



**SNOWY MONARO**  
REGIONAL COUNCIL

# **BUSINESS PAPER**

**PUBLIC EXHIBITION COPY**

**Ordinary Council Meeting  
15 July 2021**

## **CONFLICTS OF INTEREST**

A conflict of interest arises when the Mayor or Council staff are influenced, or are seen to be influenced, in carrying out their duties by personal interests. Conflicts of interest can be pecuniary or non-pecuniary in nature.

A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of a financial gain or loss.

A non-pecuniary interest can arise as a result of a private or personal interest, which does not relate to money. Examples include friendship, membership of an association or involvement or interest in an activity.

The Mayor or staff member who considers they may have a conflict of interest should read Council Policy.

The responsibility of determining whether or not the Mayor or Council employee has a pecuniary or non-pecuniary interest in a matter, is the responsibility of that individual. It is not the role of the Mayor or Chief Executive Officer, or another Council employee to determine whether or not a person may have a conflict of interest.

## **COUNCIL CODE OF CONDUCT**

The Council Code of Conduct is a requirement of Section 440 of the Local Government Act 1993, which requires all councils to have a code of conduct to be observed by the Mayor and Council employees attending a Council meeting or a meeting of a committee of Council.

The code of conduct sets out the responsibilities of the Mayor and Council employees attending a Council meeting or a meeting of a committee of Council. The code also sets out how complaints against a Council employee, the Mayor or Chief Executive Officer are to be made.

## **COUNCIL CODE OF MEETING PRACTICE**

The Council Code of Meeting Practice is a requirement of Section 360(3) of the Local Government Act 1993, which requires all councils to have a code of meeting practice. The code of meeting practice is to be observed by the Administrator, members of staff, delegates of the Council and members of the public attending a Council or a meeting of a committee of Council.

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### **Acknowledgement of 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.

### **Webcasting**

*Council meetings are recorded and live streamed to the internet for public viewing. By entering the Chambers during an open session of Council, you consent to your attendance and participation being recorded and streamed on Council's website [www.snowymonaro.nsw.gov.au](http://www.snowymonaro.nsw.gov.au)*



**ORDINARY COUNCIL MEETING  
TO BE HELD IN COUNCIL CHAMBERS, 81 COMMISSIONER STREET, COOMA NSW  
2630**

**ON THURSDAY 15 JULY 2021  
COMMENCING AT 5:00PM**

**BUSINESS PAPER**

- 1. OPENING MEETING**
  - 1.1 Approving Councillors Attendance via Audio Visual Link
- 2. ACKNOWLEDGEMENT OF COUNTRY**
- 3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**
- 4. CITIZENSHIP CEREMONIES**
- 5. DISCLOSURE OF INTEREST**

(Declarations also to be made prior to discussions on each item)
- 6. MATTERS DEALT WITH BY EXCEPTION**
- 7. CONFIRMATION OF MINUTES**
  - 7.1 Ordinary Council Meeting held on 17 June 2021
  - 7.2 Closed Session of the Ordinary Council Meeting held on 17 June 2021
  - 7.3 Extraordinary Council Meeting held on 28 June 2021
- 8. PLANNING AND DEVELOPMENT APPLICATION MATTERS**
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13.2	Divestment of Residential Aged Care - Shortlisting of EOI's <i>Item 13.2 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.</i>	

8.1 330.2021.1002 - POST EXHIBITION REPORT - RECLASSIFICATION OF LAND COMMUNITY TO OPERATIONAL - LOT 10 DP 1130244, PT LOT 10 DP 126661

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**8.1 330.2021.1002 - POST EXHIBITION REPORT - RECLASSIFICATION OF LAND COMMUNITY TO OPERATIONAL - LOT 10 DP 1130244, PT LOT 10 DP 126661**

Record No:

Responsible Officer:	Chief Strategy Officer
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	8.1 Plan for rural, urban and industrial development that is sensitive to the region's natural environment and heritage
Delivery Program Objectives:	8.1.2 Land use is optimised to meet the social, environment and economic needs of the region
Attachments:	1. Attachment 1 - Submission received during public exhibition 2. Attachment 2 - Written submission received at public hearing 3. Attachment 3 - Independent Report on Public Hearing - Reclassification of Lands in Berridale and Cooma

Further Operational Plan Actions:

**EXECUTIVE SUMMARY**

Public consultation on the proposal in relation to the reclassification of the following land from community land to operational land:

- Land adjacent to Snowy River Hostel – 7A Jindalee Street, Berridale (Lot 10 DP 1130244); and
- Yallambee Lodge – 1 Binalong Street, Cooma (Pt Lot 10 DP 1266613)

has been completed.

