



## Purpose of this Plan

The *2020 Operational Plan* details the priority objectives and actions in response to the Snowy Monaro 2040 Community Strategic Plan that is within Council's organisational capacity to achieve during the financial year.

The 2020 Operational Plan should be read in conjunction with the *Snowy Monaro 2040 Community Strategic Plan*, and the *2018-21 Delivery Program incorporating 2019 Operational Plan*.

Adopted on 20 June 2019 by Council Resolution 228/19.

## Further Information

The Snowy Monaro 2040 Community Strategic Plan, 2018-21 Delivery Program incorporating 2019 Operational Plan and 2018 Annual Report 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



@snowymonaroregionalcouncil



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 in your thoughts about this Plan

Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of our services, plans and report.

If you would like to comment or require additional information regarding this report please contact us.

## Contact Us

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### Council Offices

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#### Jindabyne

2/1 Gippsland Street Jindabyne NSW 2627

# Our Community Vision

The Snowy Monaro Region is a welcoming community offering quality lifestyle, beautiful natural environment and is a place of opportunity



# Council Vision

A trusted community partner

## Council's Corporate 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 do and deliver



# Contents

## Pages

05	Introduction
06	Mayor's Message
07	General Manager's Message
08	Integrated Planning and Reporting Framework
09	2020 Operational Plan
10	Our Key Themes and Outcomes
12	Summary of Actions
13	Key Theme 1 - Community
23	Key Theme 2 - Economy
29	Key Theme 3 - Environment
39	Key Theme 4 - Leadership
48	2019 Capital Works Program
53	2019-20 Budget
63	Statement of Revenue Policy
66	Ordinary Rates
74	Annual Charges
80	Borrowings
80	Fees and Charges

# Introduction



Welcome to the 2020 Operational Plan.

In May 2018 Snowy Monaro Regional Council adopted the *Snowy Monaro 2040 Community Strategic Plan*, and in June 2018 adopted the *2018-21 Delivery Program incorporating 2019 Operational Plan*, as required by the *NSW Local Government Act, 1993*.

Before the beginning of each consecutive year of a Delivery Program, Council is required to develop an annual Operational Plan.

The *2020 Operational Plan* details the priority objectives and actions in response to the *Snowy Monaro 2040 Community Strategic Plan* that is within Council's organisational capacity to achieve during the financial year.

The *2020 Operational Plan* should be read in conjunction with the *Snowy Monaro 2040 Community Strategic Plan*, and the *2018-21 Delivery Program incorporating 2019 Operational Plan*.

The *2020 Operational Plan* incorporates Council's 2020 Capital Works Program, the Annual Budget, Statement of Revenue Policy and Schedule of Fees and Charges.

It is an ambitious program of work for Council to deliver. Councillors and Council staff have worked together to address the priority challenges and opportunities presented to the region whilst balancing the increasing demand for services and infrastructure with community expectations with the resources available.

Council is consciously focused on monitoring and reporting our progress through six monthly progress reports and via the Annual Report in November.

***[The Snowy Monaro 2040 Community Strategic Plan, 2018-21 Delivery Program incorporating 2019 Operational Plan and 2018 Annual Report can be viewed on Council's website](#)***

## Mayor's Message



On behalf of Snowy Monaro Regional Council, I am pleased to present the *2020 Operational Plan*.

The *2020 Operational Plan* is an important document, outlining this Council's commitment to our community. I encourage you to take the time to read the *2020 Operational Plan* and provide your feedback.

The *2020 Operational Plan* sets out Council's priorities and direction for the next financial year. The *2020 Operational Plan* outlines Council's commitment to delivering and improving upon the services our community receives.

Council continues to work hard to balance the delivery of quality services, whilst remaining financially viable.

In the past 12-months our Council has achieved many positive outcomes for the Snowy Monaro community. Projects continue to be delivered through the Stronger Communities Fund.

Council has a \$36 million capital works program to deliver over the coming year and through the *2020 Operational Plan* we will embark on this exciting works program.

A few of the key projects include: upgrade of the Bombala and Delegate water treatment plants, improvements to our region's roads, enhancing the Cooma Pool, upgrading the Jindabyne Water Treatment Fluoridation System, amongst many other projects.

Council will continue to work closely with Snowy Hydro and key stakeholders to ensure our region is ready for the economic boost that Snowy 2.0 will generate.

Through boosting the Snowy Monaro's economic growth, further jobs will be created. This is essential in keeping young people in the region and encouraging families to live and work in the Snowy Monaro.

I thank residents who have provided feedback on the *2020 Operational Plan*. Council is committed to working with the community to meet your expectations and continue to ensure the Snowy Monaro is a place we love to call home.

Council will strive to further engage the community and encourage residents to continue being active participants in Council's decision making.

I look forward to Council delivering on the actions outlined in the *2020 Operational Plan*.

John Rooney  
Mayor

## General Manager's Message



I would like to introduce Snowy Monaro Regional Council's *2020 Operational Plan*. Within this document, Council outlines the projects and programs that will be undertaken to deliver the services and facilities our community expects.

The *2020 Operational Plan* sets out the actions Council will aim to achieve over the course of the next financial year.

This important document will help meet the objectives of the *2018-2021 Delivery Program*. An operational plan is a one year 'slice' of the Delivery Program that adds more detail and context to the projects, services and initiatives that will be undertaken in the given financial year.

Council is responsible for administering hundreds of services, programs and projects across the local government that covers more than 15,000 square kilometres.

It will be a busy 12 months delivering a \$36 million capital works program. The program includes the upgrade of our water and sewer infrastructure, improvements to the region's roads, enhanced recreational facilities and ongoing maintenance of essential community infrastructure.

Council has budgeted for a deficit this financial year and our current long-term financial plan shows the General Fund recording an average deficit of \$8.95 million each over the next ten years.

I have set an objective of achieving substantial savings in our operational budget to enable us to increase our expenditure on renewing and upgrading assets.

As part of establishing this new organisation and strengthening the community's trust, we will endeavour to ensure we've done all we can to identify operational savings and develop robust asset management plans that clearly identify the cost of maintaining and renewing our infrastructure.

Council is committed to working with the community to improve its service delivery throughout the Snowy Monaro.

As Council works towards delivering the actions outlined in the *2020 Operational Plan*, our community will be regularly informed of our progress.

I look forward to Council partnering with the community to achieve what we have outlined in the 2020 Operational Plan.

Peter Bascomb  
General Manager

# Integrated Planning and Reporting Framework



*The 2020 Operational Plan details the priority objectives and actions in response to the Snowy Monaro 2040 Community Strategic Plan that is within Council's organisational capacity to achieve during the financial year*

The Snowy Monaro 2040 Community Strategic Plan is aligned to the Integrated Planning and Reporting requirements of the *NSW Local Government Act 1993*.

Integrated planning and reporting provides local governments with a framework for translating community priorities and aspirations into operational objectives, and tracking progress in delivering on these objectives.

A photograph of a rocky stream flowing through a forest. The water is clear and flows over large, dark rocks. The surrounding vegetation is covered in a layer of snow, creating a winter scene. The trees are mostly bare, with some evergreens visible. The overall atmosphere is serene and natural.

## 2020 OPERATIONAL PLAN

# Our Key Themes and Outcomes

The Delivery Program and Operational Plan is organised according to key themes as detailed below, and aligns to the following Key Themes and Outcomes identified in the *Snowy Monaro 2040 Community Strategic Plan*.

## Key Theme 1: Community

## Key Theme 2: Economy

## Key Theme 3: Environment

## Key Theme 4: Leadership

This section includes the Delivery Program and this year's Actions under the Operational Plan, and has been set out in a colour coded format to help make it easy to find services that are of individual interest.

The four themes articulate the 20+ year vision we have for our community as expressed in the community engagement forums to develop the Community Strategic Plan. Subsequent pages in this section will detail the key community strategies and the key objectives and activities which Council can contribute to achieving these high level goals.

## Community Outcomes

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

## Economy Outcomes

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

## Environment Outcomes

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

## Leadership Outcomes

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

# How to Read This Plan

All tables in this section of the document are colour coded according to the Key Theme and contain reference numbers. The reference numbers are primarily for internal Council purposes however, will be used when providing progress reports to the community.

This year we have included Business as Usual Actions that align to Objectives in the Delivery Program. Business as Usual are Actions that Council complete on an ongoing basis and are reported to Council. There are Objectives that have no “New Actions” or “Business as Usual Actions” against them as the Action was completed in the 2019 year.

The diagram below explains how to read and understand the tables and demonstrates how the Delivery Program Objectives and 1 year Operational Plan Actions align to the Snowy Monaro 2040 Community Strategic Plan.

A four level planning hierarchy exists across Council’s Integrated Planning and Reporting Framework. See Below.

COMMUNITY THEME	
Ref. No.	Element
1	CSP Community Outcome
1.1	CSP Community Strategy
1.1.1	3 year Delivery Program Objective
1.1.1.1	1 year Operational Plan Action

## Example



### Strategic Plan Outcome

#### Community Strategic Plan Strategy

2018 - 21 Delivery Program Objective	Action Type	Proposed Operational Plan 2020 Action	KPI	Target	Responsible Officer
1.1.1	New	1.1.1.1			
		1.1.1.2			
	Business as Usual				
1.1.2	New	1.1.2.1			

Objectives are Council’s commitments to what it can do to contribute to the Outcomes

Business as Usual are ongoing Actions that align to Objectives

# Summary of Actions

The below table is a summary of the number of Operational Plan Actions for 2020. The Actions were developed by the organisation in consultation with Councillors and the community, in response to the *Snowy Monaro 2040 Community Strategic Plan*.

Community Outcomes			Actions for 2020
	1	Our health and wellbeing needs are met	9
	2	Our region's diverse cultural identity is preserved, and we foster creative expression and spaces	4
	3	We are a safe and caring community	5

Economy Outcomes			Actions for 2020
	4	Our region is prosperous with diverse industry and opportunities	3
	5	Our community has access to a range of diverse lifelong learning opportunities	2
	6	Our residents and visitors connect with our region's welcoming and iconic attractions	5

Environment Outcomes			Actions for 2020
	7	Our natural environment is protected and sustainable	16
	8	Our built infrastructure is attractive and fit for purpose	11
	9	Our community is connected through efficient transportation networks, technology and telecommunication services	6

Leadership Outcomes			Actions for 2020
	10	Our Council is strategic in their planning, decision making and resource allocation	10
	11	Our Council delivers best value to the community	6
	12	Our Community is informed and engaged in decision making	0

## KEY THEME 1 – 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*



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

**Community Outcome One: Our health and wellbeing needs are met**

*Strategy 1.1 Quality health and well-being services that support the changing needs of the community through all stages of the lifecycle are provided through government and non-government organisations*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
1.1.1	Regional health and wellbeing services have been planned through community consultation and partnerships with other levels of government	Business as Usual		Provision of facilities to regional health and wellbeing services including, Werri-Nina, Jindabyne Health Centre, Berridale Doctors Surgery			Group Manager Facilities
1.1.2	Water and Sewer Services meet legislative and quality requirements	New	1.1.2.1	Undertake Councillor executive and community reference groups to create awareness of Councils water quality requirements under legislation	Review completed by June 2020	Dec 2019	Group Manager Water and Wastewater Services
		Business as Usual		Public Health Staff will continue to undertake NSW Health Drinking Water monitoring by carrying out over 700 water samples, to be analysed by NSW Health Laboratory			Group Manager Water and Wastewater Services
		Business as Usual		Operation and maintenance of Water Treatment Plants at several locations to meet Australian Drinking Water Guidelines (ADWG) at Adaminaby, Berridale, Bredbo, Bombala, Cooma, Dalgety, Delegate, East Jindabyne, Eucumbene Cove, Jindabyne and Nimmitabel			Group Manager Water and Wastewater Services
		Business as Usual		Operation and maintenance of Sewage Treatment Plants to comply with the EPA licences at Adaminaby, Berridale, Bombala, Cooma, Delegate, Jindabyne and Nimmitabel			
		Business as Usual		Operation and maintenance of Water Supply Reservoirs at Adaminaby, Berridale, Bredbo, Bombala, Cooma, Dalgety, Delegate, East Jindabyne, Eucumbene Cove, Jindabyne and Nimmitabel			
Business as Usual		Operation and maintenance of Sewerage Services at Adaminaby, Berridale, Bombala, Cooma, Delegate, Jindabyne and Nimmitabel					

*Strategy 1.2 High quality community support and residential aged care services are available and accessible to residents across the region.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
1.2.1	Competitive cost effective aged care and community support services are available within the region	New	1.2.1.1	Undertake refurbishment at Yallambee Lodge and Snowy River Hostel, subject to adequate funding being sourced	Respond to buzzers within 7 minutes on initial call	June 2020	Group Manager Community Support Services and Aged Care
					Improved efficiency of meal preparations		
		Business as Usual		Maintain facilities in accordance with the Aged Care Act 1997 and Quality and Safeguarding Commission			Group Manager Community Support Services and Aged Care

*Strategy 1.2 High quality community support and residential aged care services are available and accessible to residents across the region.  
Continued...*

2018 - 21 Delivery Program Objective	Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
1.2.2 Council strategies recognise the growing demand of residential aged care services	New	1.2.2.1	Implement the recommendations from the Aged Care Review, applicable to the 2020 financial year, subject to funding	Improved financial forecast for Residential Aged Care	June 2020	Group Manager Community Support Services and Aged Care
		1.2.2.2	Jindabyne Aged Care Project Committee to explore options for a residential aged care facility, in Jindabyne	Deliver concept drawings of proposed design		
				Identification of land and establishment of a fundraising committee for Residential Aged Care	June 2020	

*Strategy 1.3 Recreation, sporting and leisure facilities encourage all ages to live in an active and healthy lifestyle*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
1.3.1	Regional level recreation facilities that encourage an active lifestyle are planned for and provided in partnership with other government agencies	New	1.3.1.1	Complete the high level Facilities Strategy following community survey results	Drafts for consultation complete	March 2020	Group Manager Facilities
		Business as Usual		Facilities input to Draft Region wide Survey for Recreation Facilities			
		Business as Usual		New Operations Manual for Council run pools trialled through 2019 swimming season			
Business as Usual		Continued maintenance and repairs of regions sport grounds and ovals					
1.3.2	Council has effectively identified community and visitor needs in the development and enhancement of the Region's recreational facilities to ensure sound decision making	New	1.3.2.1	Undertake a feasibility study into the Monaro Rail Trail	Monaro Rail Trail Feasibility Study complete	July 2019	Group Manager Economic Development And Tourism
1.3.3	Council's recreational facilities, parks and public open spaces are safe, well managed and accessible	New	1.3.3.1	Continue development of a region wide inspection schedule of Recreation Facilities	Drafts for consultation complete	March 2020	Group Manager Facilities
		Business as Usual		Pool inspections developed and implemented in 2019 swimming season as well as development of a new Operations Manual			
Business as Usual		Playground inspection procedure, forms and schedule developed and implemented					

*Strategy 1.4 Youth in the region are supported to reach their maximum potential*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
1.4.1	Youth of the region are engaged, supported, mentored and trained to be the leaders of tomorrow	2019 Action Completed					
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	New	1.4.2.1	A Regional Youth Development Strategy is prepared	An SMRC Youth Development Strategy is finalised	July 2019	Group Manager Economic Development And Tourism
			1.4.2.2	Commence preparation of a Recreation Strategy for the region	Authoring of strategy commenced	June 2020	
		Business as Usual	Coordinate the Snowy Monaro Youth Council				

