



SNOWY MONARO
REGIONAL COUNCIL

ATTACHMENTS TO REPORTS

(Under Separate Cover)

Ordinary Council Meeting

20 August 2020

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SNOWY MONARO
REGIONAL COUNCIL

Minutes

Community Services Advisory Committee Meeting

3 June 2020

**COMMUNITY SERVICES ADVISORY COMMITTEE MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630 AND ZOOM
ON WEDNESDAY 3 JUNE 2020**

MINUTES

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**MINUTES OF THE COMMUNITY SERVICES ADVISORY COMMITTEE MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630 AND ZOOM**

ON WEDNESDAY, 3 JUNE 2020

COMMENCING AT 4.30PM

PRESENT: Kevin Dunne, Community Representative
Angie Ingram, Community Representative
Joanne Jeanes, Community Representative
Councillor John Castellari, SMRC (*Chair*)
Bianca Padbury, Manager, Community Services, SMRC
Jeff Morgan, Chief Operating Officer, SMRC
Sandra McEwan, Executive Assistant (Strategy), SMRC (*Secretariat*)

APOLOGIES: Daphne Bourne, Community Representative
Nick Elliott, Community Representative
Maria Linkenbach, Community Representative

GUESTS: Victoria Oakden, Nurse Advisor
Marcela Escosteguy, A/g Coordinator Quality Assurance and Education, SMRC
Shontelle White, A/g Clinical Support Lead, SMRC
Councillor Rogan Corbett, SMRC
Councillor James Ewart, SMRC
Councillor Anne Maslin, SMRC
Gail Eastaway, Editor Monaro Post

1. OPENING OF THE MEETING

The Chair opened the meeting at 4.30PM, welcomed everyone and proceeded with the Acknowledgement to Country.

Council wishes to show our respect to the First Custodians of this land the Ngarigo, Walgalu, Ngunnawal and Bidjahal people and their Ancestors past and present.

2. APOLOGIES

An apology for the meeting was received from Ms Bourne, Mr Elliott and Ms Linkenbach.

3. RE-ACCREDITATION OF YALLAMBEE LODGE

3.1 INTRODUCTION FROM MR MORGAN, CHIEF OPERATING OFFICER

Mr Morgan introduced himself as the Chief Operating Officer, new to the role at Snowy Monaro Regional Council. He said he was looking forward to working with Aged Care. He then introduced Ms Oakden (Nurse Advisor) who has been assisting Yallambee Lodge during the Re-Accreditation process.

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3.2 PRESENTATION OF RE-ACCREDITATION AND PERFORMANCE REPORT

Ms Oaken introduced herself, outlining her qualifications as a Registered Nurse, independent Nurse Consultant, Aged Care Quality Assessor for the last 11 years, and Manager of Aged Care Services in ACT and WA. She added that she had no agenda or allegiance to either party, and strongly advocated her independence as a professional.

Ms Oakden spoke to the Re-Accreditation and Performance Report of Yallambee Lodge.

A summary of Ms Oakden's presentation is attached.

Clr Castellari thanked Ms Oakden for the presentation.

3.3 QUESTIONS AND GENERAL DISCUSSION

Mr Dunne:

Expressed concern over staff morale and staff confidence in management.

Mr Morgan:

Agreed that staff morale is low. Individual meetings with staff have commenced. Comments have been received about management, some going back many years, not only recently. There is also area for improvement in staff behaviours.

Staff restructure is happening now – staff have been waiting a long time for this. Opportunity to convert from casual to permanent part-time. This will give staff some certainty and a clear path. Consultative process with the staff, expecting that process will improve the workplace. Team building exercises are also required.

Ms Padbury:

A document issued by the Royal Commission in January 2020 contained dialogue surrounding culture change. The new Standards are highly Commission driven. Consumers now have choice and control of how their services are delivered. 30% of residents have been in the facilities for 10 years or more – the recent period of change has been immense. The journey of change will also take some time for the staff.

Mr Dunne:

It has been 18 months since there has been a permanent Manager. There is a need to have a Manager at Yallambee Lodge with Registered Nursing skills. Nurses all work part-time, and don't have the responsibility.

Ms Jeanes:

Following on from Mr Dunn's comments. Is team interaction part of the 8 Standards?

Ms Oakden:

There are parameters throughout all Standards and Requirements. Standards 1-4 – consumer focussed, Standards 5-8 – system focussed. Consumer driven now and it is clear there is dissatisfaction with the staff. Not enough staff resources, the staff need training in dignity and respect. Unusual that staff are critical of their own colleagues. Staff attitude and culture – there is a need for cultural change. Attempts to improve staff culture will be a big one to solve.

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Ms Jeanes:

Is there a plan to address the issue of staff culture?

Mr Morgan:

There is a plan for continuous improvement and actions. We are focussed on the staff restructure, as we want to deliver a workplace that staff enjoy and provide employment opportunities. This is fundamental to the service delivered. However, we will need to articulate 'certain expectations' of our employees as some behaviours must change. There is certainly a big role for management to support staff in achieving change.

Ms Angie Ingram made the following comments:

- Workplace culture and workplace change is difficult and takes a long time. Respect is important. With residents now having 'choice and control', staff need to be respectful of our elders or people with complex needs. This is a major issue at Yallambee Lodge.
- Systems perspective – Council is working on managing and improving the systems. System change may not be seen for some time. Council is on the right track. Good leadership and clear communication to both the staff and consumers, will take a bit of marketing strategy to deal with it over a period of time. Feedback received within the last month indicates that staff don't know where to complain. The culture does not allow management to 'open the door'. Solution involves working together as a team with management on the same page.
- Reflection from quality perspective - This is a good basis for the Council to move forward to improve the service.
- Registered Nurse perspective - How you use a person in a particular role, with consideration to quality of care. Someone needs to be in control of the service delivery.

Will give feedback to the staff, encouraging them to go through the 'open door'.

Clr Maslin:

- I listen to complaints from families and residents. Clearly there are issues that need to be addressed. How soon will families be communicated with, to put minds at rest and so that they know they are being heard?
- Comment on terminology - residents don't like to be referred to as 'consumers', they prefer residents. They like to feel that they are not part of a business, but at a home receiving a service.

Ms Oakden:

Consumer is the word in the new Standards. Some providers have changed over to the term consumer. There has been a backlash from staff, residents, and families. Providers can make the decision to change from consumers back to residents. Suggest that an additional line be added to relevant forms offering a choice, for example, I would like to be referred to as a resident or consumer.

Mr Morgan:

My preference would not to be referred to as a business, but rather a community service. Feedback regarding news of the accreditation will be communicated to everyone, including residents, families and Councillors. More detailed information will also be sent out to families, clarifying and explaining the technical language, as some of the text in the report is confronting.

Ms Padbury:

Being referred to as a consumer has not been well received. We adopted our language to conform with the Standards.

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- Changing our method of communication:
 - Text messaging system – a new system has been introduced to message families as required.
 - Group emails set up for both Yallambee Lodge and Snowy River Hostel.
 - With restrictions due to Covid-19, there have been fewer meetings - utilising Zoom as necessary.
 - Resident/Relative newsletters are being sent out monthly.

Clr Corbett:

Also agree that there are a lot of problems with the morale. I believe having a Manager at Yallambee Lodge full time will make a big difference to the facility and the community.

Clr Castellari:

Issues related to staff shortages?

Ms Oakden:

The Performance Report identified staff shortages. The staff are definitely pushed for time and this is reflected in resident feedback as well. Care being provided is not being adequately documented.

Ms Padbury:

The layout of Yallambee Lodge adds to the perception that staffing is inadequate, with 5 houses. There is much greater visibility with an open area. We have a challenge because of the separate houses.

We have a number of empty beds due to challenges with staffing resources. Beds will not be filled at this stage, as it would create a risk for staff.

Ms Ingram:

It has been good to have the opportunity to hear from Council staff. I understand what is happening is a culture shift. No-one likes the name consumer. Pleased how Yallambee Lodge has managed this bureaucracy word. Thank you for the opportunity to hear the findings of the Performance Report.

There being no further business the Chair declared the meeting closed at 5.40pm

CHAIRPERSON

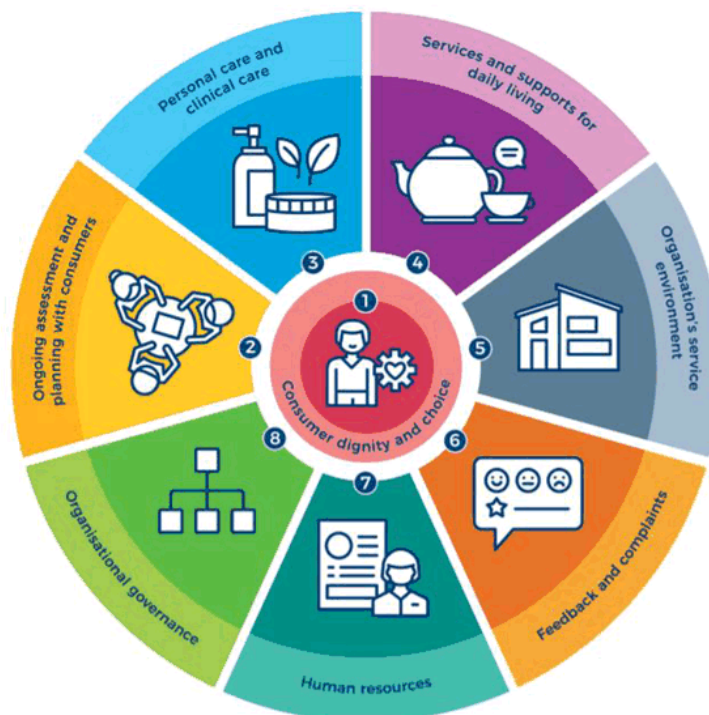
The above minutes of the Community Services Advisory Committee Meeting of Snowy Monaro Regional Council held on 3 June 2020 were confirmed by Committee at a duly convened meeting on 6 July 2020 at which meeting the signature hereon was subscribed.

YALLAMBEE LODGE PERFORMANCE REPORT - SUMMARY

Background

Every aged care service that receives Australian Commonwealth Government funding must meet the Aged Care Quality Standards (the Standards), which are monitored by the Aged Care Quality and Safety Commission (the Commission).

The 42 requirements sit under eight new Standards, which include:



Accreditation periods range from six months to three years, depending on the number of standards met, risk levels and improvements required. The new standards have increased emphasis on resident feedback, dignity and choice.

Accreditation process

Yallambee Lodge (Yallambee) received an unannounced accreditation visit by two assessors 10, 11 and 12 March 2020. This considered Yallambee's compliance with the new Standards by assessing the quality of care and services provided throughout the service.

Yallambee then received a performance report that included an assessment of the service against the new Standards so that Yallambee could then understand the reasons, evidence and facts that the decision-maker would rely on to make a finding regarding compliance. SMRC responded to the report and provided additional information in support of the performance of the home.

The final report and the decision was published on the Commission's website on 28 May 2020. The Commission has found that Yallambee complies with 31 of the 42 requirements and must make improvements in 11 requirements across seven of the Standards.

Summary of findings and risk level

Feedback from residents, families and staff identified some issues as well as a review of resident and provider documentation.

The main issues related to:

- Lack of care staff respect for privacy and resident dignity
- Waiting times to receive care / call bell response times
- Staffing levels impacting on waiting times and call bell response times
- Staff attitudes toward residents and in general
- Documentation – specifically review of care and follow up of issues
- Clinical issues – medication, care and service plan reviews, resident assessments particularly those related to falls risks, behaviour assessments and use of incorrect pain assessment tools

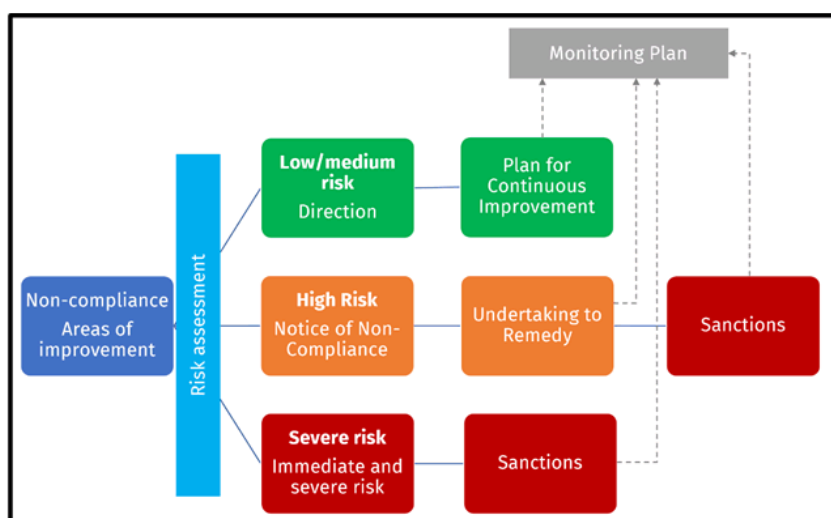
It is important to note that the findings did not adversely impact on resident safety.

Yallambee was unable to provide information related to call bell response times due to an antiquated call bell system that does not produce reports of this nature. A new call bell system was being installed during the accreditation visit but had not been fully installed so analytics were unavailable at that time.

Some care and service plans had not been updated as regularly as they should have been and some assessments had not been revisited despite a change in a resident's health status. Some out-of-range vital observations had not been reported to the GP. Many of the examples reported involved one or two residents rather than all residents.

Staff identified issues relating to their workload, which impacts on the care they provide. Some staff also identified the need for staff to complete training in respecting privacy, and resident dignity.

Yallambee's risk level was assessed by the Commission, which determines the action that must be taken. This is calculated based on the not-met findings, their severity and impact on residents. The diagram below shows the different risk levels and actions that may be taken.



Yallambee Lodge was assessed as low risk and was directed to provide a Plan for Continuous Improvement (PCI) to clearly detail the improvements that will be made, how they will be made and in what timeframe.

Management immediately provided an updated PCI to the Commission for consideration.

Current status

Yallambee staff and management continue to work through the improvements as per the PCI, which include:

- Review of all resident assessments and care and service plans
- Introduction of a new resident care information system
- Final installation of the new call bell system
- Training for staff
- Performance management of non-performing staff
- Implementation of the staffing restructure to enable the home-care model

It is anticipated that some of the not-met findings should be overturned to a 'met' status relatively quickly thanks to the improvements in progress including the call bell system and resident care information system. Some requirements will take longer as they centre around staff attitudes and resident feedback. The assessors identified that some of the issues had reached back many years despite improvements.

It is clear that significant improvements have been made by management (SMRC) since the serious risk finding in November 2018. Had these improvements not been made by a dedicated management team, Yallambee would be facing a much higher risk level following this most recent accreditation.

Some staff and residents are unhappy with the changes at the home and have said that it is not like it used to be – this is acknowledged. Aged care is a changing landscape, supporting older people with increasing acuity and frailty, hence the model of care must change in response to that.

Staffing considerations

The assessors heard from residents and staff that the staffing issues impacted the way they did their work. This was also highlighted in the November 2018 report but despite the staffing profile having improved significantly since the previous report, feedback from residents and staff continues to perceive this as an issue.

Some recent research by the Australian Health Services Research Instituted (AHSRI) at the University of Wollongong estimated that almost 60% of aged care residents are living in aged care facilities with "unacceptable" staffing levels. On review, Yallambee is actually much better staffed than some other facilities. Five care services employees plus a qualified nurse work each morning shift to assist 32 residents. Many homes have two care services employees per wing of 30 residents, with one qualified nurse responsible for over 100 residents. Further to this, since 1 July 2019 'personnel number/sufficiency' has been the second highest complaint received nationwide as evidenced in the Commission's Sector Performance report that is published quarterly.

The report and response also identified cultural issues at the home from both a cross-cultural / cultural diversity (racism) perspective and from a general workplace culture perspective. This does not appear new; it is not the result of the accreditation process and is best considered outside of this report.

Detail of the published report

Yallambee Lodge management has requested some changes to the published report as some resident comments have been left in the report that have been taken out of context and misrepresent the facts. These comments infer that care staff did not attend when they should have and are incorrect. The report on the Commission's website may be altered shortly to reflect the correct context.

Other accreditation findings

Review of the Commission's March 2020 report confirms that Yallambee Lodge is in good company. Of the 147 site audits (for reaccreditation) completed across Australia January – March 2020, 41% had "not-met" findings against the requirements of the new Standards.

In NSW 51 site audits were completed January – March 2020 with 44 decisions having been made by 31 March 2020. Of these 44 decisions, 29 (65.9%) services did not meet the requirements of the new Standards.

NSW findings appear to report a significantly higher rate of "not-met" findings; no information has been published to explain this. Whilst the national "not-met" finding is 41%, in NSW it is 66%. It could be argued that homes are worse in NSW – it could equally be argued that a more critical approach is taken in NSW.

Eighteen of the 44 homes have been accredited for up to one year, nine for two years and 17 for three years.

Summary

- Yallambee Lodge meets 31 of the 42 Aged Care Standard requirements
- No finding impacted on resident safety
- A plan for continuous improvement has been submitted to the Commission
- Management is committed to implementing the required improvements
- Yallambee Lodge is accredited until June 2021



Minutes

(Draft)

Community Services Advisory Committee Meeting

6 July 2020

**COMMUNITY SERVICES ADVISORY COMMITTEE MEETING
 HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630
 ON MONDAY 6 JULY 2020**

MINUTES

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**MINUTES OF THE COMMUNITY SERVICES ADVISORY COMMITTEE MEETING
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON MONDAY, 6 JULY 2020
COMMENCING AT 9.51AM**

PRESENT: Kevin Dunne, Community Representative
Nick Elliott, Community Representative
Angie Ingram, Community Representative (*from 10.02am*) (*Chair*)
Joanne Jeanes, Community Representative
Maria Linkenbagh, Community Representative
Bianca Padbury, Manager Community Services, SMRC
Shontelle White, A/g Clinical Support Lead, SMRC
Marcela Escosteguy, A/g Coordinator Quality Assurance and Education, SMRC
Tabitha Williams, Coordinator Community Support Services, SMRC
Sandra McEwan, Executive Assistant (Strategy), SMRC (*Secretariat*)

APOLOGIES: Jeff Morgan, Chief Operating Officer, SMRC
Councillor John Castellari, SMRC
Daphne Bourne, Community Representative
Caroline Lucas, Registered Nurse and A/g Manager Snowy River Hostel, SMRC

1. OPENING OF THE MEETING

Ms Padbury, A/g Chair opened the meeting at 9.51AM.

2. APOLOGIES

An apology for the meeting was received from Mr Morgan, Mr Castellari, Ms Bourne and Ms Lucas.

3. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

Nil.

4. ADOPTION OF MINUTES OF PREVIOUS MEETING

4.1 COMMUNITY SERVICES ADVISORY COMMITTEE MEETING 16 MARCH 2020

COMMITTEE RECOMMENDATION

CSAC3/20

THAT the minutes of the Community Services Advisory Committee Meeting held on 16 March 2020 are confirmed as a true and accurate record of proceedings.

Moved Mr Elliott

Seconded Mr Dunne

CARRIED

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4.2 COMMUNITY SERVICES ADVISORY COMMITTEE 3 JUNE 2020

COMMITTEE RECOMMENDATION		CSAC4/20
THAT the minutes of the Community Services Advisory Committee Meeting held on 3 June 2020 are confirmed as a true and accurate record of proceedings.		
Moved Ms Jeanes	Seconded Mr Dunne	CARRIED

5. BUSINESS ARISING

Nil.

6. ACTION SHEET

6.1 COMMUNITY SERVICES ADVISORY COMMITTEE ACTION SHEET AS AT 30 JUNE 2020

Record No:

Responsible Officer: Manager Community Services
Author: Executive Assistant (Strategy)
Attachments: 1. CSAC Action Sheet as at 30 June 2020

EXECUTIVE SUMMARY

The Community Services Advisory Committee Action Sheet as at 30 June 2020 is attached for information.

Ms Padbury gave an update on 9.5 Jindabyne Aged Care Steering Committee (JACSC):

- No recent meetings held.
- Still pursuing land in Jindabyne.
- Will ensure that Aged Care is captured in the Special Activation Project (SAP).
- The re-accreditation of Yallambee Lodge will put Council in a strong position for the next ACAR. Council is committed to Aged Care in the region as a whole, including Jindabyne.

COMMITTEE RECOMMENDATION		CSAC5/20
That the Community Services Advisory Committee receive and note the information in the Action Sheet as at 30 June 2020.		
Moved Ms Linkenbach	Seconded Ms Jeanes	CARRIED

Ms Ingram arrived at the meeting at 10.02am during discussion on the Action Sheet. She took over as Chair at 10.16am.

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7. RESIDENTIAL AGED CARE UPDATE

7.1 YALLAMBEE LODGE AND SNOWY RIVER HOSTEL AS AT 30 JUNE 2020

Record No:

Responsible Officer: Manager Community Services

Author: Executive Assistant (Strategy)

Attachments: Nil

EXECUTIVE SUMMARY

The report on Yallambee Lodge and Snowy River Hostel as at 30 June 2020 is presented for information.

Behavioural issues:

- Behavioural Therapists/Specialists and Dementia Consultants are brought in as required. A Nurse Advisor is also available for additional support.
- There is a gap between Dementia (not funded) and other diagnoses e.g. Palliative. The current funding model is highly criticised.
- Ms Ingram requested to know if there was a need to lobby for more funding and services. Ms Padbury advised that we are waiting to see what happens with the Royal Commission. Our peak body will come to us requesting data and examples – information that they will use to lobby the Government for additional funding.

Reportable Assault:

- One reportable assault occurred in 2019 (between two residents), the allegation is still under investigation. The Police were called and due process was followed.

COMMITTEE RECOMMENDATION

CSAC6/20

That the Community Services Advisory Committee receive and note the report on Yallambee Lodge and Snowy River Hostel as at 30 June 2020.

Moved Ms Jeanes

Seconded Mr Elliott

CARRIED

8. REPORTS

8.1 RESIDENTIAL AGED CARE QUALITY ASSURANCE AS AT 30 JUNE 2020

Record No:

Responsible Officer: Manager Community Services

Author: Executive Assistant (Strategy)

Attachments: Nil

EXECUTIVE SUMMARY

The report on Residential Aged Care Quality Assurance as at 30 June 2020 is presented for information.

Unexpected weight loss:

- Reported each month. GPs oversee this process.

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COMMITTEE RECOMMENDATION

CSAC7/20

That the Community Services Advisory Committee receive and note the report on Residential Aged Care Quality Assurance as at 30 June 2020.

Moved Ms Linkenbagh

Seconded Mr Elliott

CARRIED

8.2 STAFF EDUCATION AS AT 30 JUNE 2020

Record No:

Responsible Officer: Manager Community Services

Author: Executive Assistant (Strategy)

Attachments: Nil

EXECUTIVE SUMMARY

The report on Staff Education as at 30 June 2020 is presented for information.

- Altura Learning utilised. Compulsory training for all staff and additional relevant training as required. When the staff structure has been confirmed, cultural training will be provided to ensure the team is working well together.
- Issues with staff to staff – cultural awareness and expectations will be addressed against a Diversity Matrix.
- PPE – national stockpile currently has adequate stock available.

COMMITTEE RECOMMENDATION

CSAC8/20

That the Community Services Advisory Committee receive and note the report on Staff Education as at 30 June 2020.

Moved Ms Linkenbagh

Seconded Mr Elliott

CARRIED

8.3 COMMUNITY SUPPORT SERVICES UPDATE AS AT 30 JUNE 2020

Record No:

Responsible Officer: Manager Community Services

Author: Executive Assistant (Strategy)

Attachments: Nil

EXECUTIVE SUMMARY

The report on Community Support Services as at 30 June 2020 is presented for information.

CHSP:

- Small number of care recipients is due to the limited amount of funding in this space.
- Werri-Nina activities have included cabinet creative packs and yarn bombing to decorate the trees. The number of participants are restricted. A Newsletter detailing the activities is sent out monthly.

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- Social Support Group is not active at this time.

NDIS:

- Decrease over the Covid-19 shutdown period, but now stable.

Home Care and Compack Packages:

- Providers – people can choose which provider they want to receive the services from.
- New pricing came into effect on 1 July 2020. Problematic areas will need to be reviewed as it is currently unsustainable. Travel time is not funded, recipients have to pay out of their own pocket.
- Package funds are held by Council, but managed by the recipient. They can purchase the services from Council or another provider. Funds not used are rolled over to the next year. The fees are as per the Guidelines.
- Admin fees are high. Corporate Support Services now have a new software system which will integrate with Council's system. This will reduce admin time/charges and improve the service we can provide to the community.
- The Federal Government monitors these services. Council is held to account on how the funds are expended.
- Random internal audits can occur at any time.

COMMITTEE RECOMMENDATION	CSAC9/20
That the Community Services Advisory Committee receive and note the report on Community Support Services as at 30 June 2020.	
Moved Ms Linkenbagh	Seconded Mr Elliott
	CARRIED

8.4 RE-ACCREDITATION OF YALLAMBEE LODGE

Record No:

Responsible Officer: Manager Community Services

Author: Executive Assistant (Strategy)

Attachments: 1. Re-accreditation of Yallambee Lodge - Decision

2. Re-accreditation of Yallambee Lodge - Direction

EXECUTIVE SUMMARY

The Re-accreditation of Yallambee Lodge Decision and Direction reports from the Commission are attached for information.

Ms Ingram commented that the meeting on 3 June 2020 was very useful and informative.

Ms Padbury advised that during the last quarter, 69% of Aged Care facilities were non-compliant in NSW. The peak body will take this matter further and investigate why this is the case. The re-accreditation was a very challenging experience for Yallambee Lodge. Already, some of the 'not met' requirements under the new Standards would be close to being overturned.

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COMMITTEE RECOMMENDATION

CSAC10/20

That the Community Services Advisory Committee receive and note the Re-accreditation of Yallambee Lodge Decision and Direction reports from the Commission.

Moved Ms Linkenbach

Seconded Mr Elliott

CARRIED

8.5 COMPLIANCE RATING

Record No:

Responsible Officer: Manager Community Services

Author: Executive Assistant (Strategy)

Attachments: 1. Letter from the Commission - Compliance Rating Information

EXECUTIVE SUMMARY

A Letter from the Commission - Compliance Rating information is attached.

Ms Padbury advised that a Compliance Rating System for Aged Care facilities is being introduced from 1 July 2020 on My Aged Care. This will provide greater transparency of information about the performance of aged care services to support consumer choice.

Yallambee Lodge:

- 2018 – 1 or 2 dots (current non-compliance notice – inadequate/significant improvements needed).
- 2020 – 3 dots (areas for improvement identified in the most recent quality assessment – some improvements needed).
- Key areas for improvement – culture, call bell system and documentation. Considered low risk, as they were identified and addressed with a clear path to improvement.

COMMITTEE RECOMMENDATION

CSAC11/20

That the Community Services Advisory Committee receive and note the Compliance Rating information from the Commission.

Moved Ms Linkenbach

Seconded Mr Elliott

CARRIED

8.6 PWC REPORT

Record No:

Responsible Officer: Manager Community Services

Author: Executive Assistant (Strategy)

Attachments: 1. PWC Report dated 10 June 2020

EXECUTIVE SUMMARY

The PWC Report dated 10 June 2020 is attached for information.

Ms Padbury explained that Council applied for a grant from the Federal Government to be part of this service. We provided PWC with the data and they provided us with the attached report. Some brief points from the report include:

MINUTES OF THE COMMUNITY SERVICES ADVISORY COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL
 HELD ON MONDAY 6 JULY 2020 **Page 9**

- Identified financial performance was not moving in the right direction.
- ACFI not high enough, it has been under assessed up until June 2019.
- Over the last 18 months recommendations have been followed. The service needs to be sustainable and viable. The true financial position will take some time, the recovery period will not happen quickly.
- Some residents have been in the facility since 2005, coming in as low level care and under a different funding program. Care level has increased as residents have greater needs. There are losses of dollars per bed per day, Council is topping up the operating costs. Council has been subsidising Aged Care.
- Council is being more transparent about the service of Aged Care.

COMMITTEE RECOMMENDATION		CSAC12/20
That the Community Services Advisory Committee agree that Council inform the Community of the nature of the PWC Report.		
Moved Ms Linkenbagh	Seconded Ms Ingram	CARRIED
COMMITTEE RECOMMENDATION		CSAC13/20
That the Community Services Advisory Committee receive and note the PWC Report dated 10 June 2020.		
Moved Ms Linkenbagh	Seconded Mr Elliott	CARRIED

At 12.00pm during discussion on Aged Care Fees and Charges, a 5 minute break was requested and it was agreed to extend the meeting to 12.30pm.

8.7 AGED CARE FEES AND CHARGES

Record No:

Responsible Officer: Manager Community Services
 Author: Executive Assistant (Strategy)
 Attachments: 1. Aged Care Fees and Charges - March 2020

EXECUTIVE SUMMARY

The report on Aged Care Fees and Charges is attached for information.

Ms Padbury advised that it was identified that an Admissions Policy did not exist. A process was then commenced to look into the financials including RADs, Fees and Charges, pricing schedule for each room, food, cleaning supplies and maintenance. The Fees and Charges were found to be well below a level to offset the operating costs. Significant research was also undertaken to determine a reasonable cost per room in comparison to other facilities in NSW. The decisions taken have been consistent, fair and equitable.

COMMITTEE RECOMMENDATION		CSAC14/20
That the Community Services Advisory Committee agree that Council inform the Community of the outcomes of the Aged Care Fees and Charges process.		

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Moved Ms Linkenbagh	Seconded Ms Ingram	CARRIED
COMMITTEE RECOMMENDATION		CSAC15/20
That the Community Services Advisory Committee receive and note the report on Aged Care Fees and Charges.		
Moved Ms Linkenbagh	Seconded Mr Elliott	CARRIED

9. GENERAL BUSINESS

9.1 COMMUNITY SERVICES ADVISORY COMMITTEE - PURPOSE

Some discussion followed regarding the purpose of the Committee. It was agreed that the Committee:

- Advise and make recommendations to Council.
- Be consulted about issues and processes in advance.

9.2 COMMUNITY SERVICES ADVISORY COMMITTEE - VACANCIES

Ms Padbury advised that Ms Daphne Bourne has tendered her resignation from the Committee. Vacancies will be advertised in the coming weeks.

Ms Ingram suggested that members of the Committee be on the interview panel. If agreed by the Workforce Management Team, Ms Linkenbagh and Ms Jeanes were interested in participating on the interview panel.

9.3 PUBLIC HEALTH ORDER / COVID-19

The most significant change to the Public Health Order issued on 23 June 2020 was that children are allowed to visit an Aged Care facility as long as they have had the flu vaccination.

9.4 CHANGE TO VISITATION

Ms Padbury advised that residents setting out into the community with visitors is not recommended at this time. Unable to enforce self-isolation rule on their return, unless Covid-19 Community Transmission Plan enacted.

9.5 STAFF STRUCTURE

Ms Padbury advised that the staff consultation sessions have concluded. They were well received and feedback from staff has been taken into account. The robust structure will meet the needs of the residents today and into the future. Permanent positions are being advertised in the newspaper.

Mr Dunne asked if agreed by Workforce Management, could someone from the Committee be on the interview panel for the Facility Manager position.

ACTION:

Ms Padbury to provide a screen shot of the staff structure to Committee members.

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9.6 ALEXY'S

Ms Padbury advised that Alexy's is the new call bell system which has been installed.

9.7 PERSON CENTRED SOFTWARE

Ms Padbury advised that the Aged Care facilities are moving to a totally electronic environment with Person Centred Software. This system will provide analytics for reporting to capture trends. Will provide example reports at the next meeting for discussion, so that the Committee can decide what information they would like included in the Agenda.

Both Person Centred Software and Alexy's will help address compliance issues for the next re-accreditation.

9.8 ASSESSMENT CONTACT

Ms Padbury advised that a planned visit by the Commission to assess the progress since the re-accreditation is scheduled for 21 July 2020.

10. MATTERS OF URGENCY

Nil.

11. NEXT MEETING

The next meeting will be held on Monday, 7 September 2020 in the Council Chambers, Cooma Office commencing at 9.30am.

There being no further business the Chair declared the meeting closed at 12.35pm

CHAIRPERSON

The above minutes of the Community Services Advisory Committee Meeting of Snowy Monaro Regional Council held on 6 July 2020 were confirmed by Committee at a duly convened meeting on 7 September 2020 at which meeting the signature hereon was subscribed.

Snowy Monaro Regional Council

Snowy River Hostel
Yallambee Lodge



Report date
10 June 2020



Executive Summary

As part of the \$662m aged care package to support older Australians, PwC has provided accounting and business advisory services to Snowy Monaro Regional Council (the Council). The Council submitted an application for accounting and business advisory services on 17 October 2019.

The services for the Council included the analysis of:

- the demographics of the location the Council operates in, analysing the age, income profile and median house prices of those areas to identify current and future demand, as well as to provide an indication of the competitiveness of accommodation pricing;
- the market the Council operates in, the local competitors and comparing the Government funding received;
- the operational sustainability in comparison to its competitors across Australia; and
- organisational information that was provided to us, covering: strategy and planning, financial management, marketing and sales, governance and operations.

The Council's residential care facilities have consistently been operating at a loss. The Council are in the process of undertaking several residential aged care restructuring initiatives which management have advised will yield additional cost savings and increase revenue, such as moving their clinical management system from paper based to electronic, reviewing all ACFI assessments and completing a comprehensive staffing review. Due to the lack of formalised admissions and pricing policies prior to 2019, there are a number of non-supported residents in both facilities who were charged much lower (if charged at all) than the standard room price, resulting in revenue foregone as long as these residents stay at either facility. This appears to have been remedied in 2019, with non-supported residents being charged more consistently. Until the Council is able to increase the number of residents on the newer pricing policy, the facilities are unlikely to be able to achieve financial viability.

As part of the Council's consideration of whether the residential care facilities can achieve financial viability, the Council should consider whether it intends to continue in the aged care market or not. Based on the layout and number of beds at Yallambee Lodge and Snowy River Hostel, identifying and achieving optimal staffing ratios is difficult. Similarly, given the Council has a total of 54 beds, there are unlikely to be any economies of scale to be achieved. The Council should identify some of the strategies that can be pursued to increase the facilities' likelihood of achieving financial viability. This should be done in the form of a restructuring plan, which should consider options such as selling the residential facilities, transitioning facilities to other services, or amalgamating facilities.

The Council has recently implemented Person Centred Software (PCS) as its care management software, and is looking to implement a medication management system (MMS). By reviewing existing IT infrastructure, determining system requirements and applying appropriate solutions, the Council will be able to identify the IT requirements to operate more efficiently. This would be supported by the development of a strategic IT roadmap, an IT architecture map, a systems requirements listing and a business case to present to the section 355 Committee (s355 Committee).

The Council does not have an ACFI manager who is responsible for coordination of the ACFI process. As part of the restructure of the residential aged care portion of the business, an ACFI and Admissions Lead role will be implemented. Until the implementation of that role, to assist and improve the ACFI review process and to allow for accurate assessments to be completed, the Council should continue to engage an external ACFI consultant to review their current processes. The Council have seen a number of ACFI uplifts over the last year. External consultants can also assist with conducting staff training, uplifting skill and knowledge within the organisation. There is also an opportunity for the Council to implement a targeted training pack to provide all care staff with further background on the purpose of ACFI and why it is important to the organisation. This will also assist staff in identifying the traits and behaviours associated with the different levels specified in an ACFI assessment, which can provide for real-time identification of reassessment requirements.

Executive Summary

The s355 Committee are responsible for governing the Council's key strategies and are required to have a good understanding of their roles and responsibilities. Delivering governance training to s355 Committee members will allow members to be more confident in making decisions that are in line with the Council's strategic direction and also specifically around the provision of residential aged care.

While the Council are in the process of updating their base rosters as part of a broader restructure, they are yet to perform a roster costing exercise. By costing rosters, this will give the Council full visibility of the financial impacts in real time if changes were required to be made to the base roster. This would also assist management when preparing budgets and reviewing any variances.

Moving forward, it will be important to ensure that there is formalised succession management in place. This will help mitigate the risks associated with a loss of corporate knowledge, potentially not being able to execute the goals and objectives of the Council, or ensuring staff are able to take leave.

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DISCLAIMER:

This report has been prepared by PricewaterhouseCoopers (PwC) in accordance with the terms of business, dated 23/08/2019 and agreed by the Aged Care Services provider the subject of the report (Report's Subject), for the services to be delivered under the Commonwealth's aged care business advisory services program. This report is solely for the information of the Report's Subject. Its existence may not be disclosed nor its contents published in any way without the prior written approval of PwC. PwC does not accept any responsibility to any other party to whom this report may be shown or into whose hands it may come.

Whilst the services to produce the report may involve the analysis of financial information and accounting records, the services do not constitute an audit or review in accordance with Australian Auditing Standards, Standards on Review Engagements or Standards on Assurance Engagements as issued by the Auditing and Assurance Standards Board and accordingly no such assurance is provided in this report or any other associated deliverable.

PwC makes no representation concerning the appropriateness of this report for anyone other than the Report Subject and accepts no liability to any party who is not the Report Subject. If anyone other than the Report Subject chooses to use or rely on it they do so at their own risk.

PwC is not obliged to provide any additional information or update anything in this report, even if matters come to our attention which are inconsistent with its contents.

PwC's liability is limited by a scheme approved under Professional Standards Legislation.

Background

Program Overview

In February 2019, the Commonwealth Government announced, as part of the \$662m aged care package to support older Australians, the provision of accounting and business advisory services to approved providers of residential and home care services to review and assess their organisation, provide advice, business management and financial strategies to support their operations.

PwC was commissioned by the Commonwealth Department of Health to provide accounting and business advisory services to aged care providers that are experiencing financial stress or are concerned about their viability.

Snowy Monaro Regional Council (the Council) submitted an application for accounting and business advisory services on 17 October 2019. The requested services were to focus on the two residential facilities, Snowy River Hostel and Yallambee Lodge.

Provider Overview

The Council is a local government entity operating residential care in Berridale and Cooma, New South Wales (NSW). The Council was established in 2016, through the merger of the former Bombala, Cooma-Monaro and Snowy River Shire Councils, as a local council for south-east NSW. Today, the Council provides a range of services from management of roads, traffic and maintenance, to youth services, to aged and community care and has since grown to employ 434 staff and total revenue of \$81.4m in FY2018/19. The Council currently operates two residential aged care facilities, community home support programme and approximately 48 home care packages.

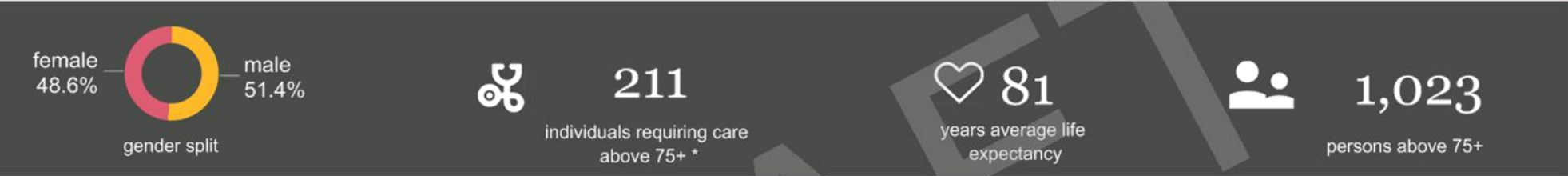
In its application for services, the Council indicated that the residential facilities have been operating at a loss in one or more of the last three financial years and are expecting a loss this financial year.

As part of the the business advisory services, PwC delivered a desktop review of the Council's financial and operational documentation in relation to residential aged care. Specific areas of focus included strategy and planning, cash flow management, and governance.