Community land is land Council makes available for use by the general public, for example, parks, reserves or sports grounds where the community has unrestricted access. Operational land is land that facilitates the functions of council, such as public libraries; however, operational land can also be land that is not open to the general public, such as works depots.

With the above definitions in mind, it is considered that the appropriate land classification for the above sites is operational land. The sites are or are adjacent to existing Council owned aged care facilities.

In considering the submissions made, and representations made at the public hearing the concerns raised are more broadly in relation to the ongoing provision of aged care in the region. These concerns are not directly related to the reclassification of the sites, and in one submitters view, the reclassification is supported, based on the existing classification of Snowy River Hostel.

The reclassification proposal within itself does not change the provision of aged care. The reclassification appropriately classifies Council owned land, aligning the classification with the operational nature of the sites.

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## RECOMMENDATION

That

- A. Council endorse the planning proposal to amend the Cooma-Monaro Local Environmental Plan 2013 and Snowy River Local Environmental Plan 2013 to reclassify Pt Lot 10 DP 1266613 Cooma and Lot 10 DP 1130244 Berridale from community to operational land.
- B. Council exercises the function of the Minister for Planning and Public Spaces under section 3.36(2) of the *Environmental Planning & Assessment Act 1979*.
- C. The CEO use Council's delegated plan making authority to implement the amendment described above.

## BACKGROUND

On 18 June 2020 Council resolved to submit applications under the Australian Government Department of Health Business Improvement Fund grant program for Yallambee Lodge and Snowy River Hostel.

### COUNCIL RESOLUTION 101/20

<b>COUNCIL RESOLUTION</b>	<b>101/20</b>
That Council submit applications under stream 2 of the Australian Government Department of Health Business Improvement Fund grant program for Yallambee Lodge and Snowy River Hostel.	
<b>Moved Councillor Stewart</b>	<b>Seconded Councillor Castellari</b>
	<b>CARRIED</b>

Stream 2 supports the transition of the residential aged care facilities to another provider. Aged care providers that have been targeted through the Business Improvement Fund are those having difficulty in achieving financial viability due to the changing landscape of residential aged care services, particularly where there is an impact on consumers/residents. Providers unable to achieve financial viability meet the Stream 2 criteria.

Council was successful in being awarded the funding and subsequently resolved on 17 December 2020 as follows:

### COUNCIL RESOLUTION 250/20

<b>COUNCIL RESOLUTION</b>	<b>250/20</b>
That Council receive the successful application and receipt of funding under stream 2 of the Business Improvement Fund.	
<b>Moved Councillor Stewart</b>	<b>Seconded Councillor Corbett</b>
	<b>CARRIED</b>

For Council to commence negotiations and ultimately transition to a new provider, the land must be reclassified from community land to operational land.

At the Ordinary Meeting of 18 February 2021, Council resolved that the above planning proposal be submitted to the Minister of NSW Planning and Public Spaces for Gateway Determination in accordance with section 3.34 of the *Environmental Planning & Assessment Act 1979* (EP&A Act).

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**COUNCIL RESOLUTION 5/21**

**COUNCIL RESOLUTION**

**5/21**

That Council:

- A. Submit a Planning Proposal for proposed amendment to Snowy River 2013 and Cooma-Monaro LEP 2013 to reclassify Lot 10 DP 1130244 in Berridale and Part Lot 10 DP 1266613 in Cooma from community to operational land to the Minister of NSW Planning & Environment for a Gateway Determination in accordance with Section 3.34 of the *Environmental Planning and Assessment Act 1979*; and
- B. Subject to receipt of a gateway determination from the NSW Department of Planning and Environment, proceeds with the planning proposal and consultation is undertaken with the community and government agencies in accordance with Schedule 1, Division 1, Clause 4 of the *Environmental Planning and Assessment Act 1979* and any directions of the Gateway Determination.