**Community Outcome two: Our regions' diverse cultural identify is preserved, and we foster creative expression and spaces.**

*Strategy 2.1 Our culturally diverse heritage is preserved and celebrated for the richness it brings to our regional identity*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
2.1.1	Council has built stronger relationships with the region's First Peoples	New	2.1.1.1	Scope a Reconciliation Action Plan	Scoping for Reconciliation Action Plan completed	Dec 2019	Group Manager Economic Development and Tourism
		Business as Usual		Regularly liaise with the Indigenous community			
2.1.2	Council celebrates and enriches the heritage fabric throughout the region	New	2.1.2.1	Finalise an integrated Heritage Strategy	Heritage strategy and community education program completed	April 2020	Group Manager Development and Building Certification
			2.1.2.2	Commence preparation of a Community Development Strategy	Authoring of Strategy commenced	Dec 2019	Group Manager Economic Development and Tourism
		Business as Usual	Liaising and management of Heritage Places Grant Program				Group Manager Development and Building Certification
			Liaising and management of Heritage Advisors Grant Program				
			Provide Development pre-lodgement advice and services with Council's Heritage Advisor for applicants				
			Provide specialised Heritage Assessment of Development Applications relating to Heritage Conservation Areas and identified items				
			Investigate grant opportunities to enhance the Heritage fabric of the Snowy Monaro Region				
			Provide information sessions to internal and external customers regarding Heritage related issues				
			Participate in and/or coordinate various agency working groups such as the Monaro Regional Housing Forum, Youth Interagency, Community Drug and Alcohol Team (CDAT), and others				
							Group Manager Economic Development and Tourism

*Strategy 2.2 Support and promote the arts recognising the broad and diverse contribution it makes to community identity and wellbeing.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
2.2.1	A range of regional level arts and cultural activities are delivered and promoted in partnership with the community	New	2.2.1.1	Progress analysis of Cultural and Arts Facilities in the region with the Arts and Cultural Committee	Sufficient foundational material is obtained to form the basis of a Regional Arts Strategy	June 2020	Group Manager Economic Development And Tourism
		Business as Usual		Continue to support regional level arts/cultural activities through the provision of reusable materials from waste facilities which have been diverted from landfill			Group Manager Resource and Waste Management
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	2019 Action completed					

**Community Outcome three: We are a safe and caring community.**

*Strategy 3.1 Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all.*

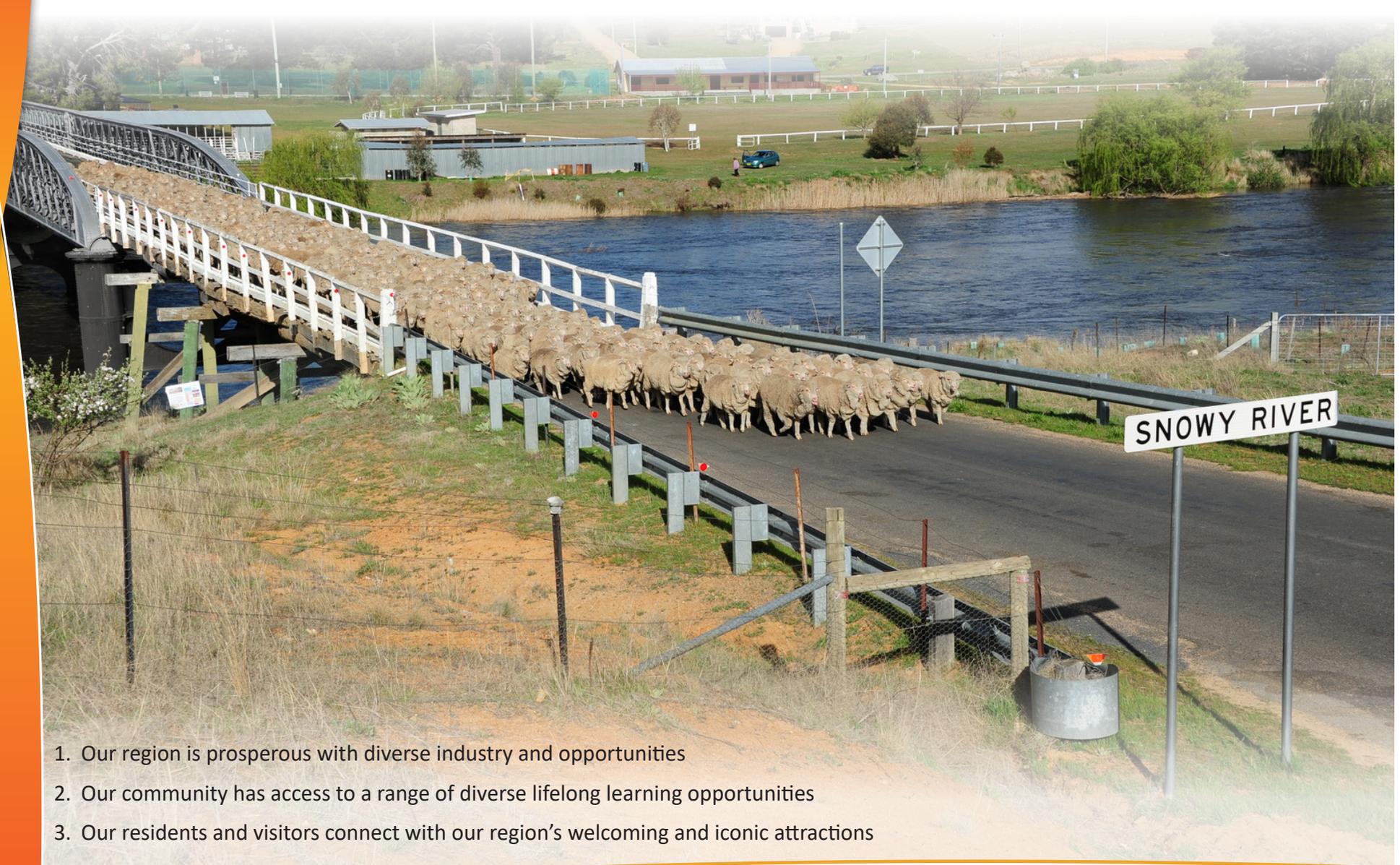
2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
3.1.1	Public and community spaces are regulated and managed to be safe and equitable for all abilities	New	3.1.1.1	Identify and implement actions from the Disability Inclusion Action Plan that can be completed in the 2020 financial year	Actions identified and implemented	June 2020	Group Manager Economic Development And Tourism
3.1.2	Preventative maintenance programs have been established across Council spaces and facilities that are compliant with current standards	New	3.1.2.1	Seek funding for upgrading the Bombala Truck Wash Facilities	Management Strategy implement for the existing truck wash	March 2020	Group Manager Facilities
					Submission of grant applications to obtain funds	Dec 2020	
		3.1.2.2	Develop a Cemetery Condition Report template for annual maintenance review	Template completed	June 2020	Group Manager Environmental Management	
		Business as Usual		Monitor and clean out of existing ponds			Group Manager Facilities

*Strategy 3.2 Positive social behaviours (including law and order) are fostered and encouraged to maintain our safe, healthy and connected communities.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer		
3.2.1	Council's public health and regulatory responsibilities are planned for and delivered to facilitate a safe community and raise awareness	New	3.2.1.1	Develop and implement Communication/Observation Boards within each Cat and Dog Impounding Facility	Whiteboards installed and procedure complete	June 2020	Group Manager Environmental Management		
			3.2.1.2	Develop an education package for operators of On-Site Sewage Management Systems to complement the On-Site Sewage Management Inspection Program	Package Completed	Sept 2019			
		Business as Usual	On-Site Sewage Management Inspections on private property commenced in December and it is expected that 450 inspections of the 4025 systems will be inspected						
			Food Premises inspections will be undertaken with a total of the 240 for the 2020 financial year to meet NSW Food Authority Partnership agreement						
			Pollution investigation of illegal dumping and other pollution incidences will be investigated in conjunction with NSW EPA						
			All Public Health complaints will be investigated and actioned in accordance with our Compliance and Enforcement Policies						
			Ranger Services will continue to undertake Companion Animal Management with the management of microchipping, registration and impoundment of dogs and cats						
			Rangers will respond to straying stock matters and impound when required						
			Rangers will undertake parking surveillance						
			Rangers will respond to matters raised through the out of hours call centre as required on a 24 hour basis						
3.2.2	Council supports and encourages safety initiatives to promote our connected communities	Business as Usual	Rangers will attend to abandoned vehicles on highways, regional and local roads					Group Manager Resource and Waste Management	
			Illegal dumping activities will be cleaned up/removed after being investigated						
			Resource and Waste staff will collaborate with Rangers on the end of life disposal of abandoned vehicles stored at Council waste facilities						
			Waste, Recycling, Organics collection and drop off services are provided to the community						
Resource and Waste Management Facilities are available to the community and businesses for the disposal of waste materials									
		Partner with agencies to ensure emergency management processes and procedures are in place					Group Manager Asset Management		

## KEY THEME 2 – ECONOMY

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



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

## Community Outcome Four: Our region is prosperous with diverse industry and opportunities

### Strategy 4.1 Attract diverse businesses and industries to the region, supporting their establishment and retention

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
4.1.1	Council's Regional Economic Development Strategy provides a framework that fosters and grows the Region's diverse businesses	New	4.1.1.1	Work with small business to take advantage of growing tourism and the opportunities presented by Snowy 2.0 to encourage growth and productivity	Opportunities expo held, Training needs identified, Increased engagement with stakeholders	June 2020	Group Manager Economic Development And Tourism
		Business as Usual		Liaise with local business and Chambers on a regular basis			
4.1.2	Procurement policies encourage local businesses to be competitive market suppliers	Business as Usual		Engage with local businesses on the process to 'do business' with Council			Group Manager Asset Management
4.1.3	Council is an active community partner in supporting regional business initiatives	Business as Usual		Regularly attend local 'Connect' events in Cooma and Jindabyne			Group Manager Economic Development And Tourism
				Work with local Chambers to organise the Snowy Monaro Business Awards			
4.1.4	Strategic projects undertaken that grow the local economy	2019 Action completed					

### Strategy 4.2 Foster and support adaptive, sustainable industries

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
4.2.1	Council's 'Smart Cities' initiative promotes innovative, adaptable solutions and policies to foster sustainable industries across the region.	2019 Action completed					

*Strategy 4.3 Capitalise on the region's proximity to Canberra and bordering NSW and Victorian regions to attract industry and investment*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
4.3.1	Council has advocated for increased regional outcomes that support the Snowy Monaro local government area.	Business as Usual		Advocate to State Government to achieve beneficial Resource and Waste Management outcomes within the Snowy Monaro Local Government area			Group Manager Resource and Waste Management
4.3.2	Promotion of the Region's commercial facilities through advocacy and discussion with other levels of government and regional local groups has been heightened.	New	4.3.2.1	Utilise results of the Saleyard Strategic Review to finalise the Council Saleyard Management Strategy	Finalised Capital Improvement List and funding models	Sept 2019	Group Manager Facilities
		Business as Usual		Strategic Review complete and presented to Council 2019. Includes list of risk items to be targeted			
		Business as Usual		Continued planning of new truck wash facility			
Business as Usual		Continued repairs and maintenance to fences, gates and rails					
4.3.3	Council (where nominated with a role to play) has delivered in partnership the recommendations from the State Government South East and Tablelands Regional Plan 2036.	Business as Usual		Members of Council sit on the South East and Tablelands Planning Committee			Group Manager Economic Development and Tourism
4.3.4	The Region's opportunity for economic growth is enhanced through Council Asset Management Plans and attracting investment.	New	4.3.4.1	Water and sewer services to be aligned with any strategic study to be undertaken for Michelago in conjunction with the regional IWCM (Integrated Water Cycle Management)	IWCM consultant engaged and the study initiated	June 2020	Group Manager Water and Wastewater Management

## Community Outcome five: Our community has access to a range of diverse lifelong learning opportunities

### Strategy 5.1 Advocate for and promote education and lifelong learning opportunities

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
5.1.1	The Region's Library Network promotes community connectedness and facilitates the provision of information and services for the community			2019 Action completed			
5.1.2	Council works in partnership with the Region's businesses and tertiary education partners to explore the occupation skills and tertiary options needed for the future for the region	New	5.1.2.1	Working in partnership with the Department of Premier and Cabinet to develop a Workforce Strategy with the 2 Snowy Councils in conjunction with Snowy 2.0	Partnership formed and regular consultation undertaken.	June 2020	General Manager

### Strategy 5.2 Promote and provide access and spaces both physical, digital and mobile where people can learn and connect

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
5.2.1	Community infrastructure options are explored that facilitate the expansion, improvement and accessibility of life learning spaces across the region	New	5.2.1.1	Continue to work with Schools Infrastructure NSW to deliver a new community Library for Jindabyne in accordance with Council's successful Regional Cultural Fund grant application	Participate in program reference group	June 2020	Group Manager Economic Development and Tourism

## Community Outcome six: Our residents and visitors connect with our regions welcoming and iconic attractions

*Strategy 6.1 The Snowy Monaro region is a destination that offers a variety of quintessential year – round experiences, attractions and events.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
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	Business as Usual		Participate in Tourism Snowy Mountains as Board member			Group Manager Economic Development and Tourism
				Promote the region through the Visitor Centres			
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	New	6.1.2.1	Undertake a condition assessment of specific Council assets to determine life cycle and ongoing maintenance requirements	Condition assessment of identified assets completed	March 2020	Group Manager Facilities
		Business as Usual		Continued response to reported issues in Council facilities on a risk based approach			Group Manager Resource and Waste Management
				Make available Waste and Recycling Services to community events and facilities	Ongoing servicing of street litter, recreation, park and dog poo bins		
6.1.3	Council facilitates and supports and promotes events to highlight the attributes of our towns and villages	New	6.1.3.1	Develop an SMRC Events Strategy	Draft Strategy prepared, final strategy reported to Council	Nov 2019	Group Manager Economic Development and Tourism
		Business as Usual		Provide a regular calendar of events and publicise the events through social media events throughout the region			
				Maintain and develop the Snowy Guide App			

*Strategy 6.2 Encourage and promote vibrant towns and villages, acknowledging and celebrating the unique heritage and character of each town*