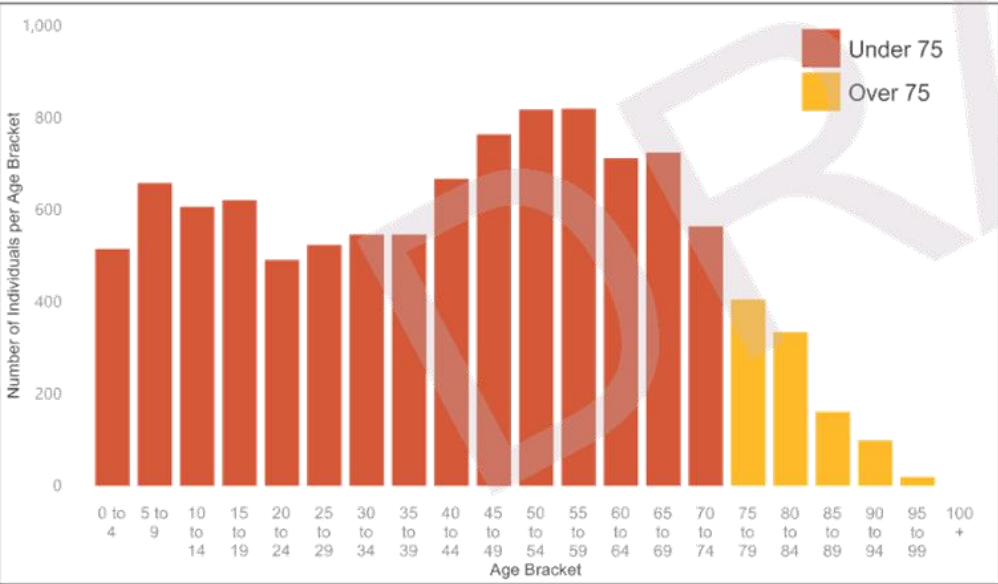
1 Insights

Demographics

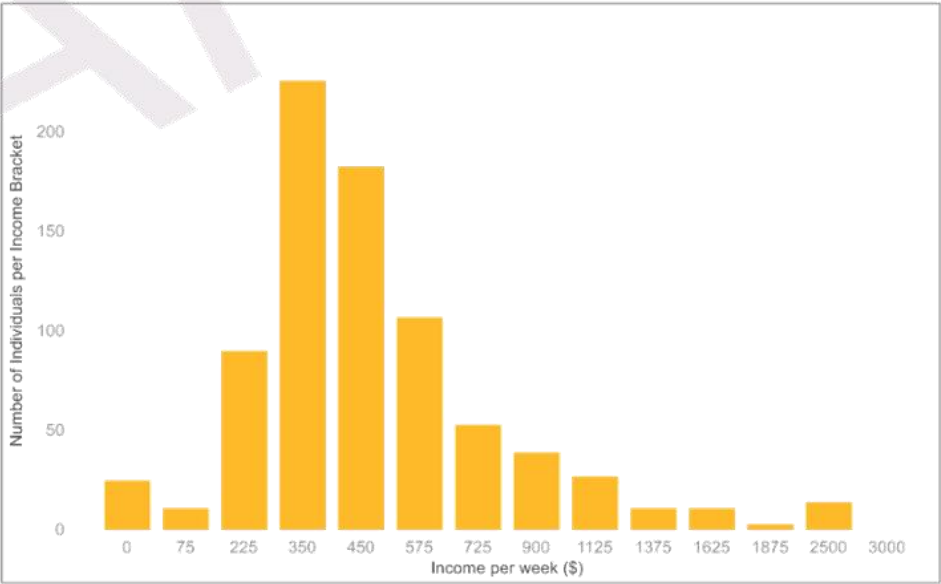
Set out below are a number of population insights for the location/s you operate in (this area is defined by a 10km radius of all postcodes you operate in). The results are presented on an aggregate basis. Age profiling of the surrounding area provides an indication of current and future demand. Income profiling and median house prices for the surrounding area provides an indication of the competitiveness of accommodation pricing. The data for the demographic analysis has been sourced from the Australian Bureau of Statistics (ABS) 2016 Census.



Age profile of area



Age income profile - individuals 75 years and over



* Defined as those people needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication, because of a disability, long-term health condition (lasting six months or more) or old age.

Residential Care Market Analysis

Set out below are a number of market insights for the location/s you operate in (this area is defined by a 10km radius of all postcodes you operate in). The scatter plot highlights the relationship between government funding and number of beds operated by providers in the surrounding area. Your position in relation to the trend line indicates whether you are receiving more or less funding on average per bed than other providers in your surrounding area. This is driven by a combination of occupancy, resident acuity and access to supplemental funding. The data for the market analysis has been sourced from the ABS 2016 Census and Department of Health Aged Care Financial Reporting Data.



\$48,278

average annual government funding per bed



179

beds within the surrounding area



4

facilities within the surrounding area



30%

of beds in the surrounding area are provided by you



6 : 1

proportion of persons over 75 to beds available

Government funding per residential facility



Facility	Total beds per facility	Annual government funding per facility (M)
Snowy River Hostel	15	0.5
Yallambee Lodge	80	1.1
Competitor facilities	105	3.8
Your facilities	145	4.2

Competitor facilities

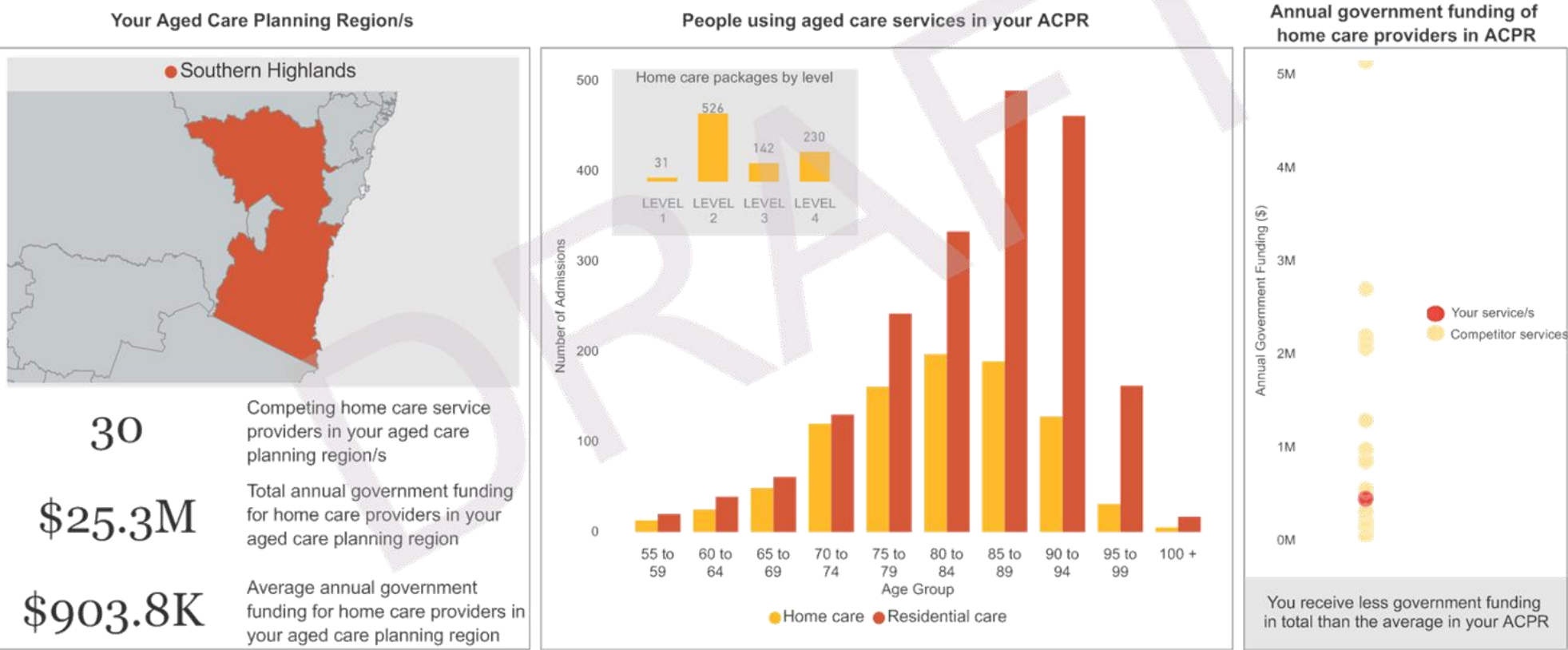


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Home Care Market Analysis

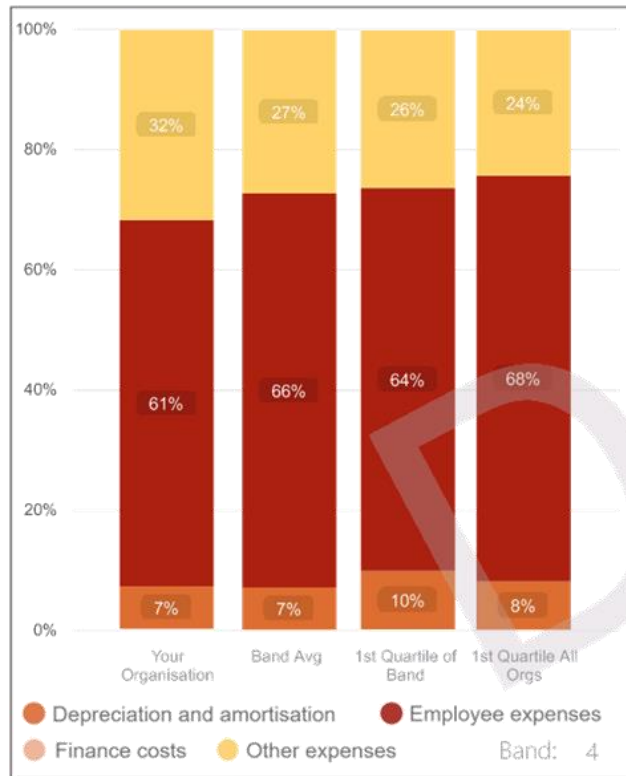
Set out below are a number of market insights for the Aged Care Planning Region (ACPR) that you operate within. All aged care services in Australia are funded and delivered in an ACPR. The boundaries of your ACPR are based on statistical regions from the Australian Bureau of Statistics. The bar chart provides insight into aged care admissions in your ACPR across both home and residential care. The inset column graph indicates the level of home care package for admissions in your ACPR. The scatter plot displays the total amount of government funding home care providers in your region receive and indicates whether your total funding is more or less than the ACPR average. The data for the market analysis has been sourced from the Department of Health Aged Care Financial Reporting Data and 2018 People Using Aged Care Data.



Organisational Financial Report Card

The traffic light report card below indicates your organisation's performance on a number of key financial indicators in relation to industry benchmarks. Industry benchmarks for your organisation are selected based on the concept of bands, which are defined based on net assets. Organisational performance is assessed against band averages to ensure like for like comparisons. The data for the Financial Report Card has been sourced from the StewartBrown Aged Care Financial Performance Survey (ACFPS).

Cost structure comparison



Financial report card



Definitions

Net assets % total assets: indicates the assets remaining after liabilities are deducted.

Employee expenses % of operating revenue: measures a key driver of cost (i.e. employee expenses) for the organisation against operating revenues.

Tangible common equity ratio: measures capital adequacy, provides an indication of the financial strength of the organisation and approximates a percentage of total tangible assets that would remain in the event of an insolvency. The ratio compares the organisation's net assets to its total assets (excluding intangible assets).

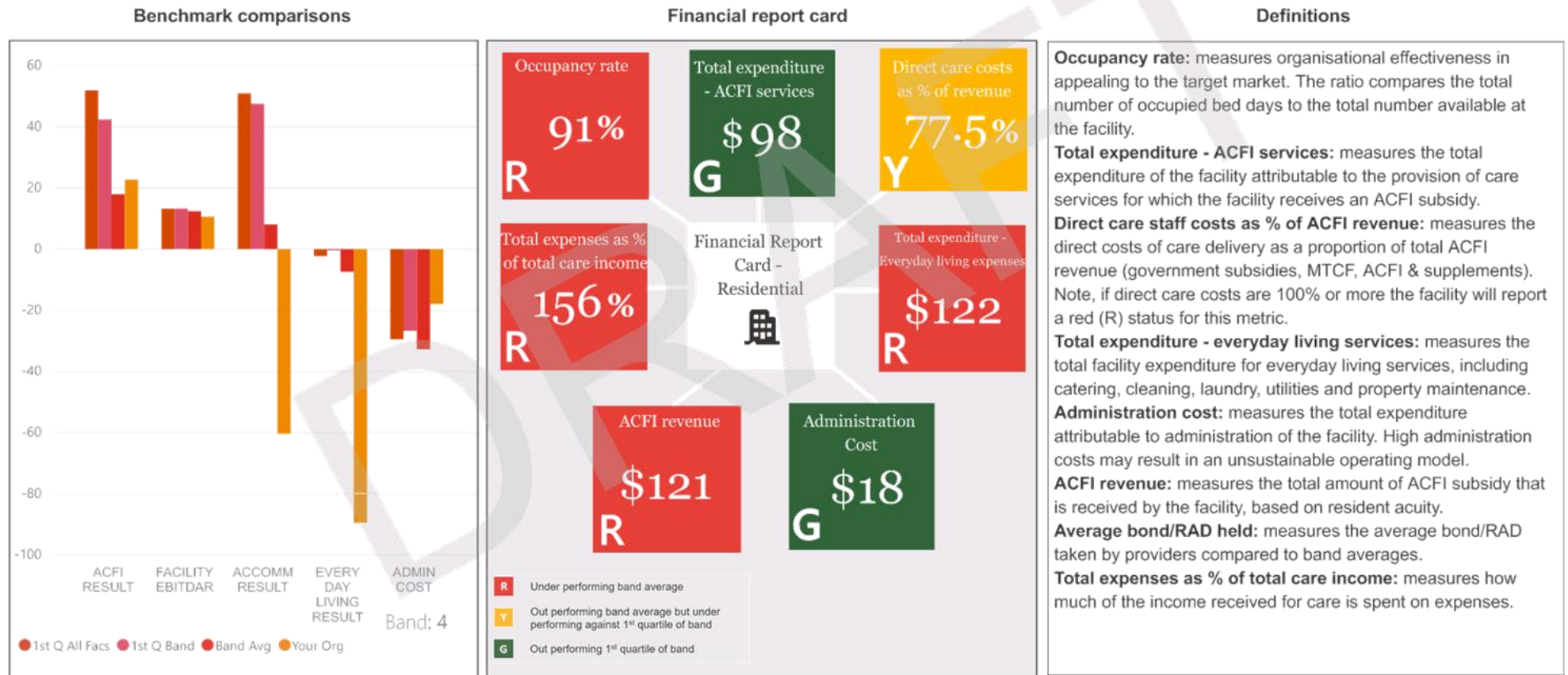
Debt to equity: measures the extent to which management funds operations with debt, rather than equity. The ratio compares the organisation's borrowings to net assets.

Return on assets: measures profitability and shows net profits as a percentage of fixed assets and net working capital.

Net profit ratio: measures profitability and shows net earnings of the organisation.

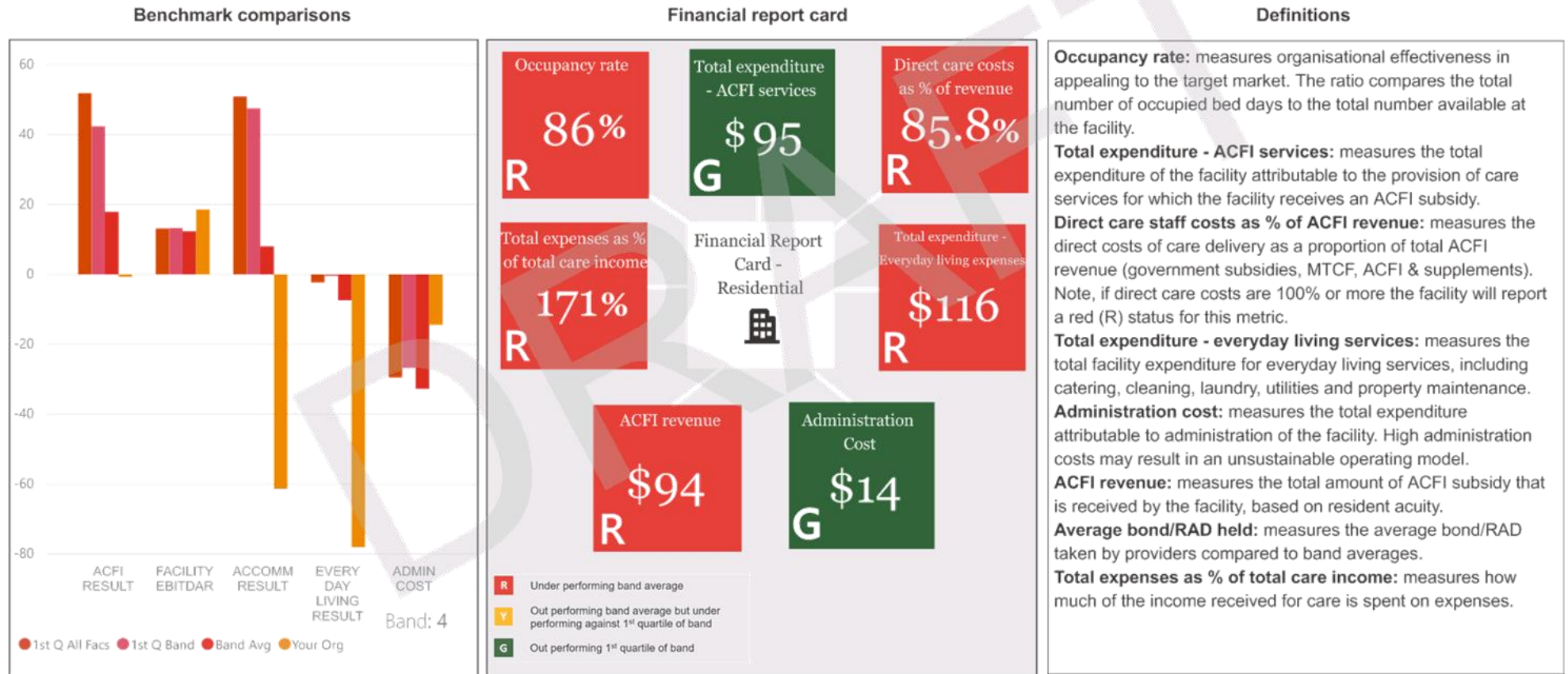
Residential Care Financial Report Card - Snowy River Hostel

The traffic light report card below indicates your Residential Care business performance on a number of key financial indicators in relation to industry benchmarks. Industry benchmarks for your Residential Care business are selected based on the concept of bands, which are defined based on your facilities' ACFI revenue and supplements. Residential Care business performance is assessed against band averages to ensure like for like comparisons. The data for the Financial Report Card has been sourced from the StewartBrown Aged Care Financial Performance Survey (ACFPS).



Residential Care Financial Report Card - Yallambee Lodge

The traffic light report card below indicates your Residential Care business performance on a number of key financial indicators in relation to industry benchmarks. Industry benchmarks for your Residential Care business are selected based on the concept of bands, which are defined based on your facilities' ACFI revenue and supplements. Residential Care business performance is assessed against band averages to ensure like for like comparisons. The data for the Financial Report Card has been sourced from the StewartBrown Aged Care Financial Performance Survey (ACFPS).



2

Observations and recommendations

Observations and Recommendations

Consideration of future operations

Implementation owner:

Estimated due date:

Observation:

The Council previously undertook a review with an aged care consultant regarding the future provision of residential aged care in the region, reporting on a number of matters, including current operations, long-term sustainability and viability, and options to exit the market. At the time of the review, the Council intended to continue delivering residential aged care in the region, through Yallambee Lodge and Snowy River Hostel. Since then, the Council has undertaken a number of internal reviews, including over ACFI revenue and staffing. While the Council has supported (and can continue to support) the operations of both residential facilities to remain operational, substantial improvement is required for the facilities to become financially viable.

Residents that entered the facilities prior to 2019 did not have a consistent residential accommodation deposit (RAD) or daily accommodation payment (DAP) in place, which has resulted in a number of non-supported residents effectively staying in Yallambee Lodge or Snowy River Hostel at no cost, and providing no revenue to the Council. Both facilities do not currently meet the 40% supported ratio threshold for increased supplement payments (Yallambee Lodge: 25%, Snowy River Hostel: 36%). Until new residents replace those who are under the fee free arrangements from prior to 2019, the facilities are less likely to approach financial viability. This should be considered as part of a review of the admissions policies, processes and decision making. In order to ensure the facilities are receiving the most operating revenue possible to support operations, there needs to be a consistent method of admitting new residents, including consistent pricing of services. Based on admissions following 2019, the issue appears to have been primarily resolved, with consistent prices being charged to non-supported residents. Similarly, meeting the 40% supported ratio threshold would result in an increase to the accommodation supplement revenue received by approximately 33%, which should be considered as part of an updated admissions policy, noting that the Council will need to determine a viable number of supported positions to offer.

Yallambee Lodge is set up with five individual cottages, each housing eight residents (resulting in a total of 40 beds), with meals taking place in both a communal area and within each cottage as required. Snowy River Hostel is a 14 bed residential care facility which was established in 1993, intended to be for residents who did not require the level of care provided in a nursing home. Based on the layout of Yallambee Lodge and the number of beds at both facilities, maintaining adequate staffing ratios and allocating appropriate overhead expenses has been, and will continue to be, a challenge. Similarly, the Council may not be able to achieve the economies of scale that larger providers can achieve with the number of beds, which would result in the process for ensuring compliance with the standards being difficult and inefficient.

Observations and Recommendations

Establishing a long-term financial viability plan will assist the Council in making decisions that are in line with their strategic goals. This plan should consider the following:

- prospects for the sale of facilities to a suitable service provider,
- prospects to repurpose a facility into supported accommodation or a retirement village, and
- prospects to amalgamate the facilities.

The above should be considered with respect to the Council's intention to expand the residential care capacity within the region.

Recommendation:

The Council should develop a long-term financial viability plan, considering the prospects for sale of the residential aged care portion of the Council, the standardisation of admissions and pricing and ensuring the community is appropriately engaged throughout the process.

Observations and Recommendations

IT infrastructure

Implementation owner:

Estimated due date:

Observation:

The Council recently implemented Person Centred Software (PCS) as its care management system, as well as upgrading the internet accessibility at both facilities and implementing a new call bell system. The Council is currently considering implementing a medication management system (MMS) for use at both facilities.

Before an IT or software upgrade takes place, the Council need to consider the implementation of the MMS in the context of a broader IT strategy roadmap and IT architecture map. Following this, a systems requirement listing should be developed to assist the organisation in identifying any existing gaps in the current platforms and determine the additional requirements that are needed to allow the organisation to be able to function efficiently.

When the system requirements are identified, the Council will need to develop a business case and present it to the section 355 Committee or Board for consideration. A business case should include:

- identification of the current issues or weaknesses, including a problem statement,
- an outline of the intended scope of any proposed changes,
- an outline of all viable options for resolution of the problem, as well as their respective strengths / weaknesses, costs / benefits, risks and dependencies / constraints,
- identification of which people, team or external parties will be required to implement the options identified, and
- a proposed implementation timeframe.

Dedicating an adequate amount of time to perform appropriate analysis is key to ensuring that IT infrastructure enhancements (including hardware, software, licences, etc) are implemented in a way that will further enable the organisation's success.

Recommendation:

The Council should review their existing IT infrastructure to determine system requirements and appropriate solutions to enable the organisation to operate more efficiently. In support of this initiative, the Council should consider any future systems in the context of the below:

- a strategic IT roadmap: a forward plan for the development of the proposed IT infrastructure,
- an IT architecture map: an overarching view of how all systems will be integrated and the purpose of the system,
- a systems requirements listing: an outline of the various systems and functionality required to meet business needs, and

Observations and Recommendations

- a business case to support the initiative: an outline of the problem trying to be solved, the options available for consideration and the scope, cost, benefit, timeframes, constraints and dependencies of each option.

If the decision is made to replace any IT platforms, the Council should develop a transition plan, including staff training, development of standard operating procedures (SOPs) and integration with current systems.

DRAFT

Observations and Recommendations

ACFI training

Implementation owner:

Estimated due date:

Observation:

The Council does not have an ACFI manager who is responsible for coordination of the ACFI process. With the restructure being undertaken, an ACFI and Admissions Lead position will be implemented. As ACFI is the single biggest driver of revenue in residential aged care (being the funding received based on the acuity of residents), it is critical that care staff have the right knowledge to be able to complete ACFI assessments accurately and on a timely basis.

The Council are in the process of reassessing ACFI across both facilities and have identified a number of ACFI uplifts over the last year. To support these reassessments, and given the importance of ACFI in residential care services, having an ACFI training program in place for all care staff will help to increase awareness of the importance of ACFI in both care management and revenue management. This will also help staff to contribute to the assessment process as residents' needs and acuity change, support better documentation against ACFI requirements and improve the accuracy of assessments of residents' acuity. This can be considered as part of the ACFI and Admissions Lead's role.

It is important that ACFI assessments are reviewed and updated on at least an annual basis, to ensure the organisation is receiving funding that reflects each resident's care requirements. In addition to this, the Council could also benefit from conducting periodic reviews of other supplements available for residents in line with ACFI assessments. This would ensure that the Council are receiving the appropriate supplements in line with the acuity of residents and their care needs. The above will also be supported by the recent implementation of Person Centred Software (PCS) as a care management system.

To assist with enhancing ACFI practices, the Council could engage external ACFI consultants to conduct reviews and training on the assessment of resident acuity levels. External ACFI consultants can also serve as a capability building activity for staff. Their use can assist in ensuring that staff are accurately assessing residents' acuity and the correct documentation is retained. Any contractual arrangements with external ACFI consultants should not incentivise uplifts in ACFI (e.g. bonuses being paid to the ACFI consultant based on the value of ACFI increased for the Council) as this presents a risk of over claiming of ACFI.

Recommendation:

The Council should conduct an annual review of ACFI assessments and other supplements for residents and have this process documented.

The Council should implement a mandatory training program for care staff, outlining the role ACFI plays within the organisation.

The Council should consider engaging an external ACFI provider to assist in ACFI assessment reviews and building the capability of staff.

Observations and Recommendations

Governance training

Implementation owner:

Estimated due date:

Observation:

Through discussion with management, it was identified that there are varying levels of corporate governance experience across the section 355 Committee (s355 Committee). There is an opportunity to further develop the knowledge of their roles and responsibilities as s355 Committee members.

To improve its governance processes, the Council should deliver governance training to s355 Committee members covering their roles, responsibilities and any governance requirements that they must adhere to in order to comply with accreditation standards. Standardised governance training should be offered to newly appointed s355 Committee members, with ad-hoc training to take place when necessary (e.g. introduction of new Aged Care Quality Standards).

The Council will need to consider if they have the capacity and financial resources to deliver governance training internally, or if external providers should be engaged to conduct the training.

Recommendation:

The Council should deliver governance training to the s355 Committee members to ensure they understand their requirements under Standard 8 of the Aged Care Quality Standards.

Observations and Recommendations

Costing rosters

Implementation owner:

Estimated due date:

Observation:

The Council is currently in the process of updating their base roster and undertaking a comprehensive staffing review of the residential aged care facilities. Costing of the roster is yet to take place. Good practice in roster management involves upfront budgeting of staff in line with resident care requirements, and costing rosters to reflect this and ensuring it is affordable.

Costing rosters will also allow the Council to track any changes that are made to the base roster and will show the immediate financial impact of any changes to be made. This will provide the Council with complete visibility over costs and budget variances that may occur as a result of changes made.

Recommendation:

The Council should cost rosters to ensure they are affordable prior to releasing them to staff.

Observations and Recommendations

Formalise succession management

Implementation owner:

Estimated due date:

Observation:

There are several key positions in the Council with no succession management plan in place.

Succession planning is critical, as it allows organisations to mitigate key personnel risks including:

- loss of corporate knowledge,
- staff burnout due to inability to take leave,
- cost of replacing and developing an employee, and
- not being able to execute the goals and objectives of the organisation.

A succession management plan for key positions will help the organisation's preparedness in the event that one of these positions is vacated, or staff go on leave. A succession management plan should include the identification of potential replacements (whether internal or external to the organisation), determination of specific additional training and development required for that identified replacement, and providing opportunities for undertaking the role to see they are a good fit (e.g. during holiday breaks).

Based on discussions with management, the restructure of the residential aged care portion of the Council will begin to remediate this.

Recommendation:

The Council should identify key positions within the residential aged care portion of the Council and implement a succession management plan.

3

Appendices

DRAFT

1 Appendix 1 StewartBrown Organisational Report

Snowy Monaro Regional Council	Snowy Monaro Regional Council Band 4 (1) FY2019 June (Q4)	Band 4 (41 Organisations) FY2019 Q4	First Quartile Band 4 (10 Organisations) FY2019 Q4	First Quartile all Organisations (43 Organisations) FY2019 Q4
Number of residential aged care facilities	2	39	9	168
Number of residential operating beds	54	2583	573	13131
Number of home care packages	0	594	248	5467
Number of retirement villages	0	24	5	116
Number of retirement village units	0	1022	164	6909
Total number of staff (headcount)	0	3769	751	20310
Total number of staff (FTE)	0	2520	543	11078
Balance Sheet \$'000				
Assets				
Cash and financial assets	4,225	9,740	9,566	30,639
Operating assets	45	822	589	2,522
Property assets	6,410	12,920	11,241	108,602
Intangibles	350	284	551	3,756
Total assets	11,030	23,766	21,947	145,520
Liabilities				
Refundable loans	4,097	11,807	10,607	73,902
Borrowings	-	489	609	5,092
Other liabilities	-	1,254	1,232	8,232
Total liabilities	4,097	13,551	12,449	87,226
Net Assets	6,933	10,216	9,498	58,294
Net Tangible Assets (Liabilities)	6,583	9,932	8,947	54,537
Ratios				
Current Ratio	104.22%	73.13%	54.93%	35.44%
Current Ratio excluding resident liabilities	0.00%	779.06%	484.15%	354.98%
Tangible Common Equity Ratio	64.92%	43.50%	44.39%	41.12%
Debt to Equity Ratio	0.00%	4.79%	6.42%	8.74%
Net assets proportion % total assets	62.86%	42.98%	43.28%	40.06%
Property assets proportion % total assets	58.11%	54.36%	51.22%	74.63%
Cash + financial assets % refundable loans	103.12%	82.49%	90.18%	41.46%
Cash + financial assets % debt	103.12%	78.71%	84.29%	38.41%

Snowy Monaro Regional Council		Snowy Monaro Regional Council Band 4 (1) FY2019 June (Q4)	Band 4 (41 Organisations) FY2019 Q4	First Quartile Band 4 (10 Organisations) FY2019 Q4	First Quartile all Organisations (43 Organisations) FY2019 Q4
Income & Expenditure \$'000					
Revenue					
Service revenue		2,722	6,162	6,124	38,254
Investment revenue		170	216	141	654
Other Income		500	137	99	445
Total revenue		3,392	6,516	6,363	39,353
Expenses					
Employee expenses		2,550	4,206	3,732	24,575
Depreciation and amortisation		296	414	460	3,003
Finance costs		-	25	36	209
Other expenses		1,326	1,669	1,487	9,198
Total expenses		4,172	6,314	5,715	36,986
Total Surplus (deficit) (NPBT)	\$'000	(780)	202	648	2,367
Income tax (expense)		-	-	-	-
Net Profit/(Deficit)	\$'000	(780)	202	648	2,367
EBITDA	\$'000	(654)	500	1,074	5,108
Ratios					
EBITDA Margin		(19.28%)	7.68%	16.88%	12.98%
Net Profit Ratio		(23.00%)	3.10%	10.18%	6.01%
Return on Assets		(11.85%)	2.14%	11.07%	4.26%
Employee expenses % of operating revenue		88.17%	65.94%	59.57%	63.16%
Depreciation as % of property assets		4.62%	3.26%	4.16%	2.92%
Aged Care Revenue to Total Revenue		80.25%	87.51%	93.60%	79.04%
Aged Care Earnings to NPBT Ratio		164.60%	-	-	-
Profiling Ratios					
Average number of residential aged care facilities		2	1	1	4
Average Number of residential operating beds		54	66	64	313
Average number of home care packages		0	59	83	288
Average number of retirement villages		0	1	1	4
Average number of retirement village units		0	49	55	216
Average number of staff (headcount)		0	92	75	472
Average number of staff (FTE)		0	61	54	258

2 Appendix 2 StewartBrown Residential Report

Snowy River Hostel

CARE

ACFI & SUPPLEMENTS REVENUE

Government subsidies - care

Means-tested care fee

ACFI & supplements

Grants - not capital

ACFI revenue

ACFI EXPENDITURE

Labour costs

Care management

Registered nurses

Enrolled and licensed nurses (registered with the NMBA)

Other unlicensed nurses/personal care staff

Allied health & lifestyle

Agency staff

Workers' compensation - care services

Total labour costs

Medical, incontinence supplies & nutritional supplements

Chaplaincy / Pastoral care

Other resident care

Quality and education allocation to care services

Total expenditure - ACFI services

ACFI RESULT

ACFI services costs as a % of ACFI

EVERYDAY LIVING

EVERYDAY LIVING REVENUE

Basic daily fee

Fees for additional services and extra or optional service fees

Everyday living revenue

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
Government subsidies - care	\$117.90	\$136.81	\$139.00
Means-tested care fee	\$2.89	\$7.62	\$8.00
ACFI & supplements	\$120.79	\$144.43	\$147.00
Grants - not capital	-	\$4.01	\$3.90
ACFI revenue	\$120.79	\$148.43	\$150.90
Labour costs			
Care management	\$16.87	\$7.58	\$7.29
Registered nurses	\$14.17	\$16.58	\$13.23
Enrolled and licensed nurses (registered with the NMBA)	-	\$8.22	\$3.15
Other unlicensed nurses/personal care staff	\$42.23	\$73.55	\$63.63
Allied health & lifestyle	\$9.24	\$7.27	\$7.41
Agency staff	\$11.14	\$3.26	\$1.75
Workers' compensation - care services	-	\$2.33	\$1.92
Total labour costs	\$93.65	\$118.79	\$98.37
Medical, incontinence supplies & nutritional supplements	-	\$3.74	\$3.15
Chaplaincy / Pastoral care	-	\$0.49	\$0.53
Other resident care	\$4.44	\$2.32	\$2.31
Quality and education allocation to care services	-	\$1.22	\$1.39
Total expenditure - ACFI services	\$98.08	\$126.57	\$105.75
ACFI RESULT	\$22.71	\$21.87	\$45.15
ACFI services costs as a % of ACFI	81.20%	85.30%	70.10%
EVERYDAY LIVING REVENUE			
Basic daily fee	\$32.10	\$50.83	\$50.60
Fees for additional services and extra or optional service fees	-	\$1.06	\$1.05
Everyday living revenue	\$32.10	\$51.89	\$51.66

Snowy River Hostel

EVERYDAY LIVING EXPENDITURE

HOTEL SERVICES

CATERING

Labour costs
Consumables
Contract catering
Income from sale of meals (usually a credit amount)
Total catering

CLEANING

Labour costs
Consumables
Contract cleaning
Total cleaning

LAUNDRY

Labour costs
Consumables
Contract laundry
Total laundry

Workers' compensation - hotel services

Expenditure - hotel services

UTILITIES

Electricity
Gas
Rates
Rubbish removal
Expenditure - utilities

PROPERTY MAINTENANCE AND MOTOR VEHICLES

Labour costs - maintenance
Repairs & maintenance
Motor vehicle expenses
Expenditure - property maintenance and motor vehicles

Quality and education allocation to everyday living

Total expenditure - everyday living services

EVERYDAY LIVING RESULT

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
\$16.13	\$15.06	\$11.50	\$14.07
\$10.97	\$8.02	\$6.24	\$7.75
-	\$6.57	\$8.70	\$7.12
-	-\$0.24	-\$0.09	-\$0.15
\$27.10	\$29.41	\$26.35	\$28.79
-	\$4.58	\$3.37	\$4.41
\$1.95	\$1.34	\$1.17	\$1.55
-	\$1.43	\$1.50	\$1.84
\$1.95	\$7.35	\$6.04	\$7.80
-	\$2.13	\$1.40	\$1.99
-	\$0.38	\$0.27	\$0.29
-	\$1.18	\$1.54	\$1.22
-	\$3.69	\$3.21	\$3.50
-	\$0.41	\$0.28	\$0.41
\$29.05	\$40.86	\$35.89	\$40.51
\$7.46	\$3.90	\$3.31	\$3.42
-	\$0.89	\$0.68	\$0.83
\$3.93	\$1.22	\$0.83	\$1.43
-	\$0.91	\$0.89	\$0.87
\$11.40	\$6.91	\$5.71	\$6.55
\$69.88	\$2.72	\$2.00	\$2.00
\$11.26	\$7.00	\$6.63	\$7.46
-	\$0.28	\$0.23	\$0.25
\$81.14	\$10.01	\$8.85	\$9.71
-	\$0.25	\$0.26	\$0.14
\$121.59	\$58.03	\$50.70	\$56.90
-\$89.49	-\$6.14	\$0.95	-\$3.55

Snowy River Hostel

ADMINISTRATION

ADMINISTRATION REVENUE

ADMINISTRATION EXPENDITURE

Administration recharges	-	\$18.61	\$20.35	\$20.42
Labour costs - administration	\$10.76	\$6.45	\$4.62	\$5.46
Other administration costs	\$5.81	\$6.18	\$3.59	\$3.74
Workers' compensation - other	-	\$0.36	\$0.17	\$0.27
Quality & education - labour costs	-	\$0.06	\$0.07	\$0.03
Quality & education - other	-	\$0.02	\$0.02	\$0.01
Insurances	\$1.45	\$1.02	\$0.93	\$0.81
Total expenditure - administration services	\$18.01	\$32.71	\$29.74	\$30.73
ADMINISTRATION COST	-\$18.01	-\$32.71	-\$29.74	-\$30.73

CARE RESULT

Care result - return on care revenue	-55.50%	-8.50%	8.10%	8.40%
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ACCOMMODATION

ACCOMMODATION INCOME

Residents

Accommodation charges	-	\$1.09	\$0.93	\$1.20
Daily accommodation payments	\$17.59	\$9.63	\$10.21	\$11.22
Bond - retentions	\$6.81	\$0.20	\$0.32	\$0.20
Bond - interest charges	-	\$0.44	\$0.18	\$0.56
Accommodation revenue - residents	\$24.40	\$11.37	\$11.64	\$13.17

Government

Government supplements - accom.	-	\$6.57	\$8.40	\$5.49
Significant refurbishments supplement	-	\$11.30	\$11.06	\$10.82
Accommodation revenue - government	-	\$17.88	\$17.47	\$16.30

Accommodation revenue - government

Total accommodation revenue[illegible]

Snowy River Hostel

ACCOMMODATION EXPENDITURE

Depreciation - building	\$13.74
Depreciation - non building	-
Property rental	-
Refurbishment	-
Bond/RAD interest expense	-
Total expenditure - accommodation	\$13.74
ACCOMMODATION RESULT	\$10.66

FACILITY RESULT (EBT)

PROVIDER

PROVIDER INCOME

Donations, bequests & fundraising	
Grants - capital	
Investment income - interest	
Investment income - other	
Sundry income	\$0.87
Provider revenue	\$0.87

PROVIDER EXPENDITURE

Impairment	
Interest paid - other	
Other provider expenses	
Expenditure - provider	\$0.87
PROVIDER RESULT	

TOTAL RESULT PER BED PER DAY

Snowy River Hostel Band 4 (14 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
\$13.74	\$10.73	\$11.12	\$10.93
-	\$4.87	\$4.24	\$5.77
-	\$1.12	\$0.39	\$0.99
-	\$0.39	\$0.55	\$0.25
-	\$0.88	\$0.82	\$1.15
\$13.74	\$17.99	\$17.12	\$19.10
\$10.66	\$11.26	\$11.99	\$10.38
-\$74.13	-\$5.72	\$28.35	\$30.69
\$0.87			
\$0.87			
\$0.87			
-\$73.26			

Snowy River Hostel

REPORT CARD

Profile Data

Number of places
Number of occupied days
Occupancy rate

Summary of Results

ACFI

ACFI revenue
Direct ACFI services costs
Quality and education allocation to care services
Total expenditure - ACFI services

ACFI RESULT

Everyday Living

Everyday living revenue
Expenditure - hotel services
Quality and education allocation to everyday living
Expenditure - utilities
Expenditure - property maintenance and motor vehicles
Total expenditure - everyday living services

EVERYDAY LIVING RESULT

Administration

Administration Revenue
Administration expenses
Administration allocation of quality and education

ADMINISTRATION COST

CARE RESULT

Accommodation

Total accommodation revenue
Total expenditure - accommodation

ACCOMMODATION RESULT

FACILITY RESULT (EBT)

EBT per bed per annum
FACILITY EBITDAR
FACILITY EBITDAR per bed per annum

Snowy River Hostel Band 4 (14 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
14.00	10,447.00	2,409.00	19,959.00
4,653.00	3,573,006.00	841,538.00	7,020,121.00
91%	94%	96%	96%
\$120.79	\$148.43	\$150.90	\$187.40
\$98.08	\$125.34	\$104.36	\$132.03
-	\$1.22	\$1.39	\$0.79
\$98.08	\$126.57	\$105.75	\$132.82
\$22.71	\$21.87	\$45.15	\$54.59
\$32.10	\$51.89	\$51.66	\$53.36
\$29.05	\$40.86	\$35.89	\$40.51
-	\$0.25	\$0.26	\$0.14
\$11.40	\$6.91	\$5.71	\$6.55
\$81.14	\$10.01	\$8.85	\$9.71
\$121.59	\$58.03	\$50.70	\$56.90
-\$89.49	-\$6.14	\$0.95	-\$3.55
\$18.01	\$32.63	\$29.66	\$30.69
-	\$0.08	\$0.09	\$0.04
-\$18.01	-\$32.71	-\$29.74	-\$30.73
-\$84.78	-\$16.98	\$16.36	\$20.31
\$24.40	\$29.25	\$29.11	\$29.48
\$13.74	\$17.99	\$17.12	\$19.10
\$10.66	\$11.26	\$11.99	\$10.38
-\$74.13	-\$5.72	\$28.35	\$30.69
-\$24,637.00	-\$1,957.00	\$9,903.00	\$10,796.00
-\$60.38	\$10.99	\$44.10	\$48.39
-\$20,069.00	\$3,760.00	\$15,405.00	\$17,020.00

Snowy River Hostel

KPIs

Occupancy rate	91.10%
Direct care staff costs as % of ACFI revenue	77.50%
Care result - return on care revenue	-55.50%
Supported ratio	21.40%
Average bond/RAD held	-
Average incoming RAD	-