**Moved Councillor Stewart**

**Seconded Councillor Corbett**

**CARRIED**

The intended outcome of the planning proposal is to reclassify the following land from community land to operational land in order to reflect to appropriate land classification:

- Land adjacent to Snowy River Hostel – 7A Jindalee Street, Berridale (Lot 10 DP 1130244); and



Figure 1 - 7A Jindalee Street, Berridale (Lot 10 DP 1130244) proposed to be reclassified to operational land, identified in green

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- Yallambee Lodge – 1 Binalong Street, Cooma (Pt Lot 10 DP 1266613)



*Figure 2 - 1 Binalong Street, Cooma (part Lot 10 DP 1266613) proposed to be reclassified to operational land, identified in green*

Community land is land Council makes available for use by the general public, for example, parks, reserves or sports grounds where the community has unrestricted access. Operational land is land that facilitates the functions of council, such as public libraries; however, operational land can also be land that is not open to the general public, such as works depots.

With the above definitions in mind, it is considered that the appropriate land classification for the above sites is operational land. The sites are, or are adjacent to, existing Council owned aged care facilities.

On 9 April 2021, the Department of Planning, Industry and Environment (DPIE), as delegate for the Minister for Planning and Public Spaces, issued a Gateway Determination subject to the following conditions:

1. Public exhibition is required under section 3.34 (2)(c) and schedule 1 clause 4 of the Act as follows:
  - (a) The planning proposal must be made publicly available for a minimum of 28 days; and
  - (b) The planning proposal authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 6.5.2 of a guide to preparing local environmental plans (Department of Planning and Environment, 2018).
2. A public hearing is not required to be held into the matter by any person or body under section 3.34 (2)(e) of the Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).



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3. The planning proposal authority is authorised as the local plan-making authority to exercise the functions under section 3.36(2) of the Act subject to the following:

(a) The planning proposal authority has satisfied all the conditions of the Gateway determination;

(b) The planning proposal is consistent with section 9.1 Directions or the Secretary has agreed that any inconsistencies are justified; and

(c) There are no outstanding written objections from public authorities.

4. The time frame for completing the LEP is to be 12 months following the date of the Gateway determination, being 9 April 2022.

Subsequent to the Gateway determination being issued DPIE requested NSW Health be notified. NSW Health were notified for two (2) weeks prior to the commencement of public exhibition. No comment was received.

## **REPORT**

### **Exhibition**

Council exhibited the planning proposal from 28 April to 26 May 2021 (28 days) in accordance with the Gateway determination and Council's Community Participation Plan. The exhibition included:

- Notification to NSW Health as a requirement of the Gateway Determination
- Display of the planning proposal at Council's customer service centres (Cooma, Jindabyne, Berridale and Bombala)
- Notification in the Monaro Post on 28 April 2021
- Notification on Council's corporate website with link to the Planning Portal website which displays the planning proposal and all relevant documentation
- Notification letters to surrounding property owners within 500m of each of the relevant sites (approximately 185 letters)

Although not a requirement of the Gateway Determination, a public hearing is required to be held in accordance with section 29 of the Local Government Act 1993 (LG Act).

- Public Hearings – notification via Public Notice in the Monaro Post 9 June 2021 and 16 June 2021, Council website and Facebook page, plus notification to the 1 submitter.
  - 28 June Berridale Community Hall
  - 29 June Cooma Car Club

## **SUBMISSIONS**

### **Public Exhibition period**

Council received one (1) written submission from a resident during the public exhibition period from 28 April to 26 May 2021 (Attachment 1).

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## Public Hearing

Public hearings in accordance with section 29 of the *Local Government Act (LG Act) 1993* were held. Public hearings are an opportunity for the community to expand on written submissions and discuss issues with an independent person in a public forum. In order to ensure all community views were heard, a public hearing was held in Berridale and Cooma.

Pursuant to s47G of the LG Act the public hearings were presided over by an independent person not associated with Council.

