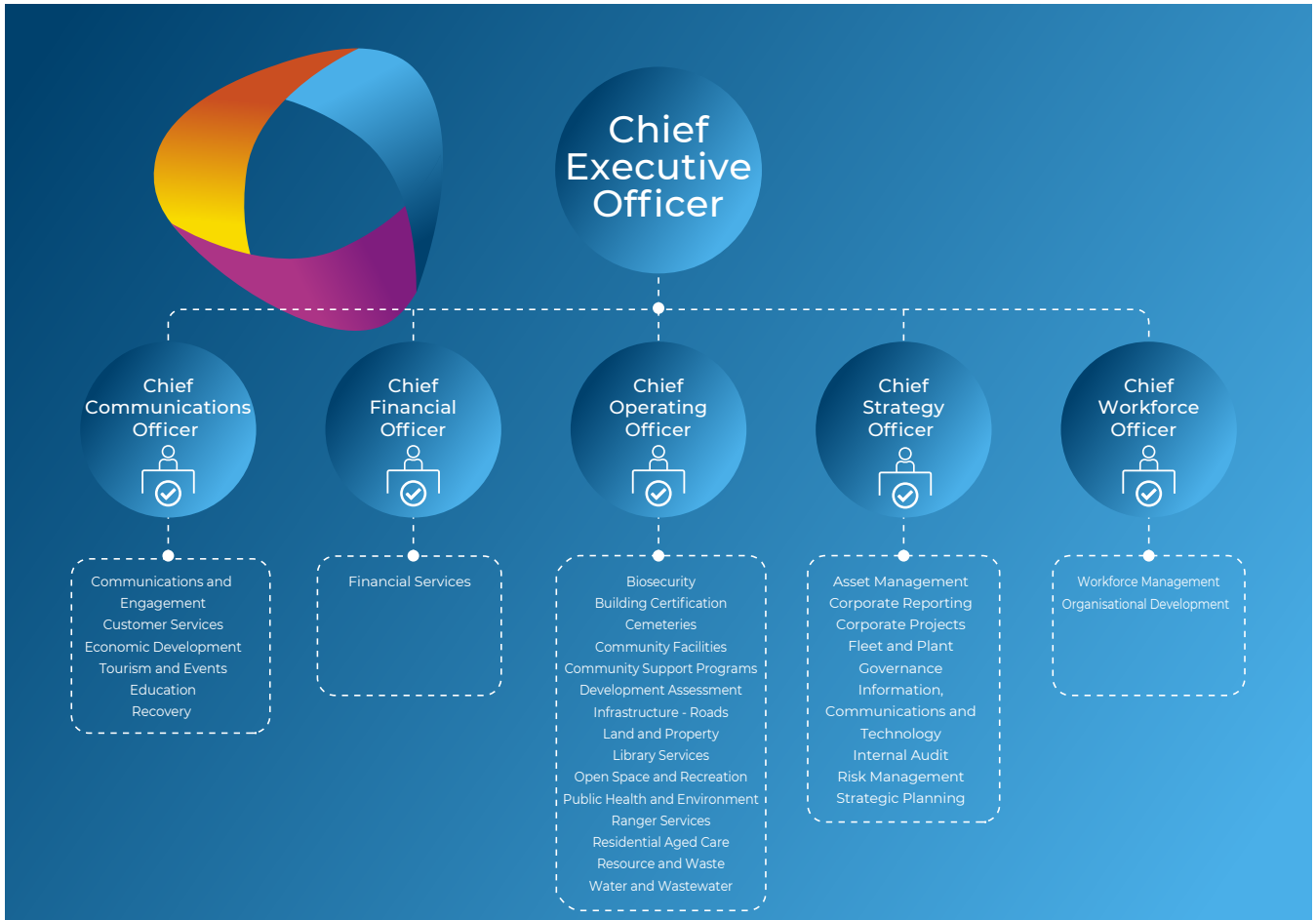


Australia Day - Bombala



# Organisational Structure

Council's staff and services are aligned under five portfolios. In this report, each service is linked to a responsible officer. The following diagram shows how those services fit within the overall organisational structure.



# Assets and Facilities of Council

Council provides a range of functions and services to the community, and provides and maintains a range of community assets. Many of these are regulated and while they may be provided by Council, are delivered on behalf of the State Government. For example, the administration of the NSW Companion Animals Act 1998, which controls the management of animal registration and offences.

The provision of these ongoing functions and services, such as those detailed below, form the considerable basis of what Council delivers to the community, and contributes to the achievement of the desired outcomes detailed in the Snowy Monaro 2040 Community Strategic Plan.

## Facilities General

Council Offices	4
Works Depots	5
Visitor Centres	2
Libraries	2
Mobile Library	1

## Waste Management

Landfills	3
Transfer Stations	6

## Transport Infrastructure

Sealed Roads	1000km
Unsealed Roads	1700km
Bridges	127
Culverts	7184

## Community and Recreation

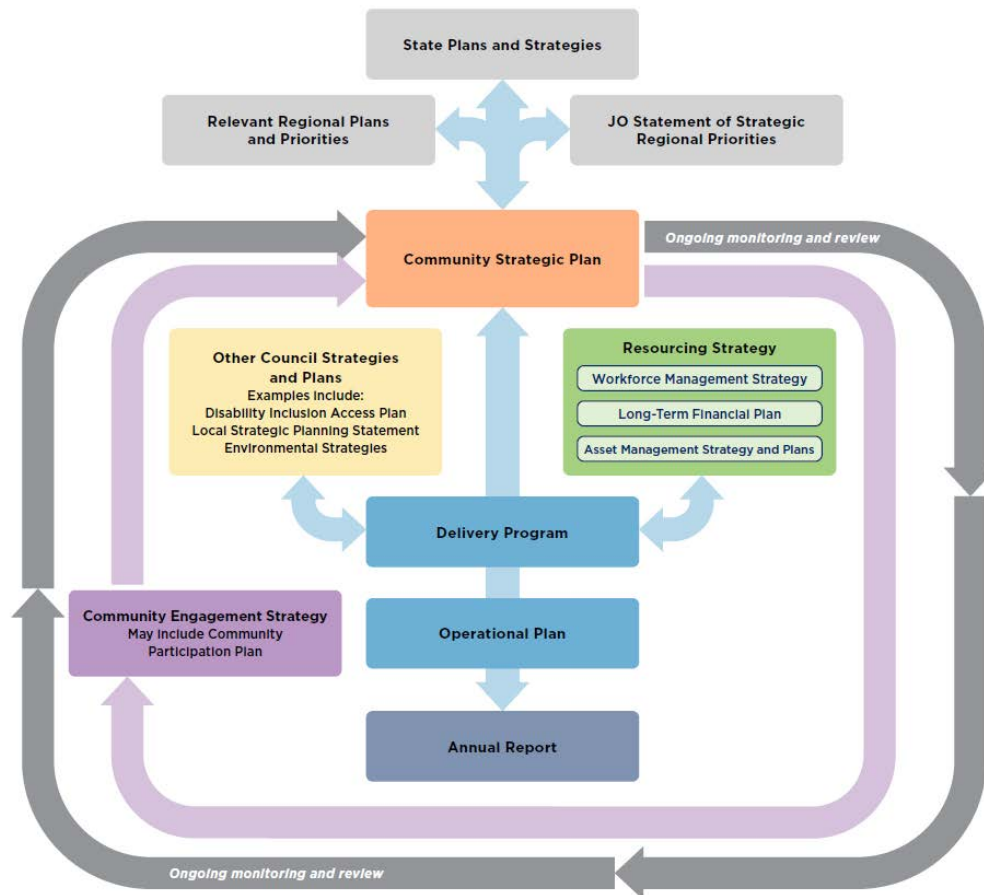
Aged Care Facilities	2
Doctors / Health Centres	3
Childcare	2
Halls	15
Showgrounds	7
Sporting / Recreation Fields	19
Swimming Pools	5
Holiday / Caravan Parks	5
Public Toilets	21
Airport	1
Saleyards	2
Community Centres	2

## Water and Wastewater

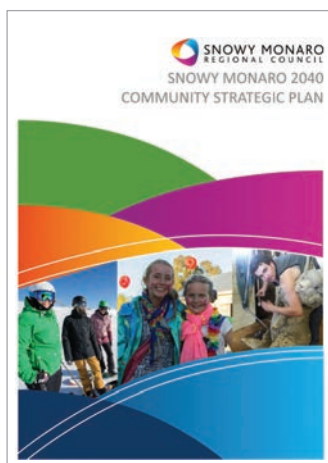
Water Treatment Plants	2
Water Pump Station Intakes	12
Water Distribution Pump Stations	11
Water Reticulation Pipe	330km
Supply Reservoirs	39
Supply Dams	1
Wastewater Treatment Facilities	8
Wastewater Pump Stations	28
Wastewater Drainage Pipe	280km

# Integrated Planning and Reporting

Recognising the important role the community plays in guiding Council in its service delivery, extensive community engagement was undertaken in 2017 as a key part of the 2040 Community Strategic Plan (CSP) development. The key planning and reporting documents that form part of Council's Integrated Planning and Reporting Framework are aligned to the overarching community aspirations. This is Council's final Annual Report on our achievements towards the CSP.



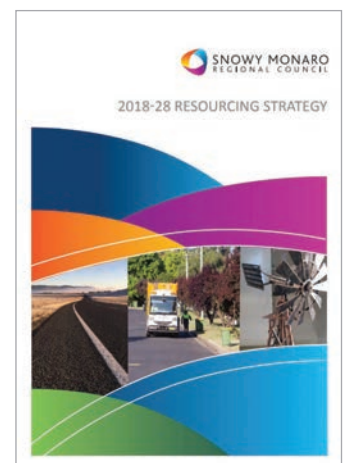
## Council's Integrated Suite of Planning Documents



Community Strategic Plan



Delivery Program incorporating Operational Plan



Resourcing Strategy

# Our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

This Annual Report is the final report on Council's achievements towards implementing the Snowy Monaro 2040 Community Strategic Plan.



## Community

Our communities are welcoming, inclusive and safe; our lifestyle needs are actively considered and planned for; and opportunities exist to enhance our health and social wellbeing.

- Our health and wellbeing needs are met
- Our region's diverse cultural identity is preserved, and we foster creative expression and spaces
- We are a safe and caring community



## Economy

We are a vibrant and prosperous community providing opportunities for growth and learning.

- Our region is prosperous with diverse industry and opportunities
- Our community has access to a range of diverse lifelong learning opportunities
- Our residents and visitors connect with our region's welcoming and iconic attractions



## Environment

Our iconic natural environment and heritage is preserved and enhanced for future generations whilst balancing the needs for regional development and growth.

- Our natural environment is protected and sustainable
- Our built infrastructure is attractive and fit for purpose
- Our community is connected through efficient transportation networks, technology and telecommunication services



## Leadership

We have contemporary civic leadership and governance that fosters trust and efficiency.

- Our Council is strategic in their planning, decision making and resource allocation
- Our Council delivers best value to the community
- Our Community is informed and engaged in decision making



# Asset Management

A busy year for the Assets Team saw a completely new suite of asset management documents being prepared for the Resourcing Strategy as a component of Council's Integrated Planning and Reporting suite. These documents included an updated Asset Management Policy, as well as a new Asset Strategy and Asset Management Plans for transport, open space and recreation, water, wastewater and property. These documents are used for the development of the Long Term Financial Plan prepared by Finance.

The revaluation of assets occurs on a five year cycle, with a different asset type selected each year, Water and Wastewater assets were revalued this year. The revaluation was performed in-house, based on data generated from the Asset Management System. The outcome of the revaluation will be presented to Council's auditors.

Of particular note, this year was the relatively high rate of inflation driven by current world events. In accounting for inflation, we are guided by annual indices published by the Australian Bureau of Statistics and the NSW Department of Planning and Environment (Water Group), along with unit rates provided by contractors.

Our Assets Inspection Officer completed a condition assessment of all Council owned buildings during the financial year. This was an extensive project which involved visiting nearly 380 buildings at 40+ locations scattered across the LGA – possibly the first time all these buildings were visited and assessed in a single exercise. This was primarily a condition inspection, with potential issues passed on to the Land and Property Team for further investigation. The output of this assessment will provide a sound basis for the revaluation of building assets that will take place next financial year.

The past year saw a reduced demand for in-house survey work, and following the resignation of our Survey and Asset Support Officer, a rationalisation of the team structure resulted in the survey role being removed from the Assets Team.

Deployment of traffic counters continues, with a current target of 50 sets of counters to be laid out each year, with each set of traffic counters to remain in place for four to six weeks. Traffic counts provide valuable information relating to traffic movements over road segments, including Average Annual Daily Traffic figures and percentage of heavy traffic and speeds at which the vehicles are typically traveling. This assists in planning for renewal and maintenance activities, as well as monitoring for unusual traffics movements.

The Assets Team is also working with Council's Infrastructure Team to develop annual works programs – a task made particularly challenging this year due to weather events creating a rapidly changing situation where the asset condition changes almost on a weekly basis.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Asset Management:

8.2.1 Council maximises its Asset utilisation to deliver services today and into the future

# Biosecurity

Snowy Monaro Regional Council administers a weed management program which centres around the prevention, elimination and minimisation of biosecurity risks associated with weeds. This program aligns with the principles of the NSW Invasive Species Plan, NSW Weeds Action Program and the South East Regional Strategic Weed Management Plan. Where weed risks cannot be prevented or eliminated, Council considers the biosecurity risk posed by weed species, the cost and effectiveness of treatment, the likelihood of coordinated control and the treatment measures that may be reasonably implemented to achieve the best possible outcomes for the community.

Some of the important programs and milestones of the 2021-22 program are:

- 1,765 targeted property inspections were performed during the 2021-22 financial year. During each of these inspections the land manager was provided with weed identification skills and advice on best management practices. Where a land manager was subject to legislated weed control requirements Council provided written notification of these requirements and applied compliance measures in circumstances where voluntary compliance was not achieved. Only one State priority (Prohibited matter) weed, Orange Hawkweed, was identified as a result of Council's Biosecurity (weeds) Surveillance Program. Two historic sites were subjected to regular surveillance efforts throughout the peak growing season, in which only one plant was identified. Five new sites were detected as a result of increased surveillance efforts and increased public awareness. Two sites recorded by members of the public and the remainder via drone and weed eradication detector dog (WEDD) surveillance.
- All high risk pathways and high risk sites were inspected during the year in an effort to identify new weed incursions and prevent their establishment. All inspection activities are funded by the NSW Weeds Action Program to the tune of \$300,000 per annum.
- Council Biosecurity staff investigated eight potential new weed incursions in response to community reports. On investigation, the weeds were identified as low impact introduced species or uncommon native species, none of which required an emergency response.
- During the 2021-2022 financial year, Council invested \$751,790 into managing weeds on Council assets, 85% of which was invested into managing roadsides weeds. Roadsides are identified as high-risk pathways as the risk of weed spread is significant. Council prioritises weed control on roadsides to protect the region's valued agricultural and environmental assets.
- With the exception of a small number of jobs, which were hampered by high rainfall conditions, Council successfully completed its \$195,000 "A Helping Hand" bushfire relief program. This program, initiated in 2021-22, recognised the devastation caused by the bushfires on the local community and the inability to respond to routine management activities, such as weed control. The program engaged licensed, qualified contractors, to treat priority weed infestations on private lands to enable impacted landowners to focus on their bushfire recovery efforts.
- Snowy Monaro Regional Council was selected as a finalist in the Local Government NSW Excellence Awards. Biosecurity Officer, Neil Murdoch's project entitled "building a cloud-based solution to serve the needs of multiple regional Councils in capitalising on drones for efficient and low-cost identification and remediation of invasive weed species in our local environments" was entered in the Innovative Leadership category. Neil represented Council at the Awards Dinner and while unfortunately he did not receive an award on the night, he will continue to develop innovative approaches to assist with the identification and management of weeds.
- During 2021-22 Council expended \$117,007 on the management of priority weeds on vacant Crown lands throughout the region. This program was supported by the Crown Reserves Improvement Fund Program and is specifically aimed at minimising the spread of weeds from vacant Crown lands to ensure the protection of the region's rich agricultural and environmental assets.

Council's Biosecurity Team managed a number of successful externally funded projects:

- Development of drone image library \$30,000
- Bolstering onground Orange Hawkweed surveillance \$27,500
- Regenerative agriculture \$50,000
- Purchased herbicide stocks for late season grassy weed control \$14,400
- Accelerated Orange Hawkweed eradication \$15,000
- Construction of weeds brushdown stations \$20,000
- Completion of the three year drone assisted Orange Hawkweed surveillance program \$75,000



Weed Brush Down Station at Mt Gladstone



Identifying Chilean Needle Grass



Yalcowinna Field Day



Information stall held in conjunction with NPWS

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Biosecurity:

7.1.1 The regions natural environment remains protected through the delivery of a range of Council programs and regulatory compliance



# Development and Building Certification

Council's Development and Building Certification sections continue to see high numbers of applications reflecting the continued growth in the building and development sector in the region. During the 2021-22 financial year, 492 applications were determined by the Development Team, with a total value of approved development of \$668 million dollars. This was a considerable increase in development value from the 2020-21 financial year figure of \$102 million dollars. The Building Certification Team carried out 830 construction inspections and 1,274 inspections relating to approvals issued under s68 of the *Local Government Act, 1993*.

## Provision of new services

All development applications and post consent certificates (construction certificates, s68, s138, occupation certificates, subdivision works certificates and subdivision certificates) are now lodged and determined through the NSW Planning Portal.

The Development and Building Certification sections were successful in receiving a further \$80,000 grant from the NSW Department of Planning and Environment (DPIE) to implement stage two of the integration process with the Planning Portal. This adds to the \$50,000 grant received in 2020/21 for the first stage of the portal integration with Council's system.

The stage two integration process will be in place in early 2023. The further integration will allow Council to meet the deadline set by the DPIE to have all development applications generated through the portal in 2023. Staff have been updating all conditions of consent to allow for this transition to occur.

## Protecting and preserving our historical heritage assets

Council has continued its active heritage preservation program for our community through successful grant applications through the NSW Heritage Office. Public access to Council's Heritage Advisor has continued to be well-received during the past year. The Heritage Advisor visits each month are booked in advance by customers who are interested in developing their heritage listed properties. This service is provided through the grant to supply our community with free heritage advice.

In addition to the Heritage Advisor grant program, Council has again been successful in receiving funding through the Local Heritage Grant fund to allocate funds to owners of heritage properties to enhance and protect heritage items within the region.