Staff Hours Analysis (Normal + Overtime + Agency)

Hours worked per resident per day

Care management	0.22
Registered nurses	0.34
Enrolled and licensed nurses	-
Other unlicensed nurses/personal care staff	1.75
Allied health & lifestyle	0.27
Imputed agency care hours implied**	-

Total care hours

Hotel services	1.30
Maintenance	0.02
Administration	0.13
Quality and education	-

Total other hours

Total staff hours

Total agency hours (including imputed agency)

KPI's

Expenses as % of total care income

ACFI services	64.10%
Hotel services	19.00%
Utilities	7.50%
Property maintenance and motor vehicles	53.10%
Administration services	11.80%
Total expenses as % of total care revenue	155.50%

Wages as % of total care income

ACFI services	61.20%
Everyday living services	56.30%
Administration services	7.00%
Total staff costs as % of total care revenue	124.50%

Total staff costs per bed per day

Workers compensation expense as % of staff costs

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
Occupancy rate	93.70%	95.70%	96.40%
Direct care staff costs as % of ACFI revenue	80.00%	65.20%	67.20%
Care result - return on care revenue	-8.50%	8.10%	8.40%
Supported ratio	48.60%	48.60%	45.80%
Average bond/RAD held	\$288,233.12	\$298,460.75	\$328,391.13
Average incoming RAD	\$319,731.21	\$332,245.73	\$338,468.23
Care management	0.12	0.12	0.10
Registered nurses	0.28	0.22	0.35
Enrolled and licensed nurses	0.21	0.07	0.26
Other unlicensed nurses/personal care staff	2.02	1.70	1.94
Allied health & lifestyle	0.14	0.14	0.19
Imputed agency care hours implied**	0.03	0.01	0.02
Total care hours	2.80	2.26	2.85
Hotel services	0.60	0.47	0.60
Maintenance	0.08	0.06	0.06
Administration	0.14	0.11	0.12
Quality and education	0.02	0.03	0.01
Total other hours	0.84	0.67	0.80
Total staff hours	3.64	2.93	3.65
Total agency hours (including imputed agency)	0.06	0.02	0.06
ACFI services	63.20%	52.20%	55.20%
Hotel services	20.50%	17.80%	16.90%
Utilities	3.40%	2.80%	2.70%
Property maintenance and motor vehicles	5.00%	4.40%	4.00%
Administration services	16.30%	14.70%	12.80%
Total expenses as % of total care revenue	108.50%	91.90%	91.60%
ACFI services	59.30%	48.60%	52.30%
Everyday living services	12.20%	9.00%	9.30%
Administration services	3.20%	2.30%	2.30%
Total staff costs as % of total care revenue	74.80%	59.90%	63.90%
Total staff costs per bed per day	\$150.87	\$122.67	\$154.56
Workers compensation expense as % of staff costs	2.10%	1.90%	2.00%

Snowy River Hostel

ACCOMMODATION ANALYTICS

Accommodation Income

Accommodation revenue - residents
Accommodation revenue - government
Total accommodation revenue
Imputed DAP (based on RAD holdings)

Benchmark accommodation revenue

Accommodation Expenditure

- Depreciation
- Property rental
- Refurbishment
- Bond/RAD interest expense

Total expenditure - accommodation

Benchmark accommodation result

Significant Refurbishment

Uplift in accommodation revenue attributable to significant refurbishment
Current MPIR
Supported ratio

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
\$24.40	\$11.37	\$11.64	\$13.17
-	\$17.88	\$17.47	\$16.30
\$24.40	\$29.25	\$29.11	\$29.48
-	\$22.00	\$22.75	\$25.61
\$24.40	\$51.25	\$51.85	\$55.09
\$13.74	\$15.60	\$15.36	\$16.70
-	\$1.12	\$0.39	\$0.99
-	\$0.39	\$0.55	\$0.25
-	\$0.88	\$0.82	\$1.15
\$13.74	\$17.99	\$17.12	\$19.10
\$10.66	\$33.26	\$34.73	\$35.99
-	-	-	-
5.50%	5.50%	5.50%	5.50%
21.40%	48.60%	48.60%	45.80%

Snowy River Hostel		Snowy River Hostel Band 4 (14 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
Accommodation Pricing					
<i>Published accommodation prices of facility</i>					
Low		\$550,000.00	-	-	-
High		\$550,000.00	-	-	-
Median		\$550,000.00	-	-	-
<i>Published accommodation prices of nearby facilities</i>					
Low		\$250,000.00	-	-	-
High		\$950,000.00	-	-	-
Median		\$422,500.00	-	-	-
Number of competitors included in analysis		10.00	-	-	-
Radius of competition analysis		113.00	-	-	-
<i>Market Data</i>					
<i>Suburb:</i>					
Median house price		\$310,000.00	-	-	-
Median unit price		-	-	-	-
<i>Post Code:</i>					
Median house price		\$300,000.00	-	-	-
Median unit price		-	-	-	-
Accommodation Payment Analysis					
Incoming residents accommodation payment split					
Full RAD		0.00%	36.00%	34.40%	32.50%
Full DAP		0.00%	36.00%	35.60%	43.00%
Combination - Part RAD, Part DAP		0.00%	28.00%	30.00%	24.60%
Total number of incoming RADs, DAPs and Combos		-	1,550.33	380.33	3,730.33
Average incoming RAD					
Average of new FULL RADs / RACs		-	\$400,421.05	\$414,396.48	\$421,201.02
Average of new PART RADs / RACs		-	\$215,987.13	\$237,844.44	\$229,000.83
Average RAD/Bond held					
Average of FULL bonds & RADs/RACs held at reporting date		-	\$331,026.91	\$343,080.52	\$368,473.68
Average of PART bonds & RADs/RACs held at reporting date		-	\$197,283.61	\$196,391.85	\$236,793.45

Yallambee Lodge

CARE

ACFI & SUPPLEMENTS REVENUE

Government subsidies - care	\$90.55	\$136.81	\$139.00	\$173.53
Means-tested care fee	\$3.43	\$7.62	\$8.00	\$8.59
ACFI & supplements	\$93.98	\$144.43	\$147.00	\$182.11
Grants - not capital	-	\$4.01	\$3.90	\$5.29
ACFI revenue	\$93.98	\$148.43	\$150.90	\$187.40

ACFI EXPENDITURE

Labour costs				
Care management	\$4.76	\$7.58	\$7.29	\$6.93
Registered nurses	\$10.38	\$16.58	\$13.23	\$19.76
Enrolled and licensed nurses (registered with the NMBA)	\$7.33	\$8.22	\$3.15	\$9.93
Other unlicensed nurses/personal care staff	\$49.87	\$73.55	\$63.63	\$75.80
Allied health & lifestyle	\$4.95	\$7.27	\$7.41	\$8.05
Agency staff	\$3.33	\$3.26	\$1.75	\$3.18
Workers' compensation - care services	-	\$2.33	\$1.92	\$2.34
Total labour costs	\$80.61	\$118.79	\$98.37	\$125.99
Medical, incontinence supplies & nutritional supplements	-	\$3.74	\$3.15	\$3.46
Chaplaincy / Pastoral care	-	\$0.49	\$0.53	\$0.34
Other resident care	\$14.02	\$2.32	\$2.31	\$2.24
Quality and education allocation to care services	-	\$1.22	\$1.39	\$0.79
Total expenditure - ACFI services	\$94.63	\$126.57	\$105.75	\$132.82
ACFI RESULT	-\$0.65	\$21.87	\$45.15	\$54.59
ACFI services costs as a % of ACFI	100.70%	85.30%	70.10%	70.90%

EVERYDAY LIVING

EVERYDAY LIVING REVENUE

Basic daily fee	\$38.03	\$50.83	\$50.60	\$50.64
Fees for additional services and extra or optional service fees	-	\$1.06	\$1.05	\$2.72
Everyday living revenue	\$38.03	\$51.89	\$51.66	\$53.36

Yallambee Lodge

EVERYDAY LIVING EXPENDITURE

HOTEL SERVICES

CATERING

Labour costs	\$15.11	\$15.06	\$11.50	\$14.07
Consumables	\$14.84	\$8.02	\$6.24	\$7.75
Contract catering	-	\$6.57	\$8.70	\$7.12
Income from sale of meals (usually a credit amount)	-	-\$0.24	-\$0.09	-\$0.15
Total catering	\$29.95	\$29.41	\$26.35	\$28.79

CLEANING

Labour costs	-	\$4.58	\$3.37	\$4.41
Consumables	\$1.31	\$1.34	\$1.17	\$1.55
Contract cleaning	-	\$1.43	\$1.50	\$1.84
Total cleaning	\$1.31	\$7.35	\$6.04	\$7.80

LAUNDRY

Labour costs	-	\$2.13	\$1.40	\$1.99
Consumables	-	\$0.38	\$0.27	\$0.29
Contract laundry	-	\$1.18	\$1.54	\$1.22
Total laundry	-	\$3.69	\$3.21	\$3.50

Workers' compensation - hotel services

Expenditure - hotel services

	\$31.26	\$40.86	\$35.89	\$40.51
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UTILITIES

Electricity	\$6.22	\$3.90	\$3.31	\$3.42
Gas	-	\$0.89	\$0.68	\$0.83
Rates	\$2.96	\$1.22	\$0.83	\$1.43
Rubbish removal	-	\$0.91	\$0.89	\$0.87
Expenditure - utilities	\$9.18	\$6.91	\$5.71	\$6.55

PROPERTY MAINTENANCE AND MOTOR VEHICLES

Labour costs - maintenance	\$65.45	\$2.72	\$2.00	\$2.00
Repairs & maintenance	\$10.17	\$7.00	\$6.63	\$7.46
Motor vehicle expenses	-	\$0.28	\$0.23	\$0.25
Expenditure - property maintenance and motor vehicles	\$75.63	\$10.01	\$8.85	\$9.71

Quality and education allocation to everyday living

Total expenditure - everyday living services

EVERYDAY LIVING RESULT

	-	\$0.25	\$0.26	\$0.14
	\$116.07	\$58.03	\$50.70	\$56.90
	-\$78.04	-\$6.14	\$0.95	-\$3.55

Yallambee Lodge

ADMINISTRATION

ADMINISTRATION REVENUE

ADMINISTRATION EXPENDITURE

Administration recharges	-	\$18.61	\$20.35	\$20.42
Labour costs - administration	\$10.08	\$6.45	\$4.62	\$5.46
Other administration costs	\$2.75	\$6.18	\$3.59	\$3.74
Workers' compensation - other	-	\$0.36	\$0.17	\$0.27
Quality & education - labour costs	-	\$0.06	\$0.07	\$0.03
Quality & education - other	-	\$0.02	\$0.02	\$0.01
Insurances	\$1.63	\$1.02	\$0.93	\$0.81
Total expenditure - administration services	\$14.45	\$32.71	\$29.74	\$30.73
ADMINISTRATION COST	-\$14.45	-\$32.71	-\$29.74	-\$30.73

CARE RESULT

Care result - return on care revenue	-70.60%	-8.50%	8.10%	8.40%
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ACCOMMODATION

ACCOMMODATION INCOME

Residents

Accommodation charges	-	\$1.09	\$0.93	\$1.20
Daily accommodation payments	\$20.84	\$9.63	\$10.21	\$11.22
Bond - retentions	\$10.96	\$0.20	\$0.32	\$0.20
Bond - interest charges	-	\$0.44	\$0.18	\$0.56
Accommodation revenue - residents	\$31.80	\$11.37	\$11.64	\$13.17

Government

Government supplements - accom.	-	\$6.57	\$6.40	\$5.49
Significant refurbishments supplement	-	\$11.30	\$11.06	\$10.82
Accommodation revenue - government	-	\$17.88	\$17.47	\$16.30

Accommodation revenue - government

Total accommodation revenue	\$31.80	\$29.25	\$29.11	\$29.48
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Yallambee Lodge

ACCOMMODATION EXPENDITURE

Depreciation - building
Depreciation - non building
Property rental
Refurbishment
Bond/RAD interest expense
Total expenditure - accommodation
ACCOMMODATION RESULT

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
\$13.22	\$10.73	\$11.12	\$10.93
-	\$4.87	\$4.24	\$5.77
-	\$1.12	\$0.39	\$0.99
-	\$0.39	\$0.55	\$0.25
-	\$0.88	\$0.82	\$1.15
\$13.22	\$17.99	\$17.12	\$19.10
\$18.58	\$11.26	\$11.99	\$10.38

FACILITY RESULT (EBT)

-\$74.57	-\$5.72	\$28.35	\$30.69
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PROVIDER

PROVIDER INCOME

Donations, bequests & fundraising
Grants - capital
Investment income - interest
Investment income - other
Sundry income
Provider revenue

\$39.71			
\$0.03			
\$39.74			

PROVIDER EXPENDITURE

Impairment
Interest paid - other
Other provider expenses
Expenditure - provider

PROVIDER RESULT

\$39.74			
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TOTAL RESULT PER BED PER DAY

-\$34.83			
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Yallambee Lodge

REPORT CARD

Profile Data

Number of places 40.00
 Number of occupied days 12,592.00
 Occupancy rate 86%

Summary of Results

ACFI

ACFI revenue \$93.98
 Direct ACFI services costs \$94.63
 Quality and education allocation to care services -
 Total expenditure - ACFI services \$94.63

ACFI RESULT

Everyday Living

Everyday living revenue \$38.03
 Expenditure - hotel services \$31.26
 Quality and education allocation to everyday living -
 Expenditure - utilities \$9.18
 Expenditure - property maintenance and motor vehicles \$75.63
 Total expenditure - everyday living services \$116.07

EVERYDAY LIVING RESULT

Administration

Administration Revenue
 Administration expenses \$14.45
 Administration allocation of quality and education -

ADMINISTRATION COST

CARE RESULT

Accommodation

Total accommodation revenue \$31.80
 Total expenditure - accommodation \$13.22

ACCOMMODATION RESULT

FACILITY RESULT (EBT)

EBT per bed per annum -\$23,474.00
 FACILITY EBITDAR -\$61.35
 FACILITY EBITDAR per bed per annum -\$19,314.00

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
40.00	10,447.00	2,409.00	19,959.00
12,592.00	3,573,006.00	841,538.00	7,020,121.00
86%	94%	96%	96%
\$93.98	\$148.43	\$150.90	\$187.40
\$94.63	\$125.34	\$104.36	\$132.03
-	\$1.22	\$1.39	\$0.79
\$94.63	\$126.57	\$105.75	\$132.82
-\$0.65	\$21.87	\$45.15	\$54.59
\$38.03	\$51.89	\$51.66	\$53.36
\$31.26	\$40.86	\$35.89	\$40.51
-	\$0.25	\$0.26	\$0.14
\$9.18	\$6.91	\$5.71	\$6.55
\$75.63	\$10.01	\$8.85	\$9.71
\$116.07	\$58.03	\$50.70	\$56.90
-\$78.04	-\$6.14	\$0.95	-\$3.55
\$14.45	\$32.63	\$29.66	\$30.69
-	\$0.08	\$0.09	\$0.04
-\$14.45	-\$32.71	-\$29.74	-\$30.73
-\$93.15	-\$16.98	\$16.36	\$20.31
\$31.80	\$29.25	\$29.11	\$29.48
\$13.22	\$17.99	\$17.12	\$19.10
\$18.58	\$11.26	\$11.99	\$10.38
-\$74.57	-\$5.72	\$28.35	\$30.69
-\$23,474.00	-\$1,957.00	\$9,903.00	\$10,796.00
-\$61.35	\$10.99	\$44.10	\$48.39
-\$19,314.00	\$3,760.00	\$15,405.00	\$17,020.00

Yallambee Lodge

KPIS

Occupancy rate	86.20%
Direct care staff costs as % of ACFI revenue	85.80%
Care result - return on care revenue	-70.60%
Supported ratio	12.50%
Average bond/RAD held	-
Average incoming RAD	-

Staff Hours Analysis (Normal + Overtime + Agency)

Hours worked per resident per day

Care management	0.50
Registered nurses	0.25
Enrolled and licensed nurses	0.17
Other unlicensed nurses/personal care staff	2.73
Allied health & lifestyle	0.14
Imputed agency care hours implied**	-

Total care hours

Hotel services	0.91
Maintenance	0.13
Administration	-
Quality and education	-

Total other hours

Total staff hours

Total agency hours (including imputed agency)

KPI's

Expenses as % of total care income

ACFI services	71.70%
Hotel services	23.70%
Utilities	7.00%
Property maintenance and motor vehicles	57.30%
Administration services	10.90%
Total expenses as % of total care revenue	170.60%

Wages as % of total care income

ACFI services	61.10%
Everyday living services	61.00%
Administration services	7.60%
Total staff costs as % of total care revenue	129.70%

Total staff costs

Workers compensation expense as % of staff costs

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
Occupancy rate	93.70%	95.70%	96.40%
Direct care staff costs as % of ACFI revenue	80.00%	65.20%	67.20%
Care result - return on care revenue	-8.50%	8.10%	8.40%
Supported ratio	48.60%	48.60%	45.80%
Average bond/RAD held	\$288,233.12	\$298,460.75	\$328,391.13
Average incoming RAD	\$319,731.21	\$332,245.73	\$338,468.23
Care management	0.12	0.12	0.10
Registered nurses	0.28	0.22	0.35
Enrolled and licensed nurses	0.21	0.07	0.26
Other unlicensed nurses/personal care staff	2.02	1.70	1.94
Allied health & lifestyle	0.14	0.14	0.19
Imputed agency care hours implied**	0.03	0.01	0.02
Total care hours	2.80	2.26	2.85
Hotel services	0.60	0.47	0.60
Maintenance	0.08	0.06	0.06
Administration	0.14	0.11	0.12
Quality and education	0.02	0.03	0.01
Total other hours	0.84	0.67	0.80
Total staff hours	3.64	2.93	3.65
Total agency hours (including imputed agency)	0.06	0.02	0.06
ACFI services	63.20%	52.20%	55.20%
Hotel services	20.50%	17.80%	16.90%
Utilities	3.40%	2.80%	2.70%
Property maintenance and motor vehicles	5.00%	4.40%	4.00%
Administration services	16.30%	14.70%	12.80%
Total expenses as % of total care revenue	108.50%	91.90%	91.60%
ACFI services	59.30%	48.60%	52.30%
Everyday living services	12.20%	9.00%	9.30%
Administration services	3.20%	2.30%	2.30%
Total staff costs as % of total care revenue	74.80%	59.90%	63.90%
Total staff costs	\$150.87	\$122.67	\$154.56
Workers compensation expense as % of staff costs	2.10%	1.90%	2.00%

Yallambee Lodge

ACCOMMODATION ANALYTICS

Accommodation Income

Accommodation revenue - residents
Accommodation revenue - government
Total accommodation revenue
Imputed DAP (based on RAD holdings)
Benchmark accommodation revenue

Accommodation Expenditure

Depreciation
Property rental
Refurbishment
Bond/RAD interest expense
Total expenditure - accommodation

Benchmark accommodation result

Significant Refurbishment

Uplift in accommodation revenue attributable to significant refurbishment
Current MPIR
Supported ratio

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
\$31.80	\$11.37	\$11.64	\$13.17
-	\$17.88	\$17.47	\$16.30
\$31.80	\$29.25	\$29.11	\$29.48
-	\$22.00	\$22.75	\$25.61
\$31.80	\$51.25	\$51.85	\$55.09
\$13.22	\$15.60	\$15.36	\$16.70
-	\$1.12	\$0.39	\$0.99
-	\$0.39	\$0.55	\$0.25
-	\$0.88	\$0.82	\$1.15
\$13.22	\$17.99	\$17.12	\$19.10
\$18.58	\$33.26	\$34.73	\$35.99
-	-	-	-
5.50%	5.50%	5.50%	5.50%
12.50%	48.60%	48.60%	45.80%

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Tourism Advisory Committee Minutes



Address: Via Zoom

Date: Wednesday 1 June 2020 Time: 3 - 5pm

Present:

Position	Member (Name)	Present/Apology
Chair (Acting)	Rogan Corbett	Apology from Mayor Beer
Minutes	Nicole Plummer	
Committee Member	Susie Diver	Present via Zoom
Committee Member	Peter Cottrell (Cooma Chamber)	Present via Zoom
Committee Member	Tim Corkill (Eucumbene Chamber)	Present
Committee Members	Barry Wrenford (Bombala Community)	Present via Zoom
Committee Member	Duncan Isaksen-Loxton (SIX FIVE)	Apology
Committee Members	Gail Eastaway – Editor (Monaro Post)	Present via Zoom
TSM Rep	Luke Kneller – Executive Officer	
SMRC	Donna Smith	Present
SMRC	Mark Adams	Present
SMRC	Gina Woodward	Present (from item 4.4) via Zoom

1 Opening of the Meeting

The Chair, Rogan Corbett opened the meeting at 3pm

Welcomed attendees – the committee is here ready to get things up and running.

Acknowledged an apology from Mayor Peter Beer

1.1 Committee introductions

- Barry – 23 years in Snowy tourism. Involved in TSM start up (on the board). A lot of consulting, photography, producing brochures Main reason here is because he provided a new approach – a video hand out guide – to 55 destinations in the snowies.

- Peter – Interests in trout fishing and the Eucumbene Trout Farm. Equally as President of Cooma Chamber Commerce.
- Susie – Living in the mountains for a long time – marketing and communications media for Thredbo resort, finished up September last year. Now has a private marketing business, working for locals like Peter and Lake Crackenback. Would like to contribute to the committee, an awesome opportunity for Snowy Mountains as a destination.
- Gail – editor of Monaro Post and local tourist magazine Snow Post – promoting what we have here. Represented 5 tourist bureaus in the Kimberley region in the past and a few other bits and pieces.
- Tim – around for last 30 years, prior to position at ELGAS was resort manager at Selwyn till 2005. Involved in Snowy Scheme Museum at Adaminaby for the last 15 years, current chair of Lake Eucumbene Chamber of Commerce. Privately, a business with self-contained cottage at Lake Eucumbene.
- Mark Adams – SMRC Coordinator Economic Development (including Tourism). Has lived in the area for 14 years now.
- Donna Smith – Tourism & Events Manager for SMRC, has worked with all attendees at some time in the past (in her SMRC role). Will cover SMRC tourism later in the meeting.
- Rogan Corbett – SMRC Councillor for the last 8 years, interested in Tourism, involved in putting on a number of events in the region and wants to see it grow. The committee is a great opportunity to grow the region.
- Luke Kneller joined the meeting via Zoom. Technical issues from SMRC delayed Luke's arrival to meeting. Apologies issued to Luke by Donna

2 Apologies

An apology for the meeting was received from Mayor Peter Beer, Chair and Duncan Isaksen-Loxton
Possible late arrival of Gina Woodward, Luke Kneller having connection issues

3 Conflicts of Interest

None noted

4 Committee Business

4.1 Committee Charter

Rogan asked if all members read the charter – all present confirmed as read.

Opened to the floor about any changes to be made to the charter.

Peter asked if there is any report going to Council during the year? Recommendations from this Council are presented to Council. We are an advisory committee – 355, Council to consider. Not a financed committee.

Motion: to adopt the SMRC Tourism Advisory Committee Charter; Moved by: Tim / Seconded: Peter
All in favour – no opposition
Motion to approve CARRIED

4.2 SMRC Tourism/Events Update

General overview of how Council operates in the Tourism space – provided by Donna

- Tourism Department runs 2 Visitor Centres (Cooma 7 days week - 9 staff, Bombala 6 days - 2 staff)
- Historically about 50,000 annual visitors in Cooma, Bombala 7,000. Globally visitor centre numbers are reducing quite quickly. Changing the way we operate VCs is a big part. Other sectors include promotion and marketing such as 'Visit Cooma' website. Facebook & Instagram platforms.
- Fund TSM to do outside promotion, work in line with state agency Destination NSW (Luke to update on that)
- Maintain the region's Calendar of Events – daily maintenance, updating and collation.
- Promote the events online, through social media, weekly email, weekly radio 'What's On' spot for events that weekend – aired Friday morning.
- VC staff, mainly Nicole event coordinator provides assistance to event organisers – volunteers, booking spaces, insurance requirements, assist with websites for special events or social media creation – smaller groups posters/flyers etc. Disseminate grant info as we receive them.
- Bigger or new events, we will meet with them to discuss in detail – Snowy Ride, triathlons, busking, regional markets etc.
- Staff in addition to providing VC services provide ADTW updates – to represent the region on the Australian Tourism Warehouse – other national companies draw information from this. Keeping our region info at a certain level and up to date.
- Often submit EOIs to host events eg. Recent LG NSW Tourism Conference held in Jindabyne, in the past the State Weeds Conference and Land Rover anniversary held in Cooma.
- COE – Staff are working at the moment to re-establish events and the events calendar. – COVID 19 safe plans etc. Not the authoritative body but need to ensure everyone working in a public arena have those plans in place
- Coordinated link and associated chambers, progress, TSM and NPWS locally, Dest. SNSW, Dest. NSW and places like CBRJO (Canberra Joint Assoc) and Tourism Australia on a lower level.
- Informally work closely on operational level with NPWS, Mark Lees & Mick Pettitt Snowy Hydro and their DC – spread that out to Canberra agencies and South Coast Tourism. Like to keep links with neighbouring destinations as well.
- Hierarchy SMRC – Destination Marketing, Tourism infrastructure funding and local tourism industry
- Fund TSM – growth opportunity, promote the Snowy Mountains brand beyond the local region
- Destination SNSW conduit between local and state. Part of 6 destination networks Sean Heylan and Marlo – excellent resource for us particularly through bushfire and COVID

Then, Dest NSW which is the lead agency for NSW and major events plus national destination marketing

- At the top is Tourism Australia for international marketing and tourism strategies. More contact with domestic marketing over last few months due to COVID

- Peter: Asked about name Cooma VC why not Tourism Snowy Monaro to cover the region?

Donna advised there had been informal discussion to review. A recommendation from the committee would be ideal as the VC's have always represented the region and the name can be restrictive.

- Rogan - We need to ensure the requirements of COVID are passed on to all event organisers

- Peter - In the charter we need to appoint chairman.

Point 7 of the Charter – the mayor usually chairs that meeting. (Refer to Agenda, part 5 for election of members).

4.3 TSM Update

Presented by Luke - TSM is Not for Profit, recognised as the official destination marketer for the Snowy Mountains – 6 major stakeholders comprised of skill based directors – the goal is sustainable year round tourism and to get Snowy Mountains on the map for international and national.

Website, brand and promoting to large national markets – trying to get messaging and vision same as SMRC

Luke has only been in the role since November last year – interesting start due to fires and COVID, building on the idea of Snowy Mountains and future of the region – a lot of info coming in with SAP etc.

Unified vision of how we want the region to look like – winter mostly looks after itself but a goal to drive the summer visitation, promoting other towns – heritage, history and natural environment.

Works closely with all the Destination divisions - NSW and Tourism Australia

Working closely with chambers and Council – excited about this committee, to find that shared vision and do it together...

- QUESTIONS - Peter: has an issue with region's representation, given the committee is funded by Snowy Monaro, is TSM covering Tumbarumba and Tumut areas? Luke says they aren't receiving funding from Snowy Valley currently but moving forward there's opportunity to grow SM brand and provide more of an offering if including the other side eg Yarrangobilly Caves is theoretically Snowy Valley. Peter's concern is the money being spent on another LGA, Luke confirmed no funds spent in promoting the other side of the mountain and SMRC region is priority.
- Barry: Considers TSM main direction is to get people to the Snowies, Barry's interest is keeping them here and is working with Mark in this area. With Tourism Snowy Mountains, Barry tried to get into local areas but they aren't giving the correct information. – Luke – is this on the website or with promotions? Barry - directions for outside the 'central area' or the 'outer snowies', there are over 55 destinations that aren't being promoted at all. Eg some Bombala promotions are fictional (not really there) – Barry is trying to get info out on rarely promoted locations such as in the wilderness.

Luke agreed TSM can do better in promoting the wider region on their unique offerings and how to drive itineraries getting people to come, stay longer, spend more etc.

Rogan - A few hidden gems in Bombala and agrees we can help the area to grow. Barry feels it's already being done with the new TV display.

4.4 SAP and Destination Management Plan

Mark provided an update on SAP

Council is working in partnership with Department of Planning Industry and Environment to deliver SAP master plan. Project owned by State Government increase tourism within Jindabyne and Retorts area KNP (SAP investigation area)

To grow jobs and economic development. Three other areas announced in regional NSW for SAP locations – Wagga, Parkes and Moree

Project has evolved from GO Jindabyne and aims to be on public exhibition by March/April.

Number of consultants – housing & accommodation, tourism attractions, issues with KNP transport attractions, accommodation etc within the park, land use planning, urban design, sports etc. Most facets of the community covered in details. Once the plan is done - Snowy Hydro Legacy Fund (from NSW Govt sale a few years ago) all of that money to go towards regional NSW.

Information centred around their vision for SAP info is out for comment – google snowy mountains special activation precinct. High goals that would make the area very different over the next 10 years, worthwhile having a look and providing some input. As the project develops there may be some opportunity for this committee to provides some feedback via Council. State Govt project but working with SMRC as a partners and for input.

TIM: Adaminaby hat on; it isn't a 'Snowy Mountains SAP' its focus is on Jindabyne and excludes the broader area – Bombala Dalgety Delegate Adaminaby etc. Using money from Snowy Heritage fund that should be applied across the region and not to one small area.

Tim would like to MOVE: that this committee should have a problem with Sap in excluding areas across the region.

Gail supports Tim's sentiments with this.

Tim is not sure why Adaminaby (the first town moved for Snowy Hydro) has not been included or allocated any of the funding.

Barry: General consideration from his recent visit and discussion with member of the community, is that Adaminaby is ignored. For the amount of traffic they get, it needs if not a visitors centre then a location where information is processed in town. Tourism that is not a central area is not promoted enough. He has handouts and spoken to Mark about it – these should be made available in Adaminaby.

Mark agrees with the broad sentiment and that some investigation could be done via SMRC members in the background in this regard.

Peter supports the same concept and looks at Cooma as a retail section is also substantially ignored, SAP should be about the whole LGA and cross promoting the lot.

Luke agrees it hasn't been done properly in the past. Notes the majority of people come for KNP and a hero experience though – it's important to use these experiences to get them to the region and then figure out how to spread them across the region and how to provide that other information. It's a tough one but the whole region will benefit from the investment in Jindabyne – people will naturally start travelling across the region.

Barry: More destinations around the central then there are IN the central area.

A hub of advertising for Jindabyne, Lake Jindabyne and the mountain – advertising is around that is not promoted the same way. With so many destinations around including wilderness

TIM: SAP is not just about tourism it's a whole range but the main focus – contrary to the game changes in the Destination Management Plan which talks around the whole region. Acknowledged the need for a drawcard, focussing on one area disregards the other area. Jindabyne might be a growing base but we need to look at a much more expansive view of the region – the SAP excludes that. The State Government focussing on just one area he feels in an oversight and disservice for the rest of the region. He feels we should move on an objection or change

Susie: The communication we have received – Luke's working on the website, a top of mind experience to draw them back to the area – expected mid to end of July this will be ready (leading up to summer). Trying to show the region as a whole with interactive map and experiences – including sub regions. It's happening and there is momentum to grow regional promotion. Resorts are the biggest promoters in the region and Jindabyne's location benefits from that.

Rogan: SAP too far ahead to get any changes made but up to committee and community members to get on and make comments for consideration.

Tim: \$2.4B from heritage fund (not all going to this area) but that part which is should be applied to the whole area. The Destination Management plan goes out the window with SAP project.

Mark: DMP remains a Council document to review and try to implement – from other funds

State looked at the area to cover, comes down to a business case to be presented to Treasury to access the funds. It was decided if the area was too big it's harder to justify the cost benefit ratio – a benefit to substantiate the spending. A business case still to be done. Money to be accessed but treasury still to sign off on the spending. Spreading across a larger geographical area lessens the cost benefit.

Rogan: We as a group can support the other areas

Luke: Asked about a local activation precinct he'd heard of? Mark says no it was talked about but nothing set for it.

Luke: Believes in far more than promoting Jindabyne but thinks this (SAP) is a great opportunity that will benefit the whole region.

Tim: Document shows it focusses on a very narrow area. SAP document information just drills down on one particular area, with the Snowy Monaro portion of the money (fund) to go there. Feels this is unfair – never any consultation across the region. Implemented through State Government and our local member, is a flawed document. People have strong views about it being focussed on a small area. Needs to be reviewed and puts forward the motion again that we should request it to be reviewed for the whole region.

Peter: Agrees with Tim but takes confidence in Mark's comments about funding needing to go to Treasury for approval. One of the more successful areas he feels is Central NSW - doesn't have iconic mountains but brings in 1 million people – a good strategy for us to look at.

Rogan: Tim to formulate a recommendation to go to Council (Refer to Item 6.1 for motion and voting)

- Donna: Destination Management Plan (DMP)– sent copies to all members

A lot has happened since this was adopted a year ago – considers that we need to be flexible with how we reference this document due to bushfires, COVID and SAP – major impacts that may have changed or affect what is included in the DMP.

DMP is the overarching strategic document to use and implement items across the region, we can discuss this over several meetings.

Basis of committee is to assist Council implement this document.

Gina entered meeting via Zoom 4pm – requested a clearer timeframe to go on the DMP cover (5 year lifespan) (Add to actions)

4.5 Recovery Bushfires/COVID-19

Donna: Brief bushfire update: From SMRC perspective – huge amount of time and resources into bushfire recovery. Recovery coordinator appointed with a dedicated team working with her (Andrea Forsyth). Working in several local, regional & state recovery teams, mayoral bushfire fund and the recovery work continues – it's long and slow but we are still working in that space.

COVID 19 space – important to note we aren't the authority for COVID rules and restrictions. We follow the PHO and disseminate the information – we get many enquiries from community groups about what they can and can't do.

Communications are being provided regularly and a dedicated COVID business FB page to stay in contact with people during this time. It's been a difficult space for tourism and we aren't out of it yet – adjusting ways we do things including with facility bookings and organising events. Providing COVID safe plans for operation is now an enforceable requirement. Council is in a position where we need to follow this up. We are putting this out more firmly so people don't get caught out.

Suggests this is a responsibility for all committee members to share the need for businesses and organisations to know COVID requirements and follow the guidelines.

BARRY: What's going to happen with COVID – people will be less into concentrated areas and a trend to get out into nature touring. It means shifting our focus and directing people to wilderness areas for people to go to. SUSIE: that's what Luke was talking about with his process. LUKE: Agree we will see an increase in drive and domestic tourism – trying to capitalise on that this summer. A campaign at the end of winter to promote summer and the region as a whole.

SUSIE: Opportunity in August end July 'you love it here in summer, check it out in winter' – LUKE: although they don't want to put a lot of promo funds into winter want to capitalise on those numbers here to get them back.

BARRY: (Showing his images on a screen in background). This will be on display at the renovated VC.

5 Election of Members

Discussed the election of Chairperson for the committee. The Mayor is happy to take up the role of Chair person.

Rogan accepted a nomination of Deputy Chairperson when the Mayor is unavailable.

Committee Chair – Mayor Peter Beer

Committee Deputy Chair – Cr Rogan Corbett

Moved: Peter

Second: Gail

All in favour, no opposition

6 Other Business

6.1 SAP motion

Tim clarified his proposed MOTION: This committee moves that the Snowy Mountains SAP be extended to include the whole Snowy Monaro region

BARRY: Seconded

MARK: Raised the Charter – this still has Donna and Mark as voting members – should amend that so they don't vote on items like this due to conflict. Recommend that it's noted Donna and Mark are not voting members in the charter. Luke asked if TSM should be the same?

Gina suggests no but they are here to represent a number of organisations so yes. Be careful with the wording and how that's going to fit in with SAP definition. SAP – definition – 'an area in a region, not a whole area'. Tim reread his recommended motion. Donna asked if Councillors are in a position to accept it and do something about it. Mark suggested it would be that council could only advocate for or write to DPI about the committee concerns on the matter.

Tim's feelings are still that the whole region should benefit from this money. Luke asked what Tim would propose funding be spent on in Adaminaby – experiences, infrastructure? Tim - it's not just Adaminaby he is considering Nimmitabel, Dalgety and all the other towns. Money for infrastructure, it's much bigger than just tourism expenditure - road access, areas of heritage precincts destroyed and environmental damage. SAP should include the whole region.

Mark says it's the same with all SAPs – Wagga focus is a very small area. Tim says that's for them to consider. Ours is about developing tourism infrastructure and experiences across the region.

Peter: Asked Mark – the business case still to be put for the precinct?

Mark: Government has broadly said we are rolling out the Sap projects where they want to stimulate various sectors (ours is tourism). Source of these plans is SH legacy fund. Other projects such as high speed train will come out of it too. Business case still has to be made. Treasury and Govt still have to decide on the business case.

Peter: We should be replicating Central NSW by bringing the towns in and acting as one.

Mark: Cost vs benefit comes in at the end of the day. Other things in the SAP document – streamline planning processes, within those particular locations, very detailed strategic work done beforehand paves the way for futures Das complying, quick approval process. The SAP isn't just funding for a particular location, delivery plan for infrastructure to be build, State Environment planning policy – the bigger you make the area, the more complex and costly the task becomes. May reach a point where the investment benefit does not provide results approved by State Government business case. SAP planning was aware of these concerns when working out the area, they didn't just ignore them but when considered they felt their best change for business case supported by treasury (cost vs benefit) would be the area they selected.

ROGAN: Backing up to the request to change charter – clarifying that Mark and Donna are to be recognised as non-voting members. ACTION: The Charter will be adopted with following amendments.

DONNA: Tim may need to reword his motion so Councillors know what is being asked of them – to advocate.

SMRC advocate that the SM SAP be extended to include the whole region.

SUSIE: Believes the SAP is pretty set in motion, anything we do is going to draw attention away from getting. Council underneath will execute. Changing area of the SAP at this stage of the process is not likely to be of benefit.

LUKE: Backing up what Susie said above – seems SAP is going ahead, we need to understand what opportunities we can get out of it for across the region. TSM looking to raise revenue to aid in additional regional promotion – how do we compete with Central NSW etc which have more money. Important that it starts with investment in to the region, for eg Queenstown – rapid growth around and all towns benefit from the hero destination. That's where the wider region can benefit – give people education, tools to explore once they are here. Stopping the SAP at this point will not benefit the region.

Motion:

The motion made by Tim is seconded by Barry and put to vote:

'That Snowy Monaro Regional Council advocate for the SAP to cover the region not just Jindabyne'

In favour: Gail, Barry, Tim (3) Against: Peter, Susie, Rogan, Luke (4)

Proposed motion voted down 4 to 3. No further action

Rogan suggested there are other ways we can look to support other areas within the region without stopping the progress of the SAP.

6.2 Name for the renovated tourist centre

Peter raised an enquiry about the VC name - believes it should represent the region such as Snowy Monaro Regional Visitors Centre

Gina provided an update: the Snowy Region Visitors Centre at Jindabyne – commenced discussion with NPWS about having a similar name 'Snowy Region' but at Cooma, Jindabyne, Bombala. Considers consistency with naming is important for being clear for visitors.

Peter: Part of the problem, National Parks has a different priority. VCs must represent LGA, not specific interests of towns. Applauds Donna, the VC team was out quickly to see them when they commenced at Eucumbene Farm whereas it took 5 years to get NPWS staff.

Gail: Just checking if Gina is here representing TSM or as a member of Council. Gina confirmed she is here as an observer not to vote. Gail advised previous committee notification indicated that Gina was listed as a community member and it was clarified that Gina wasn't employed with Council at that stage. She has since resigned from her community role with TSM.

Peter would like 'Snowy Monaro' not 'Snowy Region' to represent the whole area.

Gina – previous advice that we can't call it a tourism centre – as it is approved as an 'Information Centre'. Donna provided an update that our accreditors have advised it is permitted to call it a Tourism Centre.

Luke suggests it be named 'Snowy Mountains' in keeping with brand promotion – various committee opposition to that, as they would like the whole region represented. Luke is not trying to devalue the

region or importance of Monaro but looking at trying to clarify for the region the promotional brand 'Snowy Mountains'.

Peter: The name 'Snowy Monaro' was to bring in all regions.

Suggested recommendation: Snowy Monaro Tourism Centre

Gina: Dislikes being referred to as a tourist – thinks the term visitor is more welcoming – some committee agreeance and discussion with that idea.

Susie: Is an advocate of telling people where they are going – Visitor or Information Centre is preferred.

Rogan: Commented this would involve renaming Bombala centre – Mark confirmed currently 'Bombala Platypus Country Information Centre'. Mark asked Barry what his thoughts are?

Barry: Said Bombala is happy with what they have.

Barry thinks the Platypus should remain – it's what the area is about and known for.

Susie indicated she didn't know it was Platypus Country VC and she is a long term resident.

Barry would like to see the Platypus left there as a primary part of the name.

Luke: Thinks for the visitor experience and journey it's important to unify it.

Susie: Believes while platypus becomes part of the package for Bombala, it has so much more to offer than just platypus viewing.

Barry agrees and withdraws his objection to allow Councillors to consider the option.

Mark: Branding would need to be the same – but could add the tagline 'Platypus Country'

Gina: In a perfect world, it would be good to have the same name and just location added.