*Section 47G (2) The person presiding at a public hearing must not be-*

- (a) A councillor or employee of the council holding the public hearing, or*
- (b) A person who has been a councillor or employee of that council at any time during the 5 years before the date of his or her appointment*

The public hearing at Berridale Community Hall on 28 June 2021 was attended by seven (7) residents, with three people making verbal submissions.

The public hearing at Cooma Car Club on 29 June 2021 was attended by 10 residents, with four people making verbal submissions. One of those verbal submissions was an elaboration on the written submission received during the public exhibition period. One written submission was also received (Attachment 2), although the submitter could not be present.

The independent facilitator has prepared a written report pursuant to the LG Act. This report has been made available in accordance with the following:

*47G (3) Not later than 4 days after it has received a report from the person presiding at the public hearing, the council must make a copy of the report available for inspection by the public at a location within the area of the council*

The written report is an attachment to this report (Attachment 3).

Council's Chief Operational Officer, and Manager Community Facilities also attended both public hearings to ensure that any questions regarding the proposed divestment from aged care facilities more generally (that did not relate to the reclassification) were able to be answered.

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Verbal submission	Response
<p><b><u>Berridale</u></b></p> <p>“Can you please point out which land the reclassification applies to?”</p> <p>“Do community and operational land have different Council rates?”</p> <p>“Could the land at Berridale stay community land or is this just a sweetener for the tender?”</p> <p>“Could the reclassification take place sometime in the future, when needed?”</p> <p>“Would it be better to reclassify all the land to community land?”</p>	<p>It is appropriate that the reclassification of Land adjacent to Snowy River Hostel, being 7A Jindalee Street, Berridale (Lot 10 DP 1130244) be considered at this time to provide Council with the flexibility to consider its options both in terms of future lease of the land or sale of the land to ensure the best outcome for provision of aged care services into the future.</p> <p>It was confirmed on the evening that the differing classifications have no bearing on rates.</p>  <p>Those members of the public present at the Berridale hearing were made aware that the reclassification applies to the vacant land identified in green below and that the lot that the existing aged care facility and access are located on are already classified as operational land. It would not be appropriate to reclassify all the land as community land as the use of the land is not consistent with the definition of community land made available for use by the general public. Rather the land is best classified as operational land as it serves an operational function and which is not openly available to the public.</p>

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Verbal submission	Response
<p><b><u>Cooma</u></b></p> <p>“It seems to me that in relation to Berridale, the land with the building on it is operational land and Yallambee is not on operational land.”</p> <p>“Having heard what we have heard tonight, a total bungling of classification in the past, I am of the view that to reclassify is necessary. We have two sites each of which has different classifications. I had been opposed (to reclassification) until tonight and until I saw the map and understood what the problem is.”</p> <p>“I think people need to be aware of the difference between land zoning and land reclassification. This (process) will not change the zone. The land can still be used for the purposes to which it is currently put. With this additional information, the reclassification of Yallambee is somewhat inconsequential. If the incoming person wished to lease, rather than purchase, the land would still need to be reclassified because there are restrictions on leases and licences over community land. I ask for people to consider this. It can still be used as an aged care facility but it makes sense to me that all land should be classified as operational land.”</p> <p>“I am surprised that this process has gone so far and we are just being told that the Gateway has been approved.”</p>	<p>The verbal submission supports the reclassification of both sites to operational land and notes that there is a clear distinction between land classification under the LG Act and zones applied under a Local Environmental Plan (pursuant to the EP&amp;A Act).</p> <p>The submitter also notes the inconsistency in the land classification at present.</p> <p>It was made clear to those in attendance that the planning proposal did not seek to amend zoning or permissible land uses rather the classification of the land. Zoning and permissible land uses will remain the same.</p>