Historical plans

Type of Application	Number of Determined/ Issued	Value of Development
Complying Development Certificates	12	\$698,439
Private Certifier CDCs lodged into Council System	36	\$8,202,101
Construction Certificates	119	\$24,212,827
Lodgment of Private Certifiers CCs	121	\$307,629,319
Occupation Certificates issued	82	N/A
Lodgment of Private Certifiers Occupation Certificates	114	N/A
S68 Approvals under the Local Government Act	369	N/A
Building Information Certificates	38	N/A
Development Applications (including modified development applications)	492	\$669,282,866*
Subdivision certificates	40	N/A
S138 Applications	80	N/A
Property Conveyancing Certificates (Planning Certificates, Drainage Diagram, Outstanding orders and notices and s88G)	2,177	N/A
Tree permits	14	N/A
Swimming Pool Fencing inspection	33	N/A
Property Information Requests (including written advice and copies of documents)	326	N/A
BAL Certificates	7	N/A
307 Certificates under Water Management Act	46	N/A

\*Value includes all determined applications both approved and refused.

## Building Certification

The work being carried out by the Building Certification Team to build relationships with builders and developers is being reflected in the increase of construction certificates coming to Council for assessment. The number construction certificates issued by Council, as opposed to Private Certifiers increased during the 2021-22 financial year by two construction certificates.

### Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Building Certification:

8.1.3 Development assessment processes are streamlined to support regional development and growth

# Development Assessment

The Planning and Development Administration Team have issued 2,177 property certificates in the period, which reflects the high demand for the sale and transfer of property in the region. The Development Team continued to provide access to property information to customers throughout the period in the form of written property advice and the provision of development documents.

Our Development Engineers have had a busy and productive year working on a number of subdivision developments throughout Snowy Monaro from Burra to Crackenback, and many of the towns and villages in between. Cooma and Berridale have seen a number of subdivisions approved in the period and it is anticipated the Development Team will receive the subdivision works certificates for these developments in the coming year, enabling them to be shovel ready in the near future.

The development and construction of workers accommodation for the Snowy Hydro's Snowy 2.0 project was a joint assessment between the Development, Building Certification and Water and Wastewater Teams. This was a complex project which included tight timeframes, with the positive outcome reflected the collaboration between Council business units throughout the process.

Since January 2022, in order to improve processing times, new processes were implemented to return applications that were not assessment ready when received through the Planning Portal. During this half year period the planners undertook 223 portal checks, returning 59 applications and accepting 164 applications for processing. Through this process the applicants were advised of what they needed to provide in order for their application to progress to assessment, reducing the need to request further information. This process is being further refined to allow for improved customer outcomes moving into the next reporting period.

The types of development approved in the year have again been varied, with residential development forming the highest number of applications approved. Applications received have included those for subdivision, tourist accommodation, commercial and industrial developments.



Council employee undertaking an inspection

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Development Assessment:

8.1.3 Development assessment processes are streamlined to support regional development and growth

# Public Health and Environment

## Food Assessments

Council undertakes an annual program to assess food premises in the region to ensure compliance with the Food Standards Code. Council's capacity to undertake these assessments were negatively impacted by COVID-19 during the 2021-22 financial year. Initially, the restrictions limited the operations of food businesses and movements of the Environmental Health Team and later in the year the virus itself prevented staff from undertaking their normal duties. Despite these limitations Council was able to complete 45% of all inspections, with the balance being pushed into the first quarter of 2023 financial year for assessment.

## On-Site Sewage Management Systems

Council has a program to inspect on-site sewage management systems in the LGA. It is a requirement under the *Local Government Act, 1993* that owners of all on-site sewage management systems maintain an operating approval. Council undertook 675 inspections in the region throughout 2021-22, with any issues found being addressed directly with the owners.

## Liquid Trade Waste

Council's are responsible for the provision of water supply and sewerage services in regional NSW. Sound regulation of sewerage and liquid trade waste is a key component of the NSW Government's Best Practice Management of Water Supply and Sewerage Guidelines 2007. The government expects all Councils to comply with the requirements in those guidelines. This includes the operation of a Liquid Trade Waste Program. The purpose of the program is for businesses classified as producing a liquid trade waste, comply with the Liquid Trade Waste Management Guidelines 2021. During the 2021-22 financial year, Council undertook 96 assessment of businesses who discharge liquid trade waste. The majority of the businesses were compliant, with the balance undertaking works to bring the premises up to the required standard.



Routine inspections of on-site sewage management systems



Scores on Doors certificate

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Public Health:

3.2.1 Council's public health and regulatory responsibilities are planned and delivered to facilitate a safe community and raise awareness

## Companion Animals

### Cat Pound

Council operates a cat pound in Cooma. The pound facilities are used to house cats that are seized until Council can find either their owners or a new home. During 2021-22 financial year, Council seized 14 cats. One cat was able to be returned to its owner while 12 others were rehomed. Unfortunately, Council did receive one cat who, after receiving veterinarian advice on the well-being of the animal, was euthanised.

### Dog Pounds

Council operates three dog pounds in the region. During 2021-22 financial year, Council seized and held 73 dogs in its pound facilities. It should be noted that almost three times this number of dogs were found wandering or provided to Council, scanned for a microchip and returned within one to two hours to their place of residence. Out of the 73 dogs that were in our care for more than one day, we were able to return 40, rehome 21 and had to euthanise 12. The 12 dogs were euthanised because they could not be legally rehomed due to being either declared as menacing, dangerous or a restricted breed.

### Livestock

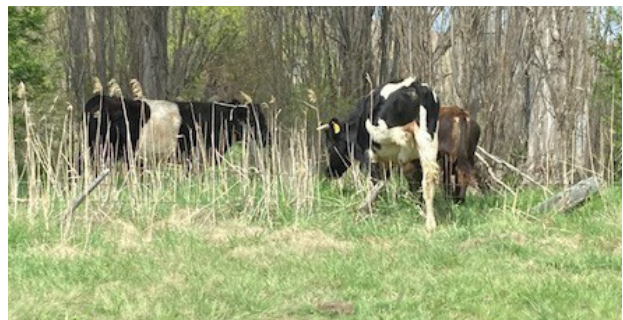
The *Impounding Act, 1993* states that livestock cannot be allowed to wander in a public place. Livestock wandering on public roads is serious risk to safety. Most of Council's responses to stock being out occurs at night, making it even more dangerous for motorists. During the 2021-22 financial year, Council responded to 11 stock related matters resulting in three horses being impounded, with two being sold at auction and one being rehomed. Council dealt directly with the owners to resolve the other stock matters.

### Impounded Vehicles

The *Impounding Act, 1993*, makes it an offence to abandon motor vehicles in public places. Council impounded 15 vehicles during 2021-22 financial year. Eleven of the vehicles were valued under \$500 and were disposed of, two vehicles were returned to their owners, and one was sold at tender.



New K9 transport cube



Straying stock

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Ranger Services:

3.2.1 Council's public health and regulatory responsibilities are planned and delivered to facilitate a safe community and raise awareness

## **Cemeteries**

Council has 16 operational cemeteries and seven historical (closed) cemeteries which we maintain. The work undertaken by Council staff includes:

- Maintain register of burials
- Issue legislated rights for burial and plot purchase
- Maintain mapping of burials and plots
- Liaise with families, contractors and funeral directors
- Oversee that correct allotment is utilised
- Issue invoices for charges as set by Council
- Facilitate the Cemetery Advisory Committee
- Ensuring all aspects of WHS are adhered to
- Actively search for grant funding to develop and upgrade our aging cemetery infrastructure
- Organising maintenance works in the cemeteries
- Regular inspections of the cemeteries.

### **Old Adaminaby Cemetery - Fencing Project**

Council received \$16,707 from the Crown Reserve Improvement Fund to undertake the following works at the Old Adaminaby Cemetery:

- Replacement fencing
- Removal of dead and dangerous tree/s
- Construction of new fence

Council has retained the historic twisted star pickets and will use them for a memorial garden which will be erected for interested families to place a memorial plaque.

### **Christ Church Cemetery - Rehabilitation and Rabbit Removal Project**

Council received \$11,250 worth of funding from the Crown Reserve Improvement Fund for the removal of rabbits and ground rehabilitation work. This including baiting and collapsing of burrows. The works were carried out by Council's Biosecurity Team, inmates from Cooma's Correctional Centre and Local Land Services by providing baits. Drone imagery was also undertaken to record plot locations for future GIS mapping.

### **Cathcart Cemetery - Enhancements**

- A qualified stone mason was employed to reinstate the stones on the entrance wall
- Dead and dangerous branches removed from gums in the cemetery land and fallen trees were removed

### **Bombala Cemetery - Enhancements**

Merger funds provided funding to build the Bombala Cemetery car park.

The enhancements included:

- Line marking
- Bollards at end to stop cars driving through cemetery
- Olive trees planted by local garden club
- Plantings in between walls to soften appearance
- Painting of steel bars to soften appearance
- Extension of beams

### **Gegedzerick Cemetery - Boundary survey**

Gegedzerick Cemetery is a historic cemetery with inscriptions from as early as 1842, and is still an active cemetery but we are starting to run out of room. Council undertook an investigation and discovered additional land allotted for the cemetery below the Church building. Boundary survey was undertaken confirming this land to be part of the original approval for the cemetery. The land will be fenced to permit maintenance and future expansion and development of the cemetery.

### **Cooma Cemetery - Expansion**

Council undertook an investigation to determine the life of the existing Cooma Cemetery. Based on current burial rates, the Cooma Cemetery will be fully utilised within the next five years. However, additional works are required to expand into section four. This will provide an additional eight to ten years on the life of the cemetery.

### **Cooma Cemetery Project – Cooma Rotary**

In 2019 Cooma Rotary approached Council with the desire to create a memorial walk and rotunda. In principle agreement was reached on the concept plan provided. In 2021 Cooma Rotary again approached Council advising they had raised the funds to build the rotunda and the path.

### **WHS Improvements - Improving safety in cemeteries**

- Metal grave edges were constructed by Cooma Steel Metaland
- Staff commissioned Cooma Steel Metaland to make aluminium edging for use on the long soft edges of graves, to provide stability on soft long grave edges. This adds additional safety for staff, funeral directors and mourners
- Purchase of exclusion zone items for parking – Nimmitabel
- Improvements made to policies and procedures to ensure clear instructions
- Improved communications with contractors to ensure maintenance works are carried out in terms of Work Health and Safety and NSW Workcover standards
- Staff have attended dedicated Cemetery Safety Course



New fence at Old Adaminaby Cemetery



Bombala Cemetery car park



Historical plan of Gegedzerick Cemetery, 1866



Stone entry wall at Cathcart Cemetery after repairs

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Cemeteries:



3.1.2 Preventative maintenance programs have been established across Council spaces and facilities that are compliant with current standards

3.2.1 Council's public health and regulatory responsibilities are planned and delivered to facilitate a safe community and raise awareness



7.1.1 The regions natural environment remains protected through the delivery of a range of Council programs and regulatory compliance



# Communications and Engagement

## Community Engagement

Our Engagement and Education Teams continued to implement innovative mediums to connect with our community due to the impacts of COVID-19. Our online engagement platform “Your Say Snowy Monaro” assisted in the facilitation of 13 project consultations on a range of topics including policy documentation, land use strategies, new library and skate park upgrade projects.

As COVID-19 restrictions eased Council got back into the community to connect with residents and visitors at local Country Shows throughout the region. This momentum continued with a variety of pop-up stalls, information sessions, field days and school visits.

## Website

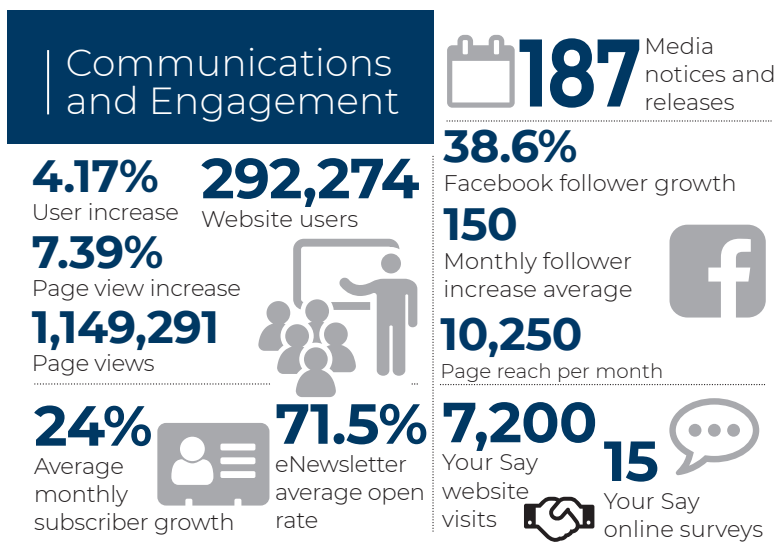
The new Council website was successfully launched in January, enhancing the user experience by increasing accessibility and mobile device functionality, plus removing old, unnecessary content that was making the site slow and non-user friendly. This is a modern and customer centric website to meet the expectation of users of this central source of information.

The new OpenCities site provides an adaptive mobile user experience, enabling users to access information from their choice of device, be it smartphone or tablet. The transfer of information from the old website required extensive review and content redevelopment to ensure the new site had a cohesive navigation system, with up to date and easily accessible, relevant information.

The majority of users accessed Council's website via a mobile device (more than 60%) and the most popular pages used were waste, employment and library.

## Intranet

To increase internal communication capabilities and streamline processes, development commenced on the new employee intranet. Once implemented (August 2022) this system will allow employees to access important documentation from the office or out in the field. The SharePoint software used is a Microsoft product that sits with our current suite of products thereby providing a cohesive approach to this internal network. Employees can use this platform to receive workplace updates including training, policy and procedure updates, project milestones and other communication opportunities.



Council's Website

## eNewsletter

With a desire to stay up to date with engagement best practice, we are always researching innovative ways to connect with our community. With a region that spans 15,162km<sup>2</sup>, effectively communicating with our residents has historically posed challenges. This year we commenced a fortnightly eNewsletter email send, allowing Council to directly share up-to-date information on a regular basis. The eNewsletter has been well received, with an open rate well above industry standard.

## Media

The Communications Team continue to be the primary information conduit between Council and community fostering a timely flow of material for our residents and visitors. Through a vast array of networks, wide ranging social, legislative and general information is disseminated.

During the reporting period 187 individual notices and media releases were distributed, with the majority of story and stakeholder leads resulting from this process.

Providing direct and clearly-written media releases and public notices remain the preferred first step to provide our community with the information they require, whether to provide advance notice of a forthcoming engagement opportunity or simply to inform the community of Council business.

Regular team meetings increased our direct interaction with internal stakeholders, improving the information-gathering capabilities and our ability to provide all stakeholders, internal and external, with timely and relevant information.

Partnering with media contacts to further this goal has resulted in a record number of newspaper stories, radio segments, and digital content during the reporting period at 982 individual pieces of media coverage. When combined with the word-of-mouth and direct interaction with community members through our community group stakeholders, our efforts have seen a steady flow of information provided to our community throughout the year.

## Social Media

The size of our social media audience has grown in this reporting period, with the total number of Facebook followers rising by 38.6%. This also reflected a change in consumer behaviour of information during COVID-19, how they seek and digest information, and that they want the latest.

The size of this audience now dwarfs all other media audiences for Council and our engagement levels through these platforms has grown in-step with the size of our follower count.

With connectivity issues across vast areas of our region we understand not everyone has access to or uses the internet, and not everyone that uses the internet uses social media. But through the combined reach of our direct audience and the shareability across other networks, social media allows us to readily communicate with a more substantial proportion of our community. It is yet another communications channel that has been added to the Council mix of platforms used.

In addition to the direct benefit to Council's communications and engagement that these platforms provide, social media has proved a substantial asset for community groups and other levels of government to be able to leverage off the foundations that have been built.

Council's Facebook page was verified as a business page during this period – made possible only after 10,000 followers achieved. Social media will continue to grow in importance as internet and social media saturation continues. Social media will continue to grow in importance as internet and social media saturation continues.

Facebook and Instagram:

- Page reach average 10,250 per month
- Follower increase average 150 followers per month
- Facebook generates the most traffic
- Facebook verified as business page – possible only after 10,000 followers achieved

## Customer Service

Our front line Customer Service Officers are the face of our organisation and deliver quality meaningful customer experiences to best meet the needs of our customers, community and Council. With a deep and thorough understanding of Council processes and procedures, the helpful team were a shining light in what was a challenging period due to the impacts of COVID-19.

During the pandemic, our Team continued to serve the community and assist our customers navigate whole new processes and procedures that included alternate online delivery and payment methods and issue reporting. Our Team ensured social distancing and hygiene practices in public spaces to protect the health of customers and staff, in line with the Public Health Orders.

This year the customer service hours were standardised across all four office locations: Cooma, Bombala, Berridale and Jindabyne, to be open from Monday to Friday 8.30am to 4.30pm, with payments accepted until 4pm.

The Customer Service Team received an upgrade to the call management system. Enghouse, a specialised software service was selected as it provides extensive features, focussed on customer service and queue management. The system gives the Team more call control, customisation and reporting.

During the reporting period:

- Up to 19,000 calls answered
- Average wait: 20 seconds
- Average talk time: 2:28mins
- Call abandon rate: 2.99%
- Service level: 92.72%

In improving customer experience, we have made improvements to our processes to not only reduce paper and printing costs, but are committed to reducing waste and business costs, while making our office environmentally sustainable by:

- 24/7 automation payment platform
- Emailing receipts to customers
- Directing customers to forms online via the website

To fulfil the needs of our community when our offices are closed, Council's after-hours customer call centre service is responsive and available to the community 24/7 on 1300 345 345. This is externally provided by a contractor call centre used by various other Council's.

In Bombala, we partner with Service NSW to provide this agency service within our Bombala Council office. Our trained staff help the community to use and navigate Service NSW services and applications. Between 21 July 2021 and June 2022, we are proud to have assisted the community in:

- 813 registration renewals
- 248 changes to customers addresses
- 207 registration transfers
- 174 licence renewals
- 57 Working With Children Check (WWCC) applications
- 85 people passing their drivers knowledge test
- 36 people gaining their drivers licence

We continue to assess services and interactions to enhance our customer experience and meet community expectations.

## Biosecurity Education

Council's Biosecurity Extension Officer collaborated with local organisations to deliver initiatives that educate and encourage the community to work together in weed management and promoting sustainable land management practices. This collaboration fosters enduring relationships with the community through initiatives that deliver effective education and behavioural change outcomes.

In early 2022 we saw a return to face-to-face community meetings and events in that included Council attending five Snowy Monaro country shows. New approaches to engagement, including intergenerational connection with residents, saw a variety of events undertaken.