Donna: Provided background that the Blue 'I' stays as it is an accredited sign..

We could look at renaming: Snowy Monaro Visitors Centre – adding a Cooma and Bombala official tagline – Bombala 'Platypus Country' Cooma 'Capital of the Snowy Mountains'.

Luke still thinks Snowy Mountains - that's considering a unified voice with branding but understands representing the Monaro which is a major part of the region.

Motion for recommendation:

Snowy Monaro Visitors Centre, Cooma to be put forward to Council as the new name for the Cooma Visitors Centre.

Peter moved \ Gail seconded

VOTING

In favour: 6 (all but Luke) Against: Luke (noting that he considers Snowy Mountains aligns better with regional promotion by TSM)

Approved and will be put to Council as a recommendation

Second motion for recommendation:

Snowy Monaro Visitors Centre, Bombala be put forward to Council as the new name for the Platypus Country Visitor Information Centre in Bombala,

MOVED: Barry SECONDED: Peter

VOTING

In favour: All in favour (Luke confirmed it should be unified and he is in favour of name change if Cooma VC is Snowy Monaro and not Snowy Mountains)

Approved and will be put to Council as a recommendation

Peter: Can we put on the table to get the Jindabyne NPWS info centre to adopt a similar name?

Gina: Is happy to communicate with NPWS to say the committee has recommended the above name change and ask their positioning on the possibility of updating to unify.

6.3 Snowy 2.0 traffic

Barry: Raised an issue about traffic projected for Snowy 2.0, access to the northern part of the Snowy Mountains with Snowy 2.0 and trucks clogging the highway

Trucks, convoys, high speed - heard the amount of abuse from truck drivers about caravans. Is there some way of visitor traffic getting a window for passage – coordination of traffic.

ROGAN: There's a forum at Council briefing next Thursday for traffic briefing.

Peter: Not sure if traffic is related to Mt Selwyn or Snowy 2.0 – only 14 movements a day and they haven't commenced yet. Often goes to Tumut and sees trucks.

Tim: Disagrees with Peter, highway is 80km through Adaminaby. Trucks are on there 24/7, these have increased. 99% is Snowy 2.0 also they are rebuilding Cabramurra township – hasn't properly been addressed. Vehicle movements are quicker and a significant area to be addressed, considers this a major issue on the Snowy Mountains Highway. Barry is quite right about traffic complaints between trucks and visitors. They need to understand the area is primarily for visitors and not just a construction site.

Rogan's understanding is with segment factory the truck movements will be less.

Luke updated that TSM is working with RMS about road safety campaigns – to be more prepared for truck movements, snow and wildlife.

Peter: Notes the determining authority is Transport NSW and not Council.

Barry: Whole object is to consider a method to flow better for our visitors. Passing lane or pull of areas would be a good option – signage 'give priority to trucks'. Need to look at ideas to support the issue.

6.4 Other concerns

Rogan opened the floor for any other concerns but none were noted.

GAIL: Departed 4.59pm

7 Action Sheet

Reference	Date	Action	Assignee	Completed	Notes
1/2020	1/7/20	The Charter will be adopted with following amendments: Mark and Donna are to be recognised as non-voting members.			
2/2020	1/7/20	All committee members to be responsible for passing on accurate information relating to COVID restrictions			
	1/7/20	Add a clearer timeframe to the cover of DMP – indicating 5 years			
	1/7/20	VC Name change			
	1/7/20	Snowy Region info centre name consideration	Gina Woodward		
	1/7/20				

8 Date of next Meeting

The committee will meet every 8 weeks.

The next meeting will be held at 3pm on 26 August 2020 at Council Chambers or via Zoom meeting link.

9 Close of Meeting

There being no further business the meeting concluded at 5.10pm

CHAIRPERSON

DATE

(The minutes are to be signed and dated here by the Chairperson at the next meeting, certifying the above as a correct record.)



Snowy Monaro Tourism Advisory Committee Charter



Record of Versions

Date Published	Reason for Amendments	Resolution	Author/Document Owner

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

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1 Overview

The provision of tourism services by Council is a function delegated under the NSW Local Government Act 1993.

The role of local government in tourism destinations is to support, facilitate and help build the capacity of the local tourism industry in order for the industry to grow sustainably and to ensure the wellbeing of its residents.

Tourism in this context includes:

- Accommodation
- Hospitality
- Attractions
- Activities & Events
- Industry operators
- Landscape and the natural environment
- Physical infrastructure
- Marketing and promotion

2 Title of the Committee

The title of the committee shall be 'Snowy Monaro Tourism Advisory Committee' (SMTAC)

3 Role of the Committee

The primary objective of the Tourism Committee is to represent the tourism industry, provide advice and make recommendations to Council on matters relating to tourism, the development of tourism and the future of tourism in the Snowy-Monaro LGA.

Specifically the Committee will support the implementation of the Snowy Monaro Destination Management Plan 2019

4 Purpose of the Committee

- The SMTAC is to promote, support and identify tourism and tourism opportunities in the Snowy Monaro region.
- Undertake actions in partnership with Council to promote tourism
- Raise awareness within the community of the value and benefits of tourism
- Provide input on the implementation and review of Council's priorities from the SMRC Destination Management Plan and Council's corporate plans.
- Advise and support Council regarding tourism trends, activities, initiatives and infrastructure and make recommendations to Council as appropriate
- Encourage Council to resource and/or support tourism initiatives identified as having a benefit to the community/region.
- Provide a voice or pathway for the towns and villages within the region in regards to local level tourism opportunities and/or issues.

5 Power of the Committee

The Committee exercises functions of Council as a Committee under Section 355 of the Local Government Act 1993.

The power of the Committee is limited to the exercise of advisory power. It does not have power to make decisions that will bind the Council or to commit the expenditure of the financial resources of Council or any other organisation without express authorisation. No budget/funding has been allocated to the Tourism Advisory Committee.

The Committee has the power to make recommendations to Council. These recommendations may be adopted by Council resolution, per standard Council reporting procedures.

The minutes of each committee meeting will be sent to Council for receipt and notation. Any recommendations emerging for the committee will be submitted to Council in the report attached to the minutes.

6 Delegation of Power

The Committee, where relevant, is authorised to form sub-committees (working groups) related to specific initiatives, ideas, events, etc.

The final recommendations of any sub-committees must be approved by the committee prior to submission to Council.

7 Structure and Composition of the Committee

The membership will reflect a diverse range of interests, experience and expertise within the tourism industry. The membership will also aim to fairly reflect the demographic and geographic diversity of the region.

Committee membership shall comprise:

- One (1) Councillor
- One (1) SMRC Coordinator Economic Development - non voting
- One (1) SMRC Tourism and Events Manager (or equivalent position) - non voting
- One (1) Tourism Snowy Mountains representative
- Up to Six (6) members of the public following an advertised application and selection process.

A maximum of ten (10) members with a quorum of six (6) – *The Mayor may attend or chair any meeting at his/her discretion*

Election of Chairperson: The Committee shall, at its first meeting and each two years, or on resignation, elect a Councillor as Chairperson. In the event of the absence of the Chairperson at a meeting, the Deputy Chairperson will act as Chairperson.

Deputy Chairperson: The Committee shall, at its first meeting and each two years, or on resignation, elect a Councillor as Deputy Chairperson.

Members will be expected to possess:

- Ability to represent and reflect the different segments of the tourism industry (e.g. caravan and camping, tour operators, attractions, accommodation, food & beverage)
- Knowledge of how the tourism industry through Regional Tourism Organisations, Destination NSW and Tourism Australia, works collaboratively in areas such as grants, industry development, marketing and infrastructure.
- Knowledge of economic, social and environmental opportunities and challenges that face the tourism industry in Snowy Monaro.
- Experience in all or any of the following areas;
 - Tourism at a local and/or regional level
 - Tourism associations and/or business networks
 - Business, management, marketing, research
 - Community initiatives that contribute to the local tourism economy
 - Committees or boards

Appointment of members:

The SMRC Councillor representative/s will be appointed by Council during their delegation to Committees process.

The SMRC staff representation will be appointed by the SMRC Coordinator Economic Development. SMRC Staff will be non-voting members of the committee.

The Tourism Snowy Mountains (TSM) representative will be appointed by the TSM board.

The positions of community representatives will be sought through public advertisement. Selection of these members will be based on written application and appointed by Council.

Representatives must be willing to abide by the committee charter and Councils Code of Conduct.

Term of membership:

The term of this committee will be that of the term of Council (4 years or the balance remaining of the 4 years). At the end of each term the composition and function of the committee will be reviewed and a recommendation made to Council.

Any representative is eligible for reappointment upon completion of their term of membership however community representatives will be limited to two terms on the Committee to ensure a diversity of views are represented over time.

A member who fails to attend three consecutive meetings without submitting a satisfactory explanation will forfeit their membership on the committee.

Should a member of the committee resign for any reason, that position will be declared a casual vacancy.

In the instance of a casual vacancy, the position will be readvertised and an appropriate replacement chosen according to the selection criteria. Any community representative appointed to fill a casual vacancy shall serve the balance of the term of that membership.

Members are elected on a voluntary basis. No payment or reimbursement of expenses is made available to members.

Non-members with an interest or expertise in a relevant area may attend the Tourism Committee meeting by invitation of the Committee. Non-members may participate in conversation but not vote on Committee business.

It is permissible for a quorum to meet through digital means including teleconferencing.

8 Principal Office Bearers

Chairperson:

The committee shall be chaired by the appointed Councillor or his/her alternate.

If no Councillor is available one of the attendees will be chosen as Acting Chair for that meeting.

The role of the Chairperson is to keep order at meetings and co-ordinate with Committee Secretary.

Secretary:

Council shall provide secretariat support for the Tourism Committee through the Economic Development and Tourism business unit.

Responsibilities include:

- Distributing meeting agendas, minutes and correspondence to members.
- Minuting meeting procedures
- Reporting meeting minutes and recommendations to Council
- Ensuring relevant records are filed in accordance with Council's reporting and record keeping obligations
- Coordinating meetings including:
 - Booking a venue for each meeting
 - Sending out meeting notifications, and
 - Sending out meeting reminders

All activities shall be undertaken in collaboration with the Chair and other relevant members of staff.

9 Meetings of the Committee

The following procedure shall apply:

- The committee is to meet a minimum four times per annum at times and dates to be agreed at the first meeting.
- Locations and times to be determined by the committee, rotating between the major towns in the region, if required.
- A notice of each meeting confirming the date, time, venue and agenda will be forwarded to each member of the Committee as soon as practicable prior to the meeting date.
- All meetings shall be minuted by the Secretary. Minutes will be prepared and distributed to members promptly by email after each meeting.
- Items of business for each meeting shall be decided by the Council representatives after consultation with committee members.
- The minutes of the previous meeting shall be included as a standard item of business.
- Disclosure of conflicts of interest will be included as a standard item of business. All members will be asked at the beginning of each meeting to disclose any potential conflicts. Members of the committee will not participate in discussions and will not vote on any issues in respect of which there is an actual or perceived conflict of interest.
- An action sheet or table will be included in the agenda and minutes as a standard item of business.

Voting Rights

Each elected member of the Committee is entitled to vote on items of business requiring a decision. Each member will have one (1) vote. In the event that the Committee vote is tied, the chair can cast the deciding vote. SMRC Staff are non-voting members of the committee.

10 Review and Assessment of the Committee

Council staff will prepare a brief annual report for Council summarising the Committee's recommendations.

Council may evaluate the performance of the Committee as appropriate.

This Charter will be reviewed upon the appointment of new community representatives following each Council election cycle.



SNOWY MONARO
REGIONAL COUNCIL

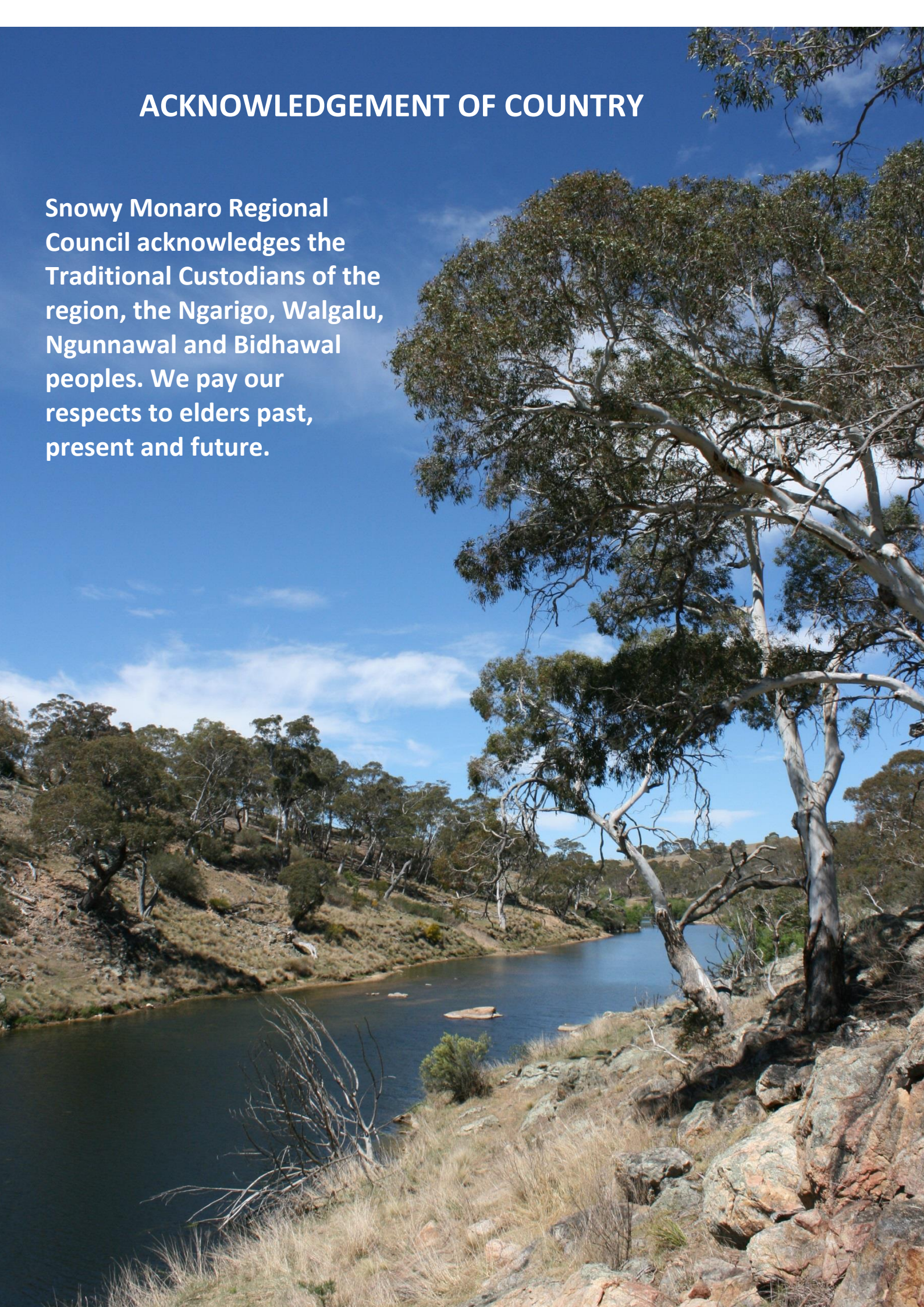
Attachments of Ordinary Council Meeting - 20 August 2020

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ACKNOWLEDGEMENT OF COUNTRY

Snowy Monaro Regional Council acknowledges the Traditional Custodians of the region, the Ngarigo, Walgalu, Ngunnawal and Bidjahal peoples. We pay our respects to elders past, present and future.



MESSAGE FROM THE MAYOR

I am pleased to present Council's Guide to the Development Process ("the Guide"). The guide is aimed at demystifying the planning process for our community, future developers and first time applicants within the Snowy Monaro Region.

Council recognises that the planning process can be complex and confronting for first time applicants and inexperienced mum and dad applicants. The Guide will answer some of the commonly asked questions and outline the process that an applicant will need to follow and navigate through the DA process.

The development of the Guide has been focused on a Snowy Monaro Region context with an emphasis on working with our community and customers to get it right from the start. It is Council's aim to engage with you early in the planning stages of your development through pre-lodgement meetings and facilitate the transfer of clear and concise information during this process.

Our Council looks forward to working with you on your next project.



Peter Beer

Mayor

PREFACE

Purpose of this guide

The New South Wales planning system seeks to enable and guide development to ensure our community has access to housing, jobs and a healthy environment. Many forms of development require approval from your council, known as a development consent. You apply for development consent by lodging a development application (DA). The DA process can be confusing for first time applicants. This document will guide you through this process and assist you in preparing and lodging a DA, as well as explaining the next steps to get your development underway. The guide aims to promote best practice principles with an emphasis on the importance of pre-lodgement meetings. Council recognises the importance of establishing a culture within that supports efficient and consistent assessment of development applications. This commitment will be driven from the start by Council's assessment staff and supported by all levels of management and is fundamental to delivering services that our community expects.

Who is this guide for?

The guide is helpful for:

- People building a new home or planning a renovation.
- People preparing submissions on developments proposed in their area.
- Real estate agents (giving pre-purchase advice).
- Builders, contractors and small scale developers.
- Those wishing to learn more about the development process.
- Architects, draftspersons and consultants.

Types of development covered

This guide is most relevant to small residential development including:

- Alterations and additions to houses.
- New houses.
- Secondary dwellings – i.e. granny flats.
- Dual occupancies.

This guide deals with DAs that require development consent from council. A brief description of exempt and complying development is also provided to make you aware of these alternative approval pathways.

For larger residential developments, industrial, commercial and tourist development and subdivision Council staff are happy to assist through pre-lodgement discussions however would recommend that you seek the advice and guidance of a qualified independent town planning consultant when preparing your development application.

How to use this guide

Part 1 provides an overview of the NSW planning system to inform you and allow you to better participate in the development assessment process.

Part 2 describes the process to obtain development consent from council in detail. The process is described in stages. You can work through the guide from start to finish or go straight to the step that is relevant to you.

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PART 1 – GETTING STARTED

Do I need development consent from council?

The type of consent or approval you require, if any, depends upon the scale and potential impacts of your development (such as traffic, noise, privacy and solar access) on adjoining properties. There are three assessment pathways that may apply to small residential development: exempt development, complying development and development that requires consent from Council (DA).

ASSESSMENT PATHWAYS

	Exempt Development	Complying Development	Development Consent (DA)
Level of approval	No approval	Approval by issue of complying development certificate by Council or an accredited certifier	Council consent
Level of assessment	Must comply with pre-set standards	Must comply with pre-set standards and conditions	Merit assessment

Exempt Development

Exempt Development is minor development that will have minimal impacts. This type of development does not require any development consent if it meets standards set in either State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 (Codes SEPP) or Council's Local Environmental Plan (LEP). If your development involves plumbing and drainage works, you may require an approval under the Local Government Act 1993. It is recommended that you contact Council to discuss.

Complying Development

Complying Development is a fast track approval process for low impact development. This type of development must meet specified predetermined development standards listed in the 'Codes SEPP' or Council's 'LEP'. Obtaining a complying development certificate is a potential alternative to obtaining development consent. Complying development certificates can be issued by Council or an accredited certifier. If your development involves plumbing and drainage works or works within a road reserve, you may require an approval under the Local Government Act 1993 or the Roads Act 1993, respectively. It is recommended that you contact Council to discuss.

Further information can be found on the NSW planning portal www.planningportal.nsw.gov.au www.legislation.nsw.gov.au

Helpful Hint

The NSW Planning Portal Website has helpful information on Exempt and Complying Development including fact sheets, handy guides and interactive houses to help you determine whether your development could be considered to fall under these types of

Development Consent

A DA is a formal application for development that requires consent under the NSW Environmental Planning and Assessment Act 1979 (EP&A Act). It is usually made to your local council and consists of standard application forms, supporting technical reports and plans. The DA process is the focus of this guide.

Why are DAs required?

A development consent may permit the erection of a new building that will change our environment, and may even affect our amenity or the amenity of those around us.



The planning system explained

State and local planning legislation and policies set the rules that control what development can occur on your land. The planning system has a hierarchical structure with the EP&A Act sitting at the top of the hierarchy, as shown below.



[Environmental Planning and Assessment Act 1979](#)

The EP&A Act sets up the framework for the planning system as follows:

1. How rules affecting development are made; and
2. How development is assessed against those rules.



[Environmental Planning and Assessment Regulation 2000 \(EP&A Regulation\)](#)

The EP&A Regulation details certain processes that must be followed by council when assessing a DA. It specifies more detailed matters such as the fees that can be charged and what information should be lodged with your application.



[State Environmental Planning Policies \(SEPPs\)](#)

SEPPs focus on issues that are of importance to the whole State. This does not necessarily mean that each SEPP will be of relevance to your DA. An example that may apply to you is: SEPP (Building Sustainability Index: BASIX) 2004, which sets standards for sustainable development (e.g. energy efficiency, water tanks).



[Local Environmental Plans \(LEPs\)](#)

Each council in NSW has their own LEP which does the following things:

- Zones land to specify what development is permissible without consent, permissible only with consent or prohibited in the zone.
- Identifies special matters for consideration. There may be specific

environmental issues e.g. flooding, bushfire, and environmentally sensitive land that may affect your site. Such issues should be addressed in any DA and may limit the extent or location of the development on the site.

- Identifies the principal development standards. The principal development standards control the size and form of development. While they vary by council area, some common and relevant standards include; Maximum building height and Maximum Floor Space Ratio (FSR).
- In the Snowy Monaro Region we have three LEPs which cover each of the former local government areas, Cooma-Monaro LEP 2013, Bombala LEP 2012 and Snowy River LEP 2013. Each of these LEPs can be found on Councils website.

4

Development Control Plans (DCPs)

While the rules set out in LEPs and SEPPs are the most important, more detailed design and planning requirements are provided in council's DCPs. Here you will find information in simple language, with diagrams and pictures on issues including:

- Building design, siting and size.
- Landscaping.
- Car parking.
- Storm water treatment.

The DCP provides guidance only, which means there can be flexibility to make variations when supported by appropriate reasoning. This needs to be documented reasoning that the variation will provide a better planning outcome for the development. Information on the situations that Council may grant DCP variations can be found within the relevant DCP.

In the Snowy Monaro Region we have three DCPs which cover each of the former local government areas, Cooma-Monaro Shire DCP 2014, Bombala DCP 2012 and Snowy River DCP 2013. Each of these DCPs can be found on Councils website.

Other Approvals

In order to undertake some types of development such as a dwelling you may also require approvals under the Local Government Act and Roads Act. These types of approval relate to works associated with Plumbing and Drainage Works, Onsite Effluent Management System i.e. septic tanks installations and driveway construction. Council can discuss these requirements with you at your pre-lodgement meeting.

Helpful Hint

Currently Council still has active LEPs and DCPs for each of the previous local government areas. Which policies apply to your lot depend on which previous Council area it was located in. For copies of Councils' LEP and DCP documents please visit

www.snowymonaro.nsw.gov.au/31/Development
The NSW Planning Portal ePlanning Spatial Viewer is a great place to determine what LEP/DCP will apply to your land:
<https://www.planningportal.nsw.gov.au/spatialviewer/#/find-a-property/address>

PART 2 – DEVELOPMENT ASSESSMENT AND CONSTRUCTION APPROVAL PROCESS

Stage 1: Pre-Lodgement – Getting it right at the start

Stage 1	Participants	Responsibilities
Pre-Lodgement	You / Your Team	Get informed
		Get the team together
		Chat to neighbours in advance
		Obtain reports and plans
		Compile application documents and forms
	Council Officers	Provide advice
		Assist in identifying required reports
		Co-ordinate relevant officers for pre-lodgement meetings

The pre-lodgement stage is the front end of the development assessment process. If you get the front end right you are more likely to have a simple DA process. Providing council an assessment-ready application, with all required information will not ‘guarantee’ approval – however, it will assist in efficient processing which can save time, for both you and council.

There are several ways you can determine the controls that apply to your site.

1. A planning certificate, also called a S10.7 certificate or you may have heard them called by their previous name of a s149 certificate lists the planning instruments that apply to your land. If you have recently purchased your site, you may have a planning certificate, as they form part of the sale contract. Otherwise you can purchase one from council directly.
2. Download a property report from the NSW planning portal at <https://www.planningportal.nsw.gov.au/sites/default/files/documents/2019/Spatial%20Viewer%20QRG%20Final.pdf>

The report is free and provides a simple overview of the key planning controls that apply to your site.

3. Visit your council or the Councils website. Council’s website is a great source of planning information and specifically deals with the controls that apply to your local area. Including some of the following;
 - [Local Environmental Plans \(LEPs\)](#)
 - [Development Control Plans \(DCPs\)](#)
 - [State Environmental Planning Policies \(SEPPs\)](#)

- [Application forms](#)
- [Checklists](#)
- [Useful links](#)

Getting information about what you will need for your development:

PRE DA MEETING

You can book a Pre-DA meeting with Council's planning department on 1300 345 345. You will need to book ahead to ensure that relevant staff are available to meet with you and your team. It is suggested that if there are any technical questions that may require expertise from staff from another department (for example, questions regarding building standards) that you let the staff member booking the appointment know so that we can organise for other department members to be present at the meeting.

While Council endeavours to provide accurate and reliable information at these meetings any advice provided is not legally binding and all information will be provided in good faith and on a without prejudice basis. No decisions regarding your development will be made at the Pre DA stage. You may wish to seek your own independent town planning and/or legal advice in regards to your development at this early stage as well to assist in the preparation of your application. A written copy of discussions will be provided to you confirming matter discussed.

CHECKLISTS

Council has DA checklists that are available online and provide a general list of the information that would usually be required for certain types of development. If you have any questions about any of the items listed please feel free to call 1300 345 345 to discuss your situation with one of Council's planning staff.

FEES

Fees associated with lodgement of a Development Application are set by the State Government and Council. Fees are based on the cost of works proposed and they can be found on Councils website or alternatively you can obtain a written quote by emailing planning@snowymonaro.nsw.gov.au with a description of your development, estimated cost of works and details of which applications you require a quote.

PREPARING THE DEVELOPMENT APPLICATION

In preparing your DA you may need an architect or building designer to prepare (and cost) your plans, plus a number of specialists, depending on your site and your proposal e.g. land surveyor, engineer, ecologist and town planner. You can find experienced people by:

- Talking to friends and neighbours who have done similar work.
- Looking at similar designs locally and asking the owners.
- Searching at professional organisation registration websites.

In some cases applicants can draw their own plans for the development; however, while this is possible the plans are required to be legible, accurate and meet certain criteria.

DOCUMENTATION

Development applications require the following plans to be submitted:

- Site Plan
- Architectural Plans which include, elevations, floor plans, roof plans and section plans.

The following additional plans may be required (while this information can be submitted on the site plan it may be more practical and appropriate to provide the information on its own plan):

- Landscaping plan
- Parking and access plan
- Stormwater plan
- Survey plan
- External colours and material plan

Site Plans

- | | |
|--|---|
| <ul style="list-style-type: none">▪ Show the boundary dimensions and site area▪ Include the location of any easements on the property▪ Describe the existing levels of land (this is shown with the use of contours)▪ Show the location and uses of buildings on adjoining sites▪ For sites not serviced by Council wastewater system show the location of any on-site sewage management system, including trenches▪ Show the proposed method of draining stormwater from land/building, including on-site detention▪ Describe and show the proposed landscaping, earthworks and treatment of land (including plant species and mature height) | <ul style="list-style-type: none">▪ Have a true north point shown▪ Show existing vegetation/trees▪ Be drawn to scale▪ Show the location of any proposed water tanks▪ Show the location of proposed building/s or works, including distances to boundaries, existing buildings and any adjoining development▪ Show the location of any existing services on the site including water, sewer, electricity lines, gas, telephone and stormwater▪ Show the driveways, parking arrangements, and entry and exit points for vehicles. This must include dimensions, width, maximum grade, paths of travel of vehicles and proposed standard of construction (eg, dirt track, graded gravel, bitumen sealed, concrete)▪ Show the garbage disposal/collection area |
|--|---|

Elevations

Elevations must be drawn to scale with dimensions and show:

- External finishes
- Height of the building (including to top roof line)
- Floor heights from ground
- Levels of cut and fill (if any)
- Height of retaining walls (if any)

Helpful Hint

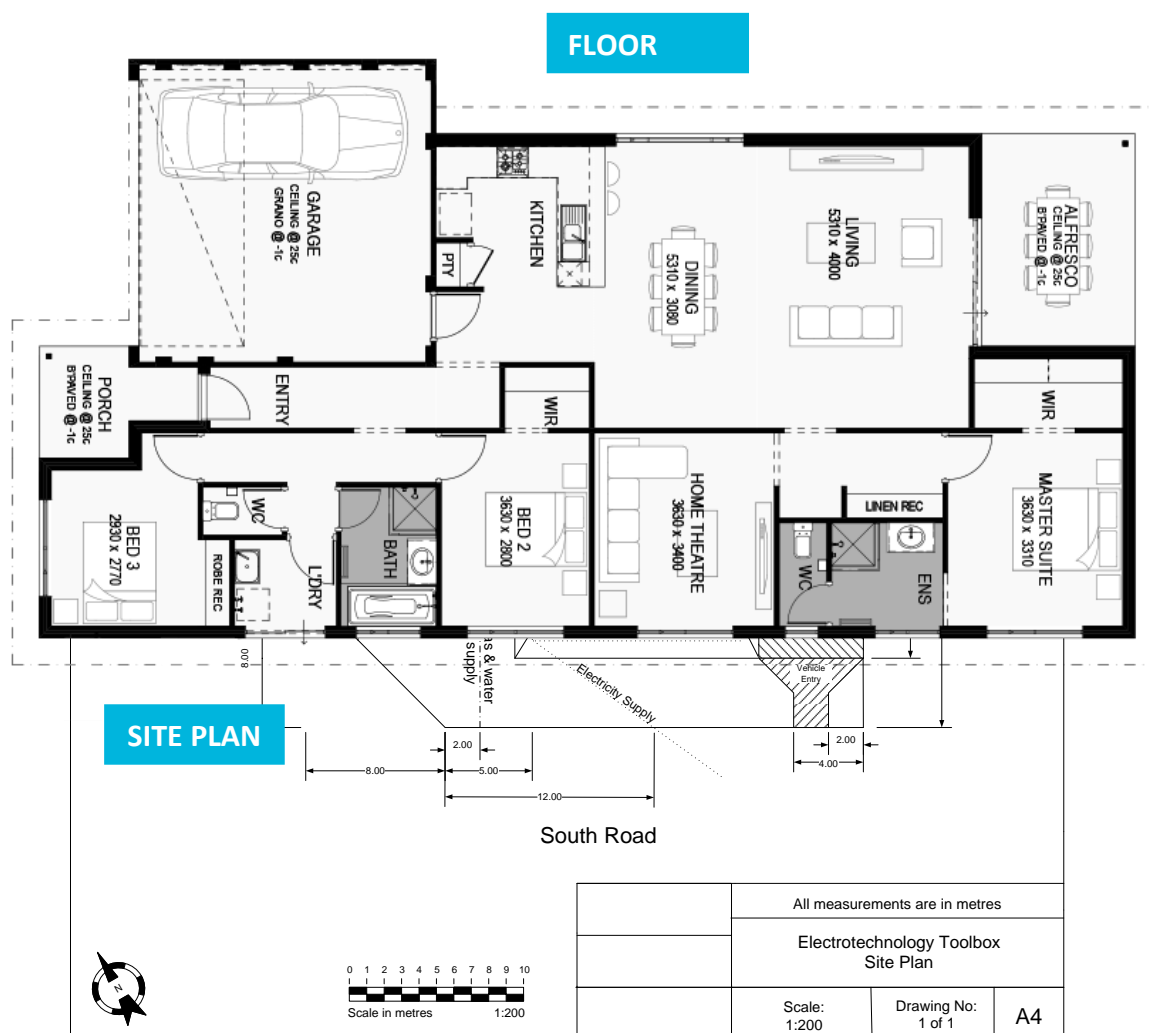
For new houses and where works residential buildings where the value of building work exceeds \$50,000 you will need a BASIX certificate. For additional information visit www.basix.nsw.gov.au Some of the commitments you make on these are required to be shown on your DA plans prior to Council being able to approve your development. Before submitting your plans to Council it is suggested that you double check your plans to ensure all required information is shown.

Floor Plans

Floor plans must be drawn to scale with dimensions and show:

- Room uses ▪ Room sizes ▪ Room layout
- Location of any solid fuel heaters
- Locations of windows/doors

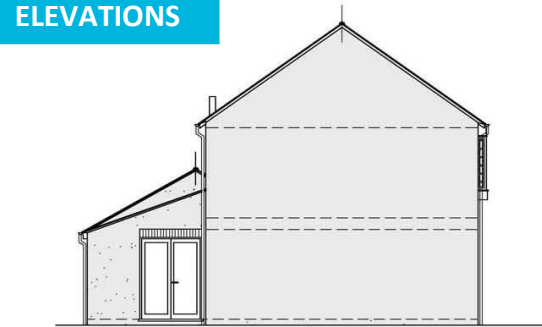
You will also need to submit a Statement Environmental Effects with your development application. A Statement of Environmental Effects (or SEE) details and explains the likely impacts of the proposed development both during and after the development, and the proposed measures that will mitigate these impacts. The size and complexity of the SEE will depend on the development proposed, Council has a proforma SEE on our website that is sufficient for most developments this guide relates to.



ELEVATIONS



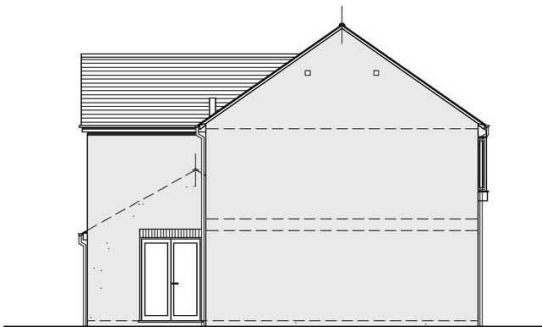
North (Rear) Elevation - Existing



West (Side) Elevation - Existing



North (Rear) Elevation - Proposed



West (Side) Elevation - Proposed

Stage 2: Lodging your application – Including initial administration by Council

Stage 2	Participants	Responsibilities
Lodgement	You / Your Team	All information collated ready for lodgement
		Fees paid
		Lodge DA with required forms completed
	Council Officers	Check completeness of application
		Referrals – to internal experts and State agencies
		Formal notification to neighbours and community as required

Lodge your DA with council ensuring it is assessment ready. When you have filled out all the required forms you can lodge your application with council. A completed DA will generally include:

- Any necessary specialist reports.
- Council's DA form and checklist.
- All matters required for a DA as listed in the EP&A Regulation (Schedule 1, Part 1, see appendix A of this guide);
- Payment of required DA fee.

Lodgement can be:

- Over the counter at Council
- Via email
- Via the post
- Online via the Planning Portal (coming soon)
- At your local Service One (coming soon)

It is the **applicant's responsibility** to provide all the required information and to make sure your DA provides enough detail to enable council to make a decision. Getting this right will save you and council time and money. If all required information is not provided, Council will not be in a position to receive, lodge and determine the application.

Fees are set out in the EP&A Regulation and must accompany an application. They are based on the estimated cost of the development that you must provide. You need to ensure the estimates are accurate.

Council has internal experts who will comment on different issues and a check by these experts of your DAs after lodgement will occur to ensure the information is adequate to make a decision. If you

Helpful Hint

Council's fees and charges set the market value for a dwelling at \$1,500 per m², if your development is estimated under this cost you must provide evidence to substantiate your claim including quotes by a qualified person, for Council to consider. Even if you are doing the works yourself your estimated cost of works **must** include an appropriate value for materials and

application is one which requires referral to a state agency the experts in these agencies will provide comment or agreement/approval within their areas of expertise.

Some development types require neighbour notification or to be advertised as part of the assessment process. This gives individuals or groups who may be impacted by a development an opportunity to make comments on relevant planning considerations.

The scale of notification or advertisement depends on the development and not all development will require notification, details can be found in Snowy Monaro Planning and Development Community Participation Plan 2019 on www.snowymonaro.nsw.gov.au

Council recognises that applicants are eager for determination of their application. Applications are allocated to designated assessment officers who will work through allocated applications in a timely manner and in order of submission. In order for the assessing officer to provide an effective and efficient service to our customers please be aware that it is not uncommon for officers to have several applications to assess at the one time and as such the officers time is best spend assessing your application and not providing weekly updates on the progress of the application.

To address this issue you may wish to check Council on-line DA tracker on the progress of the application or alternatively await for your assessment officer to contact you. If there is a significant issue or need for clarification, your assessment officer will contact you.

In some instances a Development Application may be made on your behalf. In this circumstance if you have engaged an alternative contact person Council will contact them and not you. There will be some instances where council may request to speak to a member of your specialist team e.g. engineer which in most instances will be through the applicant and if additional information is required this request will be made in writing.



Stage 3: Assessment – What happens to your DA now?

Stage 3	Participants	Responsibilities
Assessment	You / Your Team	Remain patient
		Provide access to the development site
		Provide additional information if requested
	Council Assessment Officer	Assess
		Review submissions/referrals
		Request additional information if required
	Referring agencies and officers	Provide comments and advice

Under the EP&A Act, **all** Development Applications must be formally assessed by the Council no matter the type or scale.

The six matters that Council must consider (under section 4.15 of the EP&A Act) are:

- All plans and policies that apply – SEPPs, LEPs, DCPs (as outlined in Part 1 of this guide).
- Impacts of your proposal on the natural and built environment and the social and economic impacts in the locality.
- The suitability of your site for your proposal (e.g. physical characteristics, availability of access and services).
- Any submissions (such as from neighbours or other groups).
- Any comments or agreements/approvals from any NSW Government agency.
- The broader public interest.

If you get the ‘front end’ right then the assessment officer will most likely have all the information required to make a determination. However, it may be necessary for the assessment officer to contact you or your consultant and request clarification or additional information. Your assistance is appreciated if you can respond quickly and it’s best to get your experts to talk directly with council if further clarification is needed.

If your Development Application is referred to an external agency (for example the Transport for NSW or the NSW Rural Fire Service) they will usually respond within 21 days. There are times when they will request additional technical information that must be provided by the applicant before they can provide their response. In some cases Council cannot approve a development if the external agency does not support the application.

Helpful Hint – As part of your development assessment Council officers will often inspect your site, to assist in this inspection you are asked to peg out the location of the proposed building.
If your property is rural and does not have an address please provide information on your access location, including pictures or place markers.

Stage 4: Determination – The decision

Stage 4	Participants	Responsibilities
Determination	You / Your Team	Read conditions
		Seek clarification if needed
	Council Officers	Complete determination including conditions and/or reasons for decision
		Advise you of decision

There are three possible outcomes for a DA:



Your development consent is a legal document and is extremely important – you must build according to conditions of the consent to avoid possible penalties or having to make costly rectification measures. As the owner, you should carefully read and discuss these conditions with your certification and building team members, as the conditions may modify the proposal you submitted (e.g. reducing height, deleting elements, adding a privacy screen, requiring a retaining wall). These changes may increase the cost of your construction.

Getting it right at the start will help minimise unexpected and unplanned costs because of conditions imposed.

Consents last for five years unless another period is specified by council or physical commencement has occurred. Physical commencement prevents a consent from lapsing. It is important to read and understand your consent conditions as there may be prerequisites for physical commencement described within. This timeframe is set by State legislation and no extensions can be granted to extend the lapsing period beyond 5 years.

Most development applications in the Snowy Monaro Council area are determined by planning staff, however, your development application may be presented to a Council meeting for determination. Usually this would be required if there were more than 5 objections to your development application, if there are potential significant impacts or requires a significant variation to the relevant planning restrictions. The circumstances in which development applications will be referred

to Council for determination can be found in the “Referral of Development Applications to Council” Policy, on Councils website.

If an application is being determined by Council the assessing officer will write a report for the Council meeting with the relevant information about the application including a recommendation for the determination. If an application is to be determined at a Council meeting, the applicant and any person who made a submission will be notified of the meeting, advising they are able to speak to the item at the meeting. A delay to the determination of your application can occur due to the reports required being more complicated, meetings being held once a month and because the reports must be submitted for each meeting over a fortnight in advance. In general, a decision is made on the application at the first Council meeting it is presented to however the Councillors have the ability to defer the decision and request additional information to allow them to make a decision. Should this be the case the report is amended (if required) and resubmitted to a Council meeting for decision. Should this occur you as the applicant will be notified that the decision has been deferred and you will be notified of the new date to which the application will be presented.

If you wish to make changes to your approved plans (or the conditions), you can submit an application for a **Modification of Consent** (this is also called a s4.55 application). This may be needed depending on the particular aspects of the development. The development you seek to modify must remain substantially the same as the development the original consent was granted for. If the application varies significantly from the original consent a new DA must be lodged.

Modifications can be time consuming and cost additional fees. Getting the intended outcome right in the initial DA is much easier.