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Verbal submission	Response
<p>Written submission provided to the facilitator on 29 June at Cooma Public Hearing (Attachment 2)</p> <p>Assertion that community classification is the correct classification (based on that being the current classification).</p> <p>Asserts the development approvals are sound and that the aged care uses benefit from existing use rights.</p> <p>Reference to section 109 of the LG Act</p>	<p>It is incorrect to assert that the correct classification for the land is community classification simply because that is what the land is currently classified. It should be noted that the reclassification does not apply to the land with the aged care facility on it, but the land adjacent to it. The land the subject of the reclassification in Berridale does not contain any approved use and is currently vacant land. This land is not freely open for the public to access or use for any purpose as it is adjacent to an existing aged care facility. The land is utilised for an operational purpose and should be classified as such.</p> <p>The matter of development approvals and existing use rights are quite separate from the matter of the classification of land under the LG Act. The planning proposal does not change, amend or extinguish any use, use right or approval.</p> <p>Section 109 of the LG Act is not relevant to the reclassification. Section 109 refers to approvals being modified or revoked, specifically approvals under section 68. These approvals relate to water supply, sewerage works, stormwater drainage, management of waste, approvals to use community land, but not the classification of it. This section of the Act is not relevant in considering the reclassification of public land.</p>

## CONCLUSION

In considering the submissions made, and representations made at the public hearing the concerns raised are more broadly in relation to the ongoing provision of aged care in the region. These concerns are not directly related to the reclassification of the sites, and in one submitters view, the reclassification is supported, based on the existing classification of Snowy River Hostel.

The reclassification proposal within itself does not change the provision of aged care. The reclassification appropriately classifies Council owned land, aligning the classification with the operational nature of the sites. The land is not freely available for use by the general public. The land is used to facilitate the provision of services. No submissions were received that show this is not the case.

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## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

The reclassification in itself will not have a negative social impact the provision of age care services will not be negatively impacted by this proposal. The reclassification allocated the correct classification as provided for under the LG Act.

### **2. Environmental**

The planning proposal relates to the reclassification of land only. No physical works would result from the reclassification. Therefore no environmental impacts are anticipated.

### **3. Economic**

The planning proposal seeks to reclassify land from community to operational to better reflect the use of the sites as operational functions of Council. Moving forward, the operational classification of land allows Council to consider divestment opportunities, whether they be sale or lease options which are not facilitated by a community classification.

Planning proposal has been prepared using existing staff resources. Related costs have been covered by the Commonwealth Government's business improvement fund, stream two funding.

### **4. Civic Leadership**

In reclassifying these public lands, Council is correctly classifying land in accordance with the LG Act as they provide for an operational function of Council.

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The C.E.O.  
Mr Peter Bascomb,  
The Snowy Monaro  
Regional Council,  
81 Commissioner Street  
Cooma 2630  
NSW.

RECEIVED

26 MAY 2021

Records  
Cooma Office

May 26, 2021.

Dear Mr Bascomb,

Application Number :  
330.2021.1002.

Property Description :

7 A Findalee Street, Berridale  
and 1 Binalong Street, Cooma.

Thank you for your letter dated April 23, 2021 regarding the above application. This submission relating to Council's draft plans and re-classification application will be lodged at Council's office, Cooma on May 26, 2021.

In general terms, my comments relate to both properties which are vested in Council, at present, and dedicated to and purposed for aged care, in our region and community, viz. Yallambee, Cooma and the Snowy River Hostel, Berridale.

The Snowy Monaro Regional Council holds, and is seen to hold, such land as "public land" for community use and benefit. I would argue that in this context

12.



Council owns, and is <sup>2</sup> authorised to act, as an representative and as "constructive trustee" for its residents, rate-payers and community, for the past, present and future constituents, so to act in good faith at all times to sustain public interest and goodwill, here and beyond. I refer to the recent letters to the Editor, published in the "Monaro Post", by Phil Daley, Berridale on May 5, 2021, Bill Smith, Berridale on May 12, 2021, and June Weston, whose letter appears in today's copy of May 26. This correspondence relates to the current application for land re-classification as above. My concern is such re-classification at this point in time is not required otherwise in terms of the provision and availability of, <sup>and</sup> access to Aged care here. "Re-classification" assumes significance and consequences for Council and for its constituency young and old, in terms of Council's dealing with the land and its user, now and <sup>into the future.</sup> Aspirations that future "operations" will guarantee.