- Site visits for demonstrated best practice were popular and highly commended by attendees
- Partnerships with Local Land Services and Upper Murrumbidgee Demonstration Reach
- Meet with community groups to discuss landscape scale, targeted weed control programs
- Council engaged with over 80 participants in the Sustainable Lands Project Events: Understanding Soils, Seed Propagation, and Seed Collection and Propagation (all promoted on Council's website, social media and local media). Screenings of Regenerate Australia were well attended
- Council promoted nine Weed of the Week articles for newspaper article and social media - collective action encouraging the community to work together for effective weed management across the region. This is the second year of this Weed of the Week campaign



Dalgety Show 2022



Rocky Plain Hawkweed Community Update April 2022

## Resource and Waste Education

Council's Resource and Waste Education Officer delivered a cache of education and advocacy programs to inform and educate our community to improve sustainability across the Snowy Monaro, with the aim to promote behavioural changes in waste disposal at home and at work.

Council was successful in receiving a funding grant of \$74,960 from the (EPA) for a new litter prevention initiative, the Snowy Monaro Snowies Litter Prevention Project. This funding enables Council to implement the recommendations of the Sustainable Snowies Litter Prevention Strategy, including new infrastructure, signage and community activities. A vital contribution to the NSW Waste Less, Recycle More initiative that has seen a 43% reduction in litter across the state since 2013.

Council promoted reduction of waste to landfill, with the aim to increase recycling and composting. There were two educational pop-up stalls, the first during National Recycling Week and another for Litter and Recycling month, co-hosted with Sustainable Snowies. The annual Community Cleanup event in Jindabyne, funded by the NSW Environment Protection Authority (EPA) Litter Prevention Grant, was well attended.

Council is proud to have implemented numerous CRJO Community Recycling Stations with receptacles for household problem waste, such as printer cartridges, household batteries and fluorescent globes now located at:

- Cooma Library
- Jindabyne Mitre 10
- Bombala Community Centre
- Cooma Council office
- Berridale Council office
- Michelago Bank of Bins

The CRJO also partnered with Council for Cooma's Household Chemical Cleanout event.

During May 2022, a kerbside household bin audit was conducted by an independent consultant throughout the Snowy Monaro. It highlighted, as in the case of previous years, that more can be done to increase recycling rates and to reduce the rate of rubbish and other contaminants in yellow bins. The audit also highlighted the need to educate people on the use of the Food Organics Garden Organics (FOGO) bin. There was a large amount of food waste still being disposed of red waste bins where residents had a three-bin system including a FOGO bin. Further work is being carried out in this area.

Work has commenced on our Resource and Waste Education Strategy setting the pace and standard for the period 2022 – 2026.



Jindabyne Cleanup Day



Delegate Show



Pop-up information stall, Nuggets Crossing, Jindabyne

## Community Recovery

Council's Bushfire Recovery Team completed the two-year contract this year. The role of Community Recovery Officer was fully funded by Resilience NSW and it was specifically dedicated to bushfire recovery, moving into preparedness and planning.

This grant allowed Council to provide a strong support service to the community through a full-time dedicated resource. The role was to connect impacted residents with resources, with a long-term goal of building capacity and resilience in communities in partnership with emergency services and local support agencies.

Solid connections were forged with many communities, particularly those impacted, creating sound foundations to develop on for future capacity building programs.

Community connection was the key to recovery and preparedness. Despite lockdowns, our Team managed to facilitate 77 engagement events that reached almost 1,600 residents. These events and activities provided a soft entry approach to support services, with programs such as:

- Women’s Community Connect
- Whole of Community days
- Drop By and Say Hi
- Working Dogs
- Men of the Monaro Fly Program
- Lady Tradie days
- Seed Savers Project

From the outset of the program, the Recovery Team formed crucial partnerships with local services, this enabled effective and timely delivery of support programs. Further programs delivered via external grants included:

- Business to Business Expo
- Shop Local initiative
- Youth Career Readiness Program
- Aged and Vulnerable Get Ready
- Art of Hosting
- Business mentor and coaching



A Recovery Pod located on a fire affected property

There are many Snowy Monaro residents that are still living in Pods that were kindly supplied by the Minderoo Foundation.

Through additional funding we have a part-time recovery officer who will continue to support impacted residents of the Snowy Monaro on their recovery journey.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Engagement:

1.4.1 Youth of the region are engaged, supported, mentored and trained to be the leaders of tomorrow



7.1.1 The regions natural environment remains protected through the delivery of a range of Council programs and regulatory compliance



12.2.1 Our Community is satisfied with performance and quality of service in the areas that are most important to them

12.2.2 Council provide convenient ways for customers to engage with us and we respond appropriately

12.3.2 Council has two-way mechanisms in place to encourage people to maintain their involvement in the region’s community planning and decision making

# Community Services

## Community Services

With Community Services being a people focused area, it is not surprising that this year's report is heavily focused on COVID-19 and its hindrance to offerings. Despite disruption, teams have continued to work to a high standard to deliver services to the best of their ability.

## Camping Grounds and Caravan Parks

Over the last 12 months, we have seen a significant rise in guest attendance at our caravan parks and camping grounds. While a greater emphasis has been placed on national and regional travel due to the COVID-19 Pandemic and NSW Stay Vouchers our caravan parks have seen double attendance compared to last year.

## Swimming Pools

The 2021-22 swimming season got off to a strong start with extended opening hours for Jindabyne Pool. At a glance, patronage has increased, demonstrating demand for this to continue. Council were fortunate to receive a grant to upgrade the HVAC system that will commence later in the year.

Our grant success continued with upgrades to infrastructure occurring at Cooma and Bombala Pools, which is also anticipated to commence at the end of the season. We look forward to seeing these projects evolve.

## Saleyards

Stock movement through the Cooma Saleyards has been quieter this year, off the back of COVID-19. Cattle sales occur every third Friday of the month, and sheep sales the first Tuesday. We look forward to seeing these activities gain traction in the coming year.

The Cooma truck wash is complete. This is an excellent asset for the area, ensuring livestock trucks can access washing facilities safely.



Community Connections Group participant Tony MacKenzie photographed with members of the Royal Military College Band during a Canberra Theatre 'Music at Midday' outing

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Community Facilities:

1.3.3 Council's recreational facilities, parks and public open spaces are safe, well managed and accessible



6.3.2 The region's caravan parks, are maintained, upgraded and promoted to attract visitors



8.1.2 Land use is optimised to meet the social, environment and economic needs of the region



## Residential Aged Care

The conclusion of the Royal Commission into aged care in October 2020 delivered 148 recommendations to reform the aged care sector significantly. As part of these reforms, we have already observed changes to the Aged Care Principles, including introducing the Serious Incident Response Scheme (SIRS) to manage incidents more effectively in an aged care setting.

At the height of COVID-19, both facilities were monitored regularly to ensure that the overarching Outbreak Management Plan was to be effective in the event of an outbreak. Like many other facilities, we were not immune to COVID-19. Yallabee Lodge had an outbreak for six days, with no serious infections or deaths attributable. Snowy River Hostel was fortunate in that it entirely avoided an outbreak. Our success in managing COVID-19 speaks to our collaboration and partnership with the Southern NSW Local Health District, the local Public Health Unit and local GPs. Despite all the challenges the sector faces, our facilities strive to deliver high-quality aged care and services to our community.

There has been a regulatory focus on nutrition and hydration in aged care. To address this, Council signed a commitment to improving our offerings. The introduction of 'Simple', a meal planning solution, assists us in measuring quality as well as extending the variety of meals available.

We continue to work with Sapphire Coast Community Aged Care on divestment. Our operational performance has improved due to the relationship and sharing of information. The due diligence period ends in November 2022.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Residential Aged Care:

1.2.1 Competitive cost effective aged care and community support services are available within the region

## Community Transport Services

We have had another busy year in the area of community transport. COVID-19 has slowed operations, with this easing towards the end of June. Our relationships with local community groups such as Cooma Probus, Jindabyne Seniors Groups, Jindabyne Lions, and church groups have been strong. We have continued to support our Community Connections group in attending a range of outings, specifically Cockington Green, Snowy Scheme Museum, Melbourne Cup luncheons and the War Memorial to name a few!

A total of 8,686 passengers were transported, some 312,980 kilometres this year. We could not have operated without our amazing volunteers contributing valuable service to our community. The hours devoted to the region have been immense, with 3,955 committed to travel over 143,850 kilometres. These figures are impressive, considering several volunteers were stood down due to COVID-19, retired or moved out of the region during the reporting period.



Community Transport Christmas shopping bus

### 2021-22 Community Transport Statistics

Community Transport Trips taken	8,506
Passengers using Community Transport	8,686
Kilometers traveled	312,980
No. of Volunteer Hours	3,955

### Community Support Programs

Our services continued to face challenges related to COVID-19. The lockdown in September/October 2021 resulted in a reduction in essential services. As restrictions lessened and community transmission increased, our focus shifted to following NSW Health guidelines for close contacts of positive cases. The Team worked diligently to adapt service provision – often making operational changes daily – to ensure continuity of care. Staff increased their use of PPE and RAT testing, ensuring services could continue as much as practicable. Staffing continued to be an industry-wide challenge.

### Home Care Packages

Home Care Package numbers have increased this year. We provided 12,771 hours of service to recipients across all four package levels, an increase of over 2,000 hours from last year.

The Home Care Package program allows us to provide effective care while allowing recipients to remain independent in their homes. We continue to promote wellness and independence when looking at the development of care plan goals and outcomes.

Home Care Packages	Number of support recipients
Level 1	6
Level 2	44
Level 3	26
Level 4	13
<b>Total</b>	<b>89</b>

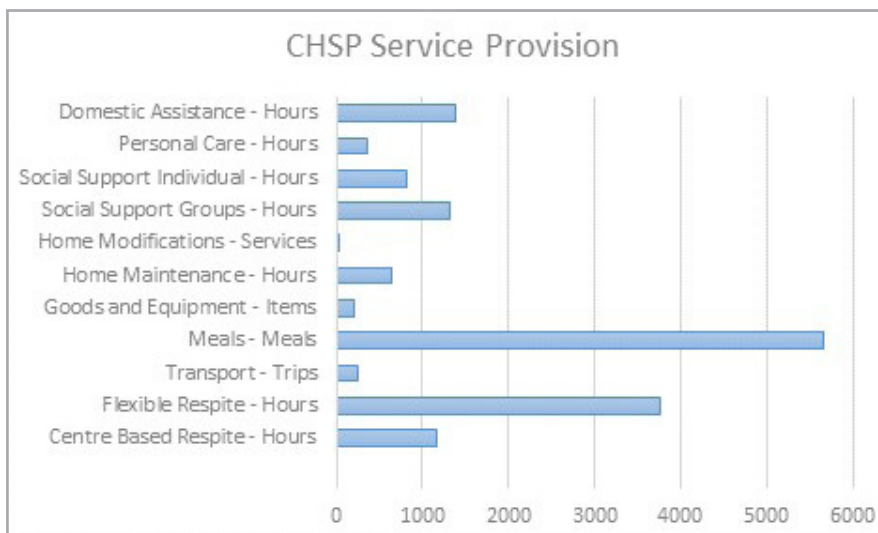
### Commonwealth Home Support Programme

Services provided under the Commonwealth Home Support Programme (CHSP), including domestic assistance, personal care, social support individual, home modifications and flexible respite continued to be in demand over the past year, enabling recipients to continue living safely and independently in their own homes.

Staffing constraints resulted in some CHSP services being unable to accept new referrals for a period of time; however, this was resolved as COVID-19 restrictions eased coming into June 2022.

Centre-based Respite and Social Support Groups were affected by COVID-19 restrictions and wet weather during the latter half of 2021 and the beginning of 2022, resulting in an inconsistent schedule of events. Group activities returned to a regular schedule in February 2022, with participant numbers increasing gradually as the year progressed. Participants felt safe and comfortable to return to these programs in greater numbers as COVID-19 infections dropped.

Another wet summer resulted in increased requests for lawn mowing across the region under the Home Maintenance Program. Meals on Wheels also continued to provide frozen meals, sandwich packs and hot meal delivery across our region.



## NDIS

New service requests through NDIS remain consistent and demonstrate the community's varied needs. We have provided 2,372 hours of support to 32 recipients at the peak level of demand via various means, including in-home care, group activities, plan management, support coordination and transport.

We continue to work collaboratively with the growing number of service providers in the region, who sometimes engage our staff to fulfil the increasing number of NDIS recipients.

## Compacts

We have had a total of twenty-two support recipients receiving 536 support hours through Compacts, Healthy at Home and Safe and Supported at Home packaged were provided whilst recipients awaited transition to NDIS.

Age Group	Compacts
Under 50	1
50-60	3
61-70	7
71-80	5
81-90	6
91-100	0



Community Transport and Community Connections  
Melbourne Cup Luncheon



Biggest Morning Tea Soup at Cooma Library

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Community Support Programs:

- 1.2.1 Competitive cost effective aged care and community support services are available within the region
- 1.4.1 Youth of the region are engaged, supported, mentored and trained to be the leaders of tomorrow
- 1.4.2 Activities and recreational infrastructure for children and young people is planned for and promoted to contribute to their active living, health and wellbeing



# Library Services



VISITS TO OUR LIBRARIES

**40,756**



ITEMS LOANED

**7,642**



TOTAL CIRCULATION NUMBER OF ITEMS BORROWED

**67,642**

## Community Enablement

We continue to foster a strong relationship with the local historical society who work out of Cooma Library. These volunteers are dedicated to working with our community to catalogue historic information.

## Lifelong Learning

Our commitment to Lifelong Learning has seen us work towards opening a new Library in Jindabyne later in 2022. This Library has been decades in the making, filling a much needed void in the region.

## Places and Spaces

We have introduced new programs such as Chess Club, Knitting Club as well as activities such as Mosaic Making, Lead Lighting and Felting. We follow Library trends to assist us in identifying up-and-coming activities that may be of interest to community.

## Digital Connection

39 Tech Savvy Seniors sessions were run throughout the year with a different device or online skill highlighted each week. Sessions involved collaborating with high school students to assist in the learning, fostering intergenerational relationships.

## NEW LIBRARY FOR JINDABYNE

Council received a grant from the NSW Government Regional Cultural Fund to build a new Library in Jindabyne. Jindabyne was the largest regional town in NSW without a permanent Library facility. The Jindabyne Library will be opening in August 2022.

MEMBERS REGISTERED



**5,026**



**134**

LIBRARY PROGRAMS HELD



## LIBRARY PROGRAMS

Library programs - including school holiday programs were facilitated by our Library staff and included events such as Teddy Bear Sleepover, Tech Savvy Seniors and Adult Learners Week.



ONLINE PROGRAMS

**28**



## COMMUNITY OUTREACH

The Mobile Library provided Library Services to regional towns across the Snowy Monaro throughout the year, bringing new books, games and resources to towns and villages.



ITEMS IN OUR LIBRARIES

**60,081**



**9,238**

PEOPLE ATTENDED LIBRARY EVENTS



## TRAVELLING EXHIBITION

The Art of Ageing Exhibition was the only travelling event that was held this past year. The Art of Ageing exhibition is a photographic exhibition featuring older people in NSW, celebrating the rich and diverse lives of older people, highlighting their experiences of and reflections of ageing.

The 2021-2022 Library Strategy continued to lead the direction of this year's library activities, including the focus areas of Lifelong Learning, Community Enablement, Digital Connection and Place and Spaces.

Library Programs continue to be a popular Council service. A total of 134 programs were held across all sites, with 9,283 participants. Programs on offer included:

- Adult Learners' Week
- Biggest Morning Tea Soup Day
- Knitting and LEGO® Club
- Lead Lighting and Mosaic Workshops
- School Holiday Programs
- Library and Information Week
- National Simultaneous Storytime Week
- Tech Savvy Seniors
- Saturday Storytime Sessions
- Law Week
- Art of Ageing Exhibition
- Chess Club
- Get Online Week
- Teddy Bear Sleepover
- Mother Goose Program



Pop-Up Library



Tech Savvy Seniors

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Library Services:



5.1.1 The region's library network promotes community connectedness and facilitates the provision of information and services for the community.



10.1.4 Harmonisation of policies, procedures and processes deliver customer focused business practices

# Corporate Projects

Corporate Projects oversees many major projects transforming the region. This includes new facilities, upgrades, and renewals. Taking projects from ideation, concept design, construction and program management to completion. The Corporate Projects Team design and deliver Council's annual capital works portfolio.

Key projects under delivery during the 2021-22 financial year:

- Project Management Framework development and implementation: A revised and refreshed framework designed to simplify and provide project management oversight for the whole Council was designed and commenced roll out in 2020-21. An initial cohort of 60 staff were trained through a custom course delivered by the Australian Institute of Management.
- Development of Road Maintenance Council Contract (RMCC) documentation
- Enterprise Risk Management frameworks review
- Snowy Monaro Regional Council Waste Strategy: A year-long development and consultant process was undertaken to see the successful drafting and adoption of the Snowy Monaro Regional Council Waste Strategy
- Yallambee Lodge New Section of Facility: A set of architectural designs for the new wing were completed in 2020-21, and a development application lodged in preparation for construction of the new 16-bed facility to ensure ongoing and continued care for the region's elderly.
- Bobeyan Road Upgrade Sealing Adaminaby to ACT Border: We commenced consulting landholders over property matters, relocating Telstra and Country Energy services and undertaking the archaeological survey. Snowy Valleys Council were engaged to undertake construction works and commenced on-site in 2020-21
- Mt Gladstone Toilets: Mt Gladstone is becoming an increasingly popular recreation area, and the amenities need to be upgraded to meet the standard expected by the community. These upgrades were fully completed in 2022
- Bombala Council Depot Female and Accessible Amenities: A new fully-accessible female toilet was constructed for the Council Depot in Bombala. This is a much-needed addition to provide an accessible and compliant workplace
- Lions Park Yallakool Road Cooma Upgrade: Ongoing upgrades to this much-loved community facility include a new area for children's tables and new gates. In 2021 we completed the extension of the walking path, tree planting and lighting upgrades
- Bombala Showground Sports Facility Upgrade
- Dalgety Showground Sports Facility - Refurbishment of Tennis Courts
- Delegate Showground - Installation of irrigation system and seating
- Cooma Creek Beautification Upgrade - bike path surface, lighting and seating
- Bombala Arts and Innovation Centre Building Upgrade
- Delegate School of Arts Toilets: A much-utilised public facility, the Delegate School of Arts works included upgrades to amenities and inclusion of new accessible toilets, repairs and maintenance to the external façade of the building (brickwork and mortar), exterior cladding repairs and eaves, repair of the sub-floor structure and rising damp issues, repair to the roof drainage system, gutters and downpipes, repair to window openings and upgrades to the accessibility requirements for the building, ramps and balustrades



Mt Gladstone Toilet Upgrades



Delegate Showground installation of seating

- Cooma Sale Yards: New Truck Wash
- Snowy Oval Amenities Building: Improvements including toilets, change-rooms, kiosk, and storage area were made to facility amenities that were in poor standard to meet accessibility requirements
- Dalgety Showground Equipment
- Cooma Multifunction Centre Upgrades
- Bombala Racecourse Amenity Improvement Works
- Cooma Swimming Pool
- Ryrrie Street Michelago Extension: Providing improved connectivity from Michelago Road to the township of Michelago via a link over the Michelago Creek, this project is well underway and moving through licensing and approvals processes
- Bombala Platypus Reserve Upgrade
- Stella Reid Bequest - Stella Salon - Yallambee: Through a generous gift, Council constructed a hairdressing facility for use by all residents at Yallambee Lodge in accordance with NCC (BCA), NSW Health, Age Care Quality and Safety Standards



Stella Reid Bequest - Stella Salon - Yallambee Lodge

• Craigie

#### Little Plains River Bridge

- Adaminaby Truck Parking Area Design: Providing a designated truck parking area in Adaminaby to facilitate safe truck parking and additional patronage of local businesses by transport workers involved in the Snowy 2.0 project; this project is currently at the design stage
- Bombala Caravan Park Electrical Upgrade: Council is working to replace the existing single phase 25KVA pole top substation with new suitable upgraded connections
- Adaminaby School of Arts - Upgrade existing Toilet Entry and Signage
- Bombala Showground Electrical Upgrades
- Jindabyne Memorial Hall Upgrade Heating and Cooling: Removing existing gas heating and installing reverse cycle air conditioning has made the Hall significantly more useable. Lighting upgrades, asbestos removal, repairs to Community Memorial Hall Clock were also achieved in these works
- Jindabyne Shared Trail Project: Progress on design and environmental and cultural assessment works
- Nimmitabel Showground Luncheon and Bar Upgrades
- Cooma Showground electrical upgrades to external electrical infrastructure
- Cooma Footpath Pavers CBD Streetscape Beautification: We have delivered a practical beautification of Cooma CBD footpath areas from Cooma Creek Bridge through to Soho Street. Paving both the east and west sides of Sharp Street
- Public Art Installation: Take Flight Sculpture NPWS Jindabyne
- Fixing Country Bridges Program: Deep Creek Bridge and Mila Road bridge replacement
- Peak Creek Bridge, The Snowy River Way, Bungarby replacement
- Jindabyne Community Library.