Stage 5: Post determination – Get your approval to build and start work

Stage 5	Participants	Responsibilities
Post Determination	You / Your Team	Apply and obtain Construction Certificate (CC)
		Obtain Owner/Builder Permit if required and submit to certifier
		Sign contract with certifier's authority
		Obtain Home Owners Warranty if required and submit to certifier
		Appoint Certifying Authority (CA)
		Remain engaged with your team
		Build as per approved plans and ensure compliance with conditions of consent
		Ensure inspections are carried out
	Certifiers (council or private)	Issue Construction Certificate (CC)
		Undertake mandated Inspections
		Issue Occupation Certificate

BEFORE YOU START BUILDING

Before you can start building (including site preparation works) you must do four things:



The Construction Certificate (CC) must be obtained from your council or an accredited certifier and includes your detailed building plans/engineering details and specifications. The plans will most likely contain a lot more information than your approved DA plans, to allow your builder to work directly from them. The building must be consistent with them and the development consent.

9.3.1 DA BEST PRACTICE GUIDE AND PROCESSING TIMES

ATTACHMENT 1 GUIDE TO THE DEVELOPMENT

As owner your role is to work with the CA and the builder, keeping an eye on the work (and the terms of your development consent), managing the site and organising mandatory inspections. These inspections should be booked ahead of time to ensure that certifiers are available to attend

your site on the required day otherwise this may cause delays. The CA will brief the builder and you about the process. You have a role in ensuring that your team follows the procedures required for organising inspections – missing an inspection can lead to delays and complications.

Keeping a close eye on the work and being sure it is consistent with the development consent and any conditions attached is very important. Orders can be issued by council to stop work and fix any errors. This can cost time and money or even lead to penalties.

Helpful Hint - Other common approvals you may need in conjunction with your DA

Section 138 - Consent under Section 138 of the NSW Roads Act 1993 is required for any works or activities in a public reserve, public road way or footpath (nature strip). These types of applications are usually assessed by Council's engineers and may require additional technical information

Section 68 - Section 68 of the Local Government Act 1993 covers a range of activities that require an approval from Council including but not limited to plumbing work or installing a manufactured home. If you are applying for a DA, the application form will include a list of works that will require a Section 68 approval; you can select to apply for these using this form so you don't have to fill in another application later.



Stage 6: Completion and Occupation

Stage 6	Participants	Responsibilities
Completion and Occupation	You / Your Team	Ensure all conditions are met
		Make application for Occupation Certificate
	Certifiers (council or private)	Ensure all conditions have been met
		Issue Occupation Certificate (OC)

(The Occupation Certificate (OC) authorises the occupation and use of a new building or building section.

Depending on the particular OC sought, the CA must be satisfied the development meets various regulatory standards. These generally include that:

- The design and construction of the building is not inconsistent with the development consent.
- Any pre-conditions set out in the consent or requirements of planning agreements have been satisfied.
- That the building is suitable for occupation (in accordance with its BCA classification).

The issue of the final OC is the last step in the formal DA and construction process (though there could be ongoing 'operational' conditions such as maintaining appropriate noise levels or landscape maintenance).



DEFINITIONS

BASIX (Building and Sustainability Index) BASIX aims to improve the energy and water efficiency of dwellings. The design of a dwelling must meet certain targets in order to obtain a BASIX Certificate. A BASIX Certificate must be provided with any DA for a new home or any additions/alterations over the value of \$50,000.

Building Code of Australia (BCA) The Building Code of Australia (BCA) is a set of rules and provisions relating to the design and construction of buildings throughout Australia.

Building work means any physical activity involved in the erection of a building.

Construction Certificate (CC) is a certificate to the effect that work completed in accordance with specified plans and specifications will comply with the requirements of the Act and Regulations.

Complying Development means development that meets the Complying Development criteria and does not need a DA or a CC. Involves small scale developments like minor dwelling alterations and additions, internal shop or office works, garages, carports, swimming pools, sheds etc

Development application (DA) means an application for consent under Part 4 of the EP&A Act to carry out development. It is usually made to the local council. It consists of standard forms, detailed plan drawings and a number of detailed documents (called 'submission requirements').

Development consent means consent under Part 4 of the EP&A Act to carry out development and includes, unless expressly excluded, a Complying Development Certificate.

Development Control Plan (DCP) is a detailed guideline that illustrates the controls that apply to a particular type of development or in a particular area and is made under the EP&A Act.

Dwelling means a room or suite of rooms occupied or used, or constructed or adapted so as to be capable of being occupied or used as a separate domicile.

Environmental Planning Instruments (EPIs) means an LEP or SEPP made under Part 3 of the EP&A Act. They contain the controls that apply in relation to the development of an area/site.

Exempt Development is classified in an EPI as development that may be carried out without the need for development consent because it will have minimal environmental impact, so long as any requirements of the EPI are satisfied.

Local Environmental Plan (LEP) is the principal statutory plan that directs development at the local government level. It is a written document with associated maps specifying development that is permissible with and without consent, identifies sensitive land and contains special provisions relating to particular types of development.

Occupation Certificate, issued by the Principal Certifying Authority, is a certificate that authorises the occupation and use of a new building, or a change of building use for an existing building. It is a post-construction check on whether necessary approvals and certificates are in place for the development and the building is suitable for occupation or use in accordance with its BCA classification.

Principal development standards are those standards that are so important that they are included in the LEP e.g. building height, floor space ratio.

Public Domain refers to public land adjoining or in the vicinity of a site; for instance, streets, footpaths and public reserves.

Secondary dwelling means a self-contained dwelling that is established in conjunction with another dwelling (the principal dwelling), and is on the same lot of land as the principal dwelling. It may be located within, or is attached to, or is separate from, the principal dwelling.

State Environmental Planning Policies (SEPPs) are a form of EPI made under the EP&A Act by the Governor to make provision with respect to any matter that, in the opinion of the Minister, is of State or regional environmental planning significance, or is of environmental planning significance to a district in the Greater Sydney Region.

Statement of Environmental Effects (SEE) is a formal report prepared for the applicant in support of their DA, addressing the council controls and the merits of the proposal.

Zoning is the system of categorising land uses as prohibited, requiring consent or not requiring consent within particular areas. Zones (such as Residential or Commercial) are generally shown in map form and their objects and permissible uses are set out in EPIs.

APPENDIX A

Schedule 1 Part 1 Environmental Planning and Assessment Regulation 2000

Part 1 Development applications

1. Information to be included in development application

- 1) A development application must contain the following information—
 - a) the name and address of the applicant,
 - b) a description of the development to be carried out,
 - c) the address, and formal particulars of title, of the land on which the development is to be carried out,
 - d) an indication as to whether the land is, or is part of, critical habitat,
 - e) an indication as to whether the development is likely to significantly affect threatened species, populations or ecological communities, or their habitats, unless the development is taken to be development that is not likely to have such an effect because it is biodiversity compliant development,
 - ea) for biodiversity compliant development, an indication of the reason why the development is biodiversity compliant development,
 - f) a list of any authorities from which concurrence must be obtained before the development may lawfully be carried out or from which concurrence would have been required but for section 4.13(2A) or 4.41,
 - f1) in the case of an application that is accompanied by a biodiversity development assessment report, the reasonable steps taken to obtain the like-for-like biodiversity credits required to be retired under the report to offset the residual impacts on biodiversity values if different biodiversity credits are proposed to be used as offsets in accordance with the variation rules under the Biodiversity Conservation Act 2016,
 - f2) if the land is subject to a private land conservation agreement under the Biodiversity Conservation Act 2016, a description of the kind of agreement and the area to which it applies,
 - g) a list of any approvals of the kind referred to in section 4.46(1) of the Act that must be obtained before the development may lawfully be carried out,
 - g1) in the case of State significant development, a list of any authorisations that must be provided under section 4.42 of the Act in relation to the development,
 - h) the estimated cost of the development,
 - h1) in the case of State significant development, the capital investment value of the development,
 - i) evidence that the owner of the land on which the development is to be carried out consents to the application, but only if the application is made by a person other than the owner and the owner's consent is required by this Regulation,
 - j) list of the documents accompanying the application.

2) In this Schedule, **biodiversity compliant development** means—

- a) development proposed to be carried out on biodiversity certified land within the meaning of Part 7AA of the Threatened Species Conservation Act 1995, or
- b) development in respect of which a biobanking statement has been issued in respect of the development under Part 7A of the Threatened Species Conservation Act 1995, or
- c) development to which the biodiversity certification conferred by Part 7 of Schedule 7 to the Threatened Species Conservation Act 1995 applies, or
- d) development for which development consent is required under a biodiversity certified EPI (within the meaning of Part 8 of Schedule 7 to the Threatened Species Conservation Act 1995).

2. Documents to accompany development application

1) A development application must be accompanied by the following documents—

- a) a site plan of the land,
- b) a sketch of the development,
- c) a statement of environmental effects (in the case of development other than designated development or State significant development),
- d) in the case of development that involves the erection of a building, an A4 plan of the building that indicates its height and external configuration, as erected, in relation to its site (as referred to in clause 56 of this Regulation),
- e) an environmental impact statement (in the case of designated development or State significant development),
- f) a species impact statement (in the case of land that is, or is part of, critical habitat or development that is likely to significantly affect threatened species, populations or ecological communities, or their habitats), but not if the development application is for State significant development,
- g) if the development involves any subdivision work, preliminary engineering drawings of the work to be carried out,
- h) if an environmental planning instrument requires arrangements for any matter to have been made before development consent may be granted (such as arrangements for the provision of utility services), documentary evidence that such arrangements have been made,
- i) if the development involves a change of use of a building (other than a dwelling-house or a building or structure that is ancillary to a dwelling-house and other than a temporary structure)—
 - i. a list of the Category 1 fire safety provisions that currently apply to the existing building, and
 - ii. a list of the Category 1 fire safety provisions that are to apply to the building following its change of use,
- j) if the development involves building work to alter, expand or rebuild an existing building, a scaled plan of the existing building,
- k) if the land is within a wilderness area and is the subject of a wilderness protection agreement or conservation agreement within the meaning of the Wilderness Act 1987,

- a copy of the consent of the Minister for the Environment to the carrying out of the development,
- k1) in the case of development comprising mining for coal (within the meaning of section 380AA of the Mining Act 1992)—documentary evidence that the applicant holds an authority under the Mining Act 1992 in respect of coal and the land concerned or has the written consent of the holder of such an authority to make the development application,
 - l) in the case of development to which clause 2A applies, such other documents as any BASIX certificate for the development requires to accompany the application,
 - m) in the case of BASIX optional development—if the development application is accompanied by a BASIX certificate or BASIX certificates (despite there being no obligation under clause 2A for it to be so accompanied), such other documents as any BASIX certificate for the development requires to accompany the application,
 - n) if the development involves the erection of a temporary structure, the following documents—
 - i. documentation that specifies the live and dead loads the temporary structure is designed to meet,
 - ii. a list of any proposed fire safety measures to be provided in connection with the use of the temporary structure,
 - iii. in the case of a temporary structure proposed to be used as an entertainment venue—a statement as to how the performance requirements of Part B1 and NSW Part H102 of Volume One of the Building Code of Australia are to be complied with (if a performance solution, to meet the performance requirements, is to be used),
 - iv. documentation describing any accredited building product or system sought to be relied on for the purposes of section 4.15(4) of the Act,
 - v. copies of any compliance certificates to be relied on,
 - o) in the case of a development involving the use of a building as an entertainment venue or a function centre, pub, registered club or restaurant—a statement that specifies the maximum number of persons proposed to occupy, at any one time, that part of the building to which the use applies.
- 2) The site plan referred to in subclause (1)(a) must indicate the following matters—
- a) the location, boundary dimensions, site area and north point of the land,
 - b) existing vegetation and trees on the land,
 - c) the location and uses of existing buildings on the land,
 - d) existing levels of the land in relation to buildings and roads,
 - e) the location and uses of buildings on sites adjoining the land.
- 3) The sketch referred to in subclause (1)(b) must indicate the following matters—
- a) the location of any proposed buildings or works (including extensions or additions to existing buildings or works) in relation to the land's boundaries and adjoining development,
 - b) floor plans of any proposed buildings showing layout, partitioning, room sizes and intended uses of each part of the building,

- c) elevations and sections showing proposed external finishes and heights of any proposed buildings (other than temporary structures),
 - c1) elevations and sections showing heights of any proposed temporary structures and the materials of which any such structures are proposed to be made (using the abbreviations set out in clause 7 of this Schedule),
 - d) proposed finished levels of the land in relation to existing and proposed buildings and roads,
 - e) proposed parking arrangements, entry and exit points for vehicles, and provision for movement of vehicles within the site (including dimensions where appropriate),
 - f) proposed landscaping and treatment of the land (indicating plant types and their height and maturity),
 - g) proposed methods of draining the land,
 - h) in the case of development to which clause 2A applies, such other matters as any BASIX certificate for the development requires to be included on the sketch,
 - i) in the case of BASIX optional development—if the development application is accompanied by a BASIX certificate or BASIX certificates (despite there being no obligation under clause 2A for it to be so accompanied), such other matters as any BASIX certificate for the development requires to be included on the sketch.
- 4) A statement of environmental effects referred to in subclause (1)(c) must indicate the following matters—
- a) the environmental impacts of the development,
 - b) how the environmental impacts of the development have been identified,
 - c) the steps to be taken to protect the environment or to lessen the expected harm to the environment,
 - d) any matters required to be indicated by any guidelines issued by the Planning Secretary for the purposes of this clause.
- 5) In addition, a statement of environmental effects referred to in subclause (1)(c) or an environmental impact statement in respect of State significant development must include the following, if the development application relates to residential apartment development to which State Environmental Planning Policy No 65—Design Quality of Residential Apartment Development applies—
- a) an explanation of how—
 - i. the design quality principles are addressed in the development, and
 - ii. in terms of the Apartment Design Guide, the objectives of that guide have been achieved in the development,
 - b) drawings of the proposed development in the context of surrounding development, including the streetscape,
 - c) development compliance with building heights, building height planes, setbacks and building envelope controls (if applicable) marked on plans, sections and elevations,
 - d) drawings of the proposed landscape area, including species selected and materials to be used, presented in the context of the proposed building or buildings, and the surrounding development and its context,

- e) if the proposed development is within an area in which the built form is changing, statements of the existing and likely future contexts,
 - f) photomontages of the proposed development in the context of surrounding development,
 - g) a sample board of the proposed materials and colours of the facade,
 - h) detailed sections of proposed facades,
 - i) if appropriate, a model that includes the context.
- 5A) The species impact statement referred to in subclause (1)(f) is not required in relation to the effect of the development on any threatened species, populations or ecological communities, or their habitats, if the development is taken to be development that is not likely to significantly affect those threatened species, populations or ecological communities, or their habitats, because it is biodiversity compliant development.
- 6) In the case of development to which clause 2A applies, the explanation referred to in subclause (5)(a) need not deal with the design quality principles referred to in that paragraph to the extent to which they aim—
- a) to reduce consumption of mains-supplied potable water, or reduce emissions of greenhouse gases, in the use of the building or in the use of the land on which the building is situated, or
 - b) to improve the thermal performance of the building.

2A BASIX certificate required for certain development

- 1) In addition to the documents required by clause 2, a development application for any BASIX affected development must also be accompanied by a BASIX certificate or BASIX certificates for the development, being a BASIX certificate or BASIX certificates that has or have been issued no earlier than 3 months before the date on which the application is made.
- 2) If the proposed development involves the alteration, enlargement or extension of a BASIX affected building that contains more than one dwelling, a separate BASIX certificate is required for each dwelling concerned.



Action and Task Progress Report

Snowy Monaro Regional Council (SMRC)

camms**strategy**

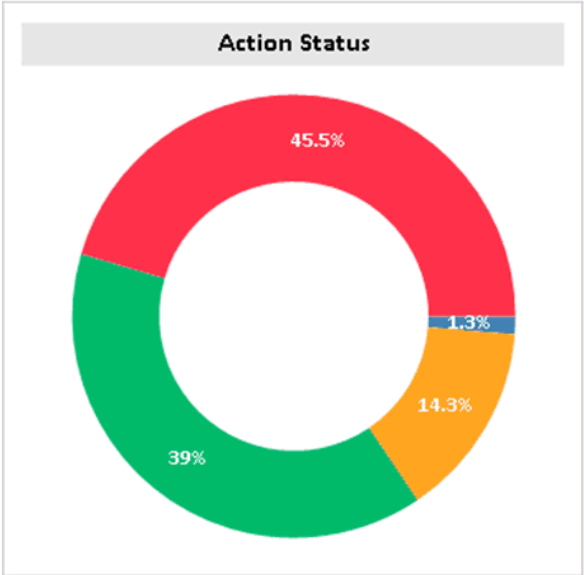
Print Date: 10-Aug-2020

OVERVIEW

ACTION SUMMARY

By Performance

30	On Track
35	Off Track
11	Monitor
1	Not Applicable



ACTION PLANS

GREEN	AMBER	RED	—
At least 90% of action target achieved	Between 70% and 90% of action target achieved	Less than 70% of action target achieved	No target set

* Dates have been revised from the Original dates


2020 Operational Plan

1 Community: Our health and wellbeing needs are met

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

1.1.2 Water and Sewer Services meet legislative and quality requirements

Action Title: 1.1.2.1 Undertake councilor, executive and community reference groups to create awareness of councils water quality requirements under legislation

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jeff Morgan - Chief Operating Officer	In Progress	01-Jul-2019	31-Dec-2019	25.00%	100.00%	

Action Progress Comments:

A consultant has been engaged to provide support for compliance with elements 6, 8 and 12 of the Drinking Water Quality Management Systems requirements. A consultant has conducted workshops and a presentation of the Drinking Water Quality Management Systems, however, this process has been delayed by COVID-19 restrictions. Fact sheets developed by consultants are being reviewed and updated.

Last Updated: 04-Aug-2020

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

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

Action Title: 1.2.1.1 Undertake refurbishment at Yallambee Lodge and Snowy River Hostel, subject to adequate funding being sourced

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Manager Community Services	In Progress	01-Jul-2019	30-Jun-2020	50.00%	100.00%	


Action Progress Comments:

Yallambee Lodge and the Snowy River Hostel were in need of a new buzzer system, kitchen and laundry update and new floor furnishing in one of the houses. A new buzzer system has been installed at both locations called Alexys and as a result of a resident bequest 6 new beds have been purchased with another 5 on order for Yallambee Lodge. Funding for the kitchen and laundry update and floor furnishings is still being sourced. We will proceed to apply for significant refurbishment for Yallambee Lodge as a result of the implementation of the Call Bell system. Snowy River Hostel is not eligible as the expenditure limit does not meet the criteria.

Last Updated: 23-Jul-2020

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

Action Title: 1.2.2.1 Implement the recommendations from the Aged Care Review, applicable to the 2020 financial year, subject to funding


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Manager Community Services	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	

Action Progress Comments:

In addition to the Aged Care Review Report, Council has now received the Business Advisory Services (BAS) report from PriceWaterhouse Coopers (PWC). The BAS is a federal government funding program available to all residential aged care providers throughout Australia. The report provided analysis of financial performance and included recommendations for improving service delivery. The BAS report complements the previous Aged Care review, with more targeted improvement measures. After the PWC report was provided to Council and received at the June Council meeting, we have commenced working on a schedule to implement the recommendations from the report. The Age Care Funding Instrument (ACFI) project was highlighted in the PWC report as an important component of improving the financial sustainability of aged care services. While the ACFI uplift project has been completed, ACFI is an ongoing process. An ACFI and Admissions role has been created in the new structure to ensure that the resident's ACFI is a true reflection of the assessed needs, with this aimed at improving the financial sustainability.

Last Updated: 23-Jul-2020

Action Title: 1.2.2.2 Jindabyne Aged Care Project Committee to explore options for a residential aged care facility, in Jindabyne

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Manager Community Services	In Progress	01-Jul-2019	30-Jun-2020	50.00%	100.00%	

Action Progress Comments:

The Jindabyne Project Committee meets under the direction of Cllr Castellari. Meetings have not occurred this quarter due to COVID-19. Conversations around land and fundraising are occurring with relevant parties. Council will continue to explore the practical elements associated with this and apply where possible for grant funding and places should the opportunity to present as part of its business as usual.

Last Updated: 23-Jul-2020

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

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

Action Title: 1.3.1.1 Complete the high level Facilities Strategy following community survey results

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	In Progress	01-Jul-2019	31-Mar-2020	40.00%	100.00%	


Action Progress Comments:

The development of the strategy is necessary to consolidate information of what is available, what needs to be improved and what needs to be rationalised/developed for the region. The strategy takes into account population growth and the needs of the community based on research completed to date via liaison and survey's. It was anticipated to complete the strategy in the 2019/2020 financial year, however it was realised early that to develop a quality strategy with the appropriate amount of community and stakeholder consultation, more time is required. The continued development of the strategy is included as a change action the 2020/2021 Operational Plan. The recreation strategy will provide a vision and long-term goals for recreation in the region and required to ensure purpose and coordination in the provision and improvement of recreation facilities throughout the region and to provide a strategic basis for future grant applications to improve facilities. The new completion date is April 2021.

Last Updated: 23-Jul-2020

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

Action Title: 1.3.2.1 Undertake a feasibility study into the Monaro Rail Trail

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	Completed	01-Jul-2019	31-Dec-2019	100.00%	100.00%	 GREEN


Action Progress Comments:

A resolution of Council in the 2018/2019 financial year was to source grants to conduct a feasibility study into the Monaro Rail Trail, if the funds could not be sourced Council would fund the study in 2019/2020 financial year. In 2019/2020 Council engaged external consultants and the study was completed and placed on Public Exhibition from December 2019 to March 2020, the Public Exhibition was extended due to the January bushfires. The Feasibility Study has been completed and report on the feasibility study was presented to Council in April 2020.

Last Updated: 23-Jul-2020

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

Action Title: 1.3.3.1 Continue development of a region wide inspection schedule of Recreation Facilities

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Manager Corporate Projects	In Progress	01-Jul-2019	31-Mar-2020	25.00%	100.00%	 RED

Action Progress Comments:

A region wide inspection schedule is to be developed to manage quality and potential risks associated with Council facilities. To date an inspection schedule has only been developed and implemented for playgrounds.


The broader recreation facilities inspection calendar is still to be developed.

Last Updated: 30-Jul-2020

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

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

Action Title: 1.4.2.1 A Regional Youth Development Strategy is prepared

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	Completed	01-Jul-2019	31-Oct-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

It was identified by Council that that a Regional Youth Development Strategy was required to set the framework for future activities and plans for Youth Development in the Council region. The Strategy has been completed and report was prepared and sent to council in July 2019.

Last Updated: 23-Jul-2020


Action Title: 1.4.2.2 Commence preparation of a Recreation Strategy for the region

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	In Progress	01-Jul-2019	30-Jun-2020	70.00%	100.00%	 AMBER
Action Progress Comments: Preparation of a Recreation Strategy for the region is well underway. It commenced in Sept-Oct 2019 when community input was sought as part of the first ever community recreation survey of the entire region. The results have helped identify, among other things, which recreation activities are important to the community and how much value they place on recreation as a reason for living in Snowy Monaro. The survey has helped guide the early preparation of the draft Recreation Strategy along with a facilities stocktake across the region. Preparation of the draft Recreation Strategy continues and is targeted for completion in 2021. Last Updated: 31-Jul-2020						


2 Community: Our regions' diverse cultural identity is preserved, and we foster creative expression and spaces

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


2.1.1 Council has built stronger relationships with the region's First Peoples

Action Title: 2.1.1.1.1 Scope a Reconciliation Action Plan.						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	In Progress	26-Jun-2019	31-Dec-2019	75.00%	100.00%	 AMBER
Action Progress Comments: Due to Council's commitment to work towards bringing our community together and addressing the gaps between indigenous and non-indigenous Australians within our community a scoping document was prepared in 2019/2020. The Scoping document will be used to develop the Reconciliation Action Plan which is included as a change action the 2020/2021 Operational Plan. The plan will provide a framework within which the community can work to address issues that currently exist. The new completion date is April 2021. Last Updated: 23-Jul-2020						

2.1.2 Council celebrates and enriches the heritage fabric throughout the region

Action Title: 2.1.1.2.1 Finalise an integrated Heritage Strategy						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	In Progress	01-Jul-2019	30-Apr-2020	90.00%	100.00%	 GREEN
Action Progress Comments: At time of merger and upon expiry of existing Heritage Strategies after this time it was identified that an integrated Heritage Strategy be developed. A Draft Heritage Strategy was then developed and presented to Council for support for public exhibition at April 2020 meeting. Period for public exhibition was extended in response to submissions. A Final Heritage Strategy to be presented to September 2020 Council meeting. Last Updated: 10-Aug-2020						

Action Title: 2.1.2.2 Commence preparation of a Community Development Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	In Progress	01-Jul-2019	31-Dec-2019	75.00%	100.00%	 AMBER


Action Progress Comments:

The development of the strategy is necessary to consolidate information of what is available, what needs to be improved and what needs to be rationalised/developed for the region. The strategy takes into account population growth and the needs of the community based on research completed to date via liaison and survey's. It was anticipated to complete the strategy in the 2019/2020 financial year, however it was realised early that to develop a quality strategy with the appropriate amount of community and stakeholder consultation, more time is required. The continued development of the strategy is included as a change action the 2020/2021 Operational Plan. The strategy will provide a vision and strategic objectives to ensure Council is acting purposefully in a coordinated way in its provision of services and facilities relating to the well-being of our community, including arts and culture, indigenous relations, homelessness, affordable housing, disability and various other social aspects of the community. The new completion date is April 2021.

Last Updated: 23-Jul-2020

2.2 Support and promote the arts recognising the broad and diverse contribution it makes to community identity and wellbeing**2.2.1 A range of regional level arts and cultural activities are delivered and promoted in partnership with the community**

Action Title: 2.2.1.1 Progress analysis of Cultural and Arts Facilities in the region with the Arts and Cultural Committee

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN


Action Progress Comments:

The Arts and Culture community across the region has lacked co-ordination and vision, leadership was provided by Council to develop a way forward. An advisory committee has now been set up with a charter and has developed a draft discussion paper. The draft paper will be presented to Council in July 2020. The draft discussion paper is currently on exhibition.

Last Updated: 04-Aug-2020

3 Community: We are a safe and caring community**3.1 Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all****3.1.1 Public and community spaces are regulated and managed to be safe and equitable for all abilities**

Action Title: 3.1.1.1 Identify and implement actions from the Disability Inclusion Action Plan that can be completed in the 2020 financial year.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	In Progress	01-Jul-2019	30-Jun-2020	60.00%	100.00%	 RED

Action Progress Comments:

It is required by legislation for Council to have a Disability Inclusion Action Plan. The actions were identified and reported on at the August 2019 Council meeting. A review of Council's

Disability Inclusion Action Plan has been included as a change action in the 2020/2021 Operational Plan.

Last Updated: 23-Jul-2020

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

Action Title: 3.1.2.1 Seek funding for upgrading the Bombala truck wash facilities


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Manager Community Services	In Progress	01-Jul-2019	31-Mar-2020	15.00%	100.00%	 RED

Action Progress Comments:

The existing truck wash has been identified as inadequate, funding has been sourced through grants and declined due to a lack of usage data. Council undertook a survey of registered users and usage is limited to a small number of businesses. A feasibility study will be undertaken to inform the way forward.

Last Updated: 30-Jul-2020

Action Title: 3.1.2.2 Develop a cemetery condition report template for annual maintenance review.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN

Action Progress Comments:


Staff identified that a uniform template required to be developed for annual maintenance reviews of cemetery assets. In response a cemetery condition report template has been created. This template was developed after internal consultation and is currently being used to identify maintenance requirements and priorities at each of the region's cemeteries.

Last Updated: 14-Jul-2020

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

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

Action Title: 3.2.1.1 Develop and implement communication/observation boards within each cat and dog impounding facility.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN

Action Progress Comments:

In response to increased enquires from members of the public visiting Council's Pound Facilities staff identified the need to provide increased advice at the Cooma pound facility. As such a Communication/observation boards has been installed at Cooma impounding facility.

Last Updated: 07-Aug-2020

Action Title: 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

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Sep-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

As part of the on-site effluent sewage management program it was identified that education was an important part of the program As such an Education package was developed and has been completed and rolled out. This has included the introduction of Facebook announcements when Council is moving to each new area for inspections.


Last Updated: 07-Aug-2020

4 Economy: Our region is prosperous with diverse industry and opportunities

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

4.1.1 Council's Regional Economic Development Strategy provides a framework that fosters and grows the Region's diverse businesses

Action Title: 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

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	In Progress	01-Jul-2019	30-Jun-2020	60.00%	100.00%	 RED

Action Progress Comments:


Tourism has been heavily impacted by Covid-19 and the summer bushfires so much of the first 6 months of 2020 have been about liaising with small business to ensure they have knowledge and access to the resources which can assist them get through this difficult time. Economic development staff continue to liaise with Future Gen on a regular basis and throughout the past year have helped facilitate liaison between Future Gen and local small business regarding opportunities with Snowy 2.0, such as regarding the use of the ICN (Industry Capability Network).

Last Updated: 23-Jul-2020

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

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

Action Title: 4.3.2.1 Utilise results of the sale yard strategic review to finalise the council sale yard management strategy.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Manager Community Services	In Progress	01-Jul-2019	30-Jun-2020	25.00%	100.00%	 RED

Action Progress Comments:

To ensure relevance to the needs of the community, a review of the sale yards was undertaken and funding has been identified to commence improvements. The sale yard management strategy is yet to be completed.

Last Updated: 07-Aug-2020

4.3.4 The Region's opportunity for economic growth is enhanced through Council Asset Management Plans and attracting investment

Action Title: 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).

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jeff Morgan - Chief Operating Officer	In Progress	01-Jul-2019	30-Jun-2020	75.00%	100.00%	 AMBER

Action Progress Comments:

GHD are currently undertaking a scoping study to determine suitable options for water and sewer infrastructure at Michelago. The final report is due 31 August 2020.

Last Updated: 04-Aug-2020

5 Economy: Our community has access to a range of diverse lifelong learning opportunities**5.1 Advocate for and promote education and lifelong learning opportunities****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**

Action Title: 5.1.2.1 Working in partnership Department of Premier and Cabinet to develop a workforce strategy with the 2 Snowy Councils in conjunction with Snowy 2.0.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - Chief Executive Officer	Ongoing	01-Jul-2019	30-Jun-2020	-	100.00%	-


Action Progress Comments:

The Regional Coordination Group has commissioned a workforce strategy.

Last Updated: 30-Jul-2020

5.2 Promote and provide access and spaces both physical, digital and mobile where people can learn and connect**5.2.1 Community infrastructure options are explored that facilitate the expansion, improvement and accessibility of life learning spaces across the region**

Action Title: 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.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	Deferred	01-Jul-2019	30-Jun-2020	25.00%	100.00%	 RED

Action Progress Comments:

This project was placed on hold because of the uncertainty of the future use of the Jindabyne Central School site in Jindabyne, which is awaiting clarification in the SAP masterplan. Discussions

are about to recommence with Create NSW and DPIE on possible ways forward now that the SAP project is progressing.


Last Updated: 23-Jul-2020

6 Economy: Our residents and visitors connect with our regions welcoming and iconic attractions

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

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

Action Title: 6.1.2.1 Undertake a condition assessment of specific Council assets to determine life cycle and ongoing maintenance requirements.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	In Progress	01-Jul-2019	31-Mar-2020	5.00%	100.00%	

Action Progress Comments:

A project was planned and undertaken by Council's Project Management Office National Construction Code Audits have been undertaken on the Cooma Office, Multi-function Centre, Bombala Arts and Cultural Centre, Delegate School of Arts and Delegate Pre-school. Council's asset management system to be updated.

Last Updated: 07-Aug-2020

6.1.3 Council facilitates and supports and promotes events to highlight the attributes of our towns and villages

Action Title: 6.1.3.1 Develop an SMRC events strategy.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	In Progress	01-Jul-2019	30-Apr-2020	60.00%	100.00%	

Action Progress Comments:


The development of the strategy is necessary to consolidate information of what is available, what needs to be improved and what needs to be rationalised/developed for the region. The strategy takes into account population growth and the needs of the community based on research completed to date via liaison and survey's. It was anticipated to complete the strategy in the 2019/2020 financial year, however it was realised early that to develop a quality strategy with the appropriate amount of community and stakeholder consultation, more time is required. The strategy was further delayed due to staff redeployment into responding to Covid-19, and also due to covid restrictions directly impacting on regional events for the foreseeable future. The development of the SMRC events strategy is a requirement from the SMRC Destination Management Plan 2019 and will be finalised early in the 2021 financial year.

Last Updated: 23-Jul-2020

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

6.2.3 Council celebrates, supports and promotes the uniqueness and heritage characteristics of each town and village

Action Title: 6.2.3.1 Complete a tourism audit of the entire SMRC region including infrastructure, product, services, businesses and organisations and facilities

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	Completed	01-Jul-2019	31-May-2020	100.00%	100.00%	 GREEN
Action Progress Comments: Tourism Audit has been completed as part of the SMRC Destination Management Plan and in conjunction with Destination Southern NSW. Last Updated: 23-Jul-2020						

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


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

Action Title: 6.3.1.1 Commence preparations to host a Local Tourism Forum for Tourism Operators in the region in late 2020

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN
Action Progress Comments: Council hosted the local Government Tourism Conference in March 2020, the expected participation was around 200, despite the conference being held when Covid-19 precautions were being introduced, approximately 140 turned participants attended. Last Updated: 23-Jul-2020						

6.3.3 The Region is marketed to the broader state and national and international community

Action Title: 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


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	Completed	01-Jul-2019	30-Sep-2019	100.00%	100.00%	 GREEN
Action Progress Comments: L'Étape Australia provides amateur riders with the closest experience they can get to riding in the Tour de France. While the cycling event was previously held in the Snowy Mountains, the organisation moved the event to Kiama, as Kiama is closer to Sydney cyclers who frequent the event. Before moving the event the organisers indicated they were satisfied with Council support and services for the event, and the decision to move the event was based on attracting more riders by having it closer to Sydney. Last Updated: 23-Jul-2020						

7 Environment: Our natural environment is protected and sustainable

7.1 Protect, value and enhance the existing natural environment

7.1.1 The Region's natural environment remains protected through delivery of a range of Council programs and regulatory compliance

Action Title: 7.1.1.1 Implement plant hygiene policy.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN

Action Progress Comments:

Council at the time of merger identified the need to formulate a uniform approach to plant hygiene practices. Council staff in response developed a Plant Hygiene Policy. A plant and material hygiene procedure has been finalised. One plant hygiene training session (targeting operational supervisors and plant operators) complete and a second course scheduled for July 2020.

Last Updated: 07-Aug-2020

Action Title: 7.1.1.2 Develop data analysis capabilities to maximise drone surveillance opportunities

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN

Action Progress Comments:


2pi Software Bega were engaged to build a machine learning apparatus (artificial intelligence program) for Orange Hawkweed surveillance. This has been completed.

2pi have also completed the build of a Cloud Upload facility for handling and storage of the large data files generated by the image capture. This is now operational. 2pi feel that the Cloud Upload facility will be generally usable by other councils and companies, and have approached SMRC & LLS with a proposal that they (2pi) invest in the development of a generic version of the product, using the SMRC source code. Three drones have been purchased through grant funding opportunities and are in use collecting images to 'train' the artificial intelligence program. With known Orange Hawkweed sites decimated by the 2019-20 bushfires and any remaining plants dormant, the project has moved its focus to capturing the 10,000 images required to train the program in high level African Love-grass identification.

Last Updated: 07-Aug-2020

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 LEP's

Action Title: 7.1.2.1 Develop, adopt, implement and communicate waste management strategy.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mandy Thurling - Manager Resource and Waste Services (Cooma)	In Progress	01-Jul-2019	30-Jun-2020	90.00%	100.00%	 GREEN


Action Progress Comments:

The development of the waste management strategy is necessary to consolidate information of what is available, what needs to be improved and what needs to be rationalised/developed for the region. It is also necessary to ensure waste management is conducted in an environmentally friendly way. The strategy is being undertaken by MRA Consultancy Group and will go to the September meeting for adoption.

Last Updated: 23-Jul-2020

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

Action Title: 7.1.3.1 Investigate non-chemical weed management practices

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	In Progress	01-Jul-2019	30-Jun-2020	55.00%	100.00%	 RED

Action Progress Comments:

In response to concerns raised regarding the use of common chemical in weed management practices Council instigated a trial of non-chemical weed management practices. Council has purchased non-chemical products to trial in sensitive areas such as parks and swimming pool grounds. Unlike some commonly used chemical products these alternatives only affect actively growing plants. Prolonged drought conditions have reduced plant growth and limited the use of these products during the current season. A steam weeding company was invited to Cooma to demonstrate its products. A report will be prepared for Council at the completion of the trials to report the efficacy of the products.

Last Updated: 14-Jul-2020

Action Title: 7.1.3.2 Tender and commence construction of Leachate Control Systems for Bombala Landfill

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mandy Thurling - Manager Resource and Waste Services (Cooma)	In Progress	01-Jul-2019	30-Jun-2020	68.00%	100.00%	 RED

Action Progress Comments:

To control water run off onsite and from the site and prevent contaminations from the Bombala landfill, external consultants have been engaged to develop draft diagrams for the Leachate Control systems. Additional drainage diagrams have been requested from the consultants by Council and once received the job will go out for tender.

Last Updated: 23-Jul-2020

Action Title: 7.1.3.3 Implement the Fire Safety Education Program

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	In Progress	01-Jul-2019	30-Jun-2020	75.00%	100.00%	 AMBER


Action Progress Comments:


Education of community on fire safety matters is an on-going part of Development Application and Construction Certificate assessments, complaint investigations, industry trends and industry interactions. Targeted program to be developed and finalised once Fire Safety Program completed.

Last Updated: 31-Jul-2020

Action Title: 7.1.3.4 Develop Biosecurity (weeds) Community Engagement Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN
<p>Action Progress Comments:</p> <p>Council identified the need to provide a structured engagement strategy for the community as relating to Biosecurity issues. The strategy has been developed and will be presented to the August 2020 Biosecurity (Weeds) Advisory Committee meeting.</p> <p>Last Updated: 07-Aug-2020</p>						

Action Title: 7.1.3.5 Complete a cemetery asset schedule for all of the regions cemeteries						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN
Action Progress Comments: Cemetery staff have undertaken cemetery asset assessments of all cemetery assets as part of the newly created cemetery asset schedule. This schedule is to be incorporated into the new corporate information system. Last Updated: 31-Jul-2020						

Action Title: 7.1.3.6 Finalise a 10 year Cemetery Management Plan						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	In Progress	01-Jul-2019	30-Jun-2020	55.00%	100.00%	<div> <div></div> <div></div> <div></div> </div> RED
Action Progress Comments: Draft SMRC Cemetery Strategy has commenced and is aligned to the Cemeteries and Crematoria NSW Strategic Plan 2105-2020. The draft SMRC Cemetery Strategy will be finalised pending the review of NSW Cemeteries and Crematoria Act. Last Updated: 07-Aug-2020						


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

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

Action Title: 7.2.1.1 Independent audit by regulatory body and councillor adoption of Water and Sewer Development Services Development Servicing Plan (Section 64 Contributions).						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jeff Morgan - Chief Operating Officer	In Progress	01-Jul-2019	31-Dec-2019	50.00%	100.00%	<div> <div></div> <div></div> <div></div> </div> RED
Action Progress Comments: Audit completed and Water and Sewer Development Servicing Plan is underway. Awaiting feedback from the councillors on the proposed values for the water and sewer contributions and whether they are acceptable						

Last Updated: 04-Aug-2020

Action Title: 7.2.1.2 Undertake an audit of Liquid Trade Waste (LTW) requirements of commercial premises for the Cooma and Bombala areas.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jeff Morgan - Chief Operating Officer	In Progress	01-Jul-2019	30-Jun-2020	40.00%	100.00%	 RED

Action Progress Comments:

Assessments were halted due to COVID-19 restrictions in April 2020. Since the relaxation of the restrictions Council's Liquid Trade Waste Officers have resigned from their positions. Recruitment is being undertaken to replace the positions.

Last Updated: 04-Aug-2020

Action Title: 7.2.1.3 Initiate Integrated Water Cycle Management (IWCM) Plan for Water Supply and Sewerage Services for Snowy Monaro Regional Council.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Manager Corporate Projects	In Progress	01-Jul-2019	30-Jun-2020	15.00%	100.00%	 RED


Action Progress Comments:

Currently the tender is being compiled. Feedback has been received from DPIE on the draft tender and these comments are being incorporated.

Last Updated: 30-Jul-2020

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

Action Title: 7.2.2.1 Continue the option study and concept design of Bombala and Delegate Water Supply System.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jeff Morgan - Chief Operating Officer	In Progress	01-Jul-2019	30-Jun-2020	75.00%	100.00%	 AMBER

Action Progress Comments:

Bombala Water supply options report

- Received final draft and it was presented to Council at a workshop. At the Council Meeting held on 16 July 2020, Council resolved that the report be placed on public exhibition.
- Awaiting DPIE feedback.

Delegate Water supply options report

- Council have received a draft report from GHD. SMRC staff have a number of comments and additions to be included in the report before a final report can be submitted to Council.