13.

best care and excellent service<sup>3</sup>,  
for our frail and vulnerable  
sector, cannot be realised  
or enforced beyond the  
point of sale by Council.  
There will be no privity of contract  
after the initial dealings and  
sell-off under "operational"  
status ... "to another provider."  
The process and change of  
status is a decisive,  
irreversible step for Council  
and its community, in all  
its diversity and need. The  
data and audit justifying this  
process has not been shared  
or tested to date within a  
public forum. The character,  
nature and spirit of  
community, its trust in and  
reliance on public assets here will be  
at risk. The rigour and  
transparency of community  
volunteering will be  
compromised if external  
providers are brought in to  
this "social contract". Child  
care, education and aged care  
should not be seen as  
profit-making enterprises; that  
would be at variance with what  
we're trying to do here,  
trying to do all this well,  
with respect, dignity,

and transparency!!

4.

Thank you for this opportunity  
to have "our" say in this  
matter. For those who are  
our paramount concern  
in all these dealings,  
we seek to maintain and  
enhance community spirit,  
local employment and excellence  
of care, with respect  
for all parties, with gratitude,  
and grace, now and in the  
years ahead.  
Sincerely,

[Redacted Signature]

(Elizabeth Loughton).



Published 17<sup>th</sup> March 2021

Editor

### **OUTSOURCING THE FOLKS**

This letter is about Aged Care. And community.

On December 23, 2020 the Monaro Post published the decision by the Snowy Monaro Regional Council to prepare Yallambee Lodge in Cooma and the Snowy River Hostel in Berridale, for sale.

To date, so far as I am aware, no public consultation, no information session has been organised to discuss Council's decision in this matter.

Council owes it to the community, its residents, ratepayers and especially the aged care sector, their families and carers, to inform us about the reasons for Council's choice to sell off our community assets.

Last week's Monaro Post, published on March 3 headlines "Next steps taken to provide high level care in Cooma". Where does Council's intention to provide an enduring dementia specific unit sit with Council's December 2020 decision to sell off such upgraded facilities funded by us the taxpayer?

The late writer Albert Camus argued that it is not death and dying that we are afraid of, but we fear we might be "expendable".

We are and remain the constituency of our Council. We are not "expendable". Nor are our "folks", whose voice and agency has been silenced by fear and frailty.

The final report of the Royal Commission into Aged Care, Quality and Safety was released on Monday March 1 last week. It has been described as "an invitation to despair", per Rick Morton in The Saturday Paper of March 6, 2021.

"There is a time to speak", unquote. An open and public meeting is needed as a matter of urgency. This is the opportunity and advocacy we seek as a community to be heard. Notice is given!

Elizabeth Laught,

TO THE PRESIDING COMMISSIONER/FACILITATOR: re the Snowy Monaro Regional Council's PUBLIC HEARING being held BERRIDALE Monday 28th June 2021 ..... and/or on Tuesday 29th at COOMA.

My following lengthy PLANNING and DEVELOPMENT objections: are deliberately written against the historical PROCLAMATION made on New Holland soil before Lieutenant Governor George Johnstone; on 26th January 1808.....

I do this, because, I was taught now nearing 60 years ago-----that this PROCLAMATION is the rock-bottom/unbreakable/unshakeable/immovable basis on which all our Imperial PLANNING and LOCAL GOVERNANCE DEVELOPMENT LAW is made. I was taught by two former family SNOWY RIVER Shire Presidents, that where one is with confused-understanding of what the *inherent* COMMON IMPERIAL LANDLAW foundation *means*; and more to the point; what the *ENABLING* LEGISLATION *intends* ...there will be no rational "*interpretation*" for any "legal application" of the enabling LAW. "*He who knows not from whence he came, knows not to whence he goes*" was the oft repeated Motto spoken to me in explanation. I see its great relevance Today.

I offer what I interpret and that which I believe are the FACTS.... On April 28<sup>th</sup> 2021 in the Monaro Post; on P12: the de facto Snowy Monaro REGIONAL Council, in a PUBLIC NOTICE-----advised a Gateway Determination from the Department of Planning Industry and Environment. The GATEWAY ADVICE: applied to the PLANNING PROPOSAL as RESOLVED on 18<sup>th</sup> February 2021 where COUNCIL (supposedly) would proceed to RECLASSIFY Two Deposited COMMUNITY held Plans...towards an intended OPERATIONAL status.