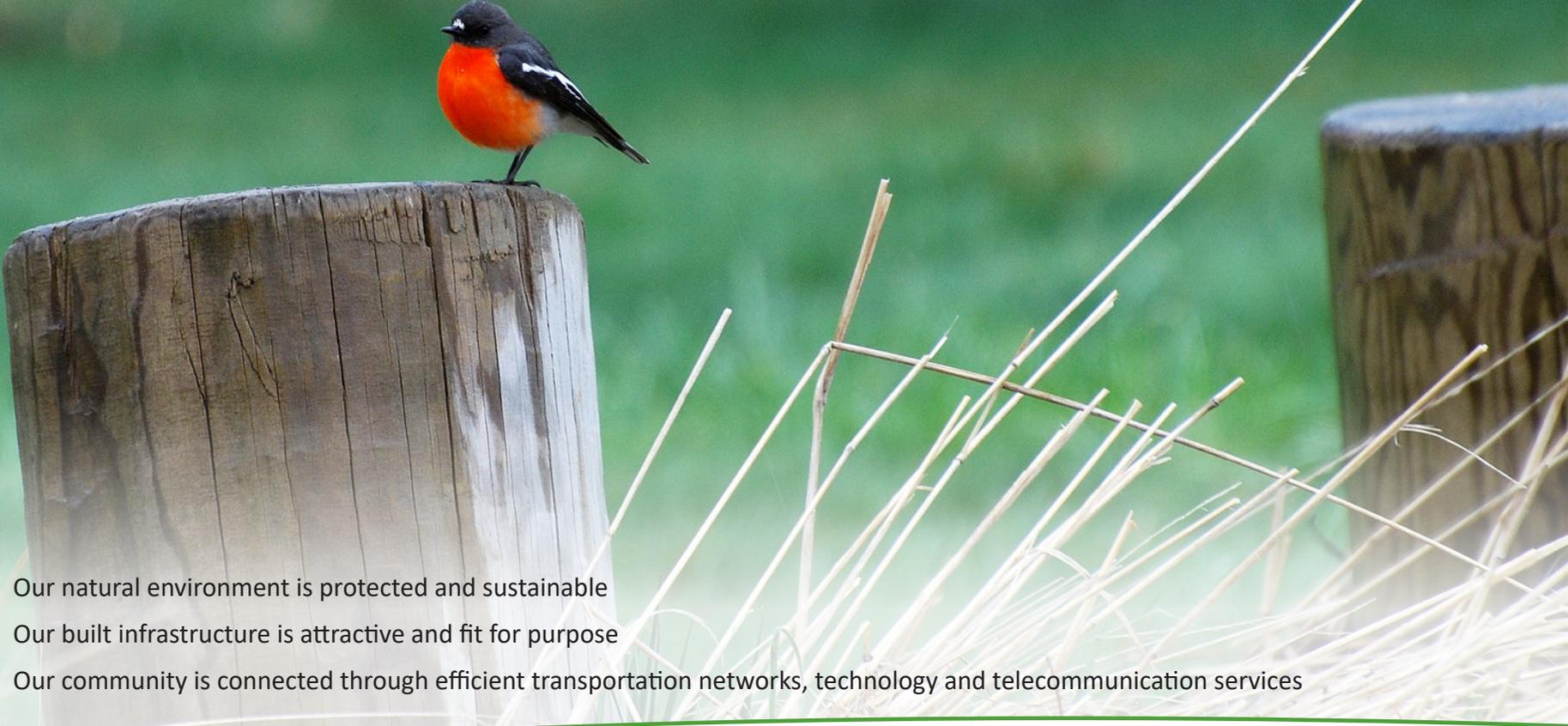
2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
6.2.1	Improvements to towns and villages physical environments for parks are incorporated in consultation with community and developed within the unique character of each town	2019 Action completed					
6.2.2	Council's town infrastructure is sympathetic to the heritage and character of each town	Business as Usual		The instillation of new Resource and Waste street furniture is sympathetic to the heritage and character of the town.			Group Manager Resource and Waste Management
6.2.3	Council celebrates, supports and promotes the uniqueness and heritage characteristics of each town and village	New	6.2.3.1	Complete a tourism audit of the entire SMRC region including infrastructure, product, services, businesses and organisations and facilities	Report document prepared	May 2020	Group Manager Economic Development and Tourism

*Strategy 6.3 Further promote and develop the regions visitor accommodation, product and recreational infrastructure*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
6.3.1	Businesses are supported in their promotion to encourage and develop our visitor economy	New	6.3.1.1	Commence preparations to host a Local Tourism Forum for Tourism Operators in the region in late 2020	Liaison with stakeholders has occurred	June 2020	Group Manager Economic Development and Tourism
6.3.2	The Region's caravan parks, are maintained, upgraded and promoted to attract visitors	2019 Action completed					
6.3.3	The Region is marketed to the broader state and national and international community	New	6.3.3.1	Support the L'Etape cycling event and lobby the State government to continue to support the event in the Snowy Mountains beyond 2019	Meeting held Letter sent to State Government	Sept 2019	Group Manager Economic Development and Tourism

## KEY THEME 3 – ENVIRONMENT

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

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

## Community Outcome Seven: Our natural environment is protected and sustainable

### Strategy 7.1 Protect, value and enhance the existing natural environment

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer		
7.1.1	The Region's natural environment remains protected through delivery of a range of Council programs and regulatory compliance	New	7.1.1.1	Implement Plant Hygiene Policy	Procedure developed and implemented	June 2020	Group Manager Environmental Management		
			7.1.1.2	Develop data analysis capabilities to maximise drone surveillance opportunities	Data analysis completed	June 2020			
			7.1.1.3	Finalise the development of a new Fire Safety Program	Fire Safety Program is developed	June 2020		Group Manager Development and Building Certification	
		Business as Usual	Maintain Weeds Action Program funding						Group Manager Environmental Management
			Promote Development Application pre-lodgement meeting services for potential applicants and communicate with our stakeholders the development application process						Group Manager Development and Building Certification
			Undertake progress construction inspections of development including building, fire safety and plumbing and drainage works						
			Undertake compliance, enforcement and regulatory investigation work.						
			Undertake mandatory swimming pool inspections of tourist and visitor accommodation premises as legislated						
			Resource and Waste Management Facilities will operate in compliance with EPA Regulations						
		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	New	7.1.2.1	Develop, adopt, implement and communicate Waste Management Strategy	Council is presented a report to adopt a Snowy Monaro Regional Council Waste Strategy	June 2020	Group Manager Resource and Waste Management
Incorporate rehabilitation of Council's operating Waste facilities as part of the Resource and Waste Management operations									
Business as Usual				Incorporate long term management of legacy waste sites as part of the Resource and Waste Management operations					

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
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	New	7.1.3.1	Investigate non-chemical weed management practices	Investigations carried out	June 2020	Group Manager Environmental Management
			7.1.3.2	Tender and commence construction of Leachate Control Systems for Bombala Landfill	Council receives a report recommending a preferred tenderer to construct the "Bombala Landfill Leachate Control System"		Group Manager Resource and Waste Management
			7.1.3.3	Implement the Fire Safety Education Program	Education program delivered		Group Manager Development and Building Certification
			7.1.3.4	Develop Biosecurity (weeds) Community Engagement Strategy	Plan developed and adopted		Group Manager Environmental Management
			7.1.3.5	Complete a cemetery asset schedule for all of the Regions cemeteries	Cemetery assets itemised and placed within Councils assets register		
			7.1.3.6	Finalise a 10 year Cemetery Management Plan	Plan Developed and adopted		
		Business as Usual			Implement actions associated with NSW Orange Hawkweed Eradication Program		
					Cemetery staff will continue to arrange approximately 120 burials for the year		
					Cemetery Staff will continue to undertake maintenance scheduling and improvements within each of the regions cemeteries		
					Undertake information sessions and education programs specific to legislative changes or industry wide trends		Group Manager Development and Building Certification
					Undertake compliance and enforcement investigation regulatory work including education programs for the community		
					Undertake information sessions and education programs relating to swimming pools safety.		Group Manager Resource and Waste Management
					Provide Resource and Waste Education sessions to schools, community groups, businesses and Council staff throughout the Council region		
					Provide one Household Chemical Collection Event to the community		
					Operate the Community Recycling Centres at the Cooma and Jindabyne Waste Facilities		
					Provide a mobile Community Recycling Centre service to Regional Areas of the Snowy Monaro Local Government Area		
					The Resource and Waste Domestic Collection Calendar is produced and distributed to the community on an annual basis		

*Strategy 7.2 Water, waste, sewer and stormwater management practices are contemporary and efficient*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
7.2.1	Water and sewer management services and operations meet legislative and quality requirements	New	7.2.1.1	Independent Audit by regulatory body and councillor adoption of Water and Sewer Development Services Development Servicing Plan (Section 64 Contributions)	Workshop completed, community consultation completed, Plan adopted and registered with DPI Water	Dec 2019	Group Manager Water and Wastewater Management
			7.2.1.2	Undertake an audit of Liquid Trade Waste (LTW) requirements of commercial premises for the Cooma and Bombala areas	Number of properties inspected and number of applications received	June 2020	
			7.2.1.3	Initiate Integrated Water Cycle Management (IWCM) Plan for Water Supply and Sewerage Services for Snowy Monaro Regional Council	IWCM consultant engaged and the study initiated		
7.2.2	Water and sewer infrastructure is maintained and improved to provide a quality service	New	7.2.2.1	Continue the option study and concept design of Bombala and Delegate Water Supply System	Concept design is completed		
			7.2.2.2	Construction of Bombala Sewage Treatment Plant	Construction commenced and 90% of construction completed.		
			7.2.2.3	Detailed design for Adaminaby Sewage Treatment Plant	Design completed and the design is available for the STP construction subject to funding.	Dec 2019	
		Business as Usual	Regular flushing and cleaning of water supply infrastructure including water pumping stations, reticulation system and Reservoirs at Adaminaby, Berridale, Bredbo, Bombala, Cooma, Dalgety, Delegate, East Jindabyne, Eucumbene Cove, Jindabyne and Nimmitabel				
Regular cleaning of sewerage infrastructure including sewerage reticulation system, sewage pumping stations at Adaminaby, Berridale, Bombala, Cooma, Delegate, East Jindabyne, Jindabyne and Nimmitabel							
Provide water and sewer connections to newly developed areas							
7.2.3	Innovative solutions and infrastructure supporting waste and recycling operations to reduce landfill have been investigated	Business as Usual		Monitor and review emerging trends, processes and infrastructure to identify opportunities which will lead to improved diversion of waste from landfill			Group Manager Resource and Waste Management

## Community Outcome eight: Our built infrastructure is attractive and fit for purpose

### Strategy 8.1 Plan for rural, urban and industrial development that is sensitive to the region's natural environment and heritage

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
8.1.1	New development and land use is facilitated in appropriate locations with areas of environmental value protected	New	8.1.1.1	Finalise a Snowy Monaro Settlements Strategy	Draft Strategy prepared for exhibition Final Strategy sent to Department of Planning and Environment for endorsement	May 2020	Group Manager Economic Development and Tourism
			8.1.1.2	Work with NSW Department of Planning and Environment to develop the Jindabyne Master Plan	A final masterplan is developed which is compatible with Council aspirations	Dec 2019	
		Business as Usual	Assess new planning proposals in a timely manner against the existing strategic planning framework & objectives				Group Manager Resource and Waste Management
			Continue to address Landfill Legacy Site improvements and rehabilitation				
			Continue to plan for the ongoing rehabilitation of operating Landfill sites				
Continue to plan for the future waste management needs of the community by identifying long term options for the disposal of waste to Landfill							
8.1.2	Land use is optimised to meet the social, environment and economic needs of the region	New	8.1.2.1	Finalise a Rural Land Use Strategy	Draft Strategy prepared for exhibition Final Strategy sent to Department of Planning and Environment for endorsement	May 2020	Group Manager Economic Development and Tourism

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer		
8.1.3	Development assessment processes are streamlined to support regional development and growth	New	8.1.3.1	Implement Department of Planning and Environment's online Concurrences and Referrals Service	Online Concurrence and referral service operational	Dec 2019	Group Manager Development and Building Certification		
			8.1.3.2	Implement Council specific Development Assessment Best Practice Guideline	Implementation completed and community education program concluded	March 2020			
		Business as Usual	Lodgement, assessment and determination of Development Applications						
			Lodgement, assessment and determination of Complying Development Certificate Applications						
			Lodgement, assessment and determination of Construction Certificate and Compliance Certificate Applications						
			Lodgement, assessment and issuing of planning and bushfire assessment (BAL) certificates						
			Lodgement, assessment and issuing of property information requests						
			Lodgement, assessment and issuing of drainage diagrams and outstanding orders and notices						
			Promote Development Application pre-lodgement meetings with potential applicants and communicate with our stakeholders of the development application process						
			General Development and Building Certification enquiry services including information sessions, webpage updates and community information packages						
			Local Government Act Application lodgement, assessment and determination						
			Undertake mandatory progress construction inspections of development including construction, fire safety and plumbing and drainage works						
Undertake compliance and enforcement investigation regulatory work									
Ensure Building Professional Board accredited staff members are provided with required Professional Development training as legislated									

*Strategy 8.2 Improve and maintain our public owned infrastructure and assets and facilities to a high standard*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
8.2.1	Council maximises its Asset utilisation to deliver services today and into the future	New	8.2.1.1	Condition assessments of roads and buildings completed and consolidated in terms of a single Council view and integration where possible into the new Corporate Information System	Completion of tasks	June 2020	Group Manager Asset Management and Engineering Services
			8.2.1.2	Progress with the delivery of a new Snowy Monaro Regional Council Civic Centre	Provide community consultation report to Council	Dec 2019	Group Manager Asset Management and Engineering Services
				Completion of Project Management Plan	March 2020	Group Manager Asset Management and Engineering Services	
		Business as Usual	Management of council fleet and plant to ensure operational needs are met		Group Manager Asset Management		
			Resource and Waste plant usage patterns are reviewed on a regular basis to ensure optimum utilisation is achieved to provide the required services to the community		Group Manager Resource and Waste Management		
8.2.2	Public Infrastructure and Assets are maintained and replaced according to Council's Asset Management Strategy	New	8.2.2.1	Review and update the Asset Management Strategy (AMS)	Approval of updated Asset Management Strategy	June 2020	Group Manager Asset Management and Engineering Services
8.2.3	Major capital projects deliver improved community infrastructure and assets	New	8.2.3.1	Completion of the Stronger Communities Fund Major Projects Program (SCFMPP)	Completion of reports		
			8.2.3.2	Plan, deliver and evaluate Major Capital Works Program (MCWP)	Completion of 2020 Financial year tasks for Major Capital Works Program		

8.2.4	Provide quality community and aged care services through assets we deliver	New	8.2.4.1	Investigate alternate funding for refurbishment of Aged Care Facilities	Upgraded flooring and bathrooms to 2 house at Yallambee Lodge. Upgraded bathrooms and flooring at Snowy River Hostel throughout the facility. Upgraded courtyard at Snowy River Hostel	June 2020	Group Manager Community Support Services and Aged Care
2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
8.2.5	Our public buildings utilise best practice energy and water efficiency	2019 Action completed					
8.2.6	Council's infrastructure is maintained to meet compliance standards and to deliver high level services	New	8.2.6.1	Construct second lift at the Jindabyne Landfill to extend the life at the current Landfill cell by approximately 6 years	Council receives a report recommending a preferred tenderer to construct the "second lift" at the Jindabyne landfill	June 2020	Group Manager Resource and Waste Management
		Business as Usual		Regular site inspections are undertaken at Waste Facilities			
<i>Strategy 8.3 Advocate for a range of suitable housing and accommodation that is available for the changing needs of our community</i>							
2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
8.3.1	Planning policies facilitate options for a range of housing types	2019 Action completed					

### **Community Outcome nine: Our community is connected through efficient transportation networks, technology and telecommunications**

#### *Strategy 9.1 Transportation corridors throughout the region are improved and maintained*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
9.1.1	Management of road corridors is effective and efficient	New	9.1.1.1	Review current weed control contract arrangements	Contract arrangements reviewed	Sept 2020	Group Manager Environmental Management

## Community Outcome nine: Our community is connected through efficient transportation networks, technology and telecommunications