Last Updated: 04-Aug-2020

Action Title: 7.2.2.2 Construction of Bombala Sewage Treatment Plant.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jeff Morgan - Chief Operating Officer	In Progress	01-Jul-2019	30-Jun-2020	61.00%	100.00%	 RED

Action Progress Comments:

Currently the STP operational site is now part of the Construction site. Most civil construction activities are nearing completion. Pre-commissioning is expected in 2020
Small delays in time due to Bushfire, Covid-19 & wet weather
State and funding reports have been on time.
Last Updated: 07-Aug-2020

Action Title: 7.2.2.3 Detailed design for Adaminaby Sewage Treatment Plant.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jeff Morgan - Chief Operating Officer	In Progress	01-Jul-2019	30-Dec-2020	75.00%	100.00%	 AMBER

Action Progress Comments:

Concept design completed with DPIE water and EPA approval
Land ownership issues including temporary access Road identified and is being addressed.
Review of environmental factors underway
Hazop workshop with all operators and maintainers will be held in August 2020
Last Updated: 30-Jul-2020

8 Environment: Our built infrastructure is attractive and fit for purpose

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

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

Action Title: 8.1.1.1 Finalise a Snowy Monaro Settlements Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	In Progress	01-Jul-2019	31-May-2020	53.00%	100.00%	 RED


Action Progress Comments:

The Snowy Monaro Settlements Strategy is the next stage after the adoption of the Local Strategic Planning Statement and will inform our Local Environment Plan.
The development of the strategy is necessary to consolidate information of what is available, what needs to be improved and what needs to be rationalised/developed for the region. The strategy takes into account population growth and the needs of the community based on research completed to date via liaison and survey's. It was anticipated to complete the strategy in the 2019/2020 financial year, however it was realised early that to develop a quality strategy with the appropriate amount of community and stakeholder consultation more time is required.

Preparation is well underway and is included as a change action in the 20/21 Operational Plan.

Last Updated: 23-Jul-2020

Action Title: 8.1.1.2 Work with NSW Department of Planning and Environment to develop the Jindabyne Master Plan

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	In Progress	01-Jul-2019	31-Dec-2019	85.00%	100.00%	 AMBER


Action Progress Comments:

The Go Jindabyne Masterplan has evolved into the Snowy Mountains Special Activation Precinct masterplan (Snowy SAP Masterplan) which now includes the resorts and high visitation areas of Kosciuszko National Park. Whilst the exact SAP area will not be defined until the final masterplan is complete, work into preparation of the masterplan is being conducted in earnest with a variety of consultants engaged by the state government. Council continues to work with the Department and consultants on the project. Council endorsement of the draft masterplan will be sought by the state at some point and Councillor briefings by the state will assist in keeping Councillors informed as the draft masterplan takes shape and will also provide a forum for direct feedback.

Last Updated: 31-Jul-2020

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

Action Title: 8.1.2.1 Finalise a Rural Land Use Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Coordinator Economic Development	In Progress	01-Jul-2019	31-May-2020	60.00%	100.00%	 RED

Action Progress Comments:


The Rural Land Use Strategy is the next stage after the adoption of the Local Strategic Planning Statement and will inform our Local Environment Plan.

The development of the strategy is necessary to consolidate information of what is available, what needs to be improved and what needs to be rationalised/developed for the region. The strategy takes into account population growth and the needs of the community based on research completed to date via liaison and survey's. It was anticipated to complete the strategy in the 2019/2020 financial year, however it was realised early that to develop a quality strategy with the appropriate amount of community and stakeholder consultation more time is required. Preparation is well underway and is expected to be finalised early in the 2021 financial year.

Last Updated: 23-Jul-2020

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

Action Title: 8.1.3.1 Implement Department of Planning and Environment's online Concurrences and Referrals Service


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	31-Dec-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

In line with a directive from the NSW State Government Council was required to implement the online Concurrence and Referral Service to state government agencies. This service has been completed in line with legislated requirements.

Last Updated: 07-Aug-2020

Action Title: 8.1.3.2 Implement Council specific Development Assessment Best Practice Guideline

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	In Progress	01-Jul-2019	31-Mar-2020	90.00%	100.00%	 GREEN

Action Progress Comments:


Mayor Rooney identified in 2018 the need to develop a best practice guide for potential applicants planning to lodge a development application. In response, a guide was developed and planned to be presented at the September 2020 Council meeting for adoption.

Last Updated: 07-Aug-2020

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

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

Action Title: 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.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Manager Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	50.00%	100.00%	 RED

Action Progress Comments:

The condition assessment of Council Roads was undertaken by ARRB and a report presented to Council in June 2020. Data is being incorporated into Council's asset management system.

Last Updated: 07-Aug-2020

Action Title: 8.2.1.2 Progress with the delivery of a new Snowy Monaro Regional Council Civic Centre.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Manager Corporate Projects	In Progress	01-Jul-2019	31-Mar-2020	50.00%	100.00%	 RED


Action Progress Comments:

While Council is not able to fund a new civic complex now, there is a need to ensure that it is able to seek grant funding for such a large undertaking. To achieve this the Council must develop the plans and proper costing. This funding will develop the plans for stage 1 of the concept for a civic complex so Council can seek funding.

Last Updated: 28-Jul-2020

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

Action Title: 8.2.2.1 Review and update the Asset Management Strategy (AMS)

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Coordinator Strategy Development	Not Started	01-Jul-2019	30-Jun-2020	0.00%	100.00%	 RED

Action Progress Comments:

The implementation of the Corporate Information System impeded the review, due to not being rolled out until 1 July 2020. This action will be finalised in the Operation Plan of 2020/2021.

Last Updated: 04-Aug-2020

8.2.3 Major capital projects deliver improved community infrastructure and assets

Action Title: 8.2.3.1 Completion of the Stronger Communities Fund Major Projects Program (SCFMPP).

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Manager Corporate Projects	In Progress	01-Jul-2019	30-Jun-2020	40.00%	100.00%	 RED

Action Progress Comments:

When Council amalgamated they received funding from the NSW government to improve community facilities such as town halls, recreation facilities, shared paths and playgrounds. Council is delivering on 99 projects with this funding. 76 projects have been completed, 8 projects are in construction, 10 are in planning and development and 5 have not started at this point in time.

Last Updated: 29-Jul-2020

Action Title: 8.2.3.2 Plan, deliver and evaluate Major Capital Works Program (MCWP).

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Manager Corporate Projects	In Progress	01-Jul-2019	30-Jun-2020	40.00%	100.00%	 RED

Action Progress Comments:


Council continues to plan and deliver on its Capital Major Projects Program. Since last report major projects completed include Cooma Visitor Centre, Snowy Oval Amenities, Delegate streetscape and Therry St carpark Bombala.

Last Updated: 06-Aug-2020

8.2.4 Provide quality community and aged care services through assets we deliver


Action Title: 8.2.4.1 Investigate alternate funding for refurbishment of aged care facilities.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Bianca Padbury - Manager Community Services	In Progress	01-Jul-2019	30-Jun-2020	50.00%	100.00%	 RED
Action Progress Comments: A building and compliance audit has commenced, this was to be completed in April 2020 however has been delayed due to COVID-19. This audit will inform the extent of upgrades required and underlying issues at both facilities and support future grant funding applications. Additionally, a Department of Health ACAR survey has also been completed and the need for funding in the region has been expressed. Council will continue to pursue opportunities including ACAR during the next round which is yet to be announced.						
Last Updated: 23-Jul-2020						

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

Action Title: 8.2.6.1 Construct second lift at the Jindabyne Landfill to extend the life at the current Landfill cell by approximately 6 years.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mandy Thurling - Manager Resource and Waste Services (Cooma)	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN
Action Progress Comments: Council resolved, under resolution 225/19 (Adoption of Waste Committee Minutes), at the 20 June 2019 Ordinary Council meeting not to continue with the construction of the second lift at the Jindabyne Landfill. Under the same resolution the funds allocated to the Jindabyne Second Lift are to be reallocated to undertake work on expanded the Jindabyne Landfill into the old Quarry site. A consultant has been engaged to commence the necessary planning, design and construction approval processes to expand the landfill into the quarry.						
Last Updated: 23-Jul-2020						

9 Environment: Our community is connected through efficient transportation networks, technology and telecommunications

9.1 Transportation corridors throughout the region are improved and maintained


9.1.1 Management of road corridors is effective and efficient

Action Title: 9.1.1.1 Review current weed control contract arrangements.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Sep-2021	100.00%	100.00%	 GREEN
Action Progress Comments: Review of tenders undertaken as part of preparation of weed control contract. Contract was advertised and tenders closed for the roadside weed contractors. A report has been prepared for the Council meeting to be held on 20 August 2020 with recommendations as to the preferred tenderers.						
Last Updated: 04-Aug-2020						

Action Title: 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.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Manager Infrastructure	In Progress	01-Jul-2019	28-Feb-2020	75.00%	100.00%	 AMBER

Action Progress Comments:

The Strategic Network Analysis Report and findings were briefed to Councillors on Thursday 4 June with a more detailed report considered at the meeting of Council on Thursday 18 June. The resolution of Council was as follows:

COUNCIL RESOLUTION 88/20

That Council


A. Acknowledge receipt of the ARRB Strategic Analysis of the Sealed and Unsealed road networks of Snowy Monaro Regional Council;

B. Commit to engaging the Snowy Monaro Regional Council community in reviewing Service Level Agreements for Road Condition based on the ARRB recommendations; and

C. Following consultation with the community, investigate all options for improved funding as per the ARRB recommendations.

Last Updated: 23-Jul-2020

Action Title: 9.1.1.3 Investigate opportunities to undertake construction works projects for roads and bridges for Roads and Maritime Service (RMS)


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Manager Infrastructure	In Progress	01-Jul-2019	28-Feb-2020	61.00%	100.00%	 RED

Action Progress Comments:

Snowy Monaro Regional Council (SMRC) became signatories of the new Road Maintenance Council Contract (RMCC) that became effective from 1 July 2020. This agreement provides the framework for Maintenance and Ordered Works on State Road to be contracted from Transport for New South Wales (TfNSW) to SMRC. Council has been requested to undertake works on Monaro Highway, Bibbenluke – shoulder widening, safety barrier and intersection upgrade with a contract value of \$839,000.

Last Updated: 23-Jul-2020

Action Title: 9.1.1.4 Develop and implement effective processes for managing abandoned vehicles left on public roads and other public spaces.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN


Action Progress Comments:

At the time of merger it was identified that a uniform approach needed to be developed for managing abandoned both on public road and public spaces. This work has commenced but not been completed. Council has a duty of care, as does the Roads Authority, to ensure abandoned vehicles do not present a hazard to other motorists or pedestrians. The Transport Infrastructure Group work closely with Council's Rangers to ensure all abandoned vehicles are recorded and forwarded to the Police prior to removal.

Advice will be received from the Local Traffic Committee for future direction.

Last Updated: 07-Aug-2020

Action Title: 9.1.1.5 Establish a Roadside Vegetation Management Taskforce

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN


Action Progress Comments:

Staff have attended the NSW Linear Reserve Forum held in Sydney in August 2019. A local roadside vegetation management taskforce was established and met on 18 November 2019 to coordinate activities including road maintenance, grazing, weed control, increased traffic resulting from Snowy 2.0 and other relevant activities. The taskforce will reunite as weed spraying, slashing etc work recommence in spring to ensure all roadside activities are coordinated

Last Updated: 07-Aug-2020

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

Action Title: 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

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Manager Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	50.00%	100.00%	 RED

Action Progress Comments:

The Strategic Network Analysis Report and findings were briefed to Councillors on Thursday 4 June with a more detailed report considered at the meeting of Council on Thursday 18 June. Consideration of the Strategic Analysis Report has aligned with the implementation of the new structure and an opportunity now exists to further align a review of Infrastructure to ensure staff, plant and equipment exist to deliver Councils Maintenance Strategies.


Last Updated: 23-Jul-2020

10 Leadership: Our Council is strategic in their planning, decision making and resource allocation

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

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

Action Title: 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

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Joyleen Mathias - Manager Corporate Governance	In Progress	01-Jul-2019	30-Apr-2020	80.00%	100.00%	 AMBER


Action Progress Comments:

Communications with IT is in progress to publish the corporate calendar. Review of policies and procedures is in progress and should be completed by 31 October 2020.

Last Updated: 03-Aug-2020

10.2 Sound governance practices direct Council business and decision making**10.2.1 Independent audit and risk framework drives accountability**

Action Title: 10.2.1.1 Achieve a consistent designed Risk Management Maturity through embedding the Enterprise Risk Management Framework (ERMF)


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
David Rawlings - Chief Strategy Officer	In Progress	01-Jul-2019	30-Jun-2020	50.00%	100.00%	 RED

Action Progress Comments:

The enterprise risk toolkit has been developed and is available on the intranet. While the documentation is in place embedding a corporate wide consistent risk management approach based on the framework is not yet evident. Achieving this has been impacted by delays in recruitment and disruption caused while the senior levels of the organisation were undergoing a restructure.

Last Updated: 24-Jul-2020

Action Title: 10.2.1.2 Implement and rollout the new Project Management Framework (PMF) including Contract Management Framework

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Manager Corporate Projects	In Progress	01-Jul-2019	30-Jun-2020	40.00%	100.00%	 RED


Action Progress Comments:

Council is reviewing two available project frameworks one from the Transport team and one from the former Innovation and Business Development team. They are both under review with the intention of adopting a single framework that suits council them into one framework for Council use. The Contract Management Framework has not been included to date but is under consideration.

Last Updated: 29-Jul-2020

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

Action Title: 10.2.2.1 Facilitate the Council election with NSW Electoral Commission

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Joyleen Mathias - Manager Corporate Governance	In Progress	01-Jul-2019	30-Jun-2020	75.00%	100.00%	 AMBER

Action Progress Comments:

The September 2019 Election has been postponed due to Covid-19

Last Updated: 04-Aug-2020

Action Title: 10.2.2.2 Investigate the options for the composition of the Snowy Monaro Regional Council and provide a report to Council

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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10.2.3 Records management practices are contemporary and compliant to legislation


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

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

Action Title: 10.4.1.2 Provision of reverse cycle air conditioning units and inverter generators to Council's 6 transfer stations.						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mandy Thurling - Manager Resource and Waste Services (Cooma)	Completed	01-Jul-2019	31-Mar-2020	100.00%	100.00%	 GREEN
Action Progress Comments: Reverse cycle air conditioners have been installed in the 6 transfer stations to improve staff comfort.						
Last Updated: 23-Jul-2020						

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

Action Title: 10.4.2.1 Finalise the WHS Framework


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Coordinator Workforce Management	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN

Action Progress Comments:

A protocol document has been developed as opposed to a framework. The protocol will be the single overarching document which will describe the WHS management, requirements and practices. The document has been sent out for comment and is in the process of being adopted.

Last Updated: 23-Jul-2020

Action Title: 10.4.2.2 Develop and implement policies and procedures for body worn cameras for Regulatory staff

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Manager Built and Natural Environment	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN


Action Progress Comments:

The policy and procedures have been developed and sent for comment by Council Staff. The Policy is ready for adoption by Council. The report was held over twice for presentation to Council, to allow for additional comments and improvements to be made. The plan will go to the August 2020 Council meeting.

Last Updated: 14-Jul-2020

11 Leadership: Our Council delivers the best value to the community**11.1 Public services and processes are delivered reliably and efficiently in response to community needs****11.1.1 Information and communication systems support the business to deliver agile and quality service to the community**

Action Title: 11.1.1.1 Continue implementation of consolidated Corporate Information System in line with agreed project plan for 2020 financial year.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Scott Goudie - Manager ICT	In Progress	01-Jul-2019	30-Jun-2020	90.00%	100.00%	 GREEN


Action Progress Comments:

Quotes were received for a new ICT System, after demonstration Civica was chosen and was implemented successfully in June 2020.

Last Updated: 03-Aug-2020

11.1.2 Centres of Business/Operational Excellence drive improved organisational efficiency and effectiveness and reduce duplication

Action Title: 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 ICT systems.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
David Rawlings - Chief Strategy Officer	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN

Action Progress Comments:


This project has been achieved through the organisational redesign project. The Australian Business Excellence Framework has been selected to guide the development of a service delivery framework focused on achieving results and sustainable performance by focusing on customers and other stakeholders and their desired performance.

The senior staff roles and their functions have been determined to align with the service delivery of the Council and the process of recruitment is underway, with some positions in place. A management structure has been developed in line with the current service offerings and most positions filled. As well as aligning the organisation structure with service delivery, the changes have lowered employment costs by around \$700,000 per annum.

The next stages of work are in development and will include a focus on looking at identifying what services the Council provides and the processes used to deliver those services. This will then lead into a discussion with the community on the level of services they are willing to fund following from the upcoming election as the new governing body develops its Delivery Plan to set the strategic path for the following four years.

Last Updated: 24-Jul-2020

Action Title: 11.1.2.2 Report against target efficiency and savings outcomes associated with workforce reform and actively monitor progress against milestones.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
David Rawlings - Chief Strategy Officer	Completed	01-Jul-2019	30-Jun-2020	100.00%	100.00%	 GREEN

Action Progress Comments:


A report was generated outlining the efficiencies and improvements that the Council has made since being formed. This included the development of templates to capture information on improvements and coordination of the various input from staff into the one document.

The target within the business case for the mergers was an improvement of the underlying deficit from a forecast of \$10.5million to \$8.6million. The current underlying financial position for the 2019-20 year is expected to be better than the \$8.6million. Changes being made now are reflective of improvements to the existing structure, rather than the pre-amalgamation structure.

Last Updated: 24-Jul-2020

11.1.3 Rates, Fees and Charges are rationalised to support community needs and services

Action Title: 11.1.3.1 BAU - Complete Rates Harmonisation


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Manager Finance	Deferred	01-Jul-2019	30-Jun-2020	25.00%	100.00%	 RED

Action Progress Comments:

Council resolved to delay the rates harmonisation in accordance with the Local Government Amendment Bill 2019 (NSW) section 218CB and implement the new rating structure from 1 July 2021 (Resolution 272/19).

Last Updated: 06-Feb-2020

Action Title: 11.1.3.2 Harmonisation of commercial waste and recycling charges


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mandy Thurling - Manager Resource and Waste Services (Cooma)	In Progress	01-Jul-2019	30-Jun-2020	68.00%	100.00%	 RED

Action Progress Comments:

As a result of amalgamation there are three different ways to charge for commercial waste and recycling. Due to the infrastructure that is currently in place in Bombala, the method of charging will not change, for the former Cooma Monaro and Snowy shires further commercial community consultation is required. A report to update Council is being prepared for the August 2020 meeting.

Last Updated: 23-Jul-2020

Action Title: 11.1.3.3 Develop Special Rate Variation Action Plan in preparation for the application in the 2021 Financial Year

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Manager Finance	Deferred	01-Jul-2019	30-Jun-2020	10.00%	100.00%	 RED

Action Progress Comments:

Council resolved to delay the rates harmonisation in accordance with the Local Government Amendment Bill 2019 (NSW) section 218CB and implement the new rating structure from 1 July 2021 (Resolution 272/19). This also defers the timeline of Council's Special Rate Variation application process.

Last Updated: 06-Feb-2020



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Section 355 Committees Manual

Record of Versions

Date Published	Reason for Amendments	Resolution	Author/Document Owner
	New s355 Manual for SMRC		Governance Officer

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

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1 Functions and Delegations

1.1 Introduction

Snowy Monaro Regional Council (Council) recognises the important part volunteers and community groups play in providing and managing Council facilities or services. There are a number of Committees which are constituted under the powers provided by the Local Government Act, this document is provided for the guidance of these Committees.

These Committees can have different responsibilities, advisory or management, and for this reason some clauses in this manual will not necessarily apply or be relevant to every Committee.

Upon formal approval of a section 355 Committee by Council, its members are required to adopt and adhere to the conditions set out in this document. Adherence will ensure Committee members are aware of their responsibilities and are adequately covered by insurance.

This manual has been prepared to:

- Provide a comprehensive guide on the management responsibilities, functions and operations of community facilities;
- Provide good practices and operational issues for the Committee: and
- Clarify Council's and the Committee members' role in this partnership
- To work in a healthy and safe environment
- To be adequately covered by insurance.

SMRC provides advice and direction on matters associated with these Committees and members can seek Council's assistance in this crucial role at any time.

1.2 Manual Updates and Support for Committee Processes

This manual is provided as a resource to assist section 355 committees with their operations. It is accompanied by a set of supporting documents which provide more detail on specific activities and have been developed to assist with the running of a successful committees.

All forms and templates will be provided in soft copy, hard copies will be provided on request from the committees.

This manual will be reviewed and updated at the end of each term of the committees. Updates to the forms and templates will be communicated to the committees on a timely basis, and additional forms and templates may be added from time to time.

1.3 Why Does Council Have Section 355 Committees?

The Committees provide a mechanism by which interested persons can have an active role in the provision / management of Council facilities or services. In many cases committees comprising members of the local community are in the best position to operate, facilitate or provide advice back to Council because those members are attuned to the needs of that community and are therefore in the best position to translate those needs into action.

This provides a two-fold benefit by giving protection to the Committee operating under the banner of Council, and by providing Council with assistance in the carrying out of its functions.

1.4 How are Section 355 Committees Established

Under Section 355 of the Local Government Act 1993 (the Act), a function of Council may, subject to this Chapter, be exercised by a committee of the Council. A function of Council is defined as a power, authority and duty of Council.

The charter, role and delegated power of a committee will be determined by a resolution of the Council. Council has appointed a number of Section 355 Committees to assist in decision making processes to undertake various Council functions.

The following are criteria for section 355 Advisory and Management Committees:

Criteria to determine whether Advisory or Management	Advisory Committee	Management Committee
Funding	Council manage the funding.	Management Committee manages their own funding. Council provides assistance with Grant applications
Councillor Representation	At least one Councillor representative that chairs the meeting with an alternate.	Committee may or may not have a Councillor representative.
Council Staff Representation	Relevant staff member/s required on Committee	Committee may or may not have Council staff member/s on the Committee, however relevant liaison staff member is required to be identified.
Committee Representation from Community	Define preferred committee member skills for expression of interest.	Committee members often determined by interest in the facility.
Reporting to Council	Committee reports Quarterly to Council – can choose to report more frequently as required.	Committee reports to Council annually, can choose to report to more frequently as required.

Charter	Required	Required
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In addition there are some project committees identified as short term activity committees that will cease following the completion of the specific objective.

1.5 Delegation of Function

The Local Government Act 1993 (LGA), empowers Council to carry out some of its functions in a variety of ways. Council may use this power to establish a Committee to which it appoints community members to manage a facility or provide advice on an aspect of Council's operations.

A committee is an entity in its own right and does not have the ability to sub-delegate although working groups can be formed for specific purposes relating to the activity with their objectives.

It should be noted that the Council cannot delegate authority to a body (including a committee) that contains an employee of Council, other than in an ex-officio role.

2 Scope of Committee Activities

2.1 Responsibilities

A Section 355 Committee is considered an operating arm of Council and as such committees are required to comply with Council policies and procedures and work in collaboration with Council staff to achieve the best possible outcomes for the community.

2.2 Limitation of Powers

The Committee may not make decisions concerning the following:

- a) Employment of any person for any reason.
- b) Fixing of charges or fees (the Committee may submit recommendations for approval by the Council in relation to the fixing of charges and fees for use of the facility under its control).
- c) Borrowing of any monies without the express written consent of Council on each such occasion.
- d) The sale, lease or surrender of any land or other property vested in its care under the provisions of Local Government Act 1993, (as amended).
- e) The acceptance of tenders, which are required to be called by Council. (The committee may invite and accept quotations for minor works, goods and services covered within the scope of its authority or as agreed with Council).
- g) The payment or making of any profit, gain or gift, to or by its members as well as allowance or travelling expenses incurred whilst attending committee meetings.
- h) The carrying out of any works on or to the facility including alterations, reconstructions or construction without the prior consent of Council. (Does not include minor maintenance works).

- i) Unreasonably withholding consent for the letting of the facility to any organisation which agrees to comply with and adhere to the rules adopted for use of the facility, providing an acceptable letting period is available.
- j) Vote monies for expenditure on the works, services or operations of Council.

The exercise by the Committee of its powers and functions will be subject to such limitations and conditions as may from time to time be imposed by law, specified by resolution of the Council or in writing by the Chief Executive Officer (CEO) to the Committee. The Committee will observe any Rules and Regulations made by Council, in relation to the facility or the role of the Committee.

If at any time the Committee is deemed to be functioning outside the limits of its powers as described herein, all powers may be revoked by written notice to the Committee signed by the CEO.

2.3 Care, Control and Management

For the Committee to achieve effective care, control and management there are certain responsibilities that need to be undertaken.

Care includes:

- Ensuring the health, safety and welfare of persons using the facility or participating in a function of the Committee.
- Maintaining the facility and protecting the physical asset from damage, misuse and deterioration.
- Ensuring the security of the facility and those adequate security systems are in place.
- Advising Council of any potential insurance risks that may arise in regard to buildings and users.
- Attaining sufficient funds to maintain the facility as an “ongoing concern”.
- Ensuring sufficient and equitable access to the facility by the community.

Control includes:

- Holding regular meetings with recorded minutes.
- Monitoring and maintaining financial records.
- Submitting an annual report and all financial records for an annual audit.
- Recommending hiring fee structures for determination by the Council.
- Administering and overseeing the use of the facility by other groups.
- All committees are encouraged to maintain an email address to which all correspondence will be forwarded or, as an alternative a physical address.
- Submitting a current list of all Committee members including the address, phone numbers and emails to Council immediately following nominations of the Committee where there are changes.
- Submitting office bearer’s names to Council following the Annual General meeting.

Management includes:

- Ensuring all monies received will be used for the benefit of the facility in an equitable, honest and consistent manner.
- Ensuring that the organisation is not used for the financial gain of individual members.
- Being aware of, and involved in, appropriate community activities which are compatible with the goals of the facility.
- Recommending policies and procedures which contribute toward the effective management of the facility.

2.4 Accountability

The Committees are primarily accountable to Council but also user groups and the general community. To facilitate this accountability, the Committees are required to:

- a) Hold an Annual General Meeting (AGM) to elect office bearers;
- b) Provide reports, minutes and annual financial statements to Council as required;
- c) Ensure user groups know the time and dates of meetings.

2.5 Code of Conduct

SMRC has adopted a Code of Conduct that is applicable to elected Councillors, employed staff and Committee members. This Code of Conduct sets out the principles to ensure the business of Councils is carried out in an efficient, honest and impartial way.

As Committees are operating on behalf of Council, it is important for Committees to be aware of, and abide by, this Code of Conduct.

Council's Section 355 Committees have the responsibility to ensure the following:

- Access is available to the entire community and is not denied because of ethnicity, gender, disability or religion.
- Priority of use should be given to non-profit making community groups and organisation's.
- That the facility not be aligned with, or advocate or advertise for or on behalf of, any political party or person/s.

When appointed as a community member on a Committee you will receive a copy of Council's Code of Conduct policy and agree, when carrying out your duties as a Committee member, to comply with the Code of Conduct. Note the failure to comply with the Code of Conduct could result in your removal from the Committee.

2.6 Council Policies

As well as the Code of Conduct policy, Council has other policies that are applicable to elected Councillors, employees and Committee members. Copies of these policies are available on Council's website. Council policies include, but not limited to:

- Health and Safety

- Code of Conduct
- Communications
- Public Interest Disclosures (PID) Internal Reporting
- Purchasing and Tendering
- Enterprise Risk Management

3 Appointment and Membership

Committees benefit from broad representation and should reflect our diverse community. The principles of Equal Opportunity should apply to all advertising and recruitment of committee members. Appointments to committees will be free from discrimination, and made with consideration of the applicant's potential contribution to the committee based in their skills and knowledge.

Council staff may be able to provide Committees with information and advice on establishing and implementing inclusive practices.

3.1 Appointment and Term of Membership

To hold office and be responsible for the management of a Council facility or the provision of advice, all committee members must be appointed by the Council before being able to vote or take part in meetings of the Committee. Committee members must have established ties with the Snowy Monaro community, and will be assessed against a set of criteria.

The term of office for Committees will be the same term as the current Council, with the addition of an extra three months after the Local Government Election, unless the Committee has been established for a finite time period.

Nominations for Committees are formally submitted in writing to Council for appointment. Refer to Clause 3.5 for procedure to obtain new members when a vacancy occurs.

3.2 Committee Membership

The optimal number of a well-functioning committee is seven (7) or nine (9) members. Committee membership will number not less than five (5) and not more than nine.

In relation to those Committees, which are appointed to operate a Council facility, membership should reflect the community organisations which use the facility and is open to representation of user groups and interested community members. Committees, which are appointed to provide advice to Council, representation reflects the particular aspect of Council's operations on which the advice is being provided. Committees work best when the workload is shared amongst the committee and a willingness to be actively involved is essential.

Each committee will state the actual number, and user group represented, in their Charter unless otherwise decided by Council.

Any alteration to representation is at the discretion of Council. Council reserves the right to appoint one of its members to each Committee.

Committee members are expected to have access to a computer and able to use email as the major form of communication.

3.3 Dissolution of Committee

The Council by resolution can dissolve a Committee at any time:

- a) To carry out the control of the facility itself;
- b) If the Committee is not complying with roles and responsibilities of the Committee.

In the event of membership dropping to less than four (5) persons, in this respect Council may:

- a) Give the Committee six (6) months to be re-established to a viable membership;
- b) Dissolve the Committee and take over the responsibilities, consideration will need to be given to the long term viability of the facility or function.

Upon the Committee being dissolved, assets and funds of the (management) Committee shall, after payment of expenses and liability, be handed over to Council.

3.4 Vacation of Office

The office of any member or office bearer of the Committee will become vacant in the following circumstances:

- If the member becomes bankrupt, applies to take the benefit of any law for the relief of bankrupt or insolvent debtors, compounds with his or her creditors or make an assignment of his or her remuneration for their benefit;
- If the member becomes a mentally incapacitated person;
- If the member resigns membership by notice in writing to the Committee;
- If the member is absent for more than three consecutive meetings without prior leave of the Committee;
- If a member behaves in a way that contravenes Councils Code of Conduct;
- If the member ceases to be a member of the organisation which he/she represents, (representatives of organisations will be given preference) unless the committee otherwise resolves;
- While serving a sentence (whether or not by way of periodic detention) for a felony or any other offence, except a sentence imposed for a failure to pay a fine; or
- Upon the death of the member.

3.5 Procedure for Obtaining New Members

When a position on a Committee becomes vacant or the Committee determines it requires further members, the Committee may:

- a. Request Council to advertise for a further member(s), to assist the Committee in a particular position.

- b. Unless a Committee member is urgently required it would be usual practice to advertise the vacancy
- c. Advertisements for Committee members can be placed at the direction of the Committee or Council.
- d. Determination of the appointment of new members will be in accordance with Clause 3.1. Appointment
- e. For an urgent appointment, put a recommendation to the Council for the appointment of further known interested member(s) and reason for the urgent appointment.

3.6 Committee Positions

Committees consist of office bearers (also known as the Executive) and other Committee members. The Committee elects the office bearers at its first meeting and thereafter at each Annual General Meeting (AMG) for a twelve month period. Particulars of all appointments must be notified in writing to Council within 14 days after appointment is made, eg committee position, name, address, email, contact number and the user group represented (if any).

Committee members need to have a certain degree of commitment to their role as Committee members. Committees work best when the workload is shared amongst committee members and there is evident goodwill and cooperation amongst members. .

The roles listed below are only some of the committee's work, other tasks include scheduling maintenance jobs, marketing and promotion, and engaging with the local community. It is important each member understands these roles and what is expected from the community.

3.6.1 Office Bearers/Executive

Office bearers do not have greater decision making powers than other Committee members, other than the chairperson who has a casting vote in the event of a tied vote. Whilst office bearers usually have defined roles, each Committee member plays an important part in the functioning of the Committee.

It is preferred that office bearers have access to a computer, have basic computer skills and be able to use email as a major form of communication.

At a minimum the Committee must have:

- a) Chairperson (also known as the "President")
 - Manage the operations of the Committee including meetings;
 - Chairs committee meetings
 - Act as official representative of the Committee;
 - Act on behalf of the Committee in an emergency or urgent situation;
 - Assist the Committee members by providing direction, forward planning and vision for the committee.

- Liaise with Council and forward minutes on a timely basis once adopted.

b) Secretary

- Deal with correspondence to and from the Committee;
- Issue the Agenda with instructions from the Chairperson (if required);
- Take and distribute meeting minutes;
- Ensure there is a flow of information to and from the Chairperson;
- Ensure that official files and records are kept and maintained;
- Notify members of meetings.

c) Treasure

- Liaise regularly with the Bookings Officer;
- Handle the movement of money within the Committee;
- Record income and expenditure. Preferably, be able to manage accounts electronically. That is, track accounts either in specialized software or in excel spreadsheets, pay accounts electronically, manage internet banking and the like;
- Report on income, expenditure and cash flow;
- Financial Planning;
- Submit financial records to Council for auditing.

d) Bookings Officer

- Handle the bookings for the activities associated with the facility, including keeping accurate records of bookings; (Note: a record of the history of bookings is essential for an insurance claim to be made by casual or regular hirers of the facility.);
- Authorise the release of bonds;
- Must be able to accept email bookings and respond accordingly;
- Venue briefings for hirers and inspections;

A Committee member may fill more than 1 role (maximum 2 roles). The responsibilities of 1 position may be shared between 2 Committee members if desirable.

3.6.2 Committee Members

Committee members (non-office bearers) have an important role to play both at meetings and in the general running of the committee. In respect of committees managing Council facilities they are the link between the committee, user groups and the community, providing feedback on activities through the active participation in discussions, decision-making and/or delegated tasks.

In respect of committees providing advice to Council, members represent particular groups within the community with their contribution aimed at representing the views of those groups.

3.6.3 Staff

Council staff who are appointed to fulfil an advisory role can provide support and resources to assist Committees.

3.7 Committee Charter

Upon the Council's formal approval of a Section 355 Committee and approval of its committee memberships, all committee members are required to adopt and adhere to the conditions set out in this document, in conjunction with the charters of individual committees, which outlines the rules and conduct of the committee's activities. Adherence will ensure Committees and members are aware of their responsibilities and adequately covered by insurance.

Committee members should familiarise themselves with their S355 Committee charter to ensure that they are aware of how their Committee is to function.

Charters will be reviewed by Council following each Local Government Election, by Council resolution, at the request of the Committee or at the discretion of the CEO.

A request for the charter to be amended, added to or altered will be dealt with at a duly convened meeting of the Committee or at an Annual General Meeting and are always subject to Council's approval.

3.8 Committee Meetings

All Committee meetings must be held in open session, i.e. Open to members of the public to attend. Any person, other than a Committee member, who attends a meeting has no voting rights and may not take part in the debate unless invited to do so by the Committee.

The Committee shall decide the date and time of such meetings, these meeting dates will be published on Councils website:

- Advisory Committees shall meet no less than four (4) times per year;
- Management Committees shall meet no less than 4 times per year.

Often Committee members ask why decisions have to be made in a meeting when it may seem simpler and much quicker for one member, say the Chairperson to make all the decisions and then tell people what jobs they are required to do. Decisions need to be made in meetings because it is the entire Committee which is responsible for the facility.

3.9 Notice of Meetings

Meetings may be convened either by the Committee, its Chairperson, or by Council. Notice of all meetings must be given by the Secretary of the Committee and the following notice (excluding public holidays and weekends) must be given to Committee members before each meeting:

- a) Ordinary/General Meeting – notified in the minutes that are prepared and distributed to members before the next meeting giving at least **7 full days'** notice.

- b) Special/Extra-Ordinary Meetings – **3 full days'** notice in writing or by telephone to all members.
- c) Annual General Meeting (in the case of committees operating Council facilities) – **14 full days'** notice in writing to members plus notice of Annual General Meeting must be placed in the local newspaper inviting interested members of the public to attend. The Committee must inform Council of this date to be published in the local paper.

Once set by the Committee meeting dates are to be forwarded to Councils governance department who will facilitate publication on Councils website and forward to Councillors for their information.

3.9.1 Ordinary/General Meetings

The Ordinary/General Meetings are held at the time and place agreed to by the Committee. These meetings are to discuss the everyday management and operations of the facility. To be an official meeting there must be a quorum present.

Note: management committees are required to hold their meetings at the facility they manage.

Refer to section 5.1 below in the event a quorum is not present.

3.9.2 Special/Extraordinary Meetings

Special/extraordinary meetings are called when there is an issue that needs to be discussed and decided upon before the next general/ordinary meeting. At least two committee members must agree to hold the special meeting, all members must be notified in writing, stating the purpose, time and place of the meeting, giving **3 full days'** notice and a quorum must be present.

3.9.3 Annual General Meetings (AGM)

An Annual General meeting (AGM) is to be held as soon as possible after the end of the financial year and the following business must be conducted:

- a) Confirmation of the minutes of the last Annual General Meeting.
- b) Presentation of the Annual Report on activities in the last year.
- c) Receipt of an audited financial statement of income and expenditure of the last year, giving a true and fair view of the activities.
- d) Election of Office Bearers, ie Chairperson, Secretary, etc. for coming year.
- e) Acceptance of nominations from user groups/community members.
- f) Consider recommendations "carried" by way of motion from the floor.

Prior to this meeting, the Committee nominates an independent person*to be returning officer to conduct the election of officers.

An example of an Agenda for the AGM is included in the supporting documents.

* This can be a committee member who is not/has not nominated for an officer bearer position.

3.10 Election of Office Bearers

At the AGM all members of the Office Bearers stand down and their positions are declared vacant. The Returning Officer takes the chair and calls for nominations for the positions of office bearers.

3.10.1 Procedures for election

Nominations can be accepted in two ways:

- in writing, duly seconded, and signed by nominee, prior to the AGM; or
- verbally from the floor to the Returning Officer.

If two or more members are nominated for a single position a vote must be taken. Members nominated for election are entitled to vote for themselves. If a tied ballot occurs, the name of each candidate is written on a separate, identical piece of paper and a draw 'from the hat' by the Returning Officer (or an impartial observer), takes place. The first name drawn is elected.

A list of duly elected office bearers must be recorded together with the names of nominators and seconders. Minutes of the AGM with the list of duly elected Office Bearers must be sent to Council for approval.

4 Annual Report

This report outlines the activities of the Committee and provides information on the services that were provided in the last year. This report is presented at the AGM before the current Committee stands down. A copy must be submitted to council by 31 August each year, to be reported to Council.

5 Meeting Procedures

Meetings are generally conducted to standard guidelines which are detailed in the following section and include:

- a) that a quorum be present;
- b) that appropriate notice is given;
- c) that business on the agenda is properly conducted;
- d) that correspondence and minutes are recorded.

Committee members should work together to schedule meetings at a mutually convenient time for all. Ideally, meetings should be held at the hall or facility, however if scheduling suitable meeting times becomes difficult due to bookings, they may be held in another public space, such as a café, park, etc, Council must be notified of this change prior to the meeting, to be published on the website.

Meetings should not be held on private property.

5.1 A Quorum

This refers to the minimum number of members who must be in attendance to transact business.

A quorum will consist of half of the total number of elected members plus one, i.e. if the number of members is 9, a quorum would be 5.

If a quorum is not present within half an hour after the appointed starting time, the meeting will be adjourned to a time fixed by the chairperson; or those present can hold an informal meeting to discuss matters. However, any decisions taken by the committee are not recognised until they have been ratified by a meeting where a quorum is present.

5.2 Agenda

The agenda is an organised list of headings of the major items, in order, that will be discussed at the meeting. A copy of the agenda is to be distributed to the Committee members at least two (2) days before the meeting, or 7 days before if it is possible. Late matters can be added to the agenda at the opening of the meeting as the chairperson calls for discussion on the agenda.

Each item of business to be discussed at the meeting needs to be put on the agenda.

Unfinished business and reports on actions taken since previous meetings are included in the agenda under 'Business arising from previous minutes'.

If items on the agenda are not discussed due to limitations of time, they are carried over to the next meeting agenda.

5.3 Conduct of Business

Each item of business is discussed in the order in which it appears on the agenda. Allow adequate time for discussion on important issues. Ensure all relevant information on the matter under discussion is available at the meeting.

5.4 Correspondence

A list of correspondence received (Inwards) is presented at the Committee meeting by the Secretary. This action is to inform members of any new issues that may have arisen and to report on letters received in response to matters raised at previous meetings. A list of correspondence sent out (Outwards) is provided to inform the members of any action taken on their behalf. All correspondence will be suitably filed together for future reference.

5.5 Minutes

Minutes of the meeting must be recorded and a motion/recommendation put forward by the Committee members. The motion/recommendation after being voted on by the Committee should be recorded as "carried" or "lost", see 5.7 Below.

This document is to be an accurate recording on what happened at the meeting and are a record of action to be taken by the Committee, this includes contacting council to request work or assistance.

The Minutes of each meeting must be sent to Council within 14 days after the meeting, on receipt of the Minutes by Council they will be reviewed and the Committee may be contacted if required.

Council will not act on minutes recommendation/motions alone, a request for information/action etc. by Council must also be put in writing from the Committee.

Minutes are to be confirmed at the Committee's next meeting and signed by the chairperson. These minutes are to be sent to Council.

The Committee is required to be aware of the importance of minutes because of their legal status and their liabilities to subpoena in court cases. Minutes of each meeting are provided to the general public via Council's website in the interests of transparency and accountability.

Records of Council Committees should be kept for at least 7 years.