The Two DPs: Lot 10. DP 1130244 Snowy River Shire; and Lot 10 DP 1266613 Cooma-Monaro Shire; both with decades of \*settled history behind them have their separate CROWN-LEASE-AGREED DEVELOPMENT APPROVALS Registered under s113 LG Act.

BOTH D.Ps: are currently with their legal and appropriate COMMUNITY-held CROWN-LAND CLASSIFICATIONS; and both D/P's have CONSTITUTIONAL PROCEDURAL CROWN GUARANTEES affording their EXISTING USE PROVISIONS with their CONTINUING LAND-DEVELOPMENT- RIGHTS --- -an unknown future -----with compounding *acquired and accredited social and economic beneficial-interests* now additionally relevant.

If there is any "interference" "amendment" or "revocation" of these EXISTING APPROVALS with their CONTINUING USE PROVISIONS..... the reasonable expectation is that appropriate COMPENSATION will be "*required*" in meeting the *justifiable claims* made by the CROWN and the PUBLIC.

To me as a [REDACTED] and deeply affected by the RECLASSIFICATION proposal (requested by whom seems unclear) .... my first question would be against the LOCAL GOVERNMENT Act where I would ask.....is the current COMMUNITY CLASSIFICATION LEGALLY appropriate?

In knowing that the DEVELOPMENT APPROVALS for the TWO separate DEPOSITED PLANS; although approved at differing times; and by different LOCAL GOVERNANCE AUTHORITIES are against the exact same LAND PLANNING rationale ----- and it would be soon be evident that both DEVELOPMENTS are LEGALLY sound. Both are with the APPROPRIATE CLASSIFICATION. The status quo obviously must remain.

HOWEVER: in returning to the questionable reality that apparently "someone" has sought the RECLASSIFICATION ..... and because of what has administratively transpired on 18<sup>th</sup> February 18<sup>th</sup> 2021 by Council ---- it appears that this "*someone*" believes it has a legitimate "*right*" to make an Application to change the Classification.....although with so many of the wide-spread Community

who spontaneously and enthusiastically Fund Raised and otherwise generously made LAND available are still around and will protest....the so called REGIONAL Council (curiously) unanimously RESOLVED.

That being so the logical PROVISION on how to proceed under the LOCAL GOVERNMENT Act ... is s109 where on close perusal of Sections (a) (b) (c) and (d) it will soon become apparent that there can be no **reasonable justification** for determining a RECLASSIFICATION through "modifying and/ or revoking" that Development and CLASSIFICATION which has already been *procedurally "approved"* - and where the EXISTING Crown-Registered D/As under (s113 LG Act) have long since been Registered.

As I read it: not only is there no justifiable RECLASSIFICATION avenue under s 109.....but should the Council irresponsibly persist with its 18<sup>th</sup> February 2021 Resolution .... as it does.....then it must proceed to a Public Exhibition which is where I come in. It is here in the Monaro Post on May 26<sup>th</sup> p 15..... that another (apparent) irregular Resolution appears. With Applications Closing June 25<sup>th</sup> Council seeks Expressions of Interest for suitably qualified providers.....to "acquire" two established Residential Aged-Care facilities.....with opportunity to further develop and expand services... I am confused. The REGIONAL COUNCIL is canvassing and offering "opportunities" before the matter of RECLASSIFICATION has concluded is proceeding to sell both Residential facilities.

From where I sit: it seems (to me) that Council has once again put the cart before the horse.....as in the earlier debacle surrounding the contentious matter of the proposed overlaid ENVIRONMENTAL MANAGEMENT ZONES on "existing" developed RURAL ZONED LAND when the FREEHOLD LAND under consideration requires nether PLANNING nor DEVELOPMENT Approval in the first place.

In its Public Notice Monaro Post: April 28th 2021----the Council's NOTICE implicitly admits that the LG Act is the "enabling authority" for preparing a LOCAL Environmental Plan. It is HERE that I become intrigued as to how a LOCAL PLAN can be made when there is no CONSITUTIONAL AUTHORITY for any system of REGIONAL GOVERNANCE.