The Corporate Projects Team has also had a busy year, securing a significant amount of grant funding through State and Federal sources for projects and programs across the Region. Some of the successful applications include:

**Bushfire Local Economic Recovery (BLER) Fund Stage 2 - \$5,457,232.00**

- Refurbish Jindabyne Skate Park - \$1,258,380
- Upgrade Bombala Sporting Facilities - \$796,505
- Upgrade the Delegate School of Arts Hall - \$720,362
- Improve streets in Adaminaby - \$812,340
- Bombala Arts and Innovation Centre - \$869,645
- Supporting tourism infrastructure in Adaminaby - \$1000,000

**Transport for NSW Fixing Country Bridges Program - \$1,667,953.80**

- Peak Creek Bridge, The Snowy River Way - \$1,148,700
- Deep Creek Bridge, Mila Road, Craigie - \$519,253.80

**Resilience NSW BCRRF – Stream 2 - \$299,256**

- Youth Adventure Series - \$299,256

**Fixing Local Roads - \$11,429,427.52**

- Mila Rd Sealing 100% - \$3,712,792.02
- Avonside Road Sealing 75%/Maffra Rd Sealing/Rehab 50%- \$4,322,264.50
- Dry Plains Rd and Shannons Flat Road (Sealing 25% each) - \$3,394,371.00

**Drought Communities Program - \$998,200**

- Cooma Sale Yards Truck Wash additional funding - \$350,000
- Ginger Leigh Playground Stage 2 Works - \$538,200
- Bombala Caravan Park Dump Point - \$110,000



Jindabyne Memorial Hall



## Risk Management

Council operates in uncertain and changing economic, social, political, legal and business environments.

Corporate Projects continued to steer the risk management activity and the Risk Management Framework to provide direction and guidance to the management of Council in a way that allows us to reduce the negative impacts of risks.

Civic Risk Mutual continues to provide ongoing insurance across all areas of Council operations.

## Snowy Monaro Local Emergency Management Committee

Many emergencies can occur within communities as a result of the impact of a wide variety of man-made and natural events, such as pandemics, storms, bushfires, flooding or bridges collapsing.

To minimise the consequences of emergencies, it is necessary for a responsible authority to have in place an emergency management structure and set of arrangements designed to assist the community in preventing, responding and recovering from these emergencies.

Council has a role to play in assisting the emergency services community in managing these emergency events. Snowy Monaro Regional Council facilitates the Local Emergency Management Committee (LEMC) meetings for our LGA. The committee holds quarterly meetings to strategically plan for emergencies.

The committee manages the updating of plans in relation to the prevention, preparation, response, and recovery of emergencies in the Snowy Monaro Regional Council LGA for review and implementation.

This committee is responsible for an all-agencies comprehensive approach to emergency planning to prepare the community for disasters.

Committee members include Council representatives, members from the Emergency Services (SES, RFS, NSW Police, Ambulance, and Fire and Rescue NSW) and agencies with functional responsibilities such as WelFac, Essential Energy, Local Land Services, ski resorts, Snowy Hydro, Snowy 2.0 and National Parks and Wildlife Service.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Corporate Projects:



1.2.2 Council strategies recognise the growing demand of residential aged care services

1.3.1 Regional level recreation facilities that encourage an active lifestyle are planned for and provided in partnership with other government agencies



4.1.4 Strategic projects that grow the local economy

7.1.3 Council delivers a range of initiatives to the Snowy Monaro community to enhance their awareness and engagement of sustaining our pristine natural environment

8.1.2 Land use is optimised to meet the social, environment and economic needs of the region

8.2.1 Council maximises its asset utilisation to deliver services today and into the future

8.2.2 Public Infrastructure and Assets are maintained and replaced according to Council's Asset Management Strategy

8.2.6 Council's infrastructure is maintained to meet compliance standards and to deliver high level services

9.1.2 Our local road network is planned, built and repaired to improve movement across the region



10.2.1.8 Design and introduce the corporate project management framework (PMF) and associated policy and procedure

10.4.1 Council employs an engaged multi-skilled workforce and encourages staff to take ownership of service delivery in a responsible and efficient manner

11.2.1 Council has best practice management for financial sustainability



# Corporate Reporting

## Regional Community Strategic Plan

With each term of a new Council, the CSP requires review to determine if the vision, objectives and strategies are still relevant to our community. In anticipation of this review, at the Council meeting held in September 2020, Council resolved to participate in the development of a regional Community Strategic Plan (CSP) facilitated by the Canberra Region Joint Organisation (CRJO), along with seven other Councils.

The CRJO awarded the coordination of the CSP project to Projectura, a company experienced in preparing CSP's. During July and August 2021, extensive community consultation and engagement were undertaken with the Snowy Monaro community to assist in informing the Snowy Monaro Community Strategic Plan 2042. Despite COVID-19 impacts, Council still achieved face-to-face engagement through outdoor pop-up sessions, along with traditional online formats of Your Say surveys and additional randomised phone surveys.

The draft CSP was placed on exhibition from 21 March to 18 April 2022. In total, Council received 13 submissions, with minor changes made to the plan, and the CSP was ultimately adopted on 16 June 2022.

## Community Satisfaction Survey

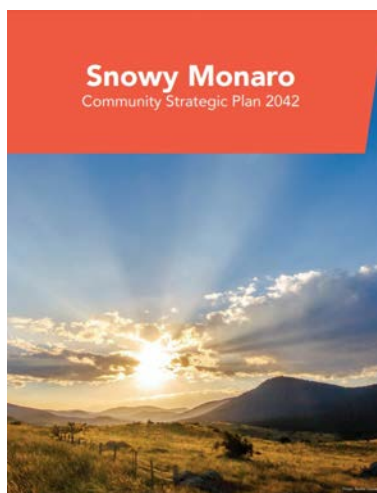
Post-merger in 2016, as part of requirements set by the Department of Premier and Cabinet for newly established Councils, Council participated in a community satisfaction survey through JWS Research. It was not until October 2021 that another survey was undertaken to gauge our community's satisfaction with the services we deliver.

Taverner Research Group was awarded the 2021 randomised telephone survey of 402 interviews undertaken over a period of two weeks.

Satisfaction with specific Council services was highest for parks, reserves and playgrounds (57% satisfied against just 10% dissatisfied), libraries (53% vs. 9%), cleanliness of our streets (52% vs. 15%), waste and recycling (44% vs. 32%) and water supply (42% vs. 18%).

The facilities and services rated most poorly included unsealed roads (13% satisfied vs. 51% dissatisfied), weed control (18% vs. 51%), economic development and attracting new investment (14% vs. 39%), development applications (7% vs. 39%) and sealed roads (26% vs. 39%).

Council's intends to undertake a customer satisfaction survey on an annual basis to monitor performance and inform change.



Regional Community Strategic Plan



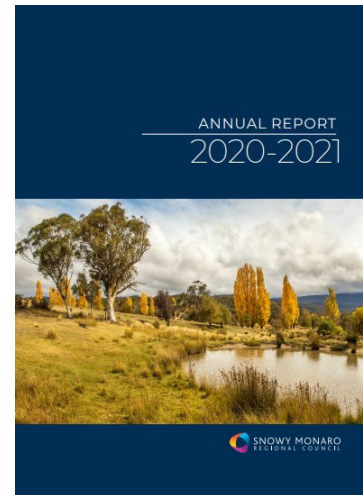
Community Satisfaction Survey  
Snowy Monaro Regional Council  
November 2021



Community Satisfaction Survey

## 2020 - 2021 Annual Report

The annual report included three parts, statutory reporting, financial statements, and achievements against the Delivery Program 2018-2021. 2021 was also the year of an outgoing Council, requiring the inclusion of an End of Term Report, reporting on the outgoing Council's progress towards meeting the objectives of the Snowy Monaro 2040 CSP. Council endorsed the Annual and End of Term Reports at the November 2021 Council meeting.



2020-2021 Annual Report

## Council Elections

Due to the COVID-19 pandemic, the scheduled local government elections to be held in September 2020 were postponed until September 2021. Further lockdowns in September 2021 resulted in another postponement until 4 December 2021. The 4 December 2021 elections went ahead as scheduled, and eleven new councillors were elected. The second postponement meant planning with our new councillors for our next cycle of Integrated Planning and Reporting Suite of plans did not commence until late January 2022. Councillors were provided with an overview of Integrated Planning and Reporting at their induction, and several workshops were held to inform and seek feedback from our new councillors throughout the development of our new suite of plans.

## New Integrated Planning and Reporting Suite of Plans

In September 2021, the Local Government Act 1993 was amended, and the Local Government General Regulation 2021 came into force. Significant changes surrounding Integrated Planning and Reporting came into effect prompting the Office of Local Government to draft new guidelines for Integrated Planning and Reporting.

With the new Snowy Monaro Community Strategic Plan 2042 adopted in May 2022, preparation of a new suite of plans to achieve the strategic direction of the CSP was developed. From February 2022, the Resourcing Strategy that includes the Long-Term Financial Plan, Asset Policy, Asset Strategy, individual Asset Management Plans and Workforce Strategy was drafted. Other plans of linkage including the Delivery Program, Operational Plan, Revenue Policy and Fees and Charges, were also presented in draft form.

Council resolved to place all draft documents on public exhibition for 28 days and undertook a series of engagement activities that included the participation of executive staff and councillors.

The draft Long-Term Financial Plan contained four Special Rate Variation (SRV) scenarios to seek feedback from our community. The SRV was a focal point of the consultation, with over 160 submissions received.

At an extraordinary meeting held on 23 June 2022, Council resolved to adopt the full suite of Integrated Planning and Reporting plans.

## Monthly Performance Reporting

In March 2022, we introduced monthly reporting to Council on our progress against the Delivery Program. While the Local Government Act 1993 only requires six monthly reporting, a decision was made to inform our Council and community more regularly on how we are tracking with what we have committed to within the Delivery Program. We have also developed key performance indicators to measure our performance over time, making our annual reporting process more meaningful with data that will inform our decision-making processes.

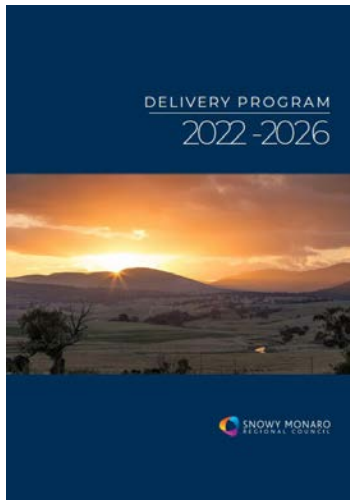
## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



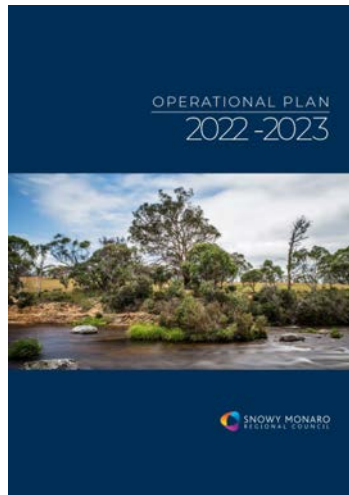
Delivery Program for Corporate Projects:

10.1.2 Integrated Planning and Reporting guides long term planning and organisational sustainability

## Council's new suite of Integrated Planning and Reporting plans



Delivery Program 2022-2026



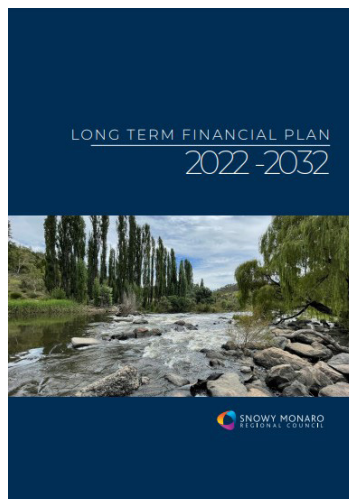
Operational Plan 2022-2023



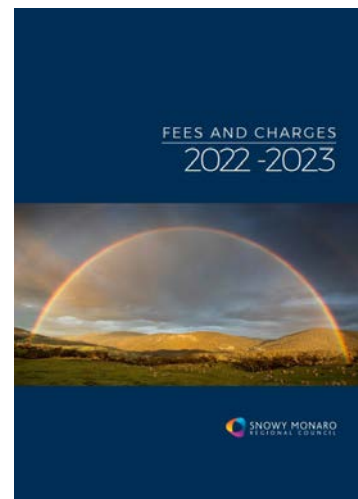
Resourcing Strategy 2022-2032



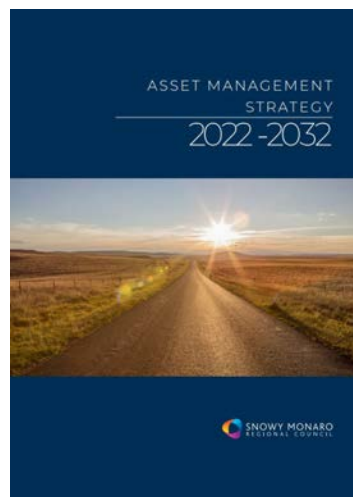
Revenue Policy 2022-2023



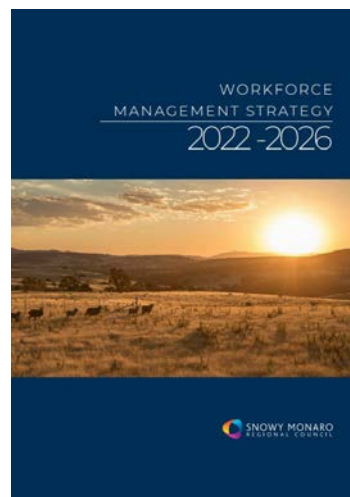
Long Term Financial Plan 2022-2023



Fees and Charges 2022-2023



Asset Management Strategy 2022-2032



Workforce Management Strategy 2022-2032

# Economic Development and Tourism

## Economic Development

The start of 2021-22 financial year saw the Economic Development Team assisting Snowy Monaro businesses to understand the restrictions that came into place for the Sydney lockdown, followed by the ACT lockdown and subsequently the statewide lockdown. This was a challenging time for the region's tourism-reliant businesses, particularly because it hit during the 2021 ski season.

It is estimated tourism is responsible for nearly 2,000 jobs in the region (ID Consulting). As a result, when direct retail expenditure in the Snowy Monaro decreased by 27% (which equated to a loss of \$26 million in spending) across August and September 2021 (Spendmapp by Geografia, 2022) the impact on local jobs was substantial.

Thankfully the easing of restrictions and a real sense of a new normality living with COVID-19 has seen the region return to pre-pandemic and natural disaster spending levels for the 2022 winter. June 2022 spending was 47% higher than June 2019 (Spendmapp by Geografia, 2022).

Some of the major projects and contributions the Economic Development Team has made to the community in 2021-22 are:

### Snowy Mountains Special Activation Precinct Master Plan



Lead contact and coordination point for Council to assist the Department of Regional NSW and Department of Planning and Environment in finalising the Snowy Mountains Special Activation Precinct (SAP) Master Plan.

The SAP Master Plan sets a direction for the growth of tourism, jobs and dwellings in an area including Jindabyne and the southern resort areas of Kosciuszko National Park.

The SAP Master Plan foreshadows major increases in tourism numbers and spread throughout the year and one of its key aims is to make the region a year-round tourism destination - not one just reliant on winter.

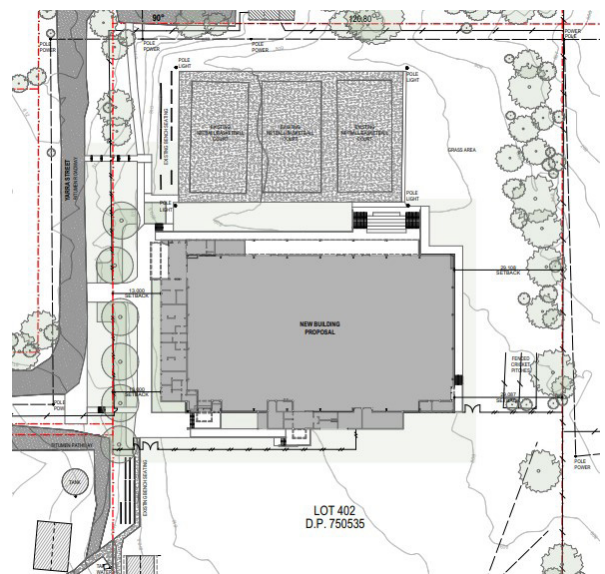
The SAP is now entering the delivery phase and Council will continue to work with the Regional Growth NSW Development Corporation who has taken over as the lead implementation agency.

### Cooma Sports Hub

Following on from the 2020-21 years' work, the Cooma Sports Hub moved along and Economic Development played a vital role in continuing to see this \$15 million project come to fruition.

The design and detail of the project has been completed and over the next year Council will be constructing stage one of the Sports Hub: a three court indoor sports facility.