5.6 Voting

Voting allows members to express their agreement or disagreement. Voting can be conducted in one of 2 ways.

a) Vote verbally

The chairperson asks people to say 'for' or 'against' and then decides which group is the largest.

b) Vote by show of hands

The chairperson asks people in favour of a decision to raise their hands, firstly those in favour, counts hands and announces the total, and does the same for those against.

For motions/recommendations, the Committee needs to have an agreement concerning the way a vote will be conducted (either a), b) or c) above), e.g. for the vote to be carried, you will need a simple majority (more than half). If it is a tied vote the Chairperson has the casting vote and where this happens, this should be recorded in the Minutes.

5.7 Pecuniary and Non-Pecuniary Conflicts of Interest

Pecuniary and Non-Pecuniary Conflicts of Interest may be defined as an interest that a Committee member has in a matter, as a member or employee of a company or other body, because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person, or another person with whom the person is associated. Such other person includes the spouse or de-facto partner or relative of the Committee member. Pecuniary refers to possible financial gain whereas non-pecuniary refers to any other type of interest.

Disclosure of Pecuniary and Non-Pecuniary Conflicts of Interests

a) Conflicts of Interest should be declared and noted in the meeting minutes if:

- (i) A Committee member has a direct or indirect pecuniary interest in a matter being considered or about to be considered at a meeting; or
- (ii) The interest appears to raise a conflict with the proper performance of the member's duties in relation to the consideration of the matter.

The member must, as soon as possible after becoming aware of the interest, disclose the nature of the interest at the next meeting.

b) A Committee must ensure that:

- (i) Particulars of disclosures made under this clause are recorded in the minutes; and
 - (ii) The minutes are available for inspection (ie committee meeting minutes are placed on Council's website).
- c) After a member of a Committee has disclosed the nature of an interest in a matter, the member must not:
 - (i) Be present during the discussion of the Committee with respect to the matter; or
 - (ii) Take part in the decision of the Committee with respect to that matter.

When considering whether or not you have a conflict of interest, it is always important to think about how others would view your situation. The onus is on you to identify a conflict of interest and take the appropriate action to manage the conflict in favour of your public duty.

Committees are to maintain a register of conflict of interest.

5.8 Records of the Committee

The State Records Act 1998 mandates that all public officials have a responsibility for keeping full and accurate records, which document their activities and decisions and the reasons for those decisions. They must be kept secure against unauthorised access, alteration, loss or destruction.

Most of the records of Council Committees, e.g. minutes of meetings, financial records, booking diary, etc. should be kept for at least seven years. After this time, they should be given to the Council's Records Department to be archived.

6 Financial Matters

6.1 Finances

Committees are given authority to operate by Council and are subject to the same rules and regulations. These rules are set out in the Local Government Act, Local Government (General) Regulations and Accounting Standards and must be adhered to.

Committees are, as the name suggests, established to benefit the community and are made up of members of the community. Funds raised, received or spent are subject to public scrutiny, just the same as Council. The concept of public accountability involves a responsibility to ensure that Committee funds are used in the manner for which they were intended and that a clear and full disclosure of the Committee's financial activities is available.

Council Procurement and Tendering Guideline can be found on council website [Procurement, Contract and Tenders](#)

6.2 Accounting

Council requires the following conditions in relation to Management Committees:

- a) A bank account must be opened at a branch of a recognized bank or Credit Union with an office in the LGA, or within reasonable distance for the committee to access. Such account

will be in the Committees name and list the Australian Business Number (ABN) of Snowy Monaro Regional Council.

- b) Monies received by the Committee must be banked within 24 hours or as soon as practicable.
- c) The Committee is authorised to draw on its account for such sums as it may require in the performance of delegated function but under no circumstances will the account be overdrawn.
- c) Information on income and expenditure must be kept either electronically (preferable) or hard copy. An excel spreadsheet or suitable accounting software should be used. Or, if the accounts must be kept manually, a suitable cashbook, receipt book, bank deposit book and petty cash will be maintained and kept up to date. (Refer to the treasurer's role and responsibilities in section 3.6.1)
- d) Receipting: Preferably, payments are accepted via direct deposit into the Committee's bank account. Where cash or cheque are received, receipts, in the name of the Committee, will be issued for charges and other monies received and duplicates of receipts will be retained for audit.
- e) Purchasing: Payment should be made by EFT (electronic funds transfer), or only when necessary, can be made by cheque. In every case evidence of the need for the payment Tax Invoice is required to be obtained and attached to payment records. A credit card receipt is not a Tax Invoice, please ensure receipts say 'Tax Invoice' and clearly show any GST charged.
- f) Petty Cash, maintained on the imprest systems amount to \$100.00, may be kept to meet sundry expenses not exceeding \$50.00 for any one payment. (For anything more than \$50.00 a cheque should be drawn). Reimbursements of petty cash are to be effected by drawing a cheque in favor of petty cash. The amount of petty cash held at any one time, must not, under any circumstances exceed \$100.00.
- g) Two signatories are to be required for all cheques or other financial documents. Usually this would be the chairperson, secretary or treasurer.
- h) Records will be made available for inspection whenever required by Council's auditor or an authorised officer of Council.
- i) It is recommended the financial report summarising the income and expenditure and a bank reconciliation be reported (where available), to each ordinary meeting of the Committee.
- j) The Committee will be entitled to spend the monies raised in the management of the facility under their control. These monies can only be expended strictly in accordance with conditions imposed in these Guidelines, by the Council, and their delegations, and only upon the facility of the Council for which the Committee has been constituted.

- k) In the event that the Committee receives a financial contribution from Council, through its Donations and Sponsorship program, this payment will be made in the form of a grant and appropriate evidence of expenditure documentation will be required by Council.
- l) An annual Profit and Loss Statement for the Committee must be submitted to Council within 30 days from the end of the financial year. These statements shall accompany the Annual Report and represent an accurate account of the financial activities of the organisation, providing details of income and expenditure with a balance sheet for the subject year.
- m) No monies are to be disbursed as a donation to any member of the public.

The financial year is from 1 July to 30 June for any given year.

6.3 Asset Register

At the end of each financial year, the Committee is required to update its Assets Register, which shows what major items are held by the Committee on behalf of Council. The Register needs to be reviewed annually and forwarded to the appropriate Council Officer with the financial records by 31 August each year. Each committee must maintain an inventory list of any items they have purchased regardless of size and value.

It is suggested that the assets be categorised into assets owned by the Committee and assets owned and stored at the facility by user groups. This record of all assets kept at the facility, and who owns what, will avoid confusion if a user group ceases to use the facility and wants to remove any assets owned by them. It also provides a record of what is owned and by who in the event of theft or damage, say by fire, and a subsequent insurance claim.

Assets that have been disposed of in the past financial year should also be listed, along with details of their method of disposal.

6.4 Out of Pocket Expenses

A Committee member cannot incur out of pocket expenses without prior approval by the Committee. This approval and a monetary limit is required to be recorded in the meeting minutes.

Tax invoices for these out of pocket expenses e.g. fuel, stationery, telephone, are required to be presented to the Treasurer before reimbursement is made.

6.5 Honorarium Payments

A Management Committee's may vote to pay an honorarium (allowance) to Committee members or agents for duties undertaken in their role in the committee as follows:

- a) Up to \$100 (excl. GST) maximum per week for Ground Keepers or other roles determined by the Committee (e.g. Volunteer coordinator)

These payments must firstly be recommended by the Committee and recorded in their Meeting Minutes. **Approval by Council's Finance Manager is required prior to implementation to ensure the income generated from the facility is sufficient to sustain these costs.**

Regular cleaning of facilities and venues should be contracted out to professional cleaners (refer to section 8.8 Purchasing of Goods and Services). If a Committee member is involved in ad hoc cleaning for example, when a hirer has not adhered to their conditions of hire, a payment of \$20 (excl. GST) per hour may be paid provided Work Health and Safety procedures are in place and the maximum hours are agreed to by the Committee and recorded in the Committee Minutes.

The Committee members and agents receiving payments note that:

- a) The positions are not permanent and can be ceased by the Committee or Council at any time;
- b) Payments are performance based and position will be reviewed by the Committee as required with the assistance of Council;
- c) Payments requested outside Point 1 or 2 will require approval of Council.

6.6 Fundraising

A Management Committee may hold fundraising events to raise funds to improve the facility that it manages, to enhance village activities and encourage community spirit. Council supports these efforts.

The following points should be kept in mind if the Committee engages in fundraising activities:

- a) Any fundraising activities must be carried out in accordance with the *Charitable Fundraising Act 1991*. If you are organising a major fundraising event, please complete 'Notice of Intention to Organise an Event' form.
- b) Any fees to be charged by the Committee (e.g. for stall holders, entry fees) must be approved by Council. Please advise Council officers at least 3 months before any promotional material is distributed to allow time for a report to go before Council seeking approval of the fee structure.
- c) Make sure, when organising a fundraising event that all fees, charges and donations comply with GST.
- d) Ensure that all necessary Public Liability Insurance cover is arranged/provided. Council's Public Liability Insurance covers Committee members and the activities of the Committee. It does not, for instance, cover stall holders or participants (e.g. jumping castle) at an event organised by the Committee.
- e) If you are seeking any donation or sponsorship for the fundraising event, refer to Councils Donation and Sponsorship Policy.

6.7 Applying for Grants

There are many types of grants available to assist communities in providing services and facilities. A Committee that manages a facility on behalf of Council and is applying for a grant to make improvements to that facility, must seek Councils approval/consent as the owner of the property.

It is expected, as part of a request for consent from Council, that the Committee have a clear understanding of what the grant is for, and that suitable and accurate designs and costings are submitted to ensure adequate funding is obtained. Council may not cover shortfalls on grant funding projects that have been under scoped or incorrectly budgeted.

As the grants programs and their timetables for submission vary greatly, please see Councils website for more information.

6.7.1 Councils Donation and Sponsorship Program

SMRC offers assistance to the community through its Donations and Sponsorship program. This program operates on an annual timetable and is offered twice per year. Committees requesting assistance through this program are required to follow the policy, guidelines, the application process and (if successful) the acquittal process.

Council also facilitates the BOCO Rock Enhancement Fund, this funding is open to the former Bombala and Cooma-Monaro LGAs. Applications for this fund are open between June and July each year.

6.7.2 Development Application (DA) Requirements

Council's consent as owner or Reserve Manager (under Crown Land Management Act 2016) on a DA being lodged by the Committee or a third party will only be given where there is a copy of the Minutes of the Committee showing the Committee has given its consent for the DA to be lodged.

The Native Title Manager (Property Officer) must review any DA being submitted with regard to Crown Land Managed by Council before any approvals can be given.

6.7.3 Request for Council Support

If a committee is unable to continue to maintain their facility, due to lack of revenue raised, they may request council assistance. Committees requesting assistance with minor maintenance must provide council with a written request, a statement of financial performance clearly recording the committee's income and expenditure, all supporting documentation (receipts etc.) and a bank statement showing the account balance for that year (or to date at the time of requesting assistance). Each request will be assessed on a case-by-case basis.

Committees must record in the committee minutes the intention to request assistance from council and the reasons why.

7 Risk Management and Insurance

7.1 Risk Management

SMRC recognises that effective risk management is critical for anticipating and managing situations or events that could prevent it from achieving its objectives.

Risk management is a method of undertaking preventative and precautionary measures to avoid injury, loss and damage to either persons or property. As a Committee of Council, the Committee has a duty of care to ensure the health, safety and welfare of persons using the facility or attending an event. This involves regular maintenance to keep the facility and grounds safe, clean and tidy, as well as a system of inspection to detect faults and hazards at an early stage.

The following examples of common problems at events will give you an idea of the type of things you would look for in planning and prior to an event on the facility you are managing:

- holes in grounds or on footpaths
- marquee pegs in thoroughfares
- electrical leads on ground and untagged electrical equipment
- overcrowding in car parks or mixing vehicle and pedestrian traffic
- uneven stage floor or performance space
- no hand washing facilities at food handling stalls.

These examples could be rectified with simple solutions. By early identification of hazards, risks can be minimised. It is the Committee's responsibility to ensure that compliance with Council's Risk Management procedures and the relevant paperwork is prepared and kept.

7.2 General

Council and Committees of Council are exposed to a wide range of potential liabilities.

Liabilities can be based on statute and common law duties of care. To ensure compliance there must be appropriate policies, procedures and practices in place. The Committee must ensure that appropriate documentation is kept to evidence the due diligence process and ensure all responsible steps are taken to identify the risk to the Committee and the users of the facility.

7.3 Hazards

A hazard is a situation which could potentially cause injury to a person or damage to property. If a hazard requires urgent attention a warning should be placed near the hazard to alert users of the facility to the danger. The Committee must contact Council to advise as soon as possible.

Committees are urged to apply some rules for hirers of facilities such as restacking tables and chairs, clearing spills from floors, rubbish removal e.g. telling hirers that chairs must be stacked and placed against the wall.

A routine inspection process will alert Committees to possible dangers and faults, fire or accident risks to users of the facility, inspections should be carried out regularly (relevant to facility usage) and reported back to Council.

7.4 Fire Protection

All Council facilities should be supplied with fire and safety equipment and information on how to use it. If this is not available, Council must be notified immediately. Equipment will be inspected twice annually by a professional qualified contractor.

7.5 Emergency Exits

All exits must be identified by an exist sign and this will be inspected by a professional qualified contractor no less than twice per year. Emergency exits must be kept clear at all times. Exist doors should not be barred or locked at any time while the facilities are in use.

7.6 Building Inspections

Regular inspections are essential to identify potential risks and to assist in the defence of claims brought against Council. Inspections must be thoroughly documented. The Committee will be responsible for inspection of the facilities under its control. The following types of inspections should be carried out:

(i) Formal Inspections

Inspection of the facilities by the Committee must occur and be documented at least once every six (6) months.

Inspection of the facilities should also be conducted annually by Council's Facilities Department.

(ii) Informal Inspections

Informal inspections are incidental in the course of Committee business. Any defect or problem discovered must be dealt with.

(iii) Safety Inspections by Hirers

It is the responsibility of the user groups/hirers to ensure that any facility is safe of use immediately before and during its use. This will ensuring there are no apparent hazards and that any potentially hazardous material is removed.

7.7 Health & Safety Issues

Today's social, legal and industrial climate demands, from all workers, extremely high standards of Work Health and Safety. SMRC's policy is based on the obligations and duties imposed on the Council by legislative requirements Work Health & Safety Act 2011 (WHS Act) and the Work Health & Safety Regulation 2011.

Volunteers are the same as staff when they are performing any of the functions delegated to them by Council.

The aim of the WHS Act is to protect the health, safety and welfare of people at work. It lays down the general requirements for health, safety and welfare, which must be met in all places of work in

New South Wales. The WHS Act imposes duties on all persons who may affect the Health and Safety of others by their actions or lack of action. The Council, as the employer, must ensure the health, safety and welfare of each Council worker and others who may be affected by the way the Council conducts its' business and work activates. This includes contractors, volunteers, committee members, visitors, ratepayers, passing pedestrians and motorists.

The Council, as an employer has a duty under s8 to:

- Ensure that any premises controlled by the Council where employees work (and the means of access and exit from the premises) are safe and without risks to health,
- Ensure that any plant or substance provided for use by the employees at work is safe and without risks to health when properly used,
- Ensure that systems of work and the working environment of the employees are safe and without risks to health,
- Provide such information, instruction, training and supervision as may be necessary to ensure the employees' Health and Safety at work,
- Provide adequate facilities for the welfare of the employees at work,
- Ensure that people (other than Council employees) are not exposed to risk to their Health and Safety arising from the conduct of Council activities at Council workplaces.

Council worker, under s20 and s21, Must:

- Take reasonable care for the Health and Safety of people who are at Council workplaces and who may be affected by the Council worker's acts or omissions at work,
- Co-operate with the Council or other person so far as is necessary to enable compliance with any requirement under the Act or Regulations that is imposed in the interests of health, safety and welfare on Council or any other person,
- A person must not, intentionally or recklessly, interfere with or misuse anything provided in the interests of health, safety and welfare under Work Health and Safety legislation.

The WHS Regulations refers to various Australian Standards and other Standards or Codes for the purpose of prescribing provisions applicable to health, safety and welfare throughout the Regulation. Advisory Standards or Health and Safety should be followed, unless other appropriate ways of managing the risk are employed.

7.7.1 Health

Council has a smoke free workplace supported by associated policies and procedures and would encourage all Section 355 Committees to ensure that users of Council's buildings complied with the requirement to refrain from smoking within or near these facilities.

7.7.2 Work Health & Safety

Where a Committee organises a working bee or any event using volunteers, a Management Plan may be necessary. The Management Plan should include the following:

- A description of the tasks involved,
- A list containing the named and the tasks to be undertaken,
- Statement of responsibilities for safety,
- What arrangements are in place for managing safety, including contact officers at Council,
- Hazard identification, risk assessment and control measures processes,
- Details of any induction that may be required,
- Details of pre-start and on-going site inspection,
- Incident report and first aid procedures,

Failure to comply with the Management Plan or Health & Safety requirements may result in the individual volunteer or a group of volunteers being excluded from the current activity in order that the activity is conducted in as safe a manner as possible.

7.7.3 Risk Assessment

Where a committee proposes to undertake any work or activity it **must** contact the relevant Council Officer to determine if a risk assessment is required.

7.8 Property Insurance

Council facilities are covered for risks such as fire, theft and malicious damage. Committees should be aware of the excess application to this policy.

7.9 Committee Members' Public Liability and Personal Injury Cover

7.9.1 Public Liability Cover

The Committee and its members are covered by the Public Liability insurance policy of Council (currently \$20million) anywhere in Australia provided they are acting within the scope of their delegation. The policy covers Council and the Committee for claims made by members of the public or other third parties for personal injury and/or damage to personal property arising from a negligent act or omission by Council and/or the Committee.

All regular hirers of Council facilities (including incorporated bodies) are required to maintain their own public liability insurance cover with a limit of liability of no less than \$20million any on occurrence and must provide the Committee with written evidence of that cover, which indemnifies Council against any claims.

The Committee is to keep a record of all users of the facility.

Committee members are also covered under the Councillor and Officer Liability Insurance, should a hirer or other third party take legal action directly against a Committee member. Protection under this insurance is subject to appropriate conduct whereby a claim based upon directly or indirectly arising from attributable to wilful breach of duty, criminal, fraudulent, dishonest or malicious acts or omission by a Committee member will negate insurance cover.

This insurance does not preclude the Committee from due diligence and council policies must be adhered to.

7.9.2 Personal Injury

Committee members are covered under Council's Personal Accident insurance for bodily injury resulting from an accident when injured whilst undertaking activities in relation to their role/duties in the Committee.

7.10 Public Liability – Casual Hirer's Insurance

Council carries an insurance policy which covers the hirer of Council facilities. In this regard, a casual hirer is one which uses the facility less than 12 times per year on a non-permanent and not-for-profit basis. The Committee should note that incorporated bodies are not covered by this policy and must carry their own Public Liability insurance.

In the event of a claim against the Casual or Regular Hirer the policy has a claims excess that must be paid for each and every claim and is payable by the casual or regular hirer.

The Committee must maintain a record of all casual hirers of the facility.

7.11 Other Hirers Public Liability Insurance

Personas or groups, not defined in 7.10 above, must have and provide the Committee a Certificate of Currency of their Public Liability insurance policy for the sum of not less than \$20 million if they fit into one of the following categories:

- a) Creates an income or profit from the activity e.g. Yoga, art, Pilates classes charging a fee for service, workshops by charging door entry, participation fee, prepaid fee.
- b) Makes a personal financial gain from the activity.
- c) Is a sole trader or registered business.
- d) Corporation or Incorporated bodies.
- e) Sporting body, club or associations of any kind.

It is the Committee's responsibility to ensure that users of the facility that fall into any of the above categories have adequate Public Liability insurance.

If there are situations not identified above where a hirer of the facility does not have its own Public Liability Insurance and there is uncertainty as to whether the hirer is a casual hirer or regular hirer, it must be referred to Council to check with its insurers.

7.12 Contractors Insurance

Where members of the Committee have authority to appoint Contractors, the types of insurance that should be held by Contractors (available to be sighted by Council if required) include Workers

Compensation, Public Liability and where a vehicle is being used on Council property, Third Party Motor insurance.

Professional Consultants may also need to provide Professional Indemnity insurance and should such consultants be engaged by a Committee, please refer to responsible Council Officer for advice. Note Council has a risk assessment process for determining Professional Indemnity requirements.

8 Hiring of the Facility

Hiring a facility is central to the purpose of the Committee. Making the facility readily accessible to the community, whilst at the same time, raising funds for its maintenance are some of the main objectives of the Committee.

8.1 Conditions of Hire

It is essential that hirers sign a Hire Agreement which shows that they abide by the Conditions of Hire set out by the Committee and in accordance with Council policies. It is a good idea for the bookings officer or another committee member to ensure each hirer understands their obligations when hiring the facility, going over the conditions with the hirer if required.

To assist those hiring facilities for public events, a Notice of Intention to Organise Event form must be filled out, upon request to hire the facility, and returned to council. This form will assist staff to determine what (if any) applications and approvals may be required in order to plan for and conduct the proposed event.

8.2 Inclusion

Consideration of disability and inclusion is now managed by new legislation, the Disability Inclusion Act 2014. The Act requires all government departments and certain public authorities, including councils in NSW, to have Disability Inclusion Action Plan.

Council adopted its Disability Inclusion Action Plan 2017 – 2021 on 26 June 2017.

Section 355 Committees are acting on behalf of Council, and it is important to uphold the principles of equity, accessibility and inclusivity. Council and its representatives have a key role in creating liveable communities by providing facilities and initiatives which are accessible for the whole community, including people with disabilities, children and families, older people, and carers.

There is greater emphasis on consultation at all stages of planning, implementation, monitoring and direction on how to conduct inclusive consultation. There is new public monitoring and reporting requirements through Local Government Annual Reports.

For Section 355 Committees, this means that inclusion needs to be considered in all areas of the operation of the facility. Critical areas in which this needs to be considered include: physical access to the facilities (including parking, toilets and kitchen) identifying the need for clear signage,

making written and web materials available to vision and hearing impaired people, and supporting access to sporting and recreation opportunities.

Committees seeking to improve their inclusiveness and accessibility can contact Council for advice and assistance in how to address these matters.

8.3 Fees and Charges

Fees and Charges for the use of the facilities managed by Section 355 Committees are set by Council annually as part of its budget deliberations, taking into consideration the recommendations of the Committee and the operating requirements of the facility.

Only the Council has the power under the Local Government Act to set fees and charges. Committees are to review their fees annually and make recommendations to Council. The Committee will be contacted each year prior to the adoption of the Budget with regard to the fees applicable for the following financial year. The time line for reviewing Fees and Charges and notifying Council is generally as follows:

November: Committee is contacted to review fees and charges for the following financial year

End January: Committee recommendations are due to Council.

February: Fees and Charges are considered by Council's Finance Department.

April: Recommended Fees and Charges are considered by Council.

May: Fees and Charges are publicly exhibited for 28 days

June: Final Fees and Charges are adopted by Council, ready for start of new financial year.

Figures submitted should show the GST (Goods and Services Tax) exclusive amount to which Council will add the ruling rate of GST. Once the Council has adopted the fees and charges, a list will be supplied to each Committee.

The Committee is not able to provide subsidies or waive hire fees. Requests concerning fee reduction must be referred to Council.

The Fees and Charges may be set with a "Commercial Rate" and/or a "Community Rate" which definitions are as follows:

Commercial – Rate payable by

- A person, group or organisation or business charging a fee for profit or gain.
- A private event, not open to members of the public, and hire by non-resident of the LGA.

Community – Rate payable by

- Not for profit legal structure and a registered office with Council

- No wages or gratuities being paid to an individual
- Income being donated to community organisations
- Raising money for charity
- Supports a community group
- Registered as an income exempt tax exempt charity (ITEC) with the ATO
- A private event, not open to members of the public, and hire by a resident of the LGA
- A person (or group) who freely offers to perform a service to undertake a task.

8.4 Bonds

As a safeguard against possible damage, the Committee can hold a bond for the facility or equipment, or to cover the need for additional cleaning, where appropriate.

Hirers should be advised that this will be refunded if conditions of hire are adhered to.

Abnormal costs associated with the hire of the facility will be deducted from the bond including GST. This may include extra removal of garbage, extra cleaning etc.

8.5 Keys and Security

Committees are encouraged to manage keys and access to the facility in an efficient manner. This may include installing a key safe for key collection and returns. If a key safe is used, the combination should be changed regularly for security purposes (e.g. weekly). Committees are encouraged to include key bonds/deposits for regular users that hold keys in their fees and charges.

A complete change of locks may be required if there are too many outstanding or lost keys distributed throughout the community. The Committee should manage keys with the utmost security in mind. Key deposits or bonds collected may help fund a change of locks from time to time. Some halls and venues hire a security contractor to patrol the venue at key times throughout the week.

8.6 First Aid Kit

The facilities managed by Section 355 Committees are defined as a “workplace” within the meaning of the Work Health and Safety Act 2011.

Additionally, as provided by that Act, Council is a Person Conducting a Business or Undertaking (PCBU). As such, Council has a duty to provide first aid equipment, facilities and trained personnel at its workplaces. The level of provision should be determined after considering relevant matters listed below:

- The nature of the work being carried out at the workplace (eg committee meetings, any committee functions?)

- The nature of the hazards at the workplace (are these kitchen related, or heavy lifting related or trip hazards etc?)
- The size and location of the workplace
- The number and composition of the workers and other persons at the workplace (e.g. older people, young children etc.)

Committees will be responsible for keeping the First Aid Kit stocked and doing regular checks on the Kit.

8.7 Cleaning

The Committee has the responsibility for the overall cleanliness of the facility under its control and require hirers to clean the facility after use. Regular cleaning of facilities and venues should be contracted out to professional cleaners (refer to section 8.8 below).

Note if a Committee Member is involved in ad hoc cleaning (for example, when a hirer has not adhered to their conditions of hire), payment to this Committee Member must be in accordance with 6.6.

8.8 Purchasing of Goods and Services

Under the LGA, Council can assist Committees by purchasing goods to be used in association with the Committee-approved function. The benefit to the Committee is that the item would be free of GST and utilise the purchasing power of Council to reduce costs.

Council is required to authorise a Committee to purchase goods and services as per the guidelines below.

For purchasing of goods and services:

- For works valued under \$100, a verbal quote is acceptable;
- For works valued between \$100 and \$1,000, one written quote is required;
- For works over \$1,000, a minimum of two quotes, and Council approval is required.

In some cases, Council has contracts with suppliers where a Council rate may be obtained for the delivery of a good or service.

The quotations must be recorded in the minutes of a meeting and the successful quotation recommended by the Committee prior to approval by Council.

The Committee must ensure that suppliers of goods and services, including cleaning and minor maintenance works, are carried out by licensed contractors who must:

- Provide a copy of the public liability insurance and workers compensation Policy (if not a sole trader) (\$10 million cover) to the Committee;

- Show compliance with WH&S standards and regulations.
- Comply with the Building Code of Australia and relevant Australian Standards.
- Have an ABN.

Note that different maintenance tasks may require professional licences / accreditation such as working at heights, operating machinery (including chain saw) working in confined spaces, etc. If you are unsure, please check with Council with regards to Work, Health and Safety requirements.

Refer to Section 9 – Maintenance and Services Provided.

9 Legal Issues

From a legal perspective, it is important for Committees of Council to be aware that they are in fact acting on Council's behalf. Legally, the Committee is 'Council' and any actions taken by the Committee are ultimately Council's responsibility.

Committees sometimes believe they are responsible in their own right and that their actions are independent of Council. This is not the case, the Council delegated its authority to the Committee to act on Council's behalf and Council can withdraw this delegation if it deemed it to be necessary.

The Committee is also a legal entity and the delegated authority of Council was made to a particular Committee by name or title. The Committee cannot change this name without advising the Council of the intention to adopt a new name, nor can a Committee merge with another party without prior notice and input from Council. Unauthorised actions by Committees could lead to insurance coverage being withdrawn or cancelled.

10 Clerical Support

It is not the normal practice of Council to provide clerical support to Committees. A Committee may however apply for support and Council will make a determination on whether assistance will be forthcoming.

In general terms, clerical support will only be offered if a Council employee is a member of the Committee and the assistance is an extension of the employee's duties.

If support is offered, the level of assistance will be subject to negotiation between the Committee and Council and strict duties will be established. Council supports the principle that a Committee should be self-reliant and provide its own office bearers.

11 Sub-Committees

The Committee may appoint working groups to report back to the Committee. These 'subcommittees' can be made up of non-committee members, have no legal standing and must recommend back to the Committee for ratification. The activities of the subcommittee must be related to the delegated function of the s355 committee.

Members of sub Committees must be noted in Committee meeting minutes and will be covered in accordance with Council's public liability.

11.1 Volunteers (NON-Committee Members)

Volunteers may, from time to time, come forward to assist with events or functions or other activities in relation to the Committee's work.

Section 355 Committees must follow both the policy and procedures when engaging volunteers.

Some volunteering roles require more preparation than others. For example, a volunteer working with the Committee to help deliver a function or event, may be different to undertaking a longer term project (over a few months for example) on behalf of the Committee.

The latter example will require more preparation for the volunteer role, such as a project plan and training. In all cases, it is advisable to develop a clear job description and provide a basic induction for any volunteer roles. You may need to proactively recruit volunteers for larger projects/ events and perhaps provide further training for the activity they will be undertaking.

All volunteers need to complete an Expression of Interest (application form) and a Volunteer Agreement (Volunteer Appointment Registration Form). Volunteers should have their names noted in the Committee minutes, volunteer register and the application paperwork filed in a safe place. Whilst working under the care and control of Council (ie the Section 355 Management Committee of Council), volunteers are protected against public liability claims: *"Volunteers of Council are covered whilst engaged in voluntary activities for Council, including journey to and from the activity."*

12 Marketing and Promotion

Hiring of a facility is central to the purpose of the Committee. Making the facility readily accessible to the community, whilst at the same time, raising funds for its maintenance and future improvements are some of the main objectives of the Committee.

Marketing and promotion of the facility and Committee events is necessary to maintain a level of awareness amongst the community for many reasons:

- To keep the facility top of mind for residents. This reminds people of its availability as a venue and will assist in encouraging locals to get involved in some way towards using the facility or volunteering in some capacity.
- Helps engender a sense of community ownership and pride in the venue.
- To encourage the facilities use with the aim of increasing revenue to maintain and improve the facilities features.
- To promote the hall/facility as a Council asset delivering benefits to the local community as a critical focal point.

Council would like to work with Committees to further enhance marketing and promoting of venues, Committees are encouraged to contact Council with ideas for assistance.

12.1 Social Media

Council's Communications Policy (available on Council's website or by request) applies to all Section 355 Committee members. The CEO or their delegate must approve all Council social media sites and official use of social media. Committees wishing to use social media as a platform to promote their facilities are encouraged to contact Council.

13 Maintenance and Repairs

Each Committee has the responsibility for ensuring that the facility under its control is maintained in a state of reasonable repair and does not present hazards to its users. This may entail regular maintenance (e.g. cleaning, replacement of consumables – paper towelling, etc., mowing and watering) and periodic maintenance (e.g. repairing, replacement of worn or broken items).

The NSW Department of Fair Trading defines minor maintenance/cleaning as non-structural maintenance (including minor repairs) or cleaning of existing works/structures/buildings. (See also below definitions of minor maintenance and small scale improvement work.)

Council staff will inspect the facilities from time to time but the Committee is expected to keep Council informed on any substantial repair or upgrading work required on the facility under their control.

Repair work not able to be repaired by the Committee's own finances must be referred to the Facilities Department and will only be delivered depending on the availability of funds and the urgency of the works.

Any urgent safety issues must be referred to Facilities Department immediately so that appropriate controls can be put in place.

Works considered necessary or desirable but beyond the means or over the delegation of the Committee should be referred to Council in writing so that early consideration might be given to their inclusion in a Works Program or the annual budget.

An annual Building Inspection and Management Report is requested by Council from the Committee by the end of August each year.

Minor maintenance is defined as a sensible and practical repair on a like for like basis for the continuance of preservation, protection, repair to and upkeep, day to day maintenance. Priority should always be given to statutory and other health and safety requirements and any work relating to emergencies such as major electrical failures; floods; fire damage and the like.

Small scale improvement work is defined as work of a non-routine nature that is considered to not be reactive maintenance.

Council is required to authorise a Committee to purchase goods and services as per Section 8.8 Purchasing of Goods and Services.

13.1 Responsibility of Council

Generally, Council is responsible for major maintenance, improvements and services as follows:

- a) Ensuring that Council's community facilities (building and their immediate surrounds) are maintained structurally and in safe repair, comply with current legislative and industry standards, and are safe for use by the community;
- b) Ensuring that the grounds and surrounds are maintained according to annual maintenance programs;

- c) Arranging for execution of works to the specification requirements in a safe, efficient and timely manner that will enhance the facility while minimizing inconvenience to facility users;
- d) Providing technical advice on standards and guidelines;
- e) Employing appropriate qualified or experienced staff and Council approved contractors to carry out work on Council facilities. All work is to be carried out lawfully and to:
 - Good trade practice
 - Related standards;
 - Relevant regulations;
 - Health and safety requirements;
 - License conditions and requirements;
- f) Ensuring that all materials used comply with approved standards;
- g) Managing budget development and prioritizing maintenance schedules for all facilities in accordance with management plans;
- h) Conducting audits on the building structures to ensure facilities are safe and secure;
- i) Ensuring evacuation plans, procedures, Place of Public Entertainment (POPE) information (if applicable), Neighborhood Safer Place (if applicable) and emergency equipment are in each facility in accordance with relevant standards;
- j) Providing keys to Council facilities
- k) Council to maintain a key register for all facilities.

13.2 Services to Be Provided By Council's Facilities Department

The provision and maintenance of the following:

- - Building structure (including guttering)
 - Painting (internal & external)
 - Access paths, steps & rails
 - Plumbing
 - Hot water systems
 - Locks
 - Car parks & surrounds
 - Service line connections (water, sewerage, electricity & gas)
 - Floor coverings (works requests on floor coverings will be considered on a case by case basis and costs are not necessarily met by Council budgets)
 - Door hardware
 - Electrical systems
 - Fences

- Grounds maintenance (limited)
- Light fittings & globes
- Security systems, id installed

Note: Other major maintenance e.g. building extensions and major alterations required to the facility must be made by a Budget Submission and received by Council by 31 December of each year. This will then be considered by Council and where possible will be included in a following financial year's budget.

The annual maintenance and upgrade program run by Council will include a number of community buildings each year. The program is generally based on the results of building condition assessments and audits and consultation with Section 355 Committees.

The relevant Section 355 Committees responsible for facilities where works are planned will be notified after the adoption of each annual budget and the works will need to be programmed into the facility calendar.

13.2.1 Fire Protection

Council's Facilities Department will ensure that all Council facilities have fire and safety equipment installed. Information on appropriate use is provided on each piece of equipment. If it is not available, Council must be notified immediately. Equipment will be inspected twice annually by Council's qualified contractor.

If equipment is used irresponsibly by a hirer or needs to be repaired or replaced, contact the relevant Council Officer. The cost of replacing or repairing any damaged equipment should be deducted from the hirer's bond. Irresponsible use is to be reported on Council's Incident Notification form.

13.3 Committee Responsibility

From the income generated by the facility, the Committee is generally responsible, unless otherwise agreed to by Council, for the costs of such items, but not limited to, such works and services as follows:

- Cleaning
- Internal painting (under 2.4m high)
- Plumbing maintenance (only by licensed plumbers)
- Electrical maintenance (only by licensed electricians)
- Minor repairs, such as broken windows and fittings
- Telephone charges
- Hygiene Services
- Electricity

- Gas
- Installation of new internal fittings, such as cupboards
- Excess water
- Ground maintenance
- Provision and maintenance of furniture and equipment
- Insurance premiums adjusted per facility
- Testing and tagging electrical equipment
- Checking

Note music copyright licences for community halls is covered under Councils licence with One Music.

Supporting Documents

Calendar of Compliance & Reporting for Section 355 Committees
Meetings - Advantages of Regular Meeting
Meetings - Format for Good Minutes
Meetings - Procedure for Motions
Meetings - Standard Format for Agenda
Meetings - Standard Format for Correspondence
Section 355 Committee - Booking Diary
Section 355 Committee - Facility Hire Checklist
Section 355 Committee - Management Committee Incident-Accident Form
Section 355 Committee - User Agreement – Regular Hirer
Section 355 Committee - User Agreement – Casual Hirer
Section 355 Committee - Annual Report Template
Section 355 Committee - Community Facility Hazard Report
Section 355 Committee - Volunteer Register
Snowy Monaro - Notice of Intention to Organise EVENT
Snowy Monaro - Risk Assessment and Control Plan (Non Council Events)
Snowy Monaro - Nomination for Form Appointment to Committee
Financial Templates

s355 Management Committee Charter (Template)

Record of Versions

Date Published	Reason for Amendments	Resolution	Author/Document Owner

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1 Role of the Committee

The Committee Charter sets out the membership, responsibilities, authority and operations of the [insert facility name] Section 355 Management Committee (the Committee) in the Local Government Area (LGA) of Snowy Monaro Regional Council.

In pursuance of Section 355 of the Local Government Act, 1993, and subject to the provisions of Snow Monaro Regional Council (SMRC), this committee has been established to manage and care for the Council facility [insert facility / reserve name].

Facility details:

Property Name	Eg. Bombala Exhibition Ground		
Land Owner	Council / Crown		
Locations:	Lot 10, 11, 12, 13, 14	DP 1097766	Locality Bombala
	Street Address: 56 Wellington St, Bombala		
Facility Details	Buildings: Showgrounds Rest Rooms & Clinic, Clubrooms/Amenities, Caretakers residence, stables		
	Grounds:		
	Landscape?		
Utilities	Water: Tanks / Town		
	Sewer: Septic Tanks / town		
	Electricity: Supplier		
	Gas: Connected / bottle (supplier)		
Other/General			

Map Appendix 1 (Include map defining boundaries)

2 Purpose of the Committee

The purpose of the Committee is to assist SMRC with the management and care for the council facility / reserve and comply with the terms of this Charter and any Council Policy or Legislation in the management of the facility / reserve. The Committee shall:

- Promote, encourage and provide for the use of the facility / reserve to meet the current and future needs of the local community and of the wider public for public recreation and physical, cultural, social and intellectual welfare or development of individual members of the public.
- Encourage, promote and facilitate recreational and sporting pursuits in the community in line with current and future needs of SMRC.
- Ensure that such activities are managed having regard to any adverse impact on nearby residences.

- Ensure all facilities / reserves aim to be accessible to all members of the community.
- Liaise with Council staff to include works in Councils Asset Management Strategy.
- Provide input and financial information to support Councils decision making process when setting the Fees and Charges for the facility.

3 Power of the Committee

The Committee exercises functions of Council as a Committee under Section 355 of the Local Government Act 1993.

Pursuant to Section 377 of the Local Government Act 1993, Council has delegated to the Committee the power to carry out the functions necessary for its purposes.

The power of the Committee is limited to the management and care of the facility / reserve. It does not have power to make decisions that will bind the Council or to commit the expenditure of the financial resources of Council or any other Organisation without express authorisation.

The Committee shall exercise its power by considering any matter relating to its purposes in a formal meeting and by making formal representation to Council as it deems appropriate.

4 Sub-Committee

The Committee does not have authority to delegate its function to a sub-committee, however, working groups may be established by the committee to work towards achieving specific aims and objectives. The working groups will comprise committee members and others required to achieve the desired outcomes. Working groups and teams report back to the Committee and, therefore, their reports will be included in the reports to Council.

5 Structure and Composition of the Committee

The Committee shall consist of a minimum of five (5) members. Equal representation is to be given to sporting / user groups of the facility / reserve for voting purposes, as such the Committee shall be made up of:

[list the user groups of the facility / reserve that use the facility]

E.g.

- *One member from the Junior Rugby League*
- *One Member from the Senior Rugby League*
- *One Member from the Netball Association*
- *One Member from Show Society*
- *One community representative*

From this membership the Committee will elect its office bearers at its inaugural meeting, and thereafter at its AGM (12 monthly).

6 Appointment of the Committee

Following the first meeting after the election of the principal office bearers, the term of the Committee shall be for the Council term, with re-election to occur following the announcement of the new elected members. Throughout the term, the composition and function of the Committee shall be reviewed and a recommendation made to Council as required.

7 Meetings

Meetings shall be held at [insert facility name]. Meetings will be held annually and at other times in the discretion of the Chairperson or on the recommendation of the Committee. Meeting dates and times are to be determined by the Committee at its inaugural meeting.

8 Quorum

The quorum is six (5) or half plus one and must include one (1) office bearer.

9 Vacancies

Vacancies on the Committee may be filled by a resolution of the Committee and the term of any substituted Member appointed shall be the same term as that of the Member absent, whose position has been vacated or forfeited.

Vacancies will be filled in accordance with the Section 355 Manual.

10 Leave of Absence

- A request for Leave of Absence can be applied for and approved by Committee Resolution.
- Failure to attend three consecutive meetings without submitting a satisfactory explanation or request for Leave of Absence will forfeit membership on the Committee.