### Strategy 9.1 Transportation corridors throughout the region are improved and maintained

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
9.1.1	Management of road corridors is effective and efficient	New	9.1.1.2	Following Council workshop and approval of the Strategic Network Analysis Report findings, undertake community consultation to determine the frequency of road maintenance	Community Education Paper delivered to both community and council for comment	June 2020	Group Manager Transport Operations and Infrastructure
			9.1.1.3	Investigate opportunities to undertake construction works projects for roads and bridges for Roads and Maritime Service (RMS)	All outstanding actions identified through the RMS Audit of February 2019 in relation to the RMCC are addressed and implemented		
			9.1.1.4	Develop and implement effective processes for managing abandoned vehicles left on public roads and other public spaces	Abandoned vehicle workflow in CIS		
			9.1.1.5	Establish a Roadside Vegetation Management Taskforce	Taskforce developed and Management Plan completed		
					Grants sought		
Technologies investigated							
9.1.2	Our local road network is planned, built and repaired to improve movement across the region	New	9.1.2.1	As a result of the strategic network analysis findings conduct a full review of maintenance practices to determine whether sufficient plant, staff and resources exist to deliver Council's Maintenance Strategy	Full review of the findings, recommendations and actions from the ARRB Strategic Transport Network Analysis conducted and reported to Council.	June 2020	Group Manager Transport Operations and Infrastructure
		Ensure Councils Sealed Road Maintenance program is completed within budget					

9.1.2	Our local road network is planned, built and repaired to improve movement across the region	Business as Usual	Ensure Councils Capital Works Program is completed on time and within budget				Group Manager Transport Operations and Infrastructure
			Ensure Councils Bridge Maintenance & Repair program is completed within budget				
			Ensure Councils Stormwater Management program is completed within budget				
			Ensure Councils Footpath Maintenance program is completed within budget				
2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
9.1.3	Land use and transportation corridor planning is integrated to improve decision making and outcomes	Business as Usual	Ensure Snowy Monaro Regional Council presence on all government and Canberra Region Joint Operation (CRJO) Land Use and Transportation Corridor planning meetings				Group Manager Transport Operations and Infrastructure
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	Business as Usual	Review roads classified as Regional Roads throughout the Snowy Monaro Regional Council LGA and investigate opportunities to re-classify Jerangle Road as a Regional Road				

*Strategy 9.2 Transportation initiatives are aligned to State and neighbouring local government areas plans*

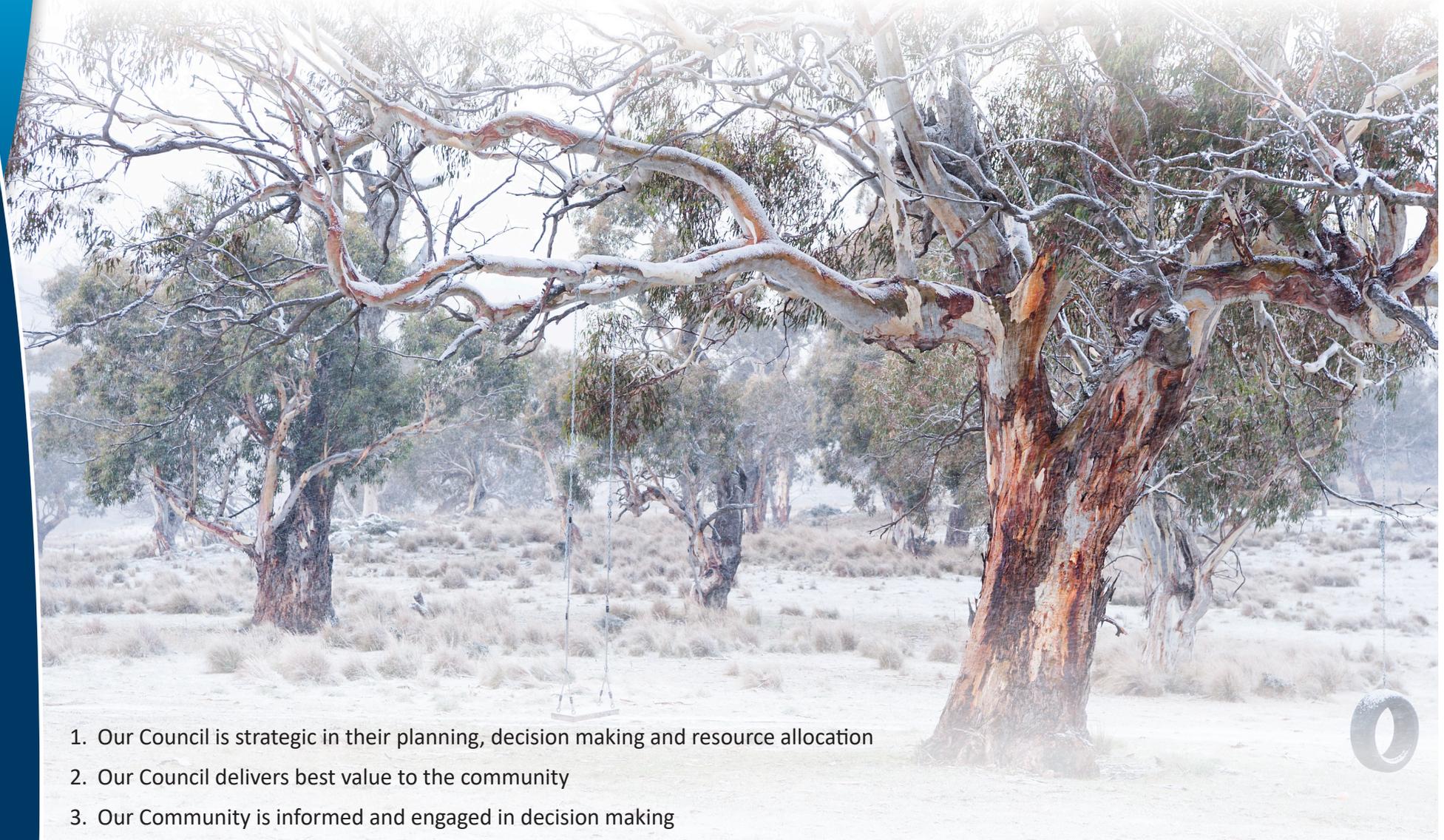
2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
9.2.1	Council leverages partnerships for inclusion of our transportation initiatives within state and regional planning	Business as Usual	Ensure Council participate and comment on strategic transportation network initiatives from State and Regional organisations to identify efficiencies and explore more collaborative methods for road construction and maintenance				Group Manager Transport Operations and Infrastructure

*Strategy 9.3 Our region has access to effective telecommunication infrastructure and services.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
9.3.1	Council has worked in partnership with the private sector to take advantage of grant funding opportunities to improve remote area connectivity	2019 Action completed					

## KEY THEME 4 – LEADERSHIP

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



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

**Community Outcome ten: Our Council is strategic in their planning, decision making and resource allocation**

*Strategy 10.1 Planning and decision making is holistic and integrated and has due regard to the long term and cumulative effects*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
10.1.1	Council has a transparent and bold growth objective which provides a framework for decision making	2019 Action completed					
10.1.2	Integrated Planning and Reporting guides long term planning and organisational sustainability	Business as Usual		Facilitate the 2021 Operational Plan review, including Community Engagement, and report to Council			Group Manager Governance
10.1.3	Council demonstrates improvement in its knowledge capture, performance and service delivery by fully embracing a learning organisation and innovation mindset	Business as Usual		Innovation and Business Development team report on internal and external trends and opportunities for Council			Executive Manager Innovation and Business Development
				Facilitate and manage the Waste Committee			Group Manager Resource and Waste Management

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
10.1.4	Harmonisation of policies, procedures and processes deliver customer focused business practices	New	10.1.4.1	Finalise the harmonisation of Council legislative reporting deliverables, Council policies, procedures and forms, including accountable business unit and add to the corporate calendar	Policy and Procedure Register completed and published on Intranet. Review schedule developed and communicated.	April 2020	Group Manager Governance

*Strategy 10.2 Sound governance practices direct Council business and decision making*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
10.2.1	Independent audit and risk framework drives accountability	New	10.2.1.1	Achieve a consistent designed Risk Management Maturity through embedding the Enterprise Risk Management Framework (ERMF)	Project reports to Audit, Risk and Improvement Committee and Executive Management Team	June 2020	Executive Manager Innovation and Business Development
				As per Terms of Reference			
				Documents endorsed by Executive Leadership Team and adopted where required			
				Documents developed, utilised and available on intranet			
			10.2.1.2	Implement and rollout the new Project Management Framework (PMF) including Contract Management Framework	At least 5 projects across the organisation utilise the Project Management Fund	June 2020	Group Manager Asset Management and Engineering Services
		Business as Usual		Delivery of internal audits in accordance with the annual Audit Work Plan			Group Manager Asset Management and Engineering Services
				Council's insurance policies are based on Council's assessment of risk and adequately provide cover			Group Manager Asset Management and Engineering Services

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
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	New	10.2.2.1	Facilitate the Council election with NSW Electoral Commission	Contractor engaged	Jan 2020	Group Manager Governance
					Agreement signed	Dec 2019	
					Schedule developed and published	May 2020	
					Information Pack developed and approved	May 2020	
			Induction program developed, resourced and communicated.	July 2020			
10.2.2.2	Investigate the options for the composition of the Snowy Monaro Regional Council and provide a report to Council	Determination made on council composition prior to NSWEC engagement for 2020 election	Nov 2019				
		Business as Usual	Undertake Councillor Training Needs analysis for the 2020 financial year				
10.2.3	Records management practices are contemporary and compliant to legislation	New	10.2.3.1	Determine the scope, cost and resourcing required for the digitisation of all Council records and prepare a report for consideration	Report to ELT on Referendum requirements.	Oct 2019	
					Workshop undertaken and options discussed with Council.	Oct 2019	
					Report to Council with recommendation.	Nov 2019	
		Business as Usual	Develop a project plan to consolidate classification/ destruction and archiving across all council paper records and undertake actions applicable to the 2020 financial year				

**Strategy 10.3** *Advocate and work with other levels of government, community and industry to improve outcomes*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
10.3.1	Council connects, recognises, advocates and works in collaboration with all leaders across the community and beyond our boundaries	Business as Usual		Attendance at Canberra Region Joint Operation (CRJO) Waste Group Meetings			Group Manager Resource and Waste Management
				Attendance at Cross Border Illegal Dumping Working Group Meetings			
10.3.2	Community support services reach a wider user base	2019 Action completed					

*Strategy 10.4 Council will manage service delivery in an efficient and sustainable way as an employer of choice*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
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	New	10.4.1.1	Finalise the Corporate Training Framework	Documents are available to staff on Council's Intranet. Training is scheduled according to the Corporate Training Calendar	June 2020	Group Manager People and Culture
			10.4.1.2	Provision of reverse cycle air conditioning units and inverter generators to Council's 6 Transfer Stations	Air conditioning units and generators have been installed and commissioned at all transfer stations	March 2020	Group Manager Resource and Waste Management
		Business as Usual		Recruit vacant positions aligned with adopted Organisational Structure and Workforce Management Strategy.			Group Manager People and Culture
	Payroll for over 400 staff fortnightly, conduct a payroll audit check fortnightly, provide quarterly excessive leave reports to ELT, report quarterly on rural centres numbers, provide data for quarterly People and Culture activity reports, support workers compensation payment						
	Provide extensive data for three remuneration/performance surveys each year						
	Provide formal induction training quarterly for all new staff						
	Conduct Performance Reviews for all staff each year						
	Conduct staff surveys and develop reports and programs based on results						
	Support organisational restructure through analysis, advice, reports, transfer, redundancy and recruitment as required						
	Provide support for training nomination, essential training, develop a corporate training calendar and framework						
	Support trainee programs						
	Facilitate industrial management as required						
	Attend Consultative Committee meetings 6 time a year and provide advice and reports as required						
	Facilitate performance management, informal conflict resolution, formal disciplinary processes as required						
	Maintain personnel files						
	Maintain salary systems and complete frequent reviews						

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
10.4.2	Council provides a workplace that ensures the health, safety and wellbeing is maintained through the management of potential risk	New	10.4.2.1	Finalise the Workplace Health and Safety Framework	Documents are available to staff on Council's Intranet. Training is included in the Corporate Training Calendar	June 2020	Group Manager People and Culture
			10.4.2.2	Develop and implement policies and procedures for body worn cameras for Regulatory staff	Policies and Procedures adopted and training completed	June 2020	Group Manager Environmental Management
		Business as Usual	Provide support and facilitate the WHS framework across the organisation				Group Manager People and Culture
			Support incident and accident events				
			Facilitate incident reporting				
			Provide monthly and quarterly activity and data reporting to Workplace Health and Safety Committee, Executive Management Team and Executive Leadership Team				
			Provide Workers Compensation support and activities across Council				
			Provide all injury management and return to work activities across council				
			Facilitate the update of WHS forms, Safe Work Method Statements and Workplace Health and Safety Framework				
Participate in site inspections as required							

## Community Outcome eleven: Our Council delivers the best value to the community

### Strategy 11.1 Public services and processes are delivered reliably and efficiently in response to community needs

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
11.1.1	Information and communication systems support the business to deliver agile and quality service to the community	New	11.1.1.1	Continue Implementation of consolidated Corporate Information System in line with agreed project plan for 2020 financial year	Complete milestones designated for the 2020 financial year from the project Implementation Plan once developed.	June 2020	Group Manager Governance
		Business as Usual		Undertake a scoping project with the assistance of Information Technology to understand the new Corporate Information System project Develop a quotation document for Information Technology software; undertake software demos			Group Manager Community Support Services and Aged Care
11.1.2	Centres of Business/ Operational Excellence drive improved organisational efficiency and effectiveness and reduce duplication	New	11.1.2.1	Develop a plan to establish future service offerings and service levels and ensure that organisation structures are aligned with service levels and integrated Information Communication Technology systems	Quarterly reports to Executive Management Team	June 2020	Executive Manager Innovation and Business Development
			11.1.2.2	Report against target efficiency and savings outcomes associated with workforce reform and actively monitor progress against milestones	Six monthly reports to Council	Dec 2019	
11.1.3	Rates, Fees and Charges are rationalised to support community needs and services	New	11.1.3.1	Complete Rates Harmonisation	Making of the 2021 rates report complete	June 2020	Chief Financial Officer
			11.1.3.2	Harmonisation of commercial waste and recycling charges	Council is presented a report to adopt the Commercial Waste Collection Fees and Charges		Group Manager Resource and Waste Management
			11.1.3.3	Develop Special Rate Variation Action Plan in preparation for the application in the 2021 Financial Year	Special Rate Variation Action Plan completed and reported to ELT		Chief Financial Officer
		Business as Usual		Issuing of Annual Rates Notices and Quarterly Instalments Issuing of Triannual Water and Sewer Notices			

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
11.1.4	Procurement and contract management is focused on value for money and managed risk	Business as Usual		Contract register maintenance			Chief Financial Officer
				Procurement compliance reviews and reporting			
				Inventory management			
				Co-ordination of Request For Quote (RFQ) and Request For Tender (RFT) processes			
				Payment of supplier invoices and vendor master file management			
				Resource and Waste Management Contractor Review Meetings are undertaken on a regular basis			Group Manager Resource and Waste Management

*Strategy 11.2 Council utilises sound fiscal management practices, pursues and attracts other sources of income*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
11.2.1	Councils has best practice management for financial sustainability	Business as Usual		Annual Budget / Operating Plan			Chief Financial Officer
				Long Term Financial Plan			
				Internal monthly management reporting			
11.2.2	Provision of statutory reporting enables our leaders to make decisions on Council's financial sustainability	Business as Usual		Lodgement of annual financial statements by 31 October			Chief Financial Officer
				Co-ordination of interim and annual audits			
				Quarterly Budget Review Statements			
				Lodgement of annual Fringe Benefits Tax return			
				Lodgement of monthly Payroll Tax returns			
				Lodgement of monthly Business Activity Statements			
				Deliver the 2019 financial year Annual Report			Group Manager Governance
Complete Legislative Reporting as required for the Office of Local Government							
11.2.3	Alternative sources of revenue to rating income are identified and maximised	Business as Usual		Revenue Policy and Fees and Charges			Chief Financial Officer
				Quarterly grants activity reporting			
				Monthly "Grants Upcoming" communication			
				Sundry debtors invoicing			
11.2.4	A balanced approach to investment strategies	Business as Usual		Monthly Funds Management Report			