A great deal of work has also gone into negotiating a joint-use agreement with the Department of Education. This agreement has now been signed and means that the community will have access to the main show court in the indoor sports facility during school hours and all three courts outside of school hours. The contracts will be signed in the early part of the 2022-23 financial year, with ground to be broken.



Plan of proposed Cooma Sports Hub

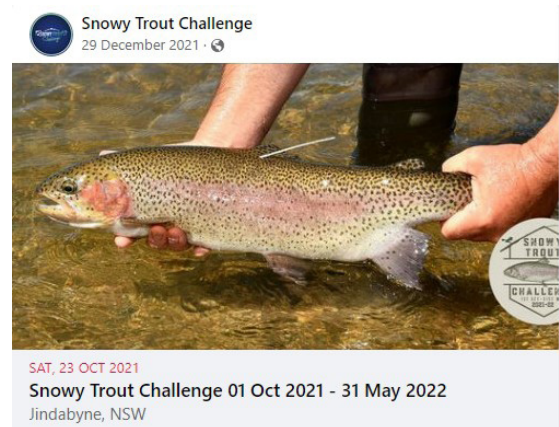


## Tourism

It has certainly been a challenging year for events, event organisers and volunteers with the ongoing impacts of COVID-19 lockdowns, interstate border closures and the resulting impact on travel confidence. Council continues to work closely with Tourism Snowy Mountains and NSW National Parks and Wildlife, as well as local businesses, to ensure clear communications and promotion of the region.

Visitation numbers slowly increased after lockdowns were eased, with the Snowy Monaro being a significant regional tourism destination for domestic travellers. This is due to our unique and diverse natural environment of sweeping plains, pristine waterways, mountains, Kosciuszko National Park, the Snowy Hydro Scheme, events and festivals and a return to snowsports.

The visitor economy remains the region's key source of employment. Council has remained committed to tourism and increasing the numbers of people who visit our towns and villages. Tourism operators deliver the best they could to supply services to our community and visitors. The main tourism drawcards included snowsports, mountain biking, fishing, hiking and camping.

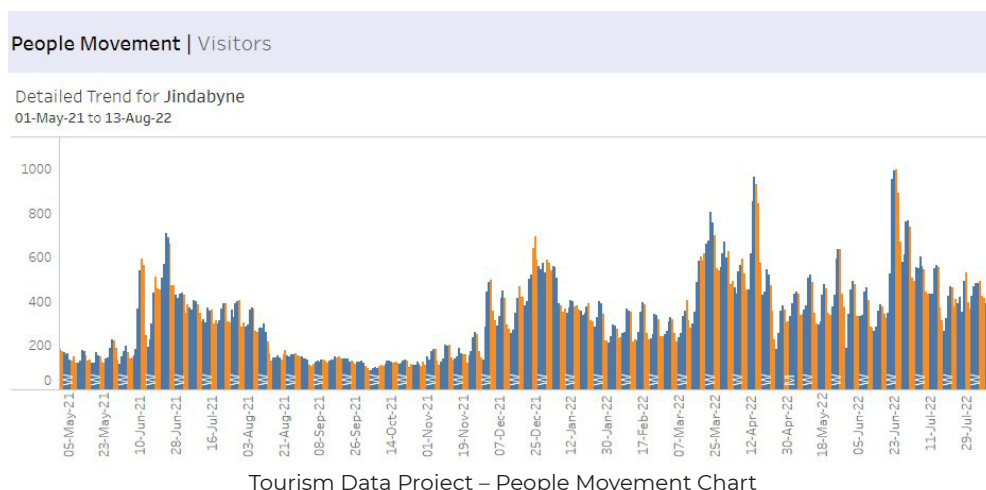


Snowy Trout Challenge

## Tourism Data Project – Stage Two

Following the Black Summer bushfires, the need for local tourism data was particularly important so that the impact from the bushfires could be understood. Bushfire grants presented an opportunity to improve resilience and responsiveness through access to better data in providing more timely, accurate and reliable information - particularly related to visitation and the movement of people within our LGA. Stage two of the Tourism Data Project was completed in 2021-22 and involved an upgraded live dashboard (to achieve close to real-time data access) integrated with a localised a Low Power, Wide Area Network (LoRaWAN) network linked to data gathering sensors at various sites around the Snowy Monaro region. The dashboard also integrates other data sources via a combination of Application Programming Interface's (API), subscribed data sources and fixed uploaded datasets so it can be a 'one stop shop' for local tourism data. The team continue to work on further ways to improve the platform.

Some information from the dashboard is shown below. The graph shows tourism visitation trends over the past 18 months and confirms the bounce back in visitation levels in 2022 compared to 2021.



## Events

The Events Team supported event organisers as they navigated through COVID-19 restrictions and alternate event options where possible, or cancellation notices.

Bombala Visitor Centre coordinated a platypus webinar in lieu of the Bombala Platypus Day. The webinar attracted 100 registrations and highlighted the Bombala region. This was also an important opportunity to partner with presenters from the Australian Platypus Conservancy.

Post-lockdown, a number of new events were successfully held in the region including:

- Snowy Classic cycling event
- Gravity Mountain-bike race at Mt Gladstone
- Just a Tribute Festival in Jindabyne
- Born in the Snowys Festival in Jindabyne

The 20th and final year of the Honda Snowy Ride was held in April.

To assist with the recovery of events, and to attract and support large events to the region, an Events Funding Support Policy was drafted and approved by Council in May 2022.

Austrade Bushfire Recovery grants were successfully applied for supporting two local events:

- \$22,000 towards the inaugural Born in the Snowys concert, held in February 2022 in conjunction with the Flowing Festival at the Claypits, Jindabyne
- \$11,000 secured for the later cancelled Numeralla Folk Festival, which was redirected to grow activities, promotion and transport for the Steampunk @ Altitude event held in Nimmitabel in May 2022.
- Every Friday, the Events Team distributes a weekly 'What's On' newsletter, a regional events schedule to showcase what's happening in the region.



Born in the Snowys event 2022

## Film support

Films and television contribute to positive promotion, encourage visitation and showcase our vast and beautiful region. They support (with the engagement of our community and businesses) the Snowy Monaro to become a top-rated tourist destination.

Filming and film events in the region included:

- A special screening of The Drover's Wife: The Legend of Molly Johnson was held in June 2022 at The Savoy Cinema in Cooma
- Merv Hughes Fishing Series 8, filmed in Eucumbene - to air later in 2022
- On Tour with Allan Border Series 2, filmed in Jindabyne – to air later in 2022
- Adventure All Stars TV show - series broadcast in Australia, in addition to New Zealand, Asia and India, with a reach approaching 100 million viewers in 25 countries
- Provide InVitro film, with filming support for locations around the region during December 2021 and January 2022
- Other filming in the region such as the Sunrise breakfast show broadcast, Strikeforce, Grand Designs, Outback Odyssey, Tourism Australia also occurred.



## Australia Day

36 awards nominations were received across the region for Australia Day Awards in 2022. Council was successful in securing \$18,500 in National Australia Day grant funding to support local events and business affected by COVID-19 closures. An additional \$50,000 was received by the Bombala and Jindabyne committees directly. Events were held at Bombala, Jindabyne, Cooma, Dalgety and Nimmitabel with increased promotion and free activities available for the community including entry to Cooma Pool, Adaminaby Snowy Museum, Cooma theatre appreciation evening and Cooma Correctional Centre Museum.

## Visitor Centres

The Council operate Bombala and Cooma Visitor Centres, with strong numbers after reopening post-COVID-19. In total, there were more than 11,600 people through the doors for the year, assisting with the sale of 289 local national park access passes and reaching over 42,000 people via the visitcooma website.

Although bus tours with the Visitor Centre were impacted by restrictions, five out of sixteen scheduled tours proceeded with 175 visitors in total. These tours incorporate local business through visits to Monaro Country Lavender essential oil distillation display, homemade morning tea, historical railway precinct with the Visitor Centre, Lavender House and Bombala Historic Engine Machinery Shed, town walks and shopping, a visit to the Platypus reserve, Delegate museums and galleries and afternoon tea at the Early Settlers Hut.



Australia Day 2022



Australia Day Awards Presentations

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Economic Development:

1.3.1 Regional level recreation facilities that encourage an active lifestyle are planned and provided in partnership with other government agencies

4.1.3 Council is an active community partner in supporting regional business initiatives

4.1.4 Strategic projects undertaken that grow the local economy

6.1.1 Promote tourism and enhance the Snowy Monaro Region as a year round destination of choice through a collaborative approach between all stakeholders and interest groups

6.3.1 Businesses are supported in their promotion to encourage and develop our visitor economy



# Executive Office

## 30 year Anniversary Celebration of Sister City Relationship – Kusatsu and Snowy Monaro

In April 2022 Council had the pleasure of hosting a visit from the Consul-General of Japan, Mr Kiya Masahiko. The visit was in recognition of the 30 year anniversary of the Sister City Relationship between the Snowy Monaro and Kusatsu, and had been postponed from the previous year due to COVID-19. The Executive Office Team successfully pieced together a comprehensive itinerary, which received high praise from the Consul-General.

The Consul-General enjoyed two days touring the Snowy Monaro Region meeting a number of local community members and learning about our wonderful region.

Mr Kiya commenced his visit with a trip out to the Two Thumbs Koala Sanctuary to hear stories of survival and rebuilding after the devastating 2019-2020 bushfires. Also present were also representatives from the ANU to discuss current conservation efforts and leading research being carried out in this region. While at the sanctuary, the Consul-General received a Welcome to Country and cultural experience from Ngarigo Elders.

Due to close ties the Cooma Lions Club and Cooma Rotary Club both have with another Sister City in the region – Yamaga, the Lions Club hosted a visit to the Fluid Mechanic Laboratory and the Southern Cloud Memorial. From here, our local Rotary Club highlighted the beautiful Lambie Gorge.

The Consul General was able to enjoy a smorgasbord of international foods on offer at the Cooma Multicultural Centre in a lunch extravaganza. The afternoon of the first day concluded with a guided tour of the Snowy Hydro Discovery center.

The visits major event was the canapé networking function, hosted by the Mayor at Cooma Car Club. There were more than 30 people in attendance, including local community members, business representatives and Government VIPs. Gifts were exchanged with promises of furthering the positive Japan-Australia relationship.

The second and final day of the trip commenced with a Mayor-hosted breakfast and visit to the spectacular Charles Davis Gallery. Lunch was provided on high at the Eagles Nest Restaurant after a gondola ride taking in the views Thredbo had to offer – a fitting conclusion to the tour.

Council would not have been able to deliver such a positive experience for the Consul-General without the dedication and support of all the community members and groups that played an integral part throughout the two-day visit.

## Citizenship Ceremonies

Council facilitated five Citizenship Ceremonies. Our new citizens' countries of birth were Brazil, Canada, China, England, France, India, Lebanon, Netherlands, New Zealand, Philippines, Poland and Saudi Arabia. The conferees was inclusive of six family groups and six children under the age of 16 years, for a total of 45 new citizens.

Location	Number of Ceremonies Held
Centennial Park	1
Cooma Chambers	2
Cooma Multicultural Centre	1
Online	1
Total	5

## Location change from Cooma Council Chambers to Cooma Multicultural Centre

During 2022, the Citizenship Ceremony made the move from held at Cooma Council Chambers to the Cooma Multicultural Centre. The Cooma Multicultural Centre (CMC) is a leading provider of services to the Snowy Monaro region, supporting residents to access the resources required to thrive in our locality, and assisting them in making connections within the local community.

The change of location from the Council Chambers to the CMC premises was made at Mayor Davis' request, with the aim of amplifying the joyous and celebratory nature of the ceremonies. Citizenship Ceremonies commence with the formal requirements, under the Department of Home Affairs, Australian Citizenship Ceremonies Code, and conclude with conferees, their guests and VIPs enjoying the welcoming hospitality of the CMC, by way of an informal morning tea. The inaugural event hosted by CMC on 24 June 2022 was thoroughly enjoyed by all, and considered to be a resounding success.

# Financial Services

## Rates

Snowy Monaro consists of 14,562 rateable properties. As per Section 514 of the *Local Government Act, 1993*, each Council must declare each parcel of rateable land in its area to be within one of the following categories: farmland, residential, mining or business.

Below is a breakdown of SMRC rateable assessments:

Category	Number of Assessments	Total Land Value
Farmland	2,882.0	\$1,297,222,765
Residential	10598.4*	\$1,525,434,756
Business	1081.6*	\$242,396,501

\*Mixed use properties create part assessments in some categories

SMRC uses land values to calculate the general rate by applying an rate in addition to a base rate (Ad Valorem). Land Values are reviewed every three years by the NSW Valuer General. By December 2022 each property will be issued with a land revaluation as at 1st July 2022. This will be used by Council to calculate the Ad Valorem for the next three financial years. Regardless of changes in land value, Council's permissible income will not increase by more than the rate peg issued by IPART, but may affect individual properties.

## Water

Council supplies Water and Wastewater services to over 9,000 properties. Water meters are read every 3 months and bills are issued at the end of each billing period being:

Billing period 1 – 1st July to 31st October

Billing Period 2 – 1st November to 28th February

Billing Period 3 – 1st March to 30th June

## Accounts Receivable

Invoices are issued for services provided to the community. These services include, community services, aged care, cemetery services, commercial waste collection, regulatory and planning fees. In 2021-22 over 7,000 invoices were issued.

## Accounts Payable

In 2021-22 over 19,000 invoices were processed by the Accounts Payable. Payments made were valued at over \$89m.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Financial Services:



11.2.2 Provision of statutory reporting enables our leaders to make decisions on Council's financial sustainability

11.2.4 A balanced approach to investment strategies

# Fleet and Plant

## \$3.64M in new assets support Council service delivery

Council purchased \$3,639,473 of new assets this year, from minor ground care machinery through to heavy earthmoving plant and equipment.

Council manages approximately 676 owned and 712 vested plant items with a current estimated value of \$18,638,102, comprising of:

- Light vehicles
- Heavy vehicles
- Earthmoving plant
- Ground care plant and equipment
- Minor plant

Fleet Services completed 1,179 maintenance work orders with 73.2% being scheduled maintenance (servicing) and 26.8% being unscheduled maintenance (breakdown). The benchmark ratio for scheduled vs unscheduled maintenance is 50:50 with a target ratio of 70:30, set by the Institute of Public Works Engineering Australia. The current ratio indicates fleet management strategies are sound.

Supply chain delays have had a significant impact on equipment downtime, this is a direct result of COVID-19 and is a global problem. Downtime is greater than actual repair time for unscheduled maintenance (26.8%) and has seen a significant increase. There are no industry benchmarks for downtime, Fleet Services monitor this as a performance indicator. Downtime above repair time has increased significantly from, 2020 – 12.5%, 2021 – 34.7% and 39.3% for 2022.

Council has continued introducing hybrid vehicles into their fleet as a genuine commitment to reducing their greenhouse gas emissions. Hybrids currently represent 16.6% of Council's passenger vehicle fleet.



Komatsu WA470 Loader



One of two new Hamm Rollers



New Falcoon to assist sealed road maintenance

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Fleet and Plant:

8.2.2 Public Infrastructure and Assets are maintained and replaced according to Council's Asset Management Strategy

# Governance

A service review conducted in 2021 resulted in 110 recommendations to improve the functions of governance, records management, and secretariat support to Council and committees, as required.

At the time of reporting, 44 recommended actions had been completed, 21 were ongoing or underway, four not required and 41 yet to commence.

The review also resulted in savings through the reduction of one position in the section.

Other improvements include the streamlining processes related to formal information requests (GIPA). The streamlining relates to the assessment of information requests and reduction in administrative processes which reduced the administrative burden of informal GIPA applications by approximately 50% while maintaining the provision of information.

## Community Sponsorship and Funding programs

A review of the processes for donations and sponsorship programs including the Boco Rock Windfarm Community Enhancement Fund program, resulted in improved administrative processes to streamline committee meetings to determine successful applications and improved reporting. Further review is underway.

## Boco Rock Community Enhancement Fund Committee

The Committee was established as a condition of approval of the Boco Rock Wind Farm Pty Ltd, by NSW Government Department of Planning. The Committee exercises its function through the conditions of the development approval.

The sponsorship program relates to the former Cooma-Monaro and Bombala local government areas.

Council received 41 applications for funding to support various ongoing and one off events and projects. Funding of \$172,526 was approved for 15 community events and projects.

## Section 355 Committees

Ongoing support for various committees was provided through the year. Council received minutes from meetings of the following committees:

- Bombala Exhibition Ground
- Michelago Hall and Tennis
- Adaminaby Hall
- North Ridge Reserve
- Bredbo Hall Management
- Delegate Early Settlers Hut Management
- Delegate Sportsground Management
- Cemetery Advisory Committee

Council confirmed the status of 28 internal and external committees, including section 355 committees, and appointed councillor representation in February 2022.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Governance:

10.1.4 Harmonisation of policies, procedures and processes deliver customer focused business practices

10.2.2 Councillors are supported to make informed decisions in the best interest of the community and to advocate on behalf of the community

12.2.2 Council provide convenient ways for customers to engage with us and we respond appropriately

10.2.3 Records management practices are contemporary and compliant to legislation

12.3.1 Community organisations and individuals have the capacity to apply for a range of grants funding opportunities

12.3.3 Volunteer and community group participation is valued and leveraged to improve community outcomes.



# Information and Communication Technology

## Desktop and Laptop Replacement

Leased equipment replacement program was undertaken during the year replacing five year old desktop and laptop devices and enabling Council to standardise the fleet of equipment across the organisation. Better device performance and simplified management has improved the employee working environment.

## Helpdesk Request Performance

- An average of 253 request tickets were received per month, with 70% acknowledged within 30 minutes which was outside the performance target of 90%+.
- 67% of requests were resolved within set Service Level Agreements (SLA) which was outside the performance target of 80%+.
- Satisfaction rating for closed requests was 99% exceeding the performance target of 90%+

Reporting difficulties and limitations in ticket management were identified in the Helpdesk System which affected SLA performance.

Satisfaction survey responses received averaged only 7% of closed tickets. This limited the pool and skewed the results in favour of a high satisfaction score.

These limitations identified a need for a replacement Helpdesk System. A project is planned for 2022-23 to identify and replace the Helpdesk System.

## Snowy Monaro Regional Libraries Public Network

The Snowy Monaro Regional Libraries public network was redesigned in partnership with CountryTell with implementation of routing configuration and decommissioning of legacy equipment undertaken during the year. Completion of final equipment installation has been delayed due to worldwide supply chain issues for some network infrastructure components and this is expected to be resolved by the end of 2022.

## Cybersecurity Testing

Council engaged an external security contractor to conduct Cybersecurity Penetration Testing. Cybersecurity Penetration Testing is used by Council to identify and mitigate vulnerabilities.