11 Principal Office Bearers

11.1 Chairperson

The Chair shall be appointed by the committee at its inaugural meeting and then at each AGM.

If the Chair is absent from a meeting, and no Deputy Chairperson has been previously appointed, the committee shall elect a member to Chair the meeting in the absence of the Chairperson.

11.2 Secretariat

The Committee shall provide Secretariat support for all meetings. The Secretariat shall:

- Prepare all records, including the agenda, minutes and any reports or recommendations.
- Provide members of the Committee with adequate notice of meetings confirming the date, time and venue.
- An agenda will be forwarded to each member of the Committee as soon as is practicable.
- Maintain an action items list.
- Ensure the minutes of the meeting are promptly distributed to all members for review as soon as practicable after each meeting.
- Ensure the adopted minutes are signed by the Chairperson and presented to the next Council meeting.

11.3 Treasure

Report on the income, expenditure and cash flow of the committee.

12 Meetings of the Committee

Meetings shall be held at venues in the LGA as determined by the Committee. Meetings shall be held **annually / quarterly** and at other times in the discretion of the Chairperson or on the recommendation of the Committee.

APPENDIX 1 Map of xxxxxx

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S355 Advisory Committee Charter (Template)

Record of Versions

Date Published	Reason for Amendments	Resolution	Author/Document Owner

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

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1 Role of the Committee

The Committee Charter sets out the membership, responsibilities, authority and operations of the [insert committee name] in the Local Government Area (LGA) of Snowy Monaro Regional Council.

2 Purpose of the Committee

The purpose of the Committee is to assist Snowy Monaro Regional Council to facilitate [the provision of advice and/or community engagement] and governance to ensure that Council is attuned to the needs and preferences of the community and has input such as local knowledge as well as religious, cultural and heritage perspectives.

With reference to [insert what the committee established for] the Committee shall:

Example

- Assist Council to identify ...
- Identify issues of concern and impacts relating to
- Provide advice to relevant sections of Council on matters of...
- Advise and make recommendations to Council
- Input into the development of strategies...
- Oversee the implementation and review of actions identified in (if committees relevance is to a policy/action plan etc)...
- *Identify why the particular committee has been established.*
- *Often this section will set out the broad responsibility of the committee.*
- *How the purpose of the committee is to be met.*
- *The Council might choose to adopt an overarching statement about the objects and responsibilities of the committee and then provide details in various dot points, or subheadings*
- *The responsibilities of the committee section should also include reference to any applicable regulatory requirements or recommendations in respect of the duties, responsibilities or operation of the committee.*

3 Power of the Committee

The Committee exercises functions of Council as a Committee under Section 355 of the *Local Government Act 1993*.

Pursuant to Section 377 of the *Local Government Act 1993*, Council has delegated to the Committee the power to carry out the functions necessary for its purposes.

The power of the Committee is limited to the exercise of advisory power. It does not have power to make decisions that will bind the Council or to commit the expenditure of the financial resources of Council or any other Organisation without express authorisation.

The Committee shall exercise its power by considering any matter relating to its purposes in a formal meeting and by making formal recommendations to Council as it deems appropriate.

4 Structure and Composition of the Committee

The Committee shall consist of a minimum of five (5) members and a maximum of [7 or 9]. Equal representation is to be giving to community groups / identified organisations for voting purposes, as such the Committee shall be made up of:

[list the community groups / identified organisations]

E.g.

- *One Member from the Local Land Services*
- *One Member from the SMRC Bio Security*
- *One community member with an interest in bio security*
- *One community member with experience in bio security*
- *One community member with legal background*

From this membership the Committee will elect its office bearers at its inaugural meeting, and thereafter at its AGM (12 monthly).

5 Appointment of the Committee

Following the first meeting after the election of the principal office bearers, the term of the Committee shall be for the Council term, with re-election to occur following the announcement of the new elected members. Throughout the term, the composition and function of the Committee shall be reviewed and a recommendation made to Council as required.

6 Meetings

Meetings shall be held at [insert facility name]. Meetings will be held annually / quarterly and at other times in the discretion of the Chairperson or on the recommendation of the Committee. Meeting dates and times are to be determined by the Committee at its inaugural meeting.

7 Quorum

The quorum is six (5) or half plus one and must include one (1) office bearer [list any other member that may be required e.g. Council officer, nominated Councillor].

8 Vacancies

Vacancies on the Committee may be filled by a resolution of the Committee and the term of any substituted Member appointed shall be the same term as that of the Member absent, whose position has been vacated or forfeited.

Vacancies will be filled in accordance with the Section 355 Manual.

9 Leave of Absence

- A request for Leave of Absence can be applied for and approved by Committee Resolution.
- Failure to attend three consecutive meetings without submitting a satisfactory explanation or request for Leave of Absence will forfeit membership on the Committee.

10 Principal Office Bearers

10.1 Chairperson

The Chair shall be appointed by the committee at its inaugural meeting and then at each AGM.

If the Chair is absent from a meeting, and no Deputy Chairperson has been previously appointed, the committee shall elect a member to Chair the meeting in the absence of the Chairperson.

10.2 Secretariat

The Committee shall provide Secretariat support for all meetings. The Secretariat shall:

- Prepare all records, including the agenda, minutes and any reports or recommendations.
- Provide members of the Committee with adequate notice of meetings confirming the date, time and venue.
- An agenda will be forwarded to each member of the Committee as soon as is practicable.
- Maintain an action items list.
- Ensure the minutes of the meeting are promptly distributed to all members for review as soon as practicable after each meeting.
- Ensure the adopted minutes are signed by the Chairperson and presented to the next Council meeting.

11 Meetings of the Committee

Meetings shall be held at venues in the LGA as determined by the Committee. Meetings shall be held **annually / quarterly** and at other times in the discretion of the Chairperson or on the recommendation of the Committee.

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Annual Calendar of Compliance and Reporting for Section 355 Committees

	July	August	September	October	November	December	January	February	March	April	May	June
Finance		31 Lodge Financial Statemetns for Audit			Committees requested to review fees and charges for the following FY		31 Committee comment on fees and charges due to Coucnil for review					<i>Fees and Charges are adopted by Council</i>
Maintenance		31 Updated Asset Register forwarded to Council				31 Building Inspection and Management Report due to Council						
			Building Inspections Conducted by Council									
		Fire Inspection							Fire Inspections			
Governance		31 Annual Report provided to Council										
		AGM - Committees to Inform Council of dates										

End of Each Council Term

Positions of Committee are declared vacant and membership is called for

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4J Advantages of Regular Meetings

Meetings are used to:

- exchange information and ideas;
- make decisions;
- provide support and resources;
- carry out particular tasks;
- raise any issues and needs;
- meet and socialise with other people.

Regular meetings ensure that:

- 1) Everyone in the group can take part and have a vote.
- 2) More ideas, different ideas - result in better decisions.
- 3) Tasks associated with the decision can be allocated there and then.
- 4) Members, both present and absent, will feel more committed to a decision if it was made by the group at a meeting.
- 5) Decisions carry more weight with outsiders if the process is democratic.
- 6) Deciding or doing things as a group can generate enthusiasm and make the group more cohesive.
- 7) Any disagreement can be aired and sorted out at the meeting.
- 8) By taking part in the meetings, individuals become better informed and develop skills.
- 9) An opportunity for members to get-together, chat, etc.

Format for Good Minutes

- 1) Keep them short, clear and concise, and consistent.
- 2) Set them out - not too cramped, use headings, and underlining so the subjects, decisions and actions to be taken (and by whom) stand out and are easy to read. Use the Agenda as a basis for the format of minutes.
- 3) Don't try to record every statement made at the meeting. The minutes are a record of the decisions made - each decision or resolution must be accurately recorded.
- 4) A copy of the minutes without error or additions (unless initialled and signed by the Secretary and Chairperson, after adoption at the meeting) should be pasted into the specially supplied Minutes Book as a permanent record of meetings. It is the **Chairperson's responsibility** to see the minutes are unaltered after adoption and are signed as an accurate record.
- 5) You can record the names of the mover and seconders of each motion or amendment. Record the numbers for and against if specifically requested by those present.
- 6) List correspondence, business arising and items for general business by number. Organise all your papers in this order and try and see that the agenda follows this order. Shuffling reams of paper, lost items and trying to take minutes while finding the next item is a hassle. Decisions can also be noted on the business papers and then transferred to the minutes later.
- 7) If minute-taking is a shared or revolving duty, allow each person to perfect their skills by taking minutes for at least 3-4 consecutive meetings.
- 8) Draft minutes can be reviewed with the Chairperson, or if done by a Minutes Secretary, with the Secretary. Two heads are better than one to remember events.
- 9) Remember, minutes should communicate and assist evaluation. They ensure accountability and are a permanent record of the group's activities.
- 10) Send them out as soon as possible after the meeting, so that follow-up action is more easily taken.
- 11) Include a record of the place, date and time of the next meeting.

Procedure for Motions

A motion needs to be lawful, productive, relevant, appropriate, easily understood and be positive in its intent, eg "*I move that the facility be an alcohol free zone*". If the motion does not meet these requirements, it can be rejected by the Chairperson. Reasons must be given for this decision.

Any motion must be "**seconded**" before it can be accepted by the chairperson and opened for debate. The LGA requires that the mover and seconder of motions and amendments be recorded at Council meetings and it is good practice to do so in all meetings. If there is no seconder, the matter lapses. Once a motion has been moved and seconded, the order of debate is:

- Mover (raised original motion)
- Secunder (allows debate on the motion)
- Speaker against the motion
- Speaker for the motion
- Speaker against the motion
- Speaker for the motion.

The debate continues in this manner until there are no further speakers. A member of the committee may speak no more than once to each motion or amendment at the meeting. The mover may then speak again, to respond to any issues raised during debate by other speakers, but in doing so closes the debate. Once the mover has closed the debate the chairperson must put the motion to a vote.

Amendments

Amendments may be accepted after the motion has been moved and seconded. The amendment must:

- be clear and be part of or related to the motion being considered
- have a seconder.
- not exceed the power of the meeting
- not be a direct negative of the motion
- be put to the vote before the motion.

Standard Format - Ordinary Meeting Agenda

- i) **Open meeting**
Action: The Chairperson welcomes members and visitors, declares the meeting open, ensures everyone has an agenda, and asks for any extra items suggested by members.
- ii) **Attendance and Apologies**
Action: The Secretary records those present and any apologies. An attendance list or book may be circulated.
- iii) **Confirmation of minutes of the previous meeting**
Action: Two (2) committee members in attendance at the last meeting are asked to confirm that the record of minutes is a true and correct one. Any amendments or changes need to be recorded and included in this meeting's minutes.
- iv) **Business arising from previous minutes**
Action: Deal with any matters that have arisen or were to be completed since the last meeting.
- v) **Correspondence**
Action: Includes both Inward and Outwards correspondence. A member, usually the Secretary, reads out in full or in summary any letters received or sent since the last meeting. Any business arising from these letters is dealt with as it is read, and recorded in the minutes.
- vi) **Treasurer's Report**
Action: The Treasurer gives a report on the financial position of the group, including income and expenditure since the last meeting and gives an overview of future budget estimates.
- vii) **Other Reports**
Action: Reports from other office bearers.
- viii) **General Business**
Action: Items for general discussion that are not elsewhere included on the agenda are discussed. As far as practicable, details of these items should be provided to the Secretary before the meeting. Also remind members of any coming events.

***Note:** General Business often contains the important discussions and decisions. Efficient meetings work through the early business quickly to leave sufficient time for general business. Specific items that arise in items (i) to (vi) can be deferred to General Business if appropriate.*
- ix) **Close Meeting**
Action: Establish the date and time of next meeting. Chairperson thanks members and visitors for attending and declares the meeting finished or closed.

Standard Format for Correspondence

- 1) Keep a copy of all correspondence sent out on behalf of Committee
- 2) Set up a correspondence book to record all correspondence of the Committee.

This should include:
 - a section for **Inwards** correspondence/mail;
 - a section for **Outwards** correspondence/mail;
 - a space to record the date of receipt or despatch of mail;
 - a numbering systems for both Inwards and Outwards to enable any correspondence to be easily located if the need should occur;
 - a space to identify whose responsibility it is to act on, eg Secretary.
- 3) Enter all correspondence in the relevant section of the book ensuring date and number are recorded.
- 4) Place letter received since the last meeting in a folder marked, Correspondence Inwards, for the meeting.
- 5) Record any action required and which committee is responsible for this action.
- 6) Establish and maintain a filing system for all mail, both In and Out.
- 7) Correspondence can be filed numerically or by subject.
- 8) Related items of correspondence can be placed together.

[illegible]

[illegible]

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FACILITY HIRE CHECKLIST

Name of Council Facility: _____

Name of Hirer: _____

Date/s of Hire: _____

Area	Before Hire	After Hire	Comments
Overall cleanliness			
Toilets			
Floors, floor coverings			
Walls			
Rubbish emptied and removed			
Furniture (tables and chairs) (check all in good order)			
Stage and equipment			
Doors, locks, etc.			
Kitchen (check stove, cupboards, floors, sink, fire door)			
Fire fighting equipment			
Electrical – check switchboard, lights, switches			
Overhead fans			
Heating			
Plumbing – taps in toilet and kitchen areas, etc.			
Verandahs – clean and safe			
Stairs/ramps – clear and safe			

After Hire Comments:

.....
.....

Signatures:

Before Hire

After Hire

Hirer:

Management Committee:



SNOWY MONARO
REGIONAL COUNCIL

MANAGEMENT COMMITTEES INCIDENT/ACCIDENT REPORTING FORM

Use this form to report any incident/accident to a volunteer or member of the public using the facility. This form can also be used to report incidents of harassment or discrimination.

Name of affected person/s (please print)	
Address of affected person/s	
Phone numbers of affected person/s	
Status of affected person/s	<input type="checkbox"/> Committee Member <input type="checkbox"/> Volunteer <input type="checkbox"/> Member of the Public
Reason for being at facility at time of incident/ accident	
Date and time of incident/accident	
Location of incident/accident	
Description of incident/accident	
Nature of injury or damage (if applicable)	
Detail any first aid provided (if applicable)	
Name, address and phone numbers of witness/es (if applicable)	
Was any equipment or property damaged? If so, list.	
What action, if any, has been taken to prevent this type of incident happening again?	
Name of person incident/ accident was reported to	

I acknowledge notification of the above incident/accident.

Name of Committee Member:		Signature of Committee Member:	
Position of Committee Member:		Date:	

This form must be completed as soon as possible after occurrence of the incident/accident and forwarded to the Risk Management Officer, Snowy Monaro Regional Council, PO Box 714, Cooma, NSW 2630.



CASUAL USER AGREEMENT FOR RECREATION FACILITIES

Organisation Name:	_____		
Contact:	_____	Name	_____
		Position	_____
Address:	_____		
	_____	Postcode:	_____
Telephone:	(W) _____	(H) _____	
Fax number:	_____		
Email:	_____		

Council Facility:	_____		
Purpose of Hire:	_____		
Anticipated Attendance Numbers:	_____		
Times required:	From: _____	To: _____	

I have read the terms and conditions on the following page and agree to abide by them:

Dated: This _____ day of _____ 200_____

Contact person: _____
Signature Please print full name

Terms & Conditions

- a) Persons participating in sporting and recreational activities should be aware of any inherent risks involved in the activity and are presumed to be aware of the risks.
- b) It is the responsibility of the user to ensure that persons participating in an activity conduct the activity in an appropriate and responsible manner in accordance with any rules governing the activity and does not leave themselves and other persons sharing the public space at risk of injury or ill health.
- c) Any unsafe facilities/grounds should not be used and should be reported to Council immediately.
- d) Playing fields, surrounds, toilets and change rooms are to be left in a clean and tidy condition. This includes picking up of all rubbish, papers, chip bags, etc.
- e) No vehicles are to be driven on the playing areas.
- f) The hirer is responsible for the safekeeping of all keys issued. Under no circumstances are copies to be made of keys. Keys are to be returned to the Committee.
- g) The hirer is to accept responsibility for the cost of repair of any damage or breakage to any part of the buildings, fittings or other property of the Council caused through the use of Council's property by the hirer.
- h) The hirer is responsible for the satisfactory conduct of all persons occupying any building/area during the period of hire.
- i) School groups must comply with the Department of Education Guidelines when hiring Council facilities.
- j) All portable structures (goals, scoreboards, tents, etc) must be secured in strict accordance with the manufacturers instructions/guidelines and be included in the pre- hire risk assessment accompanying this user agreement.

Section 355 Committee Annual Report



Name of Committee _____

Annual Report for the period ____ / ____ / 20 ____ to ____ / ____ / 20 ____

Completed herein is the Annual Report for the below-named Section 355 Management Committee for the period listed below. We hereby certify that the report has been adopted and the financial statements passed at a duly convened meeting of the Committee. They are to the best of our knowledge and belief, true and accurate records of the activities of the Section 355 Management Committee for the period covered herein. We further certify that all diligence and care is being exercised in safeguarding the funds, assets and property of the Committee in accordance with the Section 355 Management Committee Manual.

.....
(Name of Chairman)

.....
(Signature)

.....
(Name of Secretary)

.....
(Signature)

.....
(Name of Treasurer)

.....
(Signature)

.....
(Postal Address)

.....

[illegible][illegible]

Annual Report

Council looks to the Section 355 Management Committees to keep it informed of various aspects in respect to the facilities controlled by the Committee, as well as being able to report to the residents of SMRC that the various facilities are being managed in an effective and efficient manner.

Accordingly you might like to briefly report on the following items and any other matters which you feel may be relevant:

1. Any matters regarding membership of the Committee:	
2. A brief description of any improvements effected during the year:	Value:
3. Maintenance works carried out during the year (nature and costs)	Cost
4. General Condition of facility and improvements	
5. Information regarding public use and functions held	
a. What is facility used for:	
b. Who are the main users:	
c. Number of organized function for the year:	
d. Frequency of use by user groups (e.g. daily/weekly/monthly):	

General Remarks

SECTION 355 MANAGEMENT COMMITTEE MEETINGS

The Committee held meetings during the year at which Committee members attended the following: (Indicate names of individual members and number of meetings attended).

..... [] meetings [] meetings

..... [] meetings [] meetings

..... [] meetings [] meetings

..... [] meetings [] meetings

..... [] meetings [] meetings

Audit of Finances

I, _____ confirm that the Section 355 Management committee books, including cash books, vouchers and documents etc., have been forwarded to Councils finance department for audit.

STATEMENT OF RECEIPTS AND PAYMENTS

FOR THE PERIOD ____/____/ 20____ TO ____/ ____/ 20____

Last Year \$	RECEIPTS	This Year \$	Last Year \$	PAYMENTS	This Year \$
	Rentals / Hire of Buildings, etc. -			<u>Administration:</u>	
				Fee /Commissions -	
	Other Fees (Details)			Insurance -	
				Bank Charges -	
				Telephone -	
	Grants -			Printing & Stationary -	
				Advertising -	
				Audit Fees -	
	Donations -				
	Loans -			Electricity-	
				Rates -	
	Interest from			Water Charges -	
	- Banks -			Sewer/Sanitary -	
	- Investments			Fuel	
				Cleaning	
	Other Income			<u>Maintenance / Repairs:</u>	
				Buildings -	
				Grounds -	
				Other Property -	
				Plant & Equipment:	
				Purchases (Detail)	
				Loan Payments:	
				Principal -	

				Interest	
				Improvements:	
				(Details) -	
				Other Expenses -	
	TOTAL INCOME			TOTAL EXPENSES	
				Net Surplus / Deficit)	

BANK RECONCILIATION FOR PERIOD ENDED ____ / ____/20__	Last Year \$	This Year \$
<u>CASH BOOK</u>		
Balance at beginning of period		
Add: Receipts / deposits as per Cash Book		
Sub-Total		
Less Payments as per Cash Book		
BALANCE AS PER CASH BOOK		
Balance as per Bank Statement		
Less: Unpresented Cheques -		
Add: Outstanding Deposits -		
BANK ACCOUNT BALANCE - To Balance Sheet		

BALANCE SHEET AS AT ____ / ____ / 20__	Last Year \$	This Year \$
<u>FUNDS</u>		
Balance brought Forward		
Add Surplus / (Deficit)		
TOTAL FUNDS		
<i>Represented By:</i>		
<u>ASSETS</u>		
Bank Account		
Investment Account		
Other Assets (Detail)		
<u>Less: LIABILITIES</u>		
(Detail)		
TOTAL ASSETS AND LIABILITIES		

For further information or assistance on completing this form please contact Council:

PO Box 714 COOMA NSW 2630 | 1300 345 345 | council@snowymonaro.nsw.gov.au | www.snowymonaro.nsw.gov.au



COMMUNITY FACILITY HAZARD REPORT FORM

Section A

To be completed when reporting a hazard which has the potential to cause injury to a person.

Date: _____ Location: _____

Name: _____ Phone number/s: _____

Description of Hazard: _____

Risk Rating: High Risk Medium Risk Low Risk

Does this risk require action:

Immediately Within 1 week Within 1 month When scheduled

What action should be taken to fix the hazard? _____

Signature: _____

Section B (to be completed by Snowy Monaro Regional Council)

Hazard investigated: Yes No

Corrective action taken: _____

Action completed: Yes No

Conflict of Interest Register - s355 Committee

[illegible]

Key Register



Facility Name _____ Bookings Officer _____

Name of Key Holder	Organisation Represented	Key No.	Key Access – Specify Areas	Contact No.	Date Issued	Signature	Date Returned

For further information or assistance on completing this form please contact Council:
PO Box 714 COOMA NSW 2630 | 1300 345 345 | council@snowymonaro.nsw.gov.au | www.snowymonaro.nsw.gov.au



**USER AGREEMENT FOR
COUNCIL FACILITIES**

Office Only

Documents Received

- ☐ Insurance Policy
- ☐ Risk Assessment
- ☐ Docs Registered to TRIM
- ☐ Invoiced
- ☐ Confirmation Letter sent

Organisation Details	
Name:	_____
Contact:	_____
	(Name) (Position)
Contact Address:	_____ _____
Telephone:	_____
Fax number:	_____
Email address:	_____
Council Facility:	_____ Lifeguard Required: Yes <input type="checkbox"/> No <input type="checkbox"/>
Dates required (Season):	_____ (Attached Schedule Form RF04)
Number of Teams	Junior..... Senior Other..... Receipt No:.....

Please Note: Once all relevant paperwork is received by Council, a confirmation letter with your hire details will be forwarded to your organisation. Your booking will not be confirmed if any paperwork or payment is missing.

Terms & Conditions

Terms

A "user" is a person who is using a facility which is subject to an agreement with Council

A "hirer" is the party that has entered into the agreement with Council where a fee is charged

"Council" refers to Snowy River Shire Council

"Facility" includes the playing areas and includes all buildings used as part of the activity

1. Persons participating in sporting and recreational activities should be aware of any inherent risks and to have voluntarily accepted the risks.
2. It is the responsibility of the user/hirer to ensure that persons participating in an activity conduct the activity in an appropriate and responsible manner in accordance with any rules governing the activity and does not leave themselves and other persons sharing the public space at risk of injury or ill health.
3. To hold and maintain a Public Liability/Professional Indemnity Insurance Policy for a minimum of twenty million dollars (\$20,000,000) naming and indemnifying Snowy River Shire Council and the Minister administering the Crown Lands Act as Principals or Beneficiaries and indemnify these individuals/organisations from and against any actions, suits, claims and demands of whatever nature and all costs, charges and expenses in respect of any accident or injury to any person or property which may arise out of the activities approved under this permit and agree to keep the policies current at all times during the term of this Agreement and any other period of use, which may by any reason, fall outside any

specified period of use. This cover is additional to any player or participant insurance that the Club may effect to specifically cover sporting injuries. A copy of such insurance shall be included with the submission of this application and then forwarded to Council annually. User/hirer is to provide Council with a copy of the certificate of insurance. User/hirer shall inform Council as soon as practical and without undue delay of any alternations or changes to the Public Liability Insurance cover, including a cancellation or discontinuance of the policy.

4. This user agreement will not be valid unless all appropriate paperwork is received by Council prior to the first use of the facility.
5. All hirers / users must ensure that the activities they are conducting are within the specifications of their insurance policy.
6. The hirer /user must state the nature and type of each proposed activity listing all activities of hire. Any activities and events that are outside those nominated in your user agreement may require an additional user agreement and risk assessment specifying the activities to be conducted eg regional carnival.
7. The user/hirer shall assess the suitability of the playing surface and facility for all intended use prior to the commencement of use. The user/hirer shall not use the facility if it has been assessed as unsuitable for the intended use.
8. The grounds shall not be used if too wet as it is considered that undue damage could be caused to the playing surface. The user/hirer must comply with Council's "Oval Closure Procedure"
9. Council requires all user/hirers of Council facilities to conduct pre-use inspections of the facilities, equipment and environments to ensure they are safe every time a facility is used. A safety checklist proforma has been provided to assist with this responsibility. A record of these inspections shall be tendered at the next ordinary meeting of the sporting club and shall form part of the minutes of that meeting and be returned to Snowy River Shire Council, Parks & Property Branch.
10. Any unsafe facilities/grounds should not be used and should be reported to Council immediately.
11. No vehicles are to be driven on the grounds. Designated car parks are only to be used unless otherwise approved by Council.
12. The user/hirer is responsible for the safekeeping of all keys issued. Under no circumstances are copies to be made of keys. Keys are to be returned to the Council on the next working day of the completion of the hire.
13. The user/hirer is to accept responsibility for the cost of repair of any damage or breakage to any part of the buildings, fittings or other property of the Council caused through the use of Council's property by the user/hirer.
14. The user/hirer is responsible for the satisfactory conduct of all persons occupying any building/area during the period of hire.
15. To leave the facility in a clean and tidy condition at the end of the time of each use and in particular:
 - a. to remove all rubbish, food scraps, empty drink containers, bottles and cans from the facility and place them in the bins provided outside the facility
 - b. Clubs using canteen facilities are responsible for cleaning and keeping the canteen in an acceptable condition. Canteens should be cleaned at the conclusion of each use. The use of portable gas barbeques in canteens is not permitted.
 - c. sweep the facility (including the change rooms), clean up any spillage by application of appropriate cleaning liquids and agents and leave the toilet facility in or adjacent to the facility in a clean and sanitary condition
 - d. store any equipment in a safe manner
14. To vacate the facility on or before the end of the time of use.
15. Before vacating the facility at the end of the time of hire to turn off all lights and close and lock all windows and doors.
16. To observe the "No Smoking" policy that applies to all Council owned facilities.
17. The user/hirer will be responsible for the cost of electricity used in connection with the hire and will be billed accordingly.

18. Linemarking – Clubs must submit an application for the linemarking. Clubs wishing to linemark themselves must seek Council approval.
19. The use of portable goal posts is not permitted on any Council facilities. However, exemptions may be granted but must have written approval of parks & Property Branch prior to use and comply with Australian Standard HB227-2004. Goals must be secured (when in use) and stored (when not in use) in strict accordance with the Standard and Council's Policy.
20. All portable structures (goals, score boards, dug outs etc) must be secured in strict accordance with the manufacturer's instructions/guidelines and be included in the pre hire risk assessment accompanying this user agreement.
22. It is the responsibility of the user/hirer to obtain the necessary Permits for activities eg. liquor, fireworks permit, entertainment licence in addition to permission from Council.
23. The user/hirer shall co-operate with Council by complying with all health and safety initiatives and directions.
24. The user/hirer must report to Council all incidents involving Council property as soon as possible and no later than 24 hours. The incident is to be reported to the following telephone 6451 1195.
25. There is to be no glass bottles or containers used at any Council sporting fields.
26. User/Hirer shall be responsible for all traffic control measures for all activities associated with the use of the facility.
27. School groups must comply with the Department of Education Guidelines when hiring Council facilities.
28. Council's building insurance does not cover items owned by users/hirers of Council facilities. It is the user/hirers responsibility to insure their own equipment. The user/hirer acknowledges that Council will not be liable for any costs, replacement issues associated with the loss of personal items, club equipment, hired or leased equipment brought onto or left on/in Council facilities. The user/hirer must have their own insurance policy if required for these items.
29. Payment for use of facility must be received prior to use of facility.

The user/hirer agrees that should the user/hirer breach any of the terms above:

1. Delegated Council staff shall be entitled to bring the agreement to an end and to require the immediate vacating of the facility by persons using it and if such circumstances occur Council shall not be liable to make good any loss or damage suffered by the termination so affected or pay any compensation to anyone because of the termination.
2. Council shall be entitled to recover from the hirer the cost of remedying or rectifying any breach of this agreement including legal and court costs of such recovery.

Additional Terms & Conditions: *(to be filled out on an individual basis)*

.....

.....

.....

.....

Definitions and Variation:

1. No amendment or variation of these terms if valid unless in writing and signed by both parties.
2. In this agreement "facility" means buildings, oval, canteen, amenities and other areas designated for use of the hirer by Council. "Council" is the Snowy River Shire Council.

I have read and understood the terms and conditions outlined in the User Agreement and agree to abide by them.

I am authorised by the organisation to sign the User Agreement on behalf of the organisation outlined above.

Name: _____ Position: _____
(Please Print Full Name)

Signed: _____ Dated: _____

Authorised by Snowy River Shire Council

Name: _____ Position: _____

Signed: _____ Dated: _____

Volunteer Register



Office bearers of Council's Section 355 Committees must ensure that **all volunteers** complete the Register each time they undertake volunteer activities and return a copy of this form to Council's Governance Department at the end of **March, June, September and December each year**. This is necessary in order to record the hours volunteers work to ensure insurance cover in the event of an accident or injury while carrying out duties on behalf of Council. A separate Volunteer Register should be completed for activities such as a working bee or small Committee function and forwarded to Council after the event.

Name of Committee _____

Location: _____

Date	Name	Start Time	Finish Time	Hours	Description of Work	Signature of Volunteer

[illegible]

For further information or assistance on completing this form please contact Council:

PO Box 714 COOMA NSW 2630 | 1300 345 345 | council@snowymonaro.nsw.gov.au | www.snowymonaro.nsw.gov.au

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Notice of Intention to Organise an Event

Office Use Only

Ref

This Notice of Intention form is for use by organisers of all events (excluding normal daily Sporting Events held at Council sportfields) intended to be held within Snowy Monaro Regional Shire, regardless of whether the event is to be held on public or private property.

THIS FORM IS NOT A DEVELOPMENT APPLICATION FORM NOR IS IT AN APPLICATION FOR ANY OTHER APPROVAL.

There is no fee associated with this form. The purpose of this form is to illicit information regarding the proposed event, to assist event organisers and Council staff to determine what if any applications and approvals may be required in order to plan for and conduct the proposed event.

Return your completed form to Snowy Monaro Regional Council – as early as possible. Council will respond in writing, listing the approvals you require for your event within 14 days of submitting this form.

Event Information			
Event Name:			
Event Date:			
Event Location:			
Please tick where relevant: <input type="checkbox"/> Map/plan attached <input type="checkbox"/> Council land <input type="checkbox"/> Private Land			
Has the venue been booked with the Visitors Centre? <input type="checkbox"/> YES - tentative booking <input type="checkbox"/> YES <input type="checkbox"/> NO			
Organiser Information			
Name/Company:			Phone:
Contact Name (if Company):			Fax:
Postal Address:			Mobile:
Town:	State:	Postcode:	Email:
Organisation Status: <input type="checkbox"/> Community <input type="checkbox"/> Commercial <input type="checkbox"/> Non-Profit <input type="checkbox"/> Registered Charity/School <input type="checkbox"/> Other (please give details):			
I would prefer Council advice delivered via: <input type="checkbox"/> Mail <input type="checkbox"/> Email			
Signature of Event Organiser:			Date:
Proposed Event Details			
Name of Event:			
Event Schedule:	Start (Date/Time):		End (Date/Time):
	Set Up:	Start (Date/Time):	
	Clean Up:	End (Date/Time):	
Is this a fundraising event? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Frequency of Event: <input type="checkbox"/> One-off event <input type="checkbox"/> Annual <input type="checkbox"/> Monthly <input type="checkbox"/> Other:			
Estimated attendance (daily, if more than one day):			

Detailed Description of Event:

Other Information


Which of the following will form part of your event? Please tick all that apply. Any additional information that can be supplied will be helpful.

- | | |
|--|---|
| <input type="checkbox"/> Public Event – General public | <input type="checkbox"/> Provision of disabled access/facilities |
| <input type="checkbox"/> Public Event – Invitation only | <input type="checkbox"/> Vehicle races (including bicycles) |
| <input type="checkbox"/> Private Event | <input type="checkbox"/> Children's activities |
| <input type="checkbox"/> Service of alcohol | <input type="checkbox"/> Crowd management |
| <input type="checkbox"/> Fireworks | <input type="checkbox"/> Dangerous goods and/or hazardous materials |
| <input type="checkbox"/> Amusement devices (eg jumping castle, pony rides etc) | <input type="checkbox"/> Electrical equipment |
| <input type="checkbox"/> Animals (types: _____) | <input type="checkbox"/> Food and beverages |
| <input type="checkbox"/> Circus | Who will be providing food: _____ |
| <input type="checkbox"/> Retail/commercial activity | <input type="checkbox"/> Commercial <input type="checkbox"/> Non-Profit |
| <input type="checkbox"/> Markets | Types of food/drink: _____ |
| <input type="checkbox"/> Music (live performance) | <input type="checkbox"/> First aid/medical person/facilities on-site |
| <input type="checkbox"/> Loud noise (eg concert, helicopters, PA systems etc) | <input type="checkbox"/> Laser shows/display |
| <input type="checkbox"/> Stages, large marquees or large temporary structures | <input type="checkbox"/> Activities that require insurance cover |
| <input type="checkbox"/> Any activity which contravenes the zoning of the land | <input type="checkbox"/> Provision of fire safety equipment |
| <input type="checkbox"/> Charging an entry fee/tickets | <input type="checkbox"/> Procession/parade in a public place |
| <input type="checkbox"/> Parking spaces | <input type="checkbox"/> Security guards |
| <input type="checkbox"/> <input type="checkbox"/> spaces provided on-site (approx number: _____) | <input type="checkbox"/> Signage |
| <input type="checkbox"/> <input type="checkbox"/> existing on-street spaces to be utilised | <input type="checkbox"/> Toilets |
| <input type="checkbox"/> Closing a road | <input type="checkbox"/> <input type="checkbox"/> use of existing |
| <input type="checkbox"/> Using the footpath | <input type="checkbox"/> <input type="checkbox"/> additional brought to site |
| <input type="checkbox"/> Filming (commercial use) | <input type="checkbox"/> Traffic/transport management attendants |
| <input type="checkbox"/> Storage of waste (skip bins, etc) in addition to normal bins | <input type="checkbox"/> Volunteers |
| <input type="checkbox"/> Swing or hoist goods across or over a road or footpath | <input type="checkbox"/> Water based events |
| <input type="checkbox"/> Camping | <input type="checkbox"/> <input type="checkbox"/> water drawn from Council supply |
| <input type="checkbox"/> Aircraft (types: _____) | <input type="checkbox"/> <input type="checkbox"/> water from other source: _____ |

Please note: Council will use the information you have provided to determine whether a Development Application and/or other approvals may be necessary. This may also include approvals to be obtained from agencies other than Council.

Council will provide you with advice in this regard within 14 days of submission of this form.

Some approvals may require at least 90 days for processing, so please ensure all necessary approval applications are lodged well in advance of your event

RISK ASSESSMENT AND CONTROL PLAN (NON COUNCIL EVENTS ON COUNCIL LAND) Name of event				 SNOWY MONARO REGIONAL COUNCIL <small>Stronger together Better together</small>	
				SNOWY RIVER SHIRE COUNCIL	

Host Name		Main Activity	
Activity Date		Activity Covered	
Host Safety Contact Number		Persons Consulted	
Number of Volunteers		Partners In Project:	
DATE OF ASSESSMENT		Location	

Steps in filling out the risk assessment

1. Think about What can happen, how it can happen and when it can happen. (Use the OHS Checklist and example Risk and Associated control for hints, plus consult with others to discuss possible issues that could come up.)
2. Then think about the likelihood (probability) that it could happen. Write that letter in the pre- assessment box on the form.
3. Think about the consequence of it happening (eg, could the person get seriously injured, or just require first aid?) Write that number down in the pre assessment box on the form.
4. Look at the matrix (Coloured table on the last page) and see where the likelihood and consequence meet up on the matrix. This is your rating. Write that letter in the pre-assessment box on the form.
5. Consider how you might prevent or minimise the chance of the incident happening. Write that in the Controls section of the form
6. Repeat steps 1-3, writing the numbers and letters in the Post assessment box on the form
7. Nominate a person responsible

Snowy Monaro Regional Council	Risk Assessment and Control Plan	Document Number:	
Page 1 of 3	Version Number / Issue No: 5 / 2	Date of Issue: ____ / ____ / ____	Review Date: ____ / ____ / ____

ASSESSMENT

INDIVIDUAL ACTIVITY	POTENTIAL HAZARDS and RISK IDENTIFICATION	Pre Assessment Risk Rating	Post Assessment Risk Rating	CONTROL MEASURES and PERSON RESPONSIBLE

Snowy Monaro Regional Council	Risk Assessment and Control Plan	Document Number:	
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Risk Matrix				
Risk Matrix		CONSEQUENCE (see examples below)		
		(1) Catastrophic * Death or Severe Injuries * Loss \$100,001 or more * Complete loss of services * Toxic release or contamination off site	(2) Moderate * Injuries requiring Medical Treatment * \$ Loss \$5,001 - \$100,000 * Major loss of services * Off site release or contamination with no detrimental effects	(3) Insignificant * No injury or medical attention * \$ loss < \$5,000 * No loss of service * No environmental contamination
LIKELIHOOD (see examples)	(A) Almost Certain Is expected to occur at most times	1A H	2A H	3A M
	(B) Possible Will possibly occur at most times	1B H	2B M	3B L
	(C) Rare Might occur at some time	1C M	2C L	3C L



The risk rating of an incident is based on a combination of **Consequence** and **Likelihood**.

Refer to the SRSC Risk Matrix for suggestions

- Consider the Consequence
- Consider the Likelihood
- Where the two meet on the matrix determines the Risk Rating (Level of Risk)

Consequence + Likelihood = Risk Rating

All risks need to be made safe immediately and final corrective action taken within the High Medium or Low time frames below

Managers and Supervisors are responsible for Corrective Action

H = HIGH RISK

STOP WORK IMMEDIATELY - DO NOT COMMENCE WORK UNTIL RISK IS CONTROLLED and NO LONGER RED

Requires **first priority**

Senior Management to be advised.

IMMEDIATE action required

M = MEDIUM RISK

PROCEED WITH CAUTION

Requires **second priority**

Management responsibility must be specified.

Permanent control required within one - three months to lower risk to Green where possible

L = LOW RISK

CARRY OUT WORK

Requires **third priority**

Responsibility to be recorded

To be monitored to ensure risk does not increase

Snowy Monaro Regional Council	Risk Assessment and Control Plan	Document Number:	
Page 3 of 3	Version Number / Issue No: 5 / 2	Date of Issue: ____ / ____ / ____	Review Date: ____ / ____ / ____

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NOMINATION FORM FOR APPOINTMENT TO COMMITTEE

Name of Committee: _____

Group Represented: _____

Nominee's Name: _____

Residential Address: _____

Postal Address: _____

Telephone: Home: _____ Work: _____

Fax: _____ Email: _____

Reasons for wishing to join the committee:

I acknowledge receipt of the *Privacy and Personal Information Protection Act 1998* Pre-Collection (Section 10). I confirm that I have read the contents of the notice and agree that the personal information may be used for the purposes identified and provided to the recipients identified in the notice.

Nominee's Signature: _____ Date: _____

Nominees under 18 years of age - Parent/Guardian Consent

I, _____ hereby consent to the nomination of
_____ to the _____ Committee

Nominee's Signature: _____ Date: _____

Please return this form to
Snowy Monaro Regional Council
PO Box 714
COOMA NSW 2630



PRIVACY AND PERSONAL INFORMATION PROTECTION ACT 1998

PRE-COLLECTION (SECTION 10)

Snowy Monaro Regional Council Management and Advisory

The personal information that Council is collecting from you is personal information for the purposes of the *Privacy and Personal Information Protection Act 1998* ("the Act").

The intended recipients of the personal information are:

- Members of the public and Council staff requiring contact information in relation to your Management/Advisory Committee.
- The personal information will appear in the Council Agenda at the time that your nomination will be considered by the Councillors and the personal information will as a result be available to the Councillors, members of staff and members of the public who obtain copies of the Council Agenda.

The provision of the information by you is voluntary.

The personal information will be used by the Council to choose members of the Committee.

Council is collecting this personal information from you in order to maintain an accurate contact list for members of the public, Council officers and other Council Committee members who may need to contact the appropriate members of your Committee.

If you do not provide this information, we will not be able to include details in the database.

You may make application for access or amendment to information held by Council. You may also make a request that Council suppress your personal information from a public register. Council will consider any such application in accordance with the Act.

Council is to be regarded as the agency holding the information.

Inquiries concerning this matter may be addressed to Council's Public Officer, 1300 345 345.

It would be appreciated if you would complete the Nomination Form and return to:

Insert name/position
Snowy Monaro Regional Council
PO Box 714
COOMA NSW 2630