## Community Outcome twelve: Our Community is informed and engaged in decision making

*Strategy 12.1 Our community has multiple opportunities to be consulted and engaged in the development of plans, services and policies that affect the region.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
12.1.1	Council is a trusted community partner providing value for money through delivering according to Council's adopted Delivery Program	Business as Usual		Engage a provider to complete a Customer Satisfaction Survey and report to Council, including an Action Plan to address challenges identified			Group Manager Governance
12.1.2	Community strategic planning is managed in partnership with the community		2019 Action Completed				

*Strategy 12.2 Residents have access to timely, relevant and accurate information on issues that affect them.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
12.2.1	Our community is satisfied with performance and quality of service in the areas that are most important to them	Business as Usual		Community is informed of changes to Resource and Waste Management services in a timely manner Resource and Waste department customer enquiries are attended to within the nominated timeframes of the Customer Service Charter			Group Manager Resource and Waste Management
12.2.2	Council provide convenient ways for customers to engage with us and we respond appropriately	Business as Usual		Collate Council complaints data and report quarterly to Council			Group Manager Governance

*Strategy 12.3 Our community is empowered and supported in facilitating community outcomes.*

2018 - 21 Delivery Program Objective		Action Type	Reference	Proposed Operational Plan 2019-2020 Action	KPI	Target	Responsible Officer
12.3.1	Community organisations and individuals have the capacity to apply for a range of grants funding opportunities	Business as Usual		Facilitate donations and sponsorship requests and communicate to the community Facilitate the Boco Wind Farm Community Sponsorship program through a consolidated committee for Cooma and Bombala submissions			Group Manager Governance
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	Business as Usual		Finalise the review of Section 355 Advisory and Management Committees and work to support community members			
12.3.3	Volunteer and Community group participation is valued and leveraged to improve community outcomes	Business as Usual		Council cemetery staff will continue to support our cemetery volunteer groups to enhance our regions cemeteries			Group Manager Environmental Management



## 2020 CAPITAL WORKS PROGRAM

# Capital Works Program for 2020

The below projects are in addition to Council's Operational Activities to be completed in 2020

Capital Project Description	2020 Total	Grant Funding	Reserve Funding
<b>Community</b>			
Adaminaby BBQ Replacement - Parks & Rec Improvements	1,923	0	1,923
Boating Facility Upgrade - Lake Jindabyne Rank 1	181,500	181,500	0
Bombala Arts & Innovation Centre Building Upgrade	66,667	0	66,667
Bombala Racecourse Amenity Improvement Works	170,766	0	170,766
Cathcart Hall - New Kitchen	27,100	0	27,100
Cooma Library Resources	70,000	0	70,000
Dalgety Playground Equipment - Parks & Rec Improvements	4,550	0	4,550
Delegate Grandstand Refurbishment	20,000	0	20,000
Delegate Preschool (Renewal of Drainage Systems)	10,000	0	10,000
Delegate School of Arts (Renewal of Drainage Systems)	10,000	0	10,000
Delegate Sportsground Pavilion - New Roof	102,300	0	102,300
Ginger Leigh Playground Equipment	10,000	0	10,000
Health and Fitness Facility at Bombala Swimming Pool	248,700	0	248,700
Hostel Plant and Equipment	500,000	0	500,000
Lions Park Playground Upgrade	7,000	0	7,000
Michelago Hall Replace Water Tanks	5,000	0	5,000
Peak View Hall Replace Wood Heater	5,000	0	5,000
Pool Upgrade Program - Cooma and Bombala	1,261,515	1,007,160	254,355
Public Facility Upgrade former TAFE building Bombala	68,452	68,452	0
Shared trails upgrade - Tyrolean Village East Jindabyne	165,000	165,000	0
Sporting Facilities Upgrades Jindabyne Sportsground	316,800	316,800	0
Sporting Facilities Upgrades Nijong Bike Path Cooma	15,381	0	15,381
Town Centre Upgrade - Cooma Creek Beautification	156,386	156,386	0
Town Centre Upgrade Lions Park	277,983	277,983	0
Yallambee Lodge - Plant and Equipment	282,000	0	282,000
<b>Community Total</b>	<b>3,984,023</b>	<b>2,173,281</b>	<b>1,810,742</b>

Capital Project Description	2020 Total	Grant Funding	Reserve Funding
<b>Economy</b>			
Cabins Bombala	80,000	0	80,000
Drainage - Jindabyne Holiday Park for annual vans	300,000	0	300,000
Saleyards Investigate Site Issues	60,700	0	60,700
Saleyards New Multipurpose Sheep Yards	60,700	0	60,700
<b>Economy Total</b>	<b>501,400</b>	<b>0</b>	<b>501,400</b>

Capital Project Description	2020 Total	Grant Funding	Reserve Funding
<b>Environment</b>			
Adaminaby Sewer Treatment Concept Study/EIS	750,000	0	750,000
Adaminaby Water Reservoirs Roof and Access Structure	40,000	0	40,000
All Sewer Schemes Telemetry Remote Sites	300,000	0	300,000
All Water Schemes Consumer Water Meters - New Installation	100,000	0	100,000
All Water Schemes Telemetry Base Station CMF and RMF	150,000	0	150,000
All Water Schemes Telemetry Remote Sites	15,000	0	15,000
Berridale Sewer Treatment Aerations Unit - Civil	300,000	0	300,000
Berridale Water Reservoirs Barney's Range balance tank	300,000	0	300,000
Bombala Fluoridation System	350,000	0	350,000
Bombala Sewer Main Renewal	700,000	0	700,000
Bombala - Timor St Pump Station Upgrade	700,000	0	700,000
Bombala Sewer Treatment Plant Argumentation and Construction	5,900,000	3,000,000	2,900,000
Bombala Water Main Renewal/Replacement	260,000	0	260,000
Cooma Depot – Emulsion Tank Works	68,000	0	68,000
Cooma Depot – Secure Yard	30,000	0	30,000
Cooma Sewer Mains Replacement	400,000	0	400,000
Cooma Sewer Pump Stations	80,000	0	80,000
Cooma Sewer Treatment Facility - Civil	10,000	0	10,000

<b>Capital Project Description</b>	<b>2020 Total</b>	<b>Grant Funding</b>	<b>Reserve Funding</b>
Cooma Water 450mm Rising Main - AV & Access pits	15,000	0	15,000
Cooma Water Main Replacement	500,000	0	500,000
Cooma Water Treatment Plant Civil	170,000	0	170,000
Cooma Water Treatment Plant Mech	210,000	0	210,000
Cowbed Creek Bridge	20,000	0	20,000
Culvert Extension 6 Allambie Place	50,000	0	50,000
Delegate & Bombala Water Treatment Plant Upgrade	2,350,000	2,350,000	0
Delegate River Bridge Repair/Upgrade	540,000	540,000	0
Delegate Sewer Treatment Plant Inlet Works	50,000	0	50,000
Delegate Sewer Treatment Plant Pond Upgrade	150,000	0	150,000
Delegate Weir and Intake Upgrade	400,000	400,000	0
Extension to Cooma Depot Bunding Area to address EPA	27,099	0	27,099
General Heavy Plant - Capital	3,611,021	0	3,611,021
General Minor Plant - Capital	64,504	0	64,504
Gravel re-sheeting Regional Roads	123,000	123,000	0
Heating - Cooling Waste Transfer Facilities	125,000	0	125,000
Heavy Patching Regional Roads	393,984	393,984	0
Heavy Patching Rural Roads	152,866	0	152,866
Heavy Patching Urban Roads	47,278	0	47,278
Installation of CCTV Equipment at Berridale Depot	15,000	0	15,000
Jerangle Road Stage 2	1,300,000	1,300,000	0
Jindabyne Landfill 2nd Lift	1,500,000	0	1,500,000
Jindabyne Landfill/STP Access Road.	30,000	0	30,000
Jindabyne Sewer Mains Trunk and Reticulation Mains	300,000	0	300,000
Jindabyne Water Treatment Fluoridation System - BWZ System	600,000	600,000	0
Jindabyne Water Treatment Fluoridation System - HZ/LZ System	650,000	650,000	0
Kellies Bridge Matong Rd	20,000	0	20,000
Massie Street Bridge over Cooma Creek	30,000	0	30,000

Capital Project Description	2020 Total	Grant Funding	Reserve Funding
MR93 Seg 140 (Delegate Road) Reconstruction/Realignment	400,000	400,000	0
Parsonage Creek Bridge (Regional Bridge)	200,000	200,000	0
Regional Sealed Roads - RR - (Resealing) Block	367,719	367,719	0
Replacement of Survey Equipment	29,644	0	29,644
Reseal Rural Roads - (Bitumen Reseal)	461,250	461,250	0
Reseal Urban Roads - (Bitumen Reseal) FAG	461,250	461,250	0
Rural Roads - (Gravel Resheeting) FAG	448,758	0	448,758
Security & ACS at Council Depots	46,000	0	46,000
SMRC Footpath Capital Renewal FAG	30,750	0	30,750
SMRC Kerb & Gutter Capital FAG	52,019	0	52,019
Snowy Reservoir 1 Upgrade - Cooma	670,000	0	670,000
Tombong Bridge Replacement	275,000	275,000	0
Upgrade of Cooma Flood Warning System	40,000	0	40,000
Upgrade of Radio network	706,000	0	706,000
Upgrade of Waste Oil Facilities Bombala & Berridale Depots	50,440	0	50,440
WTP Chlorination System - Eucumbene Cove	50,000	0	50,000
<b>Environment Total</b>	<b>28,186,582</b>	<b>11,522,203</b>	<b>16,664,379</b>

Capital Project Description	2020 Total	Grant Funding	Reserve Funding
<b>Leadership</b>			
Corporate Information System (CIS) Project	3,671,812	0	3,671,812
Council Chambers Air Conditioning	91,846	0	91,846
Council Chambers Exterior Repairs to Render and Painting	60,000	0	60,000
Council Chambers Ground Floor Carpet	50,000	0	50,000
Council Chambers Refurbish Toilets	60,000	0	60,000
<b>Leadership Total</b>	<b>3,933,658</b>	<b>0</b>	<b>3,933,658</b>
<b>Grand Total</b>	<b>36,605,663</b>	<b>13,695,484</b>	<b>22,910,179</b>