Internal and external assessment reports were completed by the contractor and delivered to Information Communication and Technology (ICT) for review and action. A executive summary and risk assessment report was provided to the Audit Risk and Improvement Committee.

## Disaster Recovery Testing

A successful annual Disaster Recovery Function Test was completed with critical applications and infrastructure started and tested, confirming functional operation of all integrations. The testing process and outcomes were documented with recommendations and notes added to future test plan and provided to Audit NSW for the operational audit.

## Jindabyne SAP Technical Working Group

Global Information Systems (GIS) participation in Jindabyne (SAP) working group meetings, contributing to advice provided to the SAP Planning Team by SMRC and provision of SMRC spatial and property data as needed to facilitate the SAP planning process.

### GIS Cemetery Mapping Pilot Project

Council initiated a Cemetery Plot Mapping Pilot Project using the Round Plains Cemetery.

Aerial imagery source from drone surveys has been applied to GIS layers for publication through the SSA mapping system.

The outcome of this pilot project is the use of digital mapping data to determine plot availability rather than attending the site physically, a significant saving in time can be achieved by processing plot allocations electronically.

The processes developed for this project will then be applied to Council's remaining cemeteries over a number years. Drone imagery has been completed for Bombala, Gegedzerick, Michelago and Nimmitabel cemeteries.



Drone Imagery of Round Plain Cemetery

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Information and Communication Technology:

11.1.1 Information and communication systems support the business to deliver agile and quality service to the community

# Infrastructure

Council's Infrastructure Team has had a difficult year due to the ongoing rain events and flooding brought by three declared natural disasters within the last year. These flood and storm events wreak havoc on community infrastructure, including the dilapidation of roads and bridges, excessive vegetation growth and flooding to buildings. While it may be difficult to repair the same sections of road and maintaining the same ovals, Council employees have remained vigilant and motivated in their efforts to undo the effects that the rain has brought.

Keeping the difficulties in mind, Council's Infrastructure Team has successfully delivered a range of works and projects as outlined below.

## Strategic Outcomes

The Infrastructure Group is broken into various sub-teams, that consists of:

- Road Construction
- Road Maintenance
- Reactive Maintenance
- Civic Maintenance
- Land and Property
- Projects and Technical Support

The below outlines the key highlights achieved during this period and is not an exhaustive list of works completed by the Infrastructure Team, but the key highlights.

## Construction

After a year of unrelenting weather, the projects within the construction space have been impacted with delays and damage to sites due to flooding. In spite of this, Construction Teams have been involved in:

- The construction of the Tinderry Road upgrade
- Michelago Culvert upgrade
- Extra seating at the Cooma Creek shared path
- Cooma CBD pavers – Construction has started and forms part of a \$1M upgrade to CBD pavers through to the end of 2022.

## Projects and Technical Support

Work in this area has been extensive, a summary of the work during 2021-2022 is as follows:

- Hydale carpark upgrade – completed in December 2021
- Kosciuszko Road pavement upgrade – near Cooma Airport
- Upgrade of Springfield Road
- Construction underway for Leesville subdivision stage 3C

Fixing Local Roads funding has been approved and designs underway for:

- Avonside Road upgrade
- Maffra Road repair
- Dry Plains Road upgrade
- Shannons Flat Road upgrade
- Mila Road upgrade



Seating Cooma Shared path, Cooma Creek



## Bridge Projects

Council has been fortunate to be successful with funding from the Fixing Country Bridges Program which saw the repair of Little Paupong Bridge and replacement of Scotts Creek Bridge (Old Bombala Road). The program aims to replace timber bridges in the region with steel/concrete bridges, which have a longer design life and in general require less maintenance.



Scotts Bridge

## Roads Maintenance Council Contract

Council are signatories to the Road Maintenance Council Contract (RMCC) between Transport for NSW and Snowy Monaro Regional Council. The contract requires development of Council Safety Management Plans and Project Specific Plans to ensure maintenance and construction work along State Road corridors across the Snowy Monaro region are completed to appropriate standards.

Council has been approved for R2 pre-qualification, which allows approval to undertake ordered works on Transport for NSW managed roads.

Maintenance of state roads through the existing RMCC agreement is valued at approximately \$500,000 per annum. However, the ordered works contract opportunities are valued around \$1M and provide additional work opportunities for our construction crews.

## Externally Funded Projects

After a busy year undertaking the design and construction of various projects, our Team has been applying for additional grant programs to improve the safety and quality of the region's infrastructure. Council has been fortunate to be successful in receiving the following grants:

- Safer Roads Program
- Fixing Local Roads Round 3
- Fixing Country Bridges Round 2A
- School Zone Infrastructure Sub Program
- Regional Road Repair Program
- Local Roads and Community Infrastructure Program – Rounds 2 and 3
- Local Government Recovery Grants Program

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Infrastructure - Roads:

9.1.1 Management of road corridors is effective and efficient

9.1.2 Our local road network is planned, built and repaired to improve movement across the region

9.1.4 Council's transportation strategy identifies initiatives that improve and maintain the region's transportation networks including public transport, vehicles, bikes and pedestrians





Box culverts to be installed under Michelago Road



Works undertaken on Michelago Road



Completed works on Tinderry Road

### Civic Maintenance

Civic Maintenance have had a challenging twelve months with excess rain and extreme vegetation growth. An exceptional challenge just to deliver the mowing schedule of previous years.

Even with limited staffing numbers, the Team managed to mow to keep operational all sporting facilities and major parks. Tree maintenance scheduling has been coordinated at its highest level, improving efficiencies and increasing the amount of maintenance carried out across all villages in the Council area.

Throughout COVID-19 lockdowns, Council increased the cleaning scheduling and kept all public toilets open and operational. During this time open spaces were sought after and seen to be more important than ever, with our Teams providing a great service. COVID -19 testing clinics were set up at both the Jindabyne John Connors oval and the Cooma Showground. Our Civic Maintenance Team were key support personnel to the NSW Health Clinic enabling them to operate at these sites for extended periods of time.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Civic Maintenance:



- 1.3.1 Regional level recreation facilities that encourage an active lifestyle are planned for and provided in partnership with other government agencies
- 1.3.3 Council's recreational facilities, parks and public open spaces are safe, well managed and accessible
- 3.1.2 Preventative maintenance programs have been established across Council spaces and facilities that are compliant with current standards



- 6.2.2 Council's town infrastructure is sympathetic to the heritage and character of each town



- 7.1.2 The significance and protection of the region's natural assets along with the efficient and equitable planning of public services, infrastructure and amenities is provided for in Council's Local Environmental and associated plans
- 7.1.3 Council delivers a range of initiatives to the Snowy Monaro community to enhance their awareness and engagement of sustaining our pristine natural environment



Snow covered Berridale Lions Park



The sun setting over a freshly graded road

## Land and Property

In 2021-22 approximately 350 new LED lights were installed at the Berridale, Cooma, and Jindabyne Offices - replacing the majority of light fixtures across the three locations. The LED lighting retrofit, inclusive of supply, install and disposal costs, was achieved at a vastly subsidised cost to Council – equating to approximately \$14.40 inc GST per light. This project will deliver significant energy savings, thus reducing ongoing costs to the organisation.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Land and Property:



1.1.1 Regional health and wellbeing services have been planned through community consultation and partnerships with other levels of government

2.2.2 Facilities for the provision of arts and cultural activities have been planned for in partnership with other government agencies and the community



6.1.2 Safe and well maintained facilities i.e. parks and reserves; multi-function buildings and community halls; and the showground contribute to the region



8.2.1 Council maximises its Asset utilisation to deliver services today and into the future

8.2.6 Council's infrastructure is maintained to meet compliance standards and to deliver high level services



12.3.2 Council has two-way mechanisms in place to encourage people to maintain their involvement in the regions community planning and decision making

# Resource and Waste Management

During the 2021-22 year Council has collected approximately 699,273 bins, containing 3,558 tonnes of kerbside domestic waste, 1,364 tonnes of kerbside domestic recycling, and 615 tonnes of kerbside domestic food and garden organics (FOGO)

Approximately 4,728 tonne of waste was received at Council Landfill and Transfer Station facilities with 2,42.16 tonne deferred from landfill.

ScrapMart facilities continue to be successful in diverting material from landfill with:

- Bombala Scrapmart (not officially opened) diverting 3.650 tonne
- Cooma Scrapmart with extension to opening hours diverting 43.800 tonne
- Jindabyne Scrapmart with extension to opening hours diverting 14.600 tonne

During the year there has been 1,340 tonnes of scrap metal material on forwarded for further recycling from landfills and transfer stations.

An approximate 242 tonne of compost has been manufactured from the collection of kerbside food organics and garden organics and green waste material disposed of at the Cooma Landfill further contributing to diversion of material from landfill while providing compost material back into the community for gardens and soil enhancement.

As in the previous twelve months, we have continued to face natural disasters, COVID-19 and staffing changes. Resource and Waste Services strive to provide our community with excellent waste management services, including education programs, continual improvements to our facilities and collections services.

Resource and Waste Collection Teams continue to provide our community with kerbside collection services for both domestic and commercial, in all types of climatic conditions as indicated by the figures above our Team of nine collection staff including Council contractor, this Team collect a combined total of 25,899 bins per fortnight which is a massive achievement, with less than 1% of missed bins per annum.

Staff continue to ensure that our community have a clean and safe environment in which to live. With Illegally dumped waste, recyclable items and hazardous materials collected from around the region in a quick and efficient manner.

## Moving Forward

Resource and Waste Services will continue to plan for positive strategic outcomes. Future strategic and facility planning will continue to be undertaken and implemented, to improve facilities and services as we move towards reducing waste to landfill.



Council staff collecting kerbside bins

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Resource and Waste:



7.1.3 Council delivers a range of initiatives to the Snowy Monaro community to enhance their awareness and engagement of sustaining our pristine natural environment

7.2.3 Innovative solutions and infrastructure supporting waste and recycling operations to reduce landfill have been investigated



10.3.1 Council connects, recognises, advocates and works in collaboration with all leaders across the community and beyond our boundaries

11.2.2 Provision of statutory reporting enables our leaders to make decisions on Council's financial sustainability



Litter Prevention Event



Plastic recycling



Green Waste at Cooma Landfill



Scrap Metal ready for recycling



ScrapMart Cooma, toys galore



ScrapMart Cooma, bag a bargain

# Strategic Planning

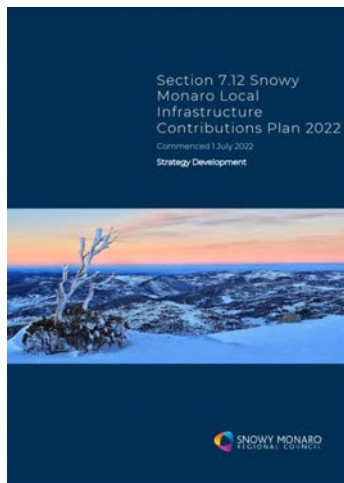
The Strategic Planning Team has been working hard over the past twelve months to deliver significant projects, including the Regional Trails Masterplan, implementation of the Michelago Masterplan, and a new Local Infrastructure Contributions Plan. The past year has seen a significant change in the Snowy Monaro region, and strategic planning for the future has never been so important.

## Land Use Planning

Our Team developed a new Local Infrastructure Contributions Plan (LICP) for the whole region. This Plan sought to consolidate four plans into one and provide a streamlined approach to infrastructure contributions. The LICP provides an opportunity to ensure infrastructure to service new developments can be provided and replaced the existing plans which were overdue for review. The LICP was created under section 7.12 of the *Environmental Planning and Assessment Act, 1979*.

Council staff worked on implementing the Michelago Masterplan, including preparing a site-specific Development Control Plan (DCP) for the Village of Michelago. The DCP seeks to protect the village character of Michelago while ensuring the sustainable development of Michelago.

The Michelago Masterplan identified upgrades to local infrastructure, including roads, footpaths, open space and recreation facilities to service the growing village. To ensure the timely delivery of this infrastructure and meet community expectations, staff prepared a LICP for Michelago. The Michelago LICP ensures new development pays its fair share towards new infrastructure and provides a funding source for future infrastructure delivery.



Strategic Planning has been working on preparing new and updated Council policy, including Voluntary Planning Agreements, land dedication and local approvals. The Voluntary Planning Agreement and Land Dedication Policy establishes a framework to guide the preparation of Planning Agreements entered into with Council in an efficient, fair, transparent and accountable manner. Voluntary Planning Agreements enhance the range and extent of development contributions towards public facilities and facilitate public participation. Planning agreements can enable the provision of community infrastructure and facilities that are not obtainable under a contributions plan, sharing the responsibility of infrastructure provision between both Council and the developer.

The Local Approvals Policy (LAP) is the prior approval of Council that permits the carrying out of a number of activities under section 68 of the *Local Government Act, 1993*. This policy supplements the provisions of the Local Government Act and Regulation 2021 by specifying the circumstances in which a person would be exempt from the necessity to obtain approval from Council. It sets out the criteria that Council must consider in determining whether to give or refuse approval of a particular kind. This LAP permits those affected by the 2019 bushfires to reside in a temporary dwelling on private property for up to four years while their rebuilds are finalised.

Council's Strategic Planning Team has also been working on new region wide flood planning controls by preparing new flood planning development control plan sections and has progressed these changes across the LGA. These flood planning controls were a recommendation of the Council's adopted Floodplain Risk Management Plans and Studies. Implementing these controls ensures flood risk is considered part of the proposed development and appropriate flood mitigation measures are put in place to ensure safe and resilient development.

Council's continued its advocacy for affordable housing in the Snowy Monaro region with submissions to the NSW Governments Regional Housing Taskforce and the Commonwealth Government's inquiry into housing affordability. As a result of the submission, Council was invited by the Commonwealth Government to give evidence to the standing committee on tax and revenue in relation to its inquiry into housing affordability and supply in Australia. Council's Strategic Planning Team look forward to working with all levels of government to ensure suitable housing supply and affordability across the Snowy Monaro region.



Flooding in Cooma

## Recreation Planning

Our Recreation Planning Team have been working with Tredwell to develop a Regional Trails Masterplan. The Regional Trails Masterplan was adopted by Council on 16 June 2022, providing a clear plan and vision for trails infrastructure in the region. The Regional Trails Masterplan helps prioritise projects to ensure the projects most important to the community are delivered in a timely manner. The plan also assists in providing a diversified tourism offering to the region. The Regional Trails Masterplan provides a clear vision and principles for the region. The Vision for the Snowy Monaro Regional Trails Network has been established to reflect the aspirations of the region's community. The Vision is:

**“A regional network of recreational trails that encourages the discovery of the natural wonders and outdoor adventures of the Snowy Monaro region, contributing to connected communities with healthy lifestyles, thriving year-round economies and protected environments”**

The following principles were developed by the Regional Trails Masterplan to guide the planning and management of trails across the Snowy Monaro region. These principles underpin strategic outcomes, and the strategies and actions which are detailed in the action plan.

**Sustainable** - Trails that are planned, managed and maintained to be socially, economically, and environmentally sustainable, and have sustainable financial resources to ensure this.

**Quality and Iconic** - A regional trail network offering high quality and iconic trail experiences which are unique to the Snowy Monaro region.

**Collaborative** - Effectively managed and resourced network of trails where roles and responsibilities are clearly articulated and facilitated by effective partnerships.

**Diverse** - Trail experiences that offer opportunities accessible to a diverse range of people and showcase the region's variety of attractions, landscapes and heritage.

**Connected** - A regional trail network that provides connections within and between key towns and features across the Snowy Monaro region.

**Safe and Enjoyable** - Trails that are safe and manage risk while maintaining the opportunity for users to undertake challenging experiences in nature.

The Team has also been assisting in planning and delivering the Cooma Sports Hub and the Lake Jindabyne Shared Trail projects to ensure the timely delivery of this significant community infrastructure.



Regional Trails Network Vision

### Community Development

Our Community Development Team assisted in developing an Arts and Culture Discussion Paper and a draft Reconciliation Action Plan, which is a significant milestone. Council has continued implementing recommendations from the Disability Inclusion Action Plan, including related outcomes and activities.

Council participated and supported many annual events including, but not limited to, International Day of People with Disabilities, Seniors Week, NAIDOC and Mental Health Month. In addition, staff continued to facilitate the Monaro Regional Interagency, Local Health and Wellbeing Recovery Subcommittee, Arts and Culture s355 Committee and the Monaro Regional Housing Forum.

These committees play a significant role in delivering tangible outcomes to our local community.

During this period Council made submissions to the Regional Housing Taskforce and the Tax and Revenue Standing Committee inquiry into housing affordability. These submissions highlighted unique challenges in housing affordability and availability across the Snowy Monaro region.



NAIDOC Week

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Strategic Planning:



2.2.1 A range of regional level arts and cultural activities are delivered and promoted in partnership with the community



8.1.1 New development and land use is facilitated in appropriate locations with areas of environmental value protected

8.1.2 Land use is optimised to meet the social, environment and economic needs of the region



# Water and Wastewater Services

Our network consists of over 300km of water and 200km of wastewater mains. This year we have renewed 13km's of mains as part of a Mains Renewal Project.

Over 12,000 water and wastewater laboratory samples were tested to ensure water quality standards were met for the safety of our community and the protection of our environment

Over 300 million litres of water were treated and supplied to meet Australian Drinking Water Guidelines

Over 1,800 million litres of wastewater were treated by the region's eight sewerage treatment plants, an all-time high for our region.

Council's Water and Wastewater Operations Team have successfully treated and processed water and wastewater throughout the region, providing a 24-hour service. This year brought many challenges, but particularly the above-average rainfall and multiple flooding events created challenges in water treatment and wastewater processing and treatment.

A number of the region's wastewater treatment plants totaled their highest-ever annual flows due partly to the wet weather, regional growth and a bumper snow season bringing many visitors to the region.

The network consisting of over 300km of water mains, 200km of wastewater pipes, 20+ drinking water reservoirs, 30+ sewage pump stations, 20+ water pump stations, eight sewage treatment plants and three drinking water treatment plants required constant monitoring, maintenance and renewal works from the Operations Team.

In addition to our usual comprehensive program of operations and maintenance, we have also made significant progress on infrastructure upgrades in the region.

## Infrastructure works

Construction work at the Adaminaby Sewage Treatment Plant is due for completion in early 2023. This project replaces aging infrastructure and will deliver better environmental outcomes and service the needs of Adaminaby into the future.

The contract for designing and constructing the Bombala and Delegate Water Treatment Plants were awarded in October 2021. Construction will soon be underway to install two new membrane treatment plants. This cutting edge technology will effectively eliminate taste and odour, significantly improving water quality for over 1,700 locals in the area.

Both Water Treatment Plants have been designed to allow for predicted growth for the next 25 years.