# 2020 BUDGET



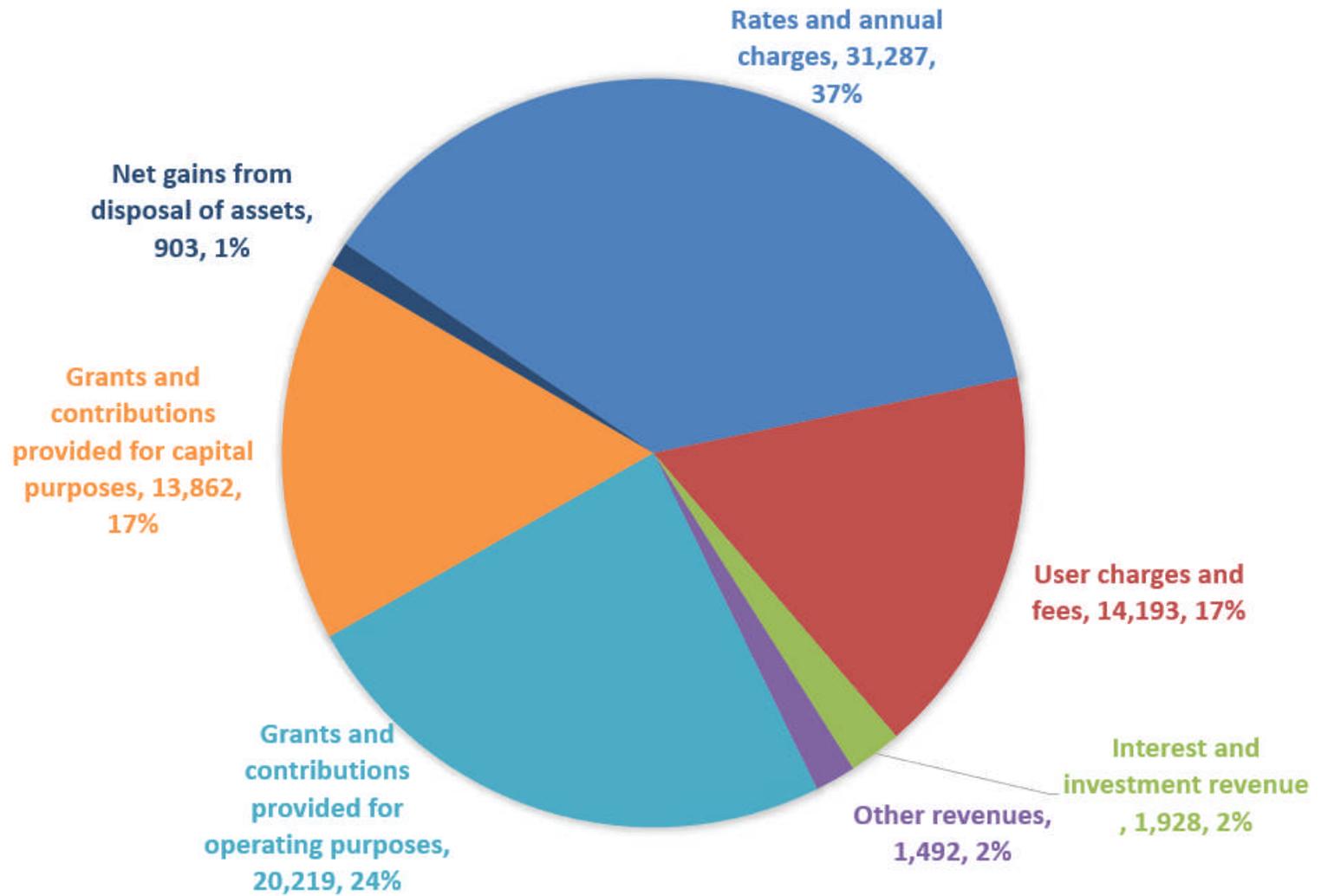




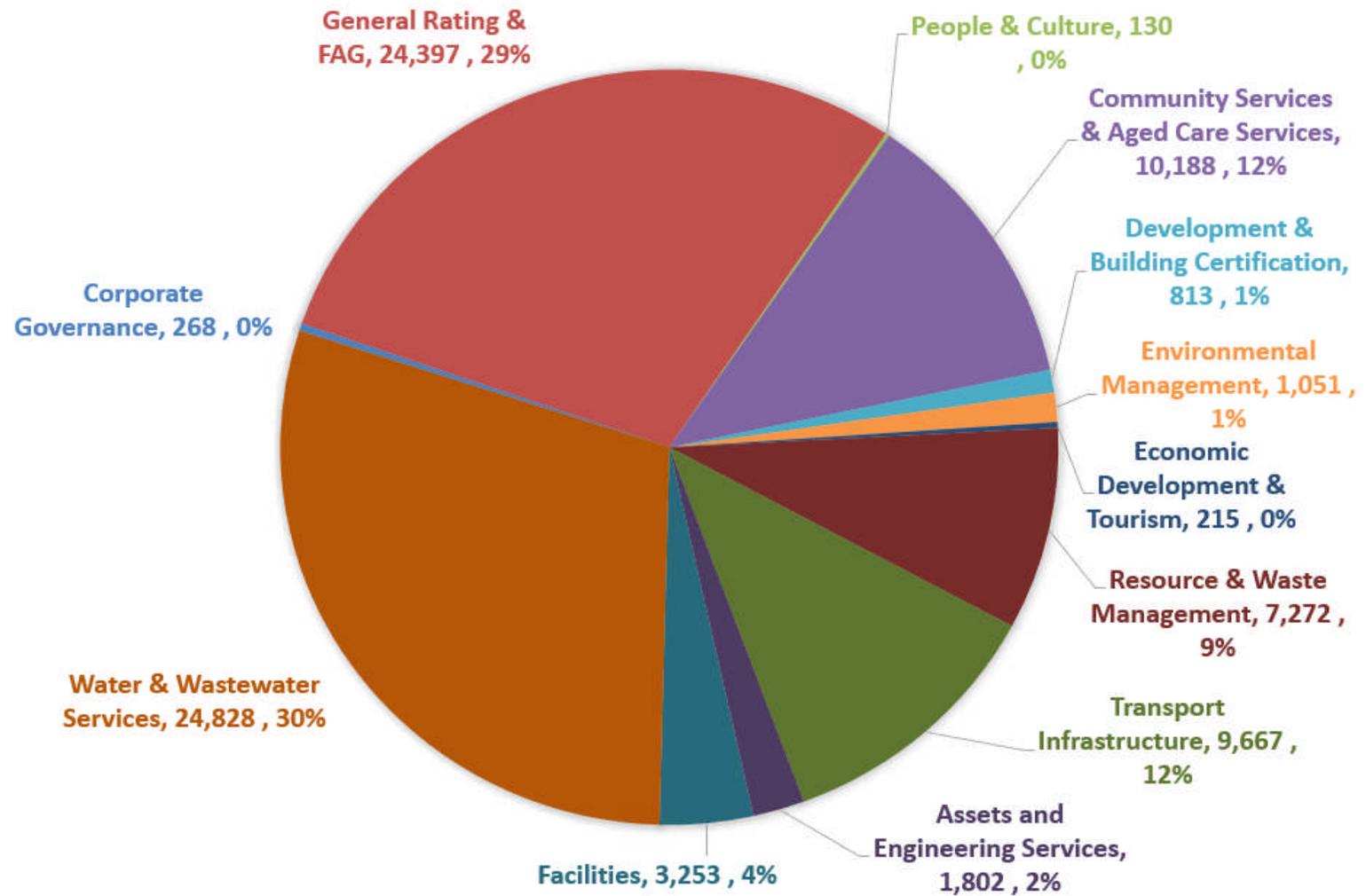




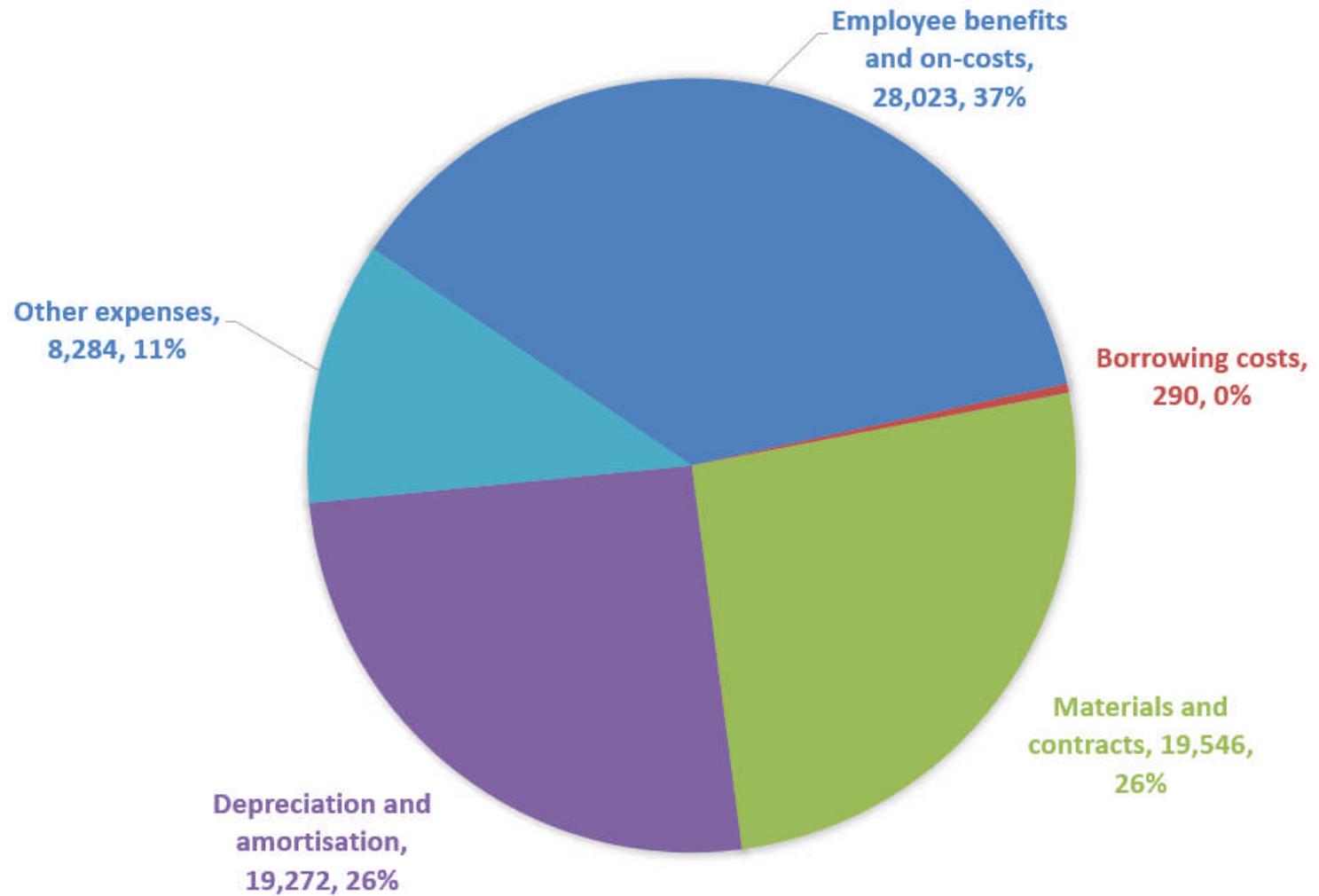
## 2020 Income by Source (\$000)



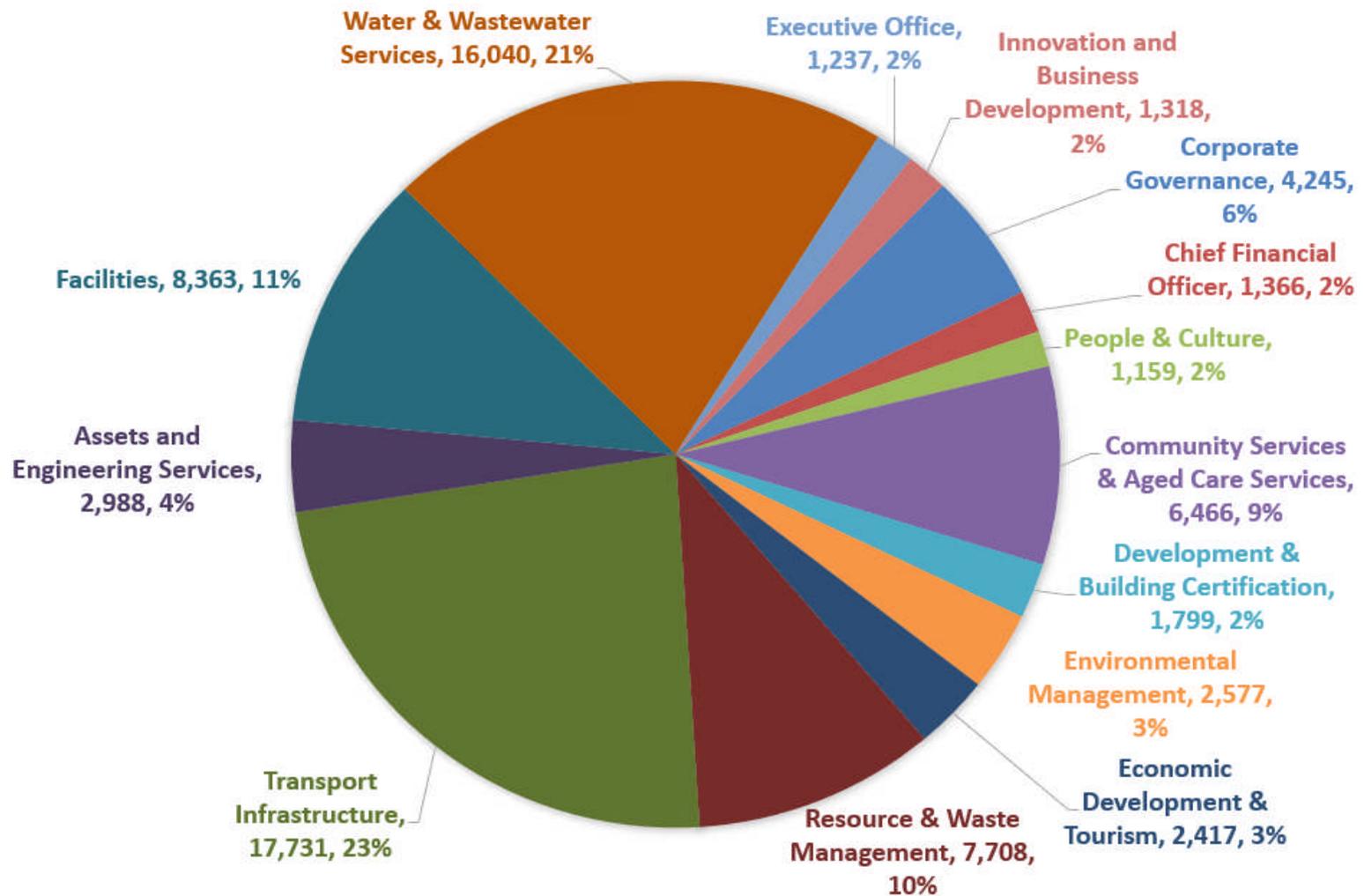
## 2020 Income by Group (\$000)



## 2020 Expenses by Type (\$000)



## 2020 Expenses by Group (\$000)





# 2020 STATEMENT OF REVENUE POLICY

# Contents

<b>Introduction .....</b>	<b>65</b>	(Section 496 of the Act) .....	75	<b>Borrowings.....</b>	<b>80</b>
<b>Ordinary Rates .....</b>	<b>66</b>	1.4. Domestic Food and Garden Organic Collection Charge (Section 496 of the Act) .....	75	1. Loan Borrowings .....	80
Categorisation of Land .....	67	1.5. Domestic Waste Vacant Land Charge (Section 496 of the Act).....	76	Statement of Amounts of any Proposed Borrowings for 2020 (Section 621-624, Local Government Act 1993 & Clause 230 Local Government (General) Regulations 2005).....	80
Residential .....	67	1.6. Change Over Domestic Bin Charge (per event) (Section 496 of the Act).....	76	Credit Cards .....	80
Business .....	67	1.7. Bank of Bins Charge (Section 501 & 540 of the Act).....	76	Loan Borrowing Policy .....	80
Farmland.....	67	1.8. Wheel Out/Wheel In Service (Section 496 of the Act).....	76	<b>Fees and Charges.....</b>	<b>80</b>
Mining.....	67	1.9. Commercial Waste Collection Charges (Section 502 & 540 of the Act).....	76	1. Pricing Policy.....	80
2. Payment of Rates.....	67	1.10. Commercial Recycling Collection Charge (Section 502 & 540 of the Act) ..	77	2. Schedule of Fees and Charges .....	80
3. Interest on Overdue Rates and Annual Charges .....	67	1.11. Commercial Food and Garden Organic Collection Charge (Section 502 & 540 of the Act).....	76	3. GST.....	80
4. Ordinary Rates Bombala Region Yield ...	68	Reference Notes .....	78		
5. Ordinary Rates Cooma-Monaro Region Yield .....	70	2. Stormwater Management Charge .....	78		
6. Ordinary Rates Snowy-River Region Yield .....	72	3. Water Supply and Sewer Services.....	78		
Rural Residential .....	72	4. Onsite Sewage Management System ....	79		
Business Electricity Generation .....	72	Yield .....	79		
7. Short Names .....	73	Operating Approval/Renewal Charge (Section 501 of the Act) .....	79		
<b>Annual Charges .....</b>	<b>74</b>	5. Annual Charges on Rails Pipes etc. ....	79		
1. Waste Management .....	74	6. Pensioner Concessions (Local Government Act 1993 Section 582).....	79		
Annual Yield.....	74				
Charges .....	74				
1.1. Waste Management Charge (Section 501 of the Act).....	75				
1.2. Domestic Waste Service Charges (Section 496 of the Act).....	75				
1.3. Domestic Recycling Collection Charge					

# Introduction



To finance the works and services which Council proposes to provide, revenue will be raised from various sources.

The following sections outline the policies to be applied to rates and annual charges revenue for the year.

It is significant to note that rate pegging legislation has historically restricted rate increases below that of inflation. In Local Government this has been reflected in the move to gain efficiencies and productivity gains as a means of reducing costs on the expenditure side of the budget equation. It has also introduced a greater dependence on alternative revenue sources on the income side of the budget equation.

IPART (Independent Pricing and Regulatory Tribunal) has set the 2019-20 rate peg for NSW Councils at 2.7%. The rate peg is the maximum percentage amount by which a council may increase its general income for the year.

Council continues to be a responsible financial manager, by taking full advantage of all income opportunities and cost reductions. Over the next few years, Council's resources will be stretched to the limit to maintain current service levels. Council will be faced with some difficult decisions in terms of maintaining income in real terms, reduction

in levels of service or deletion of services.

Given that Council's income from rates is limited by rate pegging to levels generally at or just below the Consumer Price Index, it is imperative to identify areas of Council's activities where user fees and charges can be applied to either fully cover the cost, or to partially cover the cost of carrying out that activity.

For Council to maintain current levels of service and meet legislative requirements existing sources and levels of income are not sufficient. Council has been raising rates at the full rate peg allowed however NSW rate pegging has meant that Council cannot raise rates income to meet the rising cost of inputs. Many of Council's major expenses are increasing at above rate peg levels per annum and these include wages, contracts & materials (e.g. electricity, bitumen, concrete and fuel).

Snowy Monaro Regional Council was formed on 12 May 2016 from the amalgamation of the former Bombala, Cooma-Monaro Shire and Snowy River Shire Councils as per Local Government (Council Amalgamations) Proclamation 2016. References to the Bombala, Cooma-Monaro or Snowy-River Regions indicates the former local government area.

## Ordinary Rates

The Local Government Act 1993 requires that maximum general income from ordinary rates must not exceed the amount determined for the year by the Minister for Local Government under Section 506 of the Act. The Department of Local Government has advised that the rate peg for 2020 will be 2.7%.

Under Section 218CB of the Local Government Act, the Minister of Local Government may make a determination for the purpose of requiring a new council, in levying rates for land, to maintain the rate path last applied for the land by the relevant former council. This determination applies to the levying of rates by the new council for 3 rating years, immediately following the rating year for which the relevant proclamation makes provision for the levying of rates. The period ends with the rating year 2020.