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan



Delivery Program for Water and Wastewater:

1.1.2 Water and Sewer services meet legislative and quality requirements



7.2.1 Water and sewer management services and operations meet legislative and quality requirements

7.2.2 Water and sewer infrastructure is maintained and improved to provide a quality service

8.2.2 Public infrastructure and assets are maintained and replaced according to Council's Asset Management Strategy

8.2.6 Council's infrastructure is maintained to meet compliance standards and to deliver high level services



Assets renewal



Adaminaby Sewage Treatment Plant



Maintenance



Water sampling



Broken water main, Cooma

# Workforce Management

During 2021-22 the Workforce Management Team went through a number of changes in staff and adjustments to the team structure. This included a new Chief Workforce Officer, Richard Doolan, who joined Council in April 2022.

Key projects and achievements in the Team includes:

- Recruitment of learning and development officer to manage training programs
- Expansion of Workplace Health and Safety Team
- Introduction of ELMO system for use with learning management and recruitment
- Improvements to payroll processes
- Major service review program with significant project work to improve work processes across operations

## Learning and Development

A learning and development role was introduced in 2022 to provide dedicated responsibility for the coordination of training and development programs for staff. This role has seen the improvement in processes and taken steps towards improved planning and forecasting of training programs.

The introduction of the ELMO learning management system has enabled online learning modules to be developed and rolled out to employees. The development of additional learning modules will see a range of online courses available to staff to complete as needed. The system will also allow improved tracking and monitoring of licenses and qualifications, enabling alerts and emails to be triggered when competencies approach their expiry date. Ongoing work is required to continue to implement and bed down these changes.

## Work Health and Safety

The expansion of the Work Health and Safety Team saw it grow to include both a team leader and an officer. This change was introduced to improve the focus on WHS across Council and provide the extra resources to manage the volume of work.

Further activities were taken to embed the use of Vault with staff, this included;

- Running of training sessions with teams
- Updating of forms and checklists to be more reflective of the work being undertaken
- Assisting with the installation of apps on mobile devices
- Updates to the Vault system to ensure staff details and structure reflect Council's structure

The implementation of new Employee Assistance Provider (EAP) was carried out in 2022. This change was made to ensure staff had ready access to the resources required to support them. The new service provides range of support to staff in addition to the normal telephone support, this includes a virtual wellbeing platform, chat based services, app based support, and a range of additional services. It is expected that this change will see an increase in engagement with the EAP and improvements to staff's mental wellbeing.

A review and update of the Return to Work Program was commenced with the intention of this being finalised in late 2022.

## Recruitment

The introduction of ELMO Recruitment was carried out in 2022. This has improved the workflow for the recruitment process. It has provided automation and streamlining of steps for Council, hiring manager, and candidates. The system has also provided additional reporting tools to help monitor the recruitment experience.

In response to the current employment climate, steps have been taken to further improve the recruitment process and help Council attract suitable candidates.

There were 196 jobs advertised throughout the financial year, of which 119 were successfully filled. An average of four applications were received per job. The recruitment process is an average of ten weeks from a job first being advertised to the staff member starting.

The use of Zoom continued to allow interviews to happen with COVID-19 impacts, however the return to face to face interviews was occurring towards the end of the financial year.

## Payroll

There have been continued improvements, optimisations, and enhancement to the Civica platform and payroll processes. These have been made to streamline and improve the management of payroll. Areas of weakness in the Civica system and payroll processes have also been identified for addressing. In addition, changes to the superannuation reconciliation process were introduced making it easier to manage staff in his process.

Planning is underway for more staff to be trained in payroll processes. This will provide additional support to Payroll Team and also provide redundancy in the event staff depart.

The introduction of a new salary system was undertaken. This also resulted in salary step increases being provided to most employees in Council.

## Service Reviews

A Service Review was carried out on our Roads and Infrastructure Team. Based on the findings from this review, Workforce Business Partners worked with the Roads and Infrastructure Team to restructure the Team to realise efficiencies within the Team.

A services review of the Assets Team was rescheduled for the 2022-23 financial year.

A review of the Operations Profile was undertaken and the findings from this have been worked through with FieldForce4. FieldForce4 are a company assisting with scoping out opportunities for improvement across areas including a proposal for significant project work encompassing six major areas for development. The areas for development are:

- Annual works program
- The way of working
- Management operating system
- Leveraging technology
- Customer journey
- Frontline leadership

The work required in implementing this project is being further developed with intended implementation of these projects over the next two years.



Library Team members undertaking public consultation

## Link to our achievements towards implementing Snowy Monaro 2040 Community Strategic Plan

Delivery Program for Workforce Management:

10.1.3 Council demonstrates improvement in its knowledge capture, performance and service delivery by fully embracing a learning organisation and innovation mindset

10.1.4 Harmonisation of policies, procedures and processes deliver customer focused business practices

10.4.1 Council employs an engaged multi-skilled workforce and encourages staff to take ownership of service delivery in a responsible and efficient manner

10.4.2 Council provides a workplace that ensures the health, safety and wellbeing is maintained through the management of potential risk







# STATUTORY REPORTING

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The information in this section of the annual report addresses the reporting requirements detailed in the *Local Government Act 1993* as per section 428 and the *Local Government (General) Regulation 2005* as per clause 217 (1) and other relevant legislation.

It services to complement the information provided in other sections of this report as well as provide increased transparency and accountability to the community.

## Audited Financial Statements

The Snowy Monaro Regional Council 2021-22 Audited Financial Statements are located in Part C of the 2021-22 Annual Report.

## Rates and Charges Written Off for the Year

In accordance with Clause 132 of the repealed *Local Government (General) Regulation, 2005*, Council is required to report on rates and charges that were written off in the 2021-22 financial year.

During the 2021-22 financial year the following bad and doubtful debts were written off:

Expense Type	Amount (\$)
Movement in Provision for Bad Debts	\$13,170
Bad Debts Written Off	\$89,436
Interest Written Off	\$978
<b>Total</b>	<b>\$103,584</b>

## Report on Special Variation

Under the *Special Rate Variation Guidelines, 7.1*, Council is required to report any activities funded via a special rate variation of general income.

Council did not apply for any Special Rate Variations during the 2021-22 financial year, as such there are no activities to report.

## Legal Proceedings

During the 2021-22 financial year, Council was involved in four legal proceedings exceeding \$10,000. Of the four proceedings, only two are ongoing as at 30 June 2022.

A summary of all legal costs incurred by Council for the financial year include:

Category	Amount Incurred to 30 June 2022 (\$)
Planning and Development	\$78,630
Human Resource Management	\$24,462
Debt Recovery	\$352,496
Land and Property	\$45,010
Road Infrastructure	\$3,689
Other*	\$8,334
<b>Total</b>	<b>\$512,621</b>

\*Other includes matters pertaining to Water and Sewer Operations and Corporate Governance



## Section 355 Committees

In accordance with s355 of the *Local Government Act, 1993* Council is able to delegate some of its functions to a committee of Council. Council uses this delegation and appoints members of the community to manage its facilities or functions through a committee or board of management.

Snowy Monaro Regional Council fully acknowledges and appreciates the valuable contribution made by those of the community who serve as members of Council's Community Committees. This is an important role providing a valuable contribution to the respective local communities that we serve.

## Advisory Committees

Section 355 Advisory committees provide advice and make recommendations for Council's consideration.

Committee	Councillor Representative	Alternate Councillor Nominated
Audit, Risk and Improvement Committee (ARIC)	Cr Summers	Cr Hopkins
Cemeteries Committee	Cr Frolich	Cr Hanna
Community Services	Cr Hopkins	Cr Johnson
Cooma Saleyards	Mayor Davis	Cr Stewart
Snowy Monaro Arts and Cultural Committee	Cr Castellari	Cr Frolich
Snowy Monaro Weeds	Cr Stewart	Cr Frolich
Yamaga Sister City	Cr Hanna	Cr Frolich
Housing and Social Services	Cr Beer	Cr Higgins
Youth Council	Cr Frolich	Cr Johnson
Reconciliation Action Plan Working Group	Cr Castellari	
CEO Performance Review Committee	Mayor Davis Cr Higgins Cr Summers	
Waste Management Committee	Cr Higgins Cr Frolich	

## Management Committees

Management Committees are comprised of community volunteers and manage facilities on behalf of Council. The following committees were active during the reporting period:

- Aaminaby School of Arts Hall
- Bibbenluke Hall and Sportsground
- Bombala Exhibition Ground Management
- Bombala Racecourse and Recreation Ground
- Bombala Railway Land Development
- Bombala Tennis Club
- Bredbo Hall
- Bungarby Memorial Hall Preservation
- Cathcart School of Arts
- Craigie Hall
- Dalgety Hall Management Committee
- Dalgety Showground
- Delegate and District Pre-School
- Delegate Early Settlers Hut
- Delegate School of Arts
- Delegate Sportsground
- Jindabyne Memorial Hall
- Jindabyne Shared Trails
- Jindabyne Sportsground and Recreation Areas Management Committee
- Kybeyan Hall
- Michelago Hall
- Mila Country Club
- Nimmitabel Hall
- Nimmitabel Showground Management
- North Ridge Reserve
- Numeralla Hall
- Old Cooma Grasslands Reserve
- Peakview Hall
- Shannons Flat Hall
- Smith's Road Hall

## Councillor Representation on Committees

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

### External Committees

Name of Committee	Councillor Representative	Alternate Councillor Nominated
Aboriginal Liaison Committee	Vacant	No alternate nominated
ANU Medical School - Community Advisory Committee Board	Mayor Davis	No alternate nominated
Boco Rock Community Enhancement Fund Committee	Mayor Davis Cr Hopkins Cr Stewart	No alternate nominated
Boco Rock Community Enhancement Fund – Sub Committee	Mayor Davis Cr Hopkins Cr Stewart	No alternate nominated
Bundian Way Advisory Committee	Cr Castellari	No alternate nominated
Canberra Region Joint Organisation of Councils (CRJO)	Mayor Davis	N/A
Community Safety Precinct Committee	Cr Hanna	No alternate nominated
Cooma Correctional Centre Community Consultative Committee	Cr Hopkins	N/A
Cooma Universities Centre	Mayor Davis	No alternate nominated
District Bushfire Management Committee	Cr Higgins	No alternate nominated
Jindabyne Liquor Accord	Cr Frolich	No alternate nominated
Local Traffic Committee	Cr Hanna	No alternate nominated
Monaro Regional Interagency	Cr Higgins	Cr Hopkins
NSW Government Asbestos Coordination Committee	Cr Beer	No alternate nominated
South East Arts	Cr Castellari	Cr Frolich
Southern Joint Regional Planning Panel	Mayor Davis	Cr Beer

*\*Where N/A is listed an alternate is not allowed for a quorum*

## Payment of Expenses and Provision of Facilities

Payments of expenses and provision of facilities for the Mayor and councillors are made under the guidance of Council's - Payment of Expenses and Provision of Facilities for Mayor and Councillors' Policy, located on Council's website.

### Money Expended on Mayor and Councillor Fees

Council incurred the following fees during the 2021-22 financial year:

Section	Expense Type	Amount (\$)
(i)	Provision of dedicated office equipment allocated to councillors	\$0*
(ii)	Telephone	\$5,819.00
(iii)	Conferences and seminars	\$14,670.00
(iv)	Training and development from prior year	Included in the figure above
(v)	Interstate visits	\$0
(vi)	Overseas visits	\$0
(viii)	Child or Family Member Care	\$0
	Travel (excluding overseas and interstate visits)	\$12,282.00
	Food and Catering	\$8,631.00
	Vehicle Allowance	\$16,391.00
	Other	\$2,125.00
<b>Total</b>		<b>\$59,918.00</b>

\*All dedicated office equipment is on loan to the councillors and is returned at the end of their term in office.

### Provision of Facilities

Council incurred the following fees and expenses for the provision of facilities during the 2021-22 financial year:

Expense Type	Amount (\$)
Mayoral Fees	\$41,374.00
Councillor Fees	\$208,580.00
Total Amount Expended for Provision of Facilities	\$59,918.00
<b>Total</b>	<b>\$309,872.00</b>

### Statement of Total Remuneration of Chief Executive Officer

During 2021-22, Council employed a Chief Executive Officer. Following is a statement of the total remuneration.

Section LGR 217(B)	Remuneration Component	Amount (\$)
(i)	Salary	\$297,038.01
(ii)	Additional payment*	NIL
(iii)	Contribution to superannuation	\$29,764.97
(iv)	Non cash benefits	NIL
(v)	Fringe Benefits Tax on Non-Cash Benefits	NIL
<b>Total</b>		<b>\$326,802.98</b>

### Statement of Total Remuneration of Senior Staff

During 2021-22, Council employed two Chief Officers as senior staff in addition to the Chief Executive Officer. Following is a statement of the combined total remuneration.

Section LGR 217 (C)	Remuneration Component	Amount (\$)
(i)	Salary	\$479,987.17
(ii)	Additional payment	NIL
(iii)	Contribution to superannuation	\$47,947.66
(iv)	Non cash benefits	NIL
(v)	Fringe Benefits Tax on Non-Cash Benefits	NIL
<b>Total</b>		<b>\$527,934.83</b>

### Overseas Visits by Staff, Councillors or Other Persons

No overseas visits by staff, councillors or other persons occurred during the 2021-22 financial year.

## Statement of Total Number of Persons

In accordance with the Clause 217 of the *Local Government (general) Regulation, 2021*, an annual report must include a statement of the total number of persons who performed paid work on a day selected each year at random by the Office Of Local Government.

The following figures represent the Snowy Regional Monaro Council Workforce as at 25 May 2022.

Category	Number of
Persons employed by the Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	409
Persons employed by the Council as senior staff members	3
Persons engaged by the Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	9
Persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	1

## Report on Service Reviews Undertaken

Two service reviews were undertaken by external provider Field Force 4 for the Infrastructure and Operations areas.

From the Infrastructure review, a department review and restructure were recommended to Council and undertaken.

From the Operations review, an operational business excellence program was recommended consisting of six project areas, including annual works program and standard estimates, management operating system, leverage technology and systems, way of working, customer journey, and frontline leadership.

A scheduled Asset Management review was deferred and will be undertaken in 2022-2023.

## Statement of External Bodies

In accordance with the Clause 217 of the *Local Government (general) Regulation, 2021*, an annual report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council (whether alone or in conjunction with other Councils) either held a controlling interest, delegated functions or participated in during the year.

### External Bodies (controlling interest)

Council held no controlling interest during the 2021-22 year.

### External Bodies (participated in)

Council was a member of the following:

- Canberra Region Joint Organisation of Councils
- Rural Fire Service
- Statewide Mutual Liability Scheme, and
- StateCover - Workers Compensation Scheme

## External Bodies (delegated functions)

- Aboriginal Liaison Committee
- ANU Medical School - Community Advisory Committee Board
- Boco Rock Community Fund Committee
- Bundian Way Advisory Committee
- Canberra Region Joint Organisation of Councils (CRJO)
- Community Safety Precinct Committee
- Cooma Correctional Centre Community Consultative Committee
- Cooma Universities Centre
- Delegate Progress Association
- District Bush Fire Management Committee
- Jindabyne Liquor Accord
- Joint Regional Planning Panel
- Local Traffic Committee
- Monaro Housing Taskforce
- Monaro Regional Interagency
- NSW Government Asbestos Coordination Committee
- NSW Rural Fire Service
- Snowy Mountains Neighbourhood Centre
- South East Arts
- Southern Monaro Local Emergency Management Committee (LEMC)
- Southern Monaro Local Emergency Rescue Committee
- Upper Murrumbidgee Catchment Coordinating Committee

## Capital Expenditure Projects

The following capital works programs were undertaken, under the Office of Local Government Capital Expenditure Guidelines. Both projects span multiple years.

Project	Total Project Budget	Expenditure 2021-22 (\$)
Jindabyne Shared Trail Project	\$10,456,425	\$399,892
Cooma Sports Hub	\$14,000,000	\$568,002

## Actions Undertaken in Relation to the Modern Slavery Act

There were no issues raised by the Anti-Slavery Commissioner and such no actions were required to be undertaken.

Council actively uses Local Government Procurement (LGP) to assist with procurement activities. Part of their Social Procurement Strategy is ensuring all suppliers are compliant with the *Modern Slavery Act, 2018*.

## Development Contributions

Council collects contributions from developers to provide local infrastructure and facilities under section 7.11 and section 7.12 of the Environmental Planning and Assessment Act 1979. These funds are essential to ensure our infrastructure meets the needs of our growing population.

This type of local infrastructure typically includes local roads, stormwater and drainage, shared pathways, parks and playgrounds or other recreational areas, environmental land and community facilities.

### Summary

All figures reported are \$'000

	Opening Balance 1 July 2021	Cash Contribution	Interest Earned	Expenditure	Closing Balance 30 June 2022
Roads	\$535	\$0	\$5	\$0	\$540
Parking	\$39	\$0	\$0	\$0	\$39
Open Space	\$564	\$12	\$6	\$0	\$582
Community Facilities	\$191	\$6	\$2	\$0	\$199
Public parking	\$9	\$0	\$0	\$0	\$9
Roadworks	\$309	\$156	\$3	\$0	\$468
Open Space and Public Art	\$52	\$18	\$1	\$0	\$71
Sport and Recreation Facilities	\$59	\$11	\$1	\$0	\$71
Community Services and Facilities	\$403	\$78	\$4	\$0	\$485
Shared pathways – Jindabyne	\$26	\$9	\$0	\$0	\$35
Shared trails – Jindabyne	\$101	\$39	\$1	\$0	\$141
Regional Waste Management	\$234	\$95	\$2	\$0	\$331
Bushfire Services	\$57	\$23	\$1	\$0	\$81
S7.11 Total Contributions under a plan	\$2,579	\$477	\$26	\$0	\$3,052
S7.12 levies under a plan	\$20	\$7	\$0	\$0	\$27
S7.11 contributions not under a plan	\$184	\$0	\$1	\$0	\$185
S64 Contributions	\$6,564	\$1,116	\$63	\$0	\$7,743
<b>TOTAL CONTRIBUTIONS</b>	<b>\$9,347</b>	<b>\$1,570</b>	<b>\$90</b>	<b>\$0</b>	<b>\$11,007</b>



## S7.11 Contribution Plan – Former Cooma-Monaro Shire Council

All figures reported are \$'000

	Opening Balance 1 July 2021	Cash Contribution	Interest Earned	Expenditure	Closing Balance 30 June 2022
Roads	\$535	\$0	\$5	\$0	\$540
Parking	\$39	\$0	\$0	\$0	\$39
Open Space	\$564	\$12	\$6	\$0	\$582
Community Facilities	\$191	\$6	\$2	\$0	\$199
<b>TOTAL</b>	<b>\$1,329</b>	<b>\$18</b>	<b>\$13</b>	<b>\$0</b>	<b>\$1,360</b>

## S7.11 Contribution Plan – Former Snowy River Shire Council

All figures reported are \$'000

	Opening Balance 1 July 2021	Cash Contribution	Interest Earned	Expenditure	Closing Balance 30 June 2022
Public Parking	\$9	\$0	\$0	\$0	\$9
Roadworks	\$309	\$156	\$3	\$0	\$468
Open Space and Public Art	\$52	\$18	\$1	\$0	\$71
Sport and Recreation Facilities	\$59	\$11	\$1	\$0	\$71
Community Services and Facilities	\$403	\$78	\$4	\$0	\$485
Shared Pathways – Jindabyne	\$26	\$9	\$0	\$0	\$35
Shared Trails – Jindabyne	\$101	\$39	\$1	\$0	\$141
Regional Waste Management	\$234	\$95	\$2	\$0	\$331
Bushfire Services	\$57	\$23	\$1	\$0	\$81
<b>TOTAL</b>	<b>\$1,250</b>	<b>\$429</b>	<b>\$13</b>	<b>\$0</b>	<b>\$1,692</b>

### S7.12 Levies – Contribution Plan No 1 – Former Bombala Council

All figures reported are \$'000

	Opening Balance 1 July 2021	Cash Contribution	Interest Earned	Expenditure	Closing Balance 30 June 2022
Other	\$20	\$7	\$0	\$0	\$27
<b>TOTAL</b>	<b>\$20</b>	<b>\$7</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27</b>

### Developer Contributions not under plans – Former Snowy River Shire Council

All figures reported are \$'000

	Opening Balance 1 July 2021	Cash Contribution	Interest Earned	Expenditure	Closing Balance 30 June 2022
Community Facilities	\$27	\$0	\$0	\$0	\$27
Kerb and Gutter	\$31	\$0	\$0	\$0	\$31
Voluntary Planning Agreements	\$126	\$0	\$1	\$0	\$127
<b>TOTAL</b>	<b>\$184</b>	<b>\$0</b>	<b>\$1</b>	<b>\$0</b>	<b>\$185</b>

## Contracts Awarded

Details of contracts awarded during 2021-22 financial year under the *Local Government (General) Regulation, 2021, Clause 217(1)9a2*.