The land values take into account the land revaluation first used in 2017, with a base date of 1/7/2016.

### Total SMRC Revenue by Category

Business	\$2,514,489	15%
Residential	\$8,572,365	53%
Farmland	\$5,183,282	32%
Mining	\$-	0%
<b>Total</b>	<b>\$16,270,136</b>	<b>100%</b>

### Total SMRC Revenue by Former Local Government Area

Bombala	\$2,496,829	15%
Cooma-Monaro	\$7,470,829	46%
Snowy River	\$6,302,478	39%
<b>Total</b>	<b>\$16,270,136</b>	<b>100%</b>

## 1. Categorisation of Land

Land valued as one assessment is rateable and must be categorised as Farmland, Residential, Mining or Business. The following is a brief explanation of these categories. For more detailed information please refer Sections 514 to 519 of the Local Government Act 1993.

### Residential

Land is categorised as residential if its dominant use is for residential accommodation (but not as a hotel, motel, guesthouse or nursing home);

- it is vacant land zoned for residential purposes
- it is rural residential land

### Business

Land is categorised as business if it cannot be categorised as farmland, residential or mining. The main land uses in the business category are commercial and industrial.

### Farmland

Land is categorised as farmland if its dominant use is for commercial farming, e.g. grazing, animal feedlots, dairying, pig farming, poultry farming, beekeeping, forestry, oyster or fish farming or growing crops for profit.

Rural residential land is not categorised as farmland.

### Mining

Land is categorised as mining if its dominant use is for mining coal or metals.

## 2. Payment of Rates

Annual Rates are due 31 August or alternatively Ratepayers may pay their rates in four (4) instalment payments, due:

- 31 August
- 30 November
- 28 February
- 31 May

Council is required to forward instalment notices one month in advance.

## 3. Interest on Overdue Rates and Annual Charges

Interest is chargeable on each instalment not paid by the due date. The applicable interest is set each year by the Minister for Local Government. For 2019/2020 the applicable interest rate is 7.5% per annum.

## 4. Ordinary Rates Bombala Region



### Yield

The estimated income from ordinary rates for 2020 will be \$2,496,829.

### General Principle

Council's aim is to maintain the percentage of income derived from each category, which will maintain the relativity between those categories.

All rateable assessments are categorised as follows:-

Category	Sub-Category	
Residential	Bombala	Applies to land categorised as Residential and is located within the Bombala town boundary
Residential	Delegate	Applies to land categorised as Residential and is located within the Delegate town boundary
Residential	Village	Applies to land categorised as Residential and is located within the Bibbenluke village boundary, the Cathcart village boundary or the Craigie village boundary
Residential	General	Applies to land categorised as Residential and is not located within the Bombala or Delegate town boundaries or within the Bibbenluke, Cathcart or Craigie village boundaries and is within the former Bombala Local Government Area boundary
Business	Bombala	Applies to land categorised as Business and is located within the Bombala town boundary
Business	Delegate	Applies to land categorised as Business and is located within the Delegate town boundary
Business	Other	Applies to land categorised as Business and is not located within the Bombala or Delegate town boundaries and is within the former Bombala Local Government Area boundary
Business	Bombala Golf Estate	Applies to land categorised as Business and is located at the Bombala Golf Estate
Business	Delegate Golf Estate	Applies to land categorised as Business and is located at the Delegate Golf Estate
Farmland		Applies to land categorised as Farmland and is located within the former Bombala Local Government Area boundary
Mining		Applies to land categorised as Mining and is located within the former Bombala Local Government Area boundary

Council will levy ordinary rates for 2020 as per the following Ordinary Rating Schedule. This table also provides a forecast of the Ordinary General Rates for 2020 and a comparison of rate yield for 2019 by category:

2020 Rates Estimates – General Rates			2020				2019	
Rate	Category	Sub Category	Minimum	Ad Valorem Rate in \$	Yield	%	Yield	%
Ordinary	Residential	Bombala	598.13	0.017441	\$440,713	17.65%	\$428,443	17.66%
Ordinary	Business	Bombala	598.13	0.023534	\$100,028	4.00%	\$96,222	3.97%
Ordinary	Residential	Village	439.67	0.017021	\$44,418	1.78%	\$42,958	1.77%
Ordinary	Residential	Delegate	439.67	0.003939	\$72,622	2.91%	\$69,542	2.93%
Ordinary	Residential	General	598.13	0.007953	\$192,055	7.69%	\$187,008	7.71%
Ordinary	Business	Delegate	454.80	0.013444	\$8,161	0.33%	\$7,947	0.33%
Ordinary	Business	Other	598.13	0.015129	\$53,921	2.16%	\$51,869	2.14%
Ordinary	Business	Bombala Golf Estate	598.13	0.007142	\$1,007	0.04%	\$981	0.04%
Ordinary	Business	Delegate Golf Estate	598.13	0.007151	\$758	0.03%	\$738	0.03%
Ordinary	Farmland		598.13	0.006857	\$1,583,146	63.41%	\$1,538,527	63.42%
Ordinary	Mining		598.13	0.007144	\$0	0	\$0	0
<b>Total Estimated Yield from General Rates</b>					<b>\$2,496,829</b>	<b>100%</b>	<b>\$2,425,834</b>	<b>100%</b>

## 5. Ordinary Rates Cooma-Monaro Region

### Yield

The estimated income from ordinary rates for 2020 will be \$7,470,829

### General Principle

The principle is applied to the rating structure by using a combination of a base amount component and an ad valorem (Land Value) component. This structure has allowed for the development of a service benefit model. This model attempts to identify the direct benefit each rating category and subcategory receives from the services Council provides. Having identified the benefits, the current rating income streams from each category and subcategory are then determined. The model then moves the rating income streams toward the actual benefits received.

The rating structure includes a base component and an ad valorem component (according to land value). The base amount percentages vary for each category and subcategory.

Ad valorem amounts are calculated by applying the ad valorem rates to the rateable value of properties as determined by the Valuer General.

The base amount is set at a level to achieve no more than 50% of ordinary rate revenue by category from this component. This limitation is required by legislation.

Through a combination of the ad valorem and base amount systems, categorisation,

pensioner rebates and postponed rates, Council achieves a rating structure that attempts to approximate the land owner's ability to pay.

All rateable assessments are categorised as follows:-

Category	Sub-Category	
Residential		Applies to land categorised as Residential and located outside the Cooma town boundary but within the Cooma-Monaro region
Residential	Cooma	Applies to land categorised as Residential and located within the Cooma town boundary
Business		Applies to land categorised as Business and located outside the Cooma town boundary but within the Cooma-Monaro region
Business	Cooma	Applies to land categorised as Business and is located within the Cooma town boundary
Farmland		Applies to land categorised as Farmland within the Cooma-Monaro region
Mining		Applies to land categorised as Mining or sub-categorised as Mining – metalliferous. Applies to all land where mining is conducted. (Currently there are no mining properties within the Cooma-Monaro region)
Mining	Metalliferous	Applies to land categorised as Mining or sub-categorised as Mining – metalliferous. Applies to all land where mining is conducted. (Currently there are no mining properties within the Cooma-Monaro region)

Council will levy ordinary rates for 2020 based on the following Ordinary Rating Schedule:

2020 Rates Estimates – General Rates			2020				2019	
Rate	Category	Sub Category	Base	Ad Valorem Rate in \$	Yield	%	Yield	%
Ordinary	Residential		\$ 228.00	\$0.0063989	\$ 1,445,605	19.35%	1,396,503	19.35%
Ordinary	Residential	Cooma	\$ 401.00	\$0.0068027	\$ 2,764,207	37%	2,670,315	37%
Ordinary	Business		\$ 228.00	\$0.0056619	\$ 48,560	0.65%	46,911	0.65%
Ordinary	Business	Cooma	\$ 426.00	\$0.0174999	\$ 1,195,333	16%	1,154,731	16%
Ordinary	Farmland	Ordinary	\$ 565.00	\$0.0037130	\$ 2,017,124	27%	1,948,608	27%
Ordinary	Mining		\$ 228.00	\$0.0056619				
Ordinary	Mining	Metaliferous	\$ 426.00	\$0.0174999				
<b>Total Estimated Yield from General Rates</b>					<b>\$ 7,470,829</b>	<b>100%</b>	<b>\$7,217,068</b>	<b>100%</b>

## 6. Ordinary Rates Snowy-River Region

### Yield

The estimated income from ordinary rates for 2020 will be \$6,302,478.

### General Principle

Rates within the Former Snowy River Shire Council area are allocated across the rating categories using a combination of the service level the category receives and the ability of the category to pay as required by the Office of Local Government (OLG). This provides a fair and equitable method in determining rate spread.

In doing so, Council adopts a user pays based system for determining the allocation of rates across the six categories and sub-categories. The Benefits each category obtains from each Council Program is calculated and Land values are then used to consider the ability of the category to pay in determining the final rate allocation. An adjustment is then applied to Business in recognition of the need for the Snowy Region to provide increased infrastructure as a result of peak winter tourism. This in turn has been spread as a decrease between other Categories.

All rateable assessments are categorised as follows:-

Category	Sub-Category
Residential	General
Residential	Rural
Business	General
Business	Electricity Generation
Farmland	
Mining	

Sub categorisation is made according to the following definitions;

### Rural Residential

Council proposes to continue to sub-categorise the Residential Category under Section 529 of the Local Government Act 1993.

The sub-category is named 'Residential - Rural' and applies in the following circumstances:

- The parcel of rateable land is not less than 2 hectares and not more than 40 hectares in area
- The parcel of rateable land has a dwelling
- The parcel of rateable land does not have a significant and substantial commercial purpose or character

### Business Electricity Generation

Council proposes to continue to sub-categorise the Business Category under Section 529 of the Local Government Act 1993.

The sub-category is named 'Business - Electricity Generation' and applies in the following circumstances:

- the parcel of rateable land that is used for the purposes of Business Electricity Generation
- the parcel of rateable land that is under the high water mark



Council will levy ordinary rates for 2020 based on the following Ordinary Rating Schedule:

2020 Rates Estimates – General Rates			2020				2019	
Rate	Category	Sub Category	Minimum	Ad Valorem Rate in \$	Yield	%	Yield	%
Ordinary	Residential	Ordinary	585.07	0.004700	\$3,064,583	48.62%	\$2,870,360	47.70%
Ordinary	Residential	Rural	585.07	0.007026	\$548,162	8.70%	\$529,453	8.80%
Ordinary	Business	Ordinary	585.07	0.011232	\$671,026	10.65%	\$658,914	10.95%
Ordinary	Business	Electricity Generation	585.07	0.009119	\$435,695	6.91%	\$424,240	7.05%
Ordinary	Farmland	Ordinary	585.07	0.005727	\$1,583,012	25.12%	\$1,534,455	25.50%
Ordinary	Mining	Ordinary	585.07	0.011232	\$0	0%	\$0	
<b>Total Estimated Yield from General Rates</b>					<b>\$6,302,478</b>	<b>100%</b>	<b>\$6,017,422</b>	<b>100%</b>

## 7. Short Names

In accordance with the provisions of Section 543 of the Local Government Act 1993, the short names for the 2020 rates and charges are as follows:

- Farmland
- Residential
- Rural Residential
- Business
- Business General Electricity
- Mining



## Annual Charges

Snowy Monaro Regional Council adopts a user pays principle in determining Rates, Charges and Fees.

This philosophy aims to have those users of Council's services and facilities pay an appropriate charge.

In accordance with Section 496, Section 501 and Section 502 of the Local Government Act, 1993 those charges which Council intends to levy for 2020 are as set out below.

### 1. Waste Management

#### Annual Yield

Item	Description	Estimated Annual Yield
1.1	Waste Management Charge	\$1,503,856
1.2	Domestic Waste Collection Service	\$1,992,846
1.3	Domestic Recycling Collection Service	\$835,106
1.4	Domestic Food and Garden Organic Collection Charge	\$131,852
1.5	Domestic Waste Vacant Land Charge	\$7,658
1.6	Bank of Bins	\$28,016

## Charges

Item	Description	Relevant Section of LG Act	2020	2019
1.1	Waste Management Charge	501	\$121.00	\$104.00
1.2	Domestic Waste Collection Service	496	\$251.00	\$246.00
	Domestic Waste Collection - Upsize to 240 Lt Bin from 120 Lt Bin	496	\$150.00	N/A
1.3	Domestic Recycling Collection Service	496	\$119.00	\$101.00
1.4	Domestic Food and Garden Organic Collection Charge (Cooma-Monaro Region ONLY)	496	\$55.00	\$46.00
1.5	Domestic Waste Vacant Land Charge	496	\$20.00	\$15.00
1.6	Change over Domestic Bin Charge (per event)	496	\$35.00	
1.7	Bank of Bins	501, 502	\$242.00	\$220.00
1.8	Wheel Out/Wheel In Service	496	\$888.00	
1.9	Commercial Waste Management			
	Adaminaby/ Bredbo/Bombala/Delegate/ Nimmitabel/Michelago Areas (If Kerbside Collection Services are provided)	502, 540		
	240L Bin		\$449.00	\$436.50
	360L Bin		\$668.00	\$650.00
	All other areas	502, 540	<i>Per fees &amp; charges</i>	
1.10	Commercial Recycling Management	502, 540		
	Adaminaby/ Bredbo/Bombala/Delegate/ Nimmitabel/Michelago Areas (If Kerbside Collection Services are provided)	502, 540	\$197.00	\$191.00
	All other areas	502, 540	<i>Per fees &amp; charges</i>	
1.11	Commercial Food and Garden Organic Management	502, 540		
	Cooma-Monaro Region		\$140.00	\$110.00
	All other areas		N/A	N/A

### **1.1. Waste Management Charge (Section 501 of the Act)**

- 1.1.1. This is an annual charge levied on all rateable assessments
- 1.1.2. For properties rated as Farmland, or vacant Residential land that is rated as residential and not located in a town or village, exemptions to the charge may apply for assessments which do not have a habitable building; and are not being levied an Onsite Sewerage Management Charge. An exemption will not apply to Vacant Farmland, or Vacant Residential Properties that are not located in a town or village, if the owner of the property does not pay multiple Waste Management Charges for properties not located in a town or village and are within the same rating category.
- 1.1.3. This charge is billed on the annual rates and charges notice and is able to be paid by quarterly instalments.

### **1.2. Domestic Waste Service Charges (Section 496 of the Act)**

- 1.2.1. This charge will apply to rateable assessments within the Kerbside Collection Area (as defined within the SMRC Domestic Kerbside Collection Policy) where the domestic kerbside waste service is available and a service is provided. Residents can apply to have multiple services per domestic property as set out in the Snowy Monaro Regional Council Domestic Kerbside Collection Policy. The charge will also apply to rateable assessments outside of the Kerbside Collection Area where an application to receive the service has been submitted and approved.
- 1.2.2. The annual domestic waste collection service charge is per domestic premises serviced weekly.
- 1.2.3. Multiple service charges will be applicable to assessments with more than one domestic premises.
- 1.2.4. Multiple service charges will be applicable to assessments which request an additional domestic services

- 1.2.5. An additional service charge will apply to assessments where a request has been made to upgrade the bin size from 120 Lt to 240 Lt. This additional fee will not apply to residents in the former Snowy River Council area until such time that a Council resolution is made to adjust the standard waste collection service from 240 Lt bins to 120 Lt bins.
- 1.2.6. This charge is billed on the annual rates and charges notice and is able to be paid by quarterly instalments.

### **1.3. Domestic Recycling Collection Charge (Section 496 of the Act)**

- 1.3.1 This charge will apply to rateable assessments within the Kerbside Collection Area (as defined within the SMRC Domestic Kerbside Collection Policy) where the domestic kerbside waste service is available and a service is provided. Residents can apply to have multiple services per domestic property as set out in the Snowy Monaro Regional Council Domestic Kerbside Collection Policy. The charge will also apply to rateable assessments outside of the Kerbside Collection Area where an application to receive the service has been submitted and approved.
- 1.3.2 The annual domestic recycling collection service is per domestic premises serviced fortnightly.
- 1.3.3 Multiple service charges will be applicable to assessments with more than one domestic premises.
- 1.3.4 Multiple service charges will be applicable to assessments which request additional domestic services
- 1.3.5 This charge is billed on the annual rates and charges notice and is able to be paid by quarterly instalments.

#### **1.4. Domestic Food and Garden Organic Collection Charge (Section 496 of the Act)**

- 1.4.1. This charge will apply to rateable assessments where the domestic kerbside Food and Garden Organic Collection service is available and a service is provided. Residents can apply to have multiple services per domestic property as set out in the Snowy Monaro Regional Council Domestic Kerbside Collection Policy.
- 1.4.2. The annual domestic kerbside Food and Garden Organic Collection service is per domestic premises serviced fortnightly.
- 1.4.3. Multiple service charges will be applicable to assessments with more than one domestic premises. The charge is available to multi-unit dwelling houses and strata units on an opt in basis, at the same rate per unit as for single dwelling houses.
- 1.4.4. This charge is billed on the annual rates and charges notice and is able to be paid by quarterly instalments

#### **1.5. Domestic Waste Vacant Land Charge (Section 496 of the Act)**

- 1.5.1. This charge will apply to vacant rateable assessments where the Domestic Waste Collection service is available but no service is provided.
- 1.5.2. The annual Domestic Waste Vacant Land Charge is per assessment, where no service is provided.
- 1.5.3. This charge is billed on the annual rates and charges notice and is able to be paid by quarterly instalments.

#### **1.6. Change Over Domestic Bin Charge (per event) (Section 496 of the Act)**

- 1.6.1. This charge will apply to residents who have applied to alter the size of their Waste, Recycling or FoGo bin as issued by Council.
- 1.6.2. This charge will only apply when a resident makes an application to Council to vary the size of their respective bin. It will not apply when Council undertakes a program which involves a change to the size of the bin provided to a property.
- 1.6.3. This charge will be applied to the resident at the time an application is made. This is not an annual charge and must be paid in full before the bin will be changed over.

#### **1.7. Bank of Bins Charge (Section 501 & 502 of the Act)**

- 1.7.1. This charge will apply to residents who have elected to participate in this service where available.
- 1.7.2. Bank of Bins is provided to collect domestic household waste and recycling collection only.
- 1.7.3. Approval for this service will be determined upon application.
- 1.7.4. This charge is billed on the annual rates and charges notice and is able to be paid by quarterly instalments.

#### **1.8. Wheel Out/Wheel in Service (Section 496 of the Act)**

- 1.8.1. This charge will apply to residents who have elected to participate in this service where available.
- 1.8.2. Approval for this service will be determined upon application
- 1.8.3. This charge is billed on the annual rates and charges notice and is able to be paid by quarterly instalments.

1.8.4. Exemptions to the Wheel Out / Wheel In Service charge is available to eligible residents upon application as per the requirements provided in the application form 250.2016.24.2 which is available on the Council website. (Conditions apply).

#### 1.9. Commercial Waste Collection Charges (Section 502 & 540 of the Act)

Commercial Waste Management Charges are in the process of being harmonised across the Council. Charges are only applied to areas where the program is provided and variations in fees exist accordingly

1.9.1. This charge will apply to the users of the Commercial Waste Service.

1.9.2. The Commercial Waste Management Charge is based on:

**Adaminaby/Bredbo/Bombala/Delegate/Nimmitabel/Michelago Areas:** Annual charge per 240L or 360L bin serviced weekly. Billed on the annual rates and charges notice and able to be paid by quarterly instalments.

SMRC is considering changes to current commercial collection arrangements in some rural townships and as a result this service may be available in additional areas if the current commercial arrangements are withdrawn.

**Cooma:** Volume of waste collected, charged quarterly to property owner.

**Former Snowy River Area:** Number of collections, charged monthly to business owner.

#### 1.10. Commercial Recycling Collection Charge (Section 502 & 540 of the Act)

1.10.1. This charge will apply to the users of the Commercial Recycling Service.

1.10.2. The Commercial Recycling Charge is based on:

**Adaminaby/Bredbo/Bombala/Delegate/Nimmitabel/Michelago Areas:** Annual charge per bin serviced, 360L bin serviced fortnightly. Billed on the annual rates and charges notice and able to be paid by quarterly instalments.

SMRC is considering changes to current commercial collection arrangements in some rural townships and as a result this service may be available in additional areas if the current commercial arrangements are withdrawn.

**Cooma:** Volume of waste collected, charged quarterly to property owner.

**Former Snowy River Area:** Number of collections, charged monthly to business owner.

#### 1.11. Commercial Food and Garden Organic Collection Charge (Section 502 & 540 of the Act)

1.11.1. This charge will apply to the user of the Commercial Food and Garden Organic Collection Service.

1.11.2. The Commercial Food and Garden Organic Collection charge is based on:

**Bombala/Delegate/Nimmitabel/Bredbo/Michelago Areas:** Not available

**Cooma:** Annual charge per 240 Lt bin serviced fortnightly. Billed on the annual rates and charges notice and able to be paid by quarterly instalments.

**Former Snowy River Area:** Available in some locations through negotiation with Council.

## Reference Notes

For clarification of meanings see NSW Consolidated Acts – LGA 1993 Dictionary

See Resource and Waste Management Policy and Procedures for further information in relation to meanings and charges.

The Short names for the Domestic Waste Service Charges are:

- Domestic Waste Collection Charge
- Domestic Recycling Collection Charge
- Domestic Food and Garden Organic (FoGo) Collection Charge
- Domestic Waste Vacant Land Charge

The Short names for Waste Management Charges are:

- Waste Management Charge
- Bank of Bins

Domestic Premises includes, but is not limited to, the following premises types which are used, or capable of being used for domestic residential purposes, in so far as the waste generated is only domestic waste and is of a kind and quantity ordinarily generated on a domestic premises:

- House
- Flat
- Strata Unit
- Granny Flat
- Attached unit
- Detached unit
- Apartment
- Villa
- Dual Occupancy
- Multi-Unit Dwellings

Where a premises is used, or capable of being used for domestic residential purposes, and generates waste not of a kind or quantity ordinarily generated on a domestic premises, Council reserves the right to apply an additional charge under s501 or s502 of the Act for waste that is in addition to that of a kind and quantity ordinarily generated on a domestic premises.

## 2. Stormwater Management Charge

In accordance with Section 496A of the Local Government Act, 1993 Council levy an annual Stormwater Management Charge of \$20 per annum for each parcel of rateable (occupied) land for which the service is available within the former Bombala Council area.

Council do not currently levy an annual Stormwater Management Charge in either the Cooma-Monaro or Snowy River regions.

A new Development Service Plan (DSP) for Water, Sewer and Stormwater is being developed for Council to be effective from 1 July 2019. Until all SMRC are levied a Stormwater Management Charge, stormwater issues in the former Cooma-Monaro or Snowy River regions will be addressed in conjunction with roads works (capital and maintenance).

## 3. For Water Supply, Sewer Services and Liquid Trade Waste, please see Snowy Monaro Regional Council's Schedule of Fees and Charges.

## 4. Onsite Sewage Management System

### Yield

The estimated income from the Onsite Sewage Management System charge for 2020 will be \$107,000.

Properties that have an Onsite Sewage System Management (OSSM) (e.g. septic tank, aerobic and worm systems) pay an annual renewal fee. This fee will be listed on your annual rates notice as a single bill.

It should be noted that the program is still being subsidised from the general rate, on the basis of it being recognised that some benefits of the program accrue to the wider community.

### Operating Approval/Renewal Charge (Section 501 and 107A of the Act)

This operating approval/renewal charge will apply to all onsite sewage management systems in the Snowy Monaro Region. This charge is billed on the annual rates notice and is able to be paid by quarterly instalments.

Annual Charge	2020	2019
OSSM	\$25.00	\$25.00

The fee outlined above does not cover the initial approval to install or operate a sewage management system, transfer of approval to operate – when a new owner takes over a system, re-inspection fees required if a system requires review, consulting fees or administration fees applicable to any notice that may have been issued.

The short name for the Onsite Sewage Management System Charge that allows onsite disposal of effluent is: OSSM.

## 5. Annual Charges on Rails Pipes etc.

In accordance with the provisions of Section 611 of the Local Government Act 1993 Council may make an Annual Charge for any rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

The annual charge for 2020 shall be:

1. Under a public place \$742 per kilometer
2. On or over a public place \$154 per pole or structure.

## 6. Pensioner Concessions

### (Local Government Act 1993 Section 582)

Pensioner Concessions are available, the calculation and application of the reduction is in accord with Section 575 of the Local Government Act.

Pensioners who hold a Pensioner Concession Card or who otherwise qualify, are eligible to have their rates on their sole or principal place of residence reduced by the following rebates:

	Concession	Maximum Rebate per Annum
Ordinary rates and domestic waste management charge	50%	\$250.00
Water Charges	50%	\$87.50
Sewerage Charges	50%	\$87.50

# Borrowings

## 1. Loan Borrowings

Statement of Amounts of any Proposed Borrowings for 2020 (Section 621-624, Local Government Act 1993 & Clause 230 Local Government (General) Regulations 2005).

### Credit Cards

Council also uses credit cards for the purchase of supplies by approved staff with individual card limits of between \$1,000 and \$15,000, with a total maximum limit of \$87,000. At present Council has 23 credit cards.

### Loan Borrowing Policy

Any new borrowings must be in accordance with the Clause 230 Local Government (General) Regulations 2005 and under Section 624 of the Local Government Act 1993, which imposes restrictions on borrowings by Councils.

Any new external loan borrowings must have regard to:

- Self-funding ability
- Interest Rates
- Alternative finance options
- Statutory loan borrowing limits

- Asset management principles
- Net debt service cost
- Long term debt reductions

The Council may borrow and re-borrow from time to time by way of overdraft from a bank. At present Council has a maximum overdraft of \$300,000 from the Westpac Bank.

Repayment of any money borrowed by way of external loan and payment of interest on that borrowed, shall be secured by the granting to the lender of a charge on the income of the Council.

## Fees and Charges

Council levies fees in accordance with Section 608 of the Local Government Act 1993.

Council may charge a fee for any service it provides. The purpose of raising these fees is to recover, or assist the Council in recovering the cost of providing these services.

### 1. Pricing Policy

Fees are substantially based on the user pay principle however, there is recognition of people's ability to pay, where Community Service Obligations (CSO) are identified. These services with CSOs are cross subsidised for the common good of the community.

When setting the Fees and Charges the

following was taken into consideration, as per Section 610D of the Local Government Act;

- The cost to the Council of providing the service
- the price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Department,
- The importance of the service to the community
- Any factors specified in the regulations.

## 2. Schedule of Fees and Charges

All fees and charges for 2020 are set out in the accompanying Schedule of Fees and Charges and relate to the period 1 July 2019 to 30 June 2020.

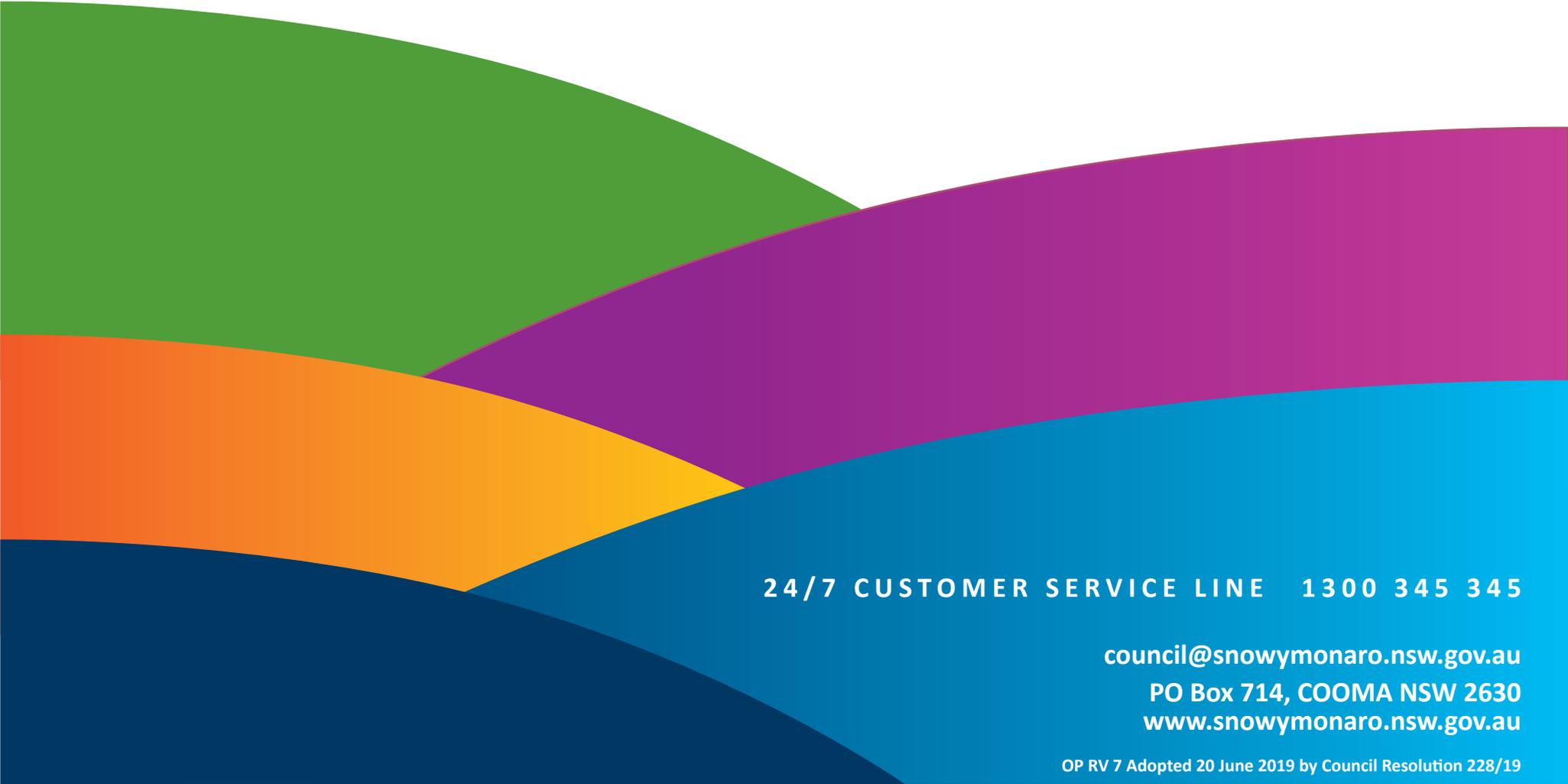
The Schedule of Fees and Charges should be read in conjunction with the Revenue Policy.

The General Manager has delegated authority to vary the non-legislated fees upon request.

### 3. GST

GST is charged in accordance with the most up to date information from the Australian Taxation Office. Should these regulations change, Council reserves the right to amend these fees accordingly without notice.





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OP RV 7 Adopted 20 June 2019 by Council Resolution 228/19