Details of each contract awarded by Council during 2021-22 (whether as a result of tender or otherwise) other than contracts for less than \$150,000 or such other amount as may be prescribed by the regulations, including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Name of Contractor	Goods or Services Provided	Total Contract Value (\$)
Downer EDI Pty Ltd	2021-22 Resealing Program	\$1,827,434
Cardno	Design of shoulder widening for 4 roads, survey work, Road Safety Audit and prepare Safety in Design report	\$327,888
Komatsu Australia Pty Ltd	Supply of 1 x PSA class 6 wheel loader	\$538,966
Bucher Municipal Pty Ltd	Supply of 1 x 29m3 Side load Garbage Truck	\$462,000
InQuick Pty Ltd	Peak Creek Bridge replacement – modular bridge components	\$235,800
InQuick Pty Ltd	Deep Creek Bridge replacement – modular bridge components	\$200,000
Buckleys Rural Services	2021 to 2024 Weed Control Services – South West	\$202,950
Arkwood (Gloucester) Pty Ltd	Dewatering and disposal of biosolids from sewerage Treatment Plants	\$312,980
Wirtgen Australia Pty Ltd	Supply of 2 x multi tyred Rollers	\$384,769
Hartwigs Trucks Pty Ltd	Supply of 1 x medium rigid Tipper	\$200,494
Leeds Engineering	Sharp/Baron St roundabout water infrastructure replacement	\$500,000
RD Miller	Highdale Car Park upgrade, Berridale	\$458,640
Interflow	Replacement of water mains in Delegate, Bombala and Cooma	\$1,500,000
Stabilised Pavements of Australia	2021-22 Heavy Patching program across SMRC LGA	\$967,672
East Coast Civil Constructions Pty Ltd	Demolition of existing Peak Creek timber bridge and construction of replacement bridge	\$217,701
Snowy Valleys Council	Construction of separable portion 3C (1 to 4) as part of the Bobeyan Rd upgrade sealing Adaminaby to ACT Border Project	\$7,719,625
Snowy Valleys Council	Construction of separable portion 1C (1 to 4) Ashvale Rd as part of Bobeyan Road upgrade sealing Adaminaby to ACT border project	\$3,461,180
Built	Design, construction and fit out of the Jindabyne Library	\$3,000,000
FJMT Studio	Design, construction and fit out of the Jindabyne Library	\$2,861,977
Davone Constructions Pty Ltd	Ginger Leigh Playground Stage 2 and Bombala Caravan Park Sewer and Dump Point	\$635,963
Momentum Built Pty Ltd	Jindabyne Indoor Community Swimming Pool refurbishment project	\$3,243,293

## Financial Assistance Provided Under Section 356

In accordance with the *Local Government Regulation, 2021 cl217 (1)(a5)*, an annual report must include details of the total amount contributed or otherwise to financially assist others, in accordance with *section 356 of the Local Government Act 1993*. During the 2021-22 financial year Council facilitated cash and in-kind donations and sponsorships to 75 organisations, schools and community groups across the region.

Name / Organisation Council	Council Approved Amount (\$)
Berridale Lions Club	6,430
Berridale Tennis Club	2,000
Delegate RSL Sub Branch	1,094*
The Community Chest Inc	3,000
Bredbo Community Progress Association	1,500
Monaro Early Intervention Service	5,620
Michelago Memorial Hall Committee	4,723
Rotary Club of Cooma	2,500
Delegate Presbyterian Church	900
Snowy Monaro Arts Council	1,000
Bombala Exhibition Society	3,500
Light Car Club of Canberra	1,000
Jindabyne Art Gallery	2,500
Monaro Community Access Services	2,000
Snowy Mountains Care and Early Learning	4,733
Lake Eucumbene Community Association	2,500
Jindabyne Pony Club	3,000
The Shepherd Centre	1,000
Cooma and District Kennel and Obedience Club	1,000
<b>Total</b>	<b>\$50,000</b>

\* Rounded to the nearest dollar

## Recurring Donations

The following donations are provided on a recurring basis.

### School Presentation Awards

Name / Organisation Council	Council Approved Amount (\$)
Adaminaby Public School	100
Berridale Public School	100
Bombala High School	100
Bombala Public School	100
Bredbo Public School	100
Cooma North Primary School	100
Cooma Public School	100
Dalgety Public School	100
Delegate Public School	100
Jerangle Public School	100
Jindabyne Central School – Junior + Senior	200
Michelago Primary School	100
Monaro High School	100
Nimmitabel Public School	100
Snowy Mountains Christian School – Junior + Senior	200
Snowy Mountains Grammar School – Junior + Senior	200
St Joseph's Primary School	100
St Patrick's Parish School – Junior + Senior	200
The Alpine School	100
<b>Total</b>	<b>\$2,300</b>

## Acquired Assets

Council acquired the following assets during the 2021-22 financial year:

- Cooma Saleyard Truckwash
- Nijong Ninja Park and Learner Bike Track
- Lake Williams Park - new toilets
- Take Flight Sculpture Jindabyne
- Boat Loading Ramp Widows Inlet
- Boat Loading Ramp extension Lake Eucumbene
- Bombala Sewer Treatment Plant (replacement of old STP)
- Echidna Place – Segment 010 Rainbow Drive to end
- Perkins Road – Segment 010 Scotts Road to end
- Fleet Service assets, amounting to \$3,639,473, consisting of minor ground care to heavy earthmoving plant and equipment

## Equal Employment Opportunity Management Plan

The Equal Employment Opportunity (EEO) Management Plan underpins Council's Equal Employment Opportunity Policy and, as required under the Local Government Act, 1993, outlines the programs by which the principles are to be achieved:

- The EEO Management Plan 2017-2021 reached its review date and the development of the EEO Management Plan 2022-2027 has commenced.
- A range of actions in the EEO Management Plan 2017-2021 were achieved, including those related to training, flexible work and policies and procedures. Some items from the action plan are ongoing actions related to continued reporting, monitoring and training, which will be reviewed and incorporated in the plan for 2022-2027 where appropriate.
- EEO references are contained within recruitment advertising, position descriptions and performance review activities and reflected in Council's vision and values and induction training.

## Report on Compliance with the Carer Recognition Act, 2010

Council's EEO Management Plan refers to a workplace that promotes equity referring specifically to Carers.

Council's obligations under the *Local Government (State) Award*, with regard to carers leave and flexible arrangements for staff, who are carer's, is in accordance with the guidelines of the *Carer Recognition Act, 2010*.

## Government Information Public Access

The statement outlined below as Council's reporting requirements under *section 125(1) of Government Information (Public Access) Act, 2009* (GIPA) and clause 7 of the *Government Information (Public Access) Regulation (GIPA Regulation)*.

Council received 17 formal applications. In addition to the formal applications. Council facilitated 121 informal GIPA requests during the reporting period.

This represents a reduction of 130 from the previous reporting period. The reduction in informal GIPA requests is due in part to streamlined processes providing responses to information requests without the need for multiple administrative steps required under GIPA legislation.

### Clause 8A: Reviews Undertaken

Council undertook a review of publicly available information to determine that it meets the requirements under section 7(3) of the GIPA Act. As a result all available information, that meets the requirements of the GIPA Act has been made publicly available.

### Clause 8B: Total Number of Applications Received

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications) was 17.

### Clause 8C: Refused Applications

Council did not refuse any applications during the 2021-22 financial year.

## Schedule 2 Statistical Information

**Table A: Number of Applications by Type of Applicant and Outcome\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether Information is Held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private Sector Business	0	0	0	0	0	0	0	0	0	0%
Not for Profit Organisations or Community Groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	1	0	0	0	0	0	0	0	1	5%
Members of the Public (other)	8	0	0	2	2	0	3	1	16	95%
<b>Total</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>17</b>	<b>100%</b>

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of Applications by Type of Application and Outcome**

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether Information is Held	Application Withdrawn	Total	% of Total
Personal Information Applications*	0	0	0	0	0	0	0	0	0	0%
Access Applications (Other than personal Information Applications)	9	0	0	2	2	3	0	1	0	100%
Access Applications that are Partly Personal Information Applications and Partly Other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>17</b>	<b>100%</b>

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

**Table C: Invalid Applications**

	Number of Applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	5	30%
Invalid applications that subsequently became valid applications	5	30%

**Table D: Conclusive Presumption of Overriding Public Interest against Disclosure**

	Number of Times Consideration Used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	1	5%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
<b>Total</b>	<b>1</b>	<b>5%</b>

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other Public Interest Considerations against Disclosure**

	Number of Times Consideration Used	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	1	5%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>1</b>	<b>5%</b>

**Table F: Timeliness**

	Number of Applications	% of Total
Decided within the Statutory Timeframe (20 days plus any extensions)	14	82%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	3	18%
<b>Total</b>	<b>17</b>	<b>100%</b>



**Table G: Number of Applications Reviewed under Part 5 of the Act by Type of Review and Outcome**

	Decision Varied	Decision Upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under Section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>% of Total</b>	<b>0%</b>	<b>0%</b>		

\*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications for Review under Part 5 of the Act by Type of Applicant**

	Number of Applications for Review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0	0%
<b>Total</b>	<b>0</b>	

**Table I: Applications Transferred to Other Agencies**

	Number of Applications Transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant-Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	

## Public Interest Disclosures

The following information is provided in accordance with the *Public Interest Disclosures Act, 1994 and Regulation, 2011*.

1. Council Policy SMRC 338 – Public Interest Disclosures (PID) Internal Reporting Policy meets the requirements of internal reporting as required under the Act.
2. Staff are made aware through information distribution via the Executive Leadership Team.

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	0	0	0
Number of PIDs received	0	0	0
Of PIDs received, number primarily about:	0	0	0
- Corrupt conduct	0	0	0
- Maladministration	0	0	0
- Serious and substantial waste	0	0	0
- Government information contravention	0	0	0
- Local government pecuniary interest contravention	0	0	0
<b>Number of PIDs finalised</b>	<b>0</b>		

## Stormwater Management Services

A stormwater levy exists for the Bombala area.

Work to create Developer Service Plans (DSP) for stormwater across the region was considered however a lack of data and funding has meant this project will not proceed at this stage.

Council has commenced the process of developing an Integrated Water Cycle Management Plan (IWCM) that will consider stormwater infrastructure needs and requirements and make recommendations to address data gaps.

Council will review our DSP and, if required, develop a developer contributions charge for future stormwater infrastructure along with what levy can be applied to maintain existing stormwater infrastructure.

## Summary of Private Work

Council undertook access road maintenance for ratepayers including road grading, gravelling and ramp cleaning. All work was undertaken at commercial plant hire rates and not subsidised. All works were undertaken on private land not under the control of Council.

## Fisheries Recovery and Threat Abatement Plans

In accordance with section 220ZT of the *Fisheries Management Act, 1994* Council was not referenced in any Fisheries Recovery and Threat Abatement Plans during the 2021-22 financial year.

## Environmental Upgrade Agreements

In accordance with the *Local Government Act, 1993* and Section 54P of the *Local Government (General) Regulation, 2021* there were no Environmental Upgrade Agreements entered into during the 2021-22 year.

## Recovery and Threat Abatement Plans

Council was not referenced in any Recovery and Threat Abatement Plans during the 2021-22 financial year.

## Compliance with Planning Agreements

Under s 7.5(5), of the *Environmental Planning and Assessment Act, 1979*, there are currently no planning agreements in force within the LGA.

## Inspections of Private Swimming Pools

Council officers completed inspections of private swimming pools in the region in accordance with the *Swimming Pools Act, 1992* and *Swimming Pools Regulation, 2008*.

Category	Number of
Inspection of tourist and visitor accommodation	15
Inspections with more than two dwellings	1
Inspections that resulted in issuance of certificate of compliance under Section 22D of the Act	23
Inspections that resulted in issuance of certificate of non-compliance under Clause 18BA of Regulation	1

## Coastal Protection Service Provided

Council does not have any coastal areas, as such there are no levied services to report.

## Companion Animals Statement on Activities

Under the Companion Animals Act 1998 and Regulation Companion Animals the following is a statement on activities for the 2021-22 financial year.

## Lodgement of Pound Data Collection Return

Pound data has been entered in Companion Animals Register.

For the 2021-22 financial year:

- 73 dogs were impounded
- 40 were released to their owners
- 0 sold
- 21 released and rehomed
- 12 dogs declared as menacing, dangerous or restricted breed

## Lodgement of Data Relating to Dog Attacks

All dog attacks have been entered into the Office of Local Government Companion Animal Register with either menacing or dangerous dog declarations issued.

## Companion Animal Community Education Programs

On a regular basis, Council posts information on social media and provides guides, factsheets and general information on Council's website.

## Strategies to Promote and Assist the De-Sexing of Dogs and Cats

On a regular basis Council posts information on social media and provides guides, factsheets and general information on Council's website.

## Strategies to Seek Alternatives to Euthanasia for Unclaimed Animals

Only restricted dogs that cannot be rehomed are euthanised. All other dogs are rescued by the Cooma RSPCA or other rescue groups such as the Golden Oldies.

## Amount of Funding Spent on Companion Animal Management and Activities

Under Section 85 (1A) of the Companion Animals Act, 1998, the following table details the use of fund money used for managing and controlling companion animals across the region for the 2021-22 financial year.

Expense	Amount (\$)
Employment Costs	\$339,410
Materials and Contracts	\$15,554
Other Operating Expenses	\$4,481
Depreciation	\$9,303
General Asset Expenses	\$13,058
Internal Plant Charges	\$52,442
Internal Charges	\$0
Internal Payroll Charges	\$0
<b>Total</b>	<b>\$434,248</b>

## Snowy Monaro Regional Council off Leash Areas



**Bombala**  
Along the reserve of the Bombala River



**Berridale**  
Myack Creek Reserve – on Myack Creek Reserve near Ivy Cottage Estate



**Jindabyne**  
Along the foreshore, west of the toilet block at the Clay Pits, to the east of the sailing club



**Jindabyne**  
Pooh Bay – Along Pooh Bay foreshore, off Cobbon Crescent



**Cooma**  
Yallakool Road – Fenced off area within the Lions Park



**Cooma**  
Church Road - Grassed area the extends along Church Road and is bound on the far side by Cooma Creek.

## Disability Inclusion Action Plan Progress

In accordance with section 13 of the *Disability Inclusion Act, 2014* Council must report on the implementation of its Disability Inclusion Action Plan (DIAP).

### Outcome Area 1: Building positive attitudes

- Continued direct service provision of National Disability Insurance Scheme (NDIS) services
- An event was held to celebrate International Day of People with Disability 2021
- Community consultation opportunities held in public spaces to improve engagement

### Outcome Area 2: Creating liveable communities

- Accessibility upgrades to pedestrian infrastructure during maintenance and as business as usual
- Improved accessibility to Council facilities as part of asset upgrades and facility management
- Ongoing advocacy to relevant State and Commonwealth departments to support accessible service delivery e.g. public transport, accessing health and telehealth services

### Outcome Area 3: Supporting access to meaningful employment

- Information on inclusion and Inclusive Communities made available on Council website
- Ongoing relationships with TAFE NSW and specialist Disability Employment Services providers, and increased advocacy to open employment market
- Ongoing commitment to providing a safe and inclusive workplace

### Outcome Area 4: Accessible systems, information or processes

- Trialled implementation of accessible space in Cooma office to provide improved real-time participation in Council meetings
- Council's website was upgraded; transition project included improved accessibility features
- Continued implementation of service delivery models which are adaptable to online / virtual offerings

### How have you determined that you're meeting the needs of people with disability?

- Continued engagement with community groups, networks that include people with a disability and service providers
- Consultation with service recipients and their families/carers

### Describe your successes in delivering on the DIAP:

- Partnerships with service-providing organisations
- Increase in event planning which is inclusive, both internally and supporting externally
- Comprehensive and frank review of DIAP 2017 – 2021 in preparation for development of new DIAP. Scheduled for June 2023

### Describe your challenges in delivering on the DIAP:

- Staff capacity and changes in staffing teams
- Cost - in particular retrospective accessibility upgrades and implementing new ideas
- Organisational awareness of the DIAP and its objectives
- Capturing meaningful feedback from people with disability




### Further Information


The Snowy Monaro 2042 Community Strategic Plan, 2022-26 Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

For further information visit:

 [www.snowymonaro.nsw.gov.au](http://www.snowymonaro.nsw.gov.au)

 Snowy Monaro Regional Council

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 Snowy Monaro Regional Council

### Your Feedback

A copy of this Plan can be obtained from Council's website: [www.snowymonaro.nsw.gov.au](http://www.snowymonaro.nsw.gov.au)

We are interested to know your thoughts about this Report. Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of our services, plans and reports. If you would like to comment, or require additional information regarding this report please contact us.

### Contact Us

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Bombala | 71 Caveat Street, Bombala NSW 2632

Jindabyne | 2/1 Gippsland Street, Jindabyne NSW 2627