- COUNCIL is correct. Under the LG Act 1993: all Public Land vested in a Council must be classified as either "community" or "operational"–LAND.

- I argue: that as both DP's currently carry the correct classification of "COMMUNITY-LAND" ... i.e the classification deemed most appropriate to the Residential Aged Care and/or a similar type of an ancillary Nursing Home-Facility....how then (I ask) can RECLASSIFICATION be legally considered?

I don't believe it can.....because in my experience OPERATIONAL LAND historically refers to Council depots; machinery-sheds; work-buildings/fire/ambulance stations; water-sewerage-garbage-depots /camping and caravan parks / and other similar facilities.....offices/buildings etc.

INTERPRETATION: I have been taught that "interpretation", is everything. And since June 15th 1215: it is that Magna Carta has *historically* directed all PRIVATE Common Imperial LANDLAW through Clause 39: Clause 39 essentially says: *In future, no Man shall have Cause to complain of Violence, Injustice or Oppression. No FREE MAN shall be taken, imprisoned or deprived of his House; Land or of his Liberty-but by the LAW. Justice shall be impartially administered without Regard to, or with Respect of Persons; and every Man shall enjoy the Fruits of his Industry and Security.....So Help Me God.*

I had an illuminating PUBLIC SERVICE "interpretive" need to refer to this historically \*settled Magna Carta PROCLAMATION in the early years of my [REDACTED] time in

when somewhere between 1978-1979 it became necessary for me to vigorously argue the CONSTITUTIONAL Authority (1900) of a federated system of LOCAL GOVERNANCE.

I say it not with boasting: but simply to offer the relevant comment as a pertinent "matter of FACT" that in giving credit to my REC;ASSIFICATION objections -----that the so called SNOWY-MONARO REGIONAL COUNCIL ----has no CONSTITUTIONAL AUTHORITY to consider ....nor to interfere/overturn the \*settled prerogative GRANT in the previous CROWN-REGISTERED LOCAL GOVERNANCE-AGENCY DECISIONS (s113 LG Act) which currently EXIST .....and which AGED-CARE-RESIDENTIAL DEVELOPMENT APPROVALS ---- have the *prerogative* CROWN-AGENCY registered GRANT **and** AUTHORITY from which to "continue" in serving and providing appropriate residential health care to the individual Cooma-Monaro and Snowy River Shire communities for which the facilities were/are intended.

- Without our attendant-knowledge and forceful 1977-1979 interventions constantly being made by myself and the other three or four experienced LOCAL GOVERNMENT Section 22 committee representatives (three or four other Rural SHIRE-Councilors as well as myself)in having **proved** our arguments it is a matter of absolute certainty that without our extensive LAND-DEVELOPMENT experiences (in being able to argue an historical "interpretation") ..... DIVISION 1: s76 (General) (1) as now in the 1979 EP& A Act with its threefold-classification .....would never have made it to the Parliament.

- Inconceivably: as it now seems, but at that Time, the Departmental Bureaucracy, with the implicit arrogance in the university graduates being promoted as having more reliable foresight than uneducated rural communities---Departmental Public Servants were insisting (without having any regard to the inherent Common LANDLAW) that all the \*existing registered and \*settled DEVELOPMENT APPROVAL-grants -- having "CONTINUING" USE-RIGHTS .....no matter when "APPROVED" would/will in future) be "required by the proposed legislation" to "sunset" every five years in favor of "PLANNED" renewal-considerations. I swear this is true; and reference to the White Paper will soon confirm this intention.

- Please think of this irrational concept today: with having had the L.G Act for 79 years without having had an Environmental Planning and Assessment companion Act. \*Settled refers to Justice Brennan's principal High Court 1992 Mabo decision: " *far too late in our \*settled history to begin fracturing the skeleton of the backbone of the developed common law which has given this country its identity and its national heritage.....* ". Elsewhere in the same Judgment ..... Justice Brennan said: "Common Law can be modified -----but it must not be destroyed".

Thus for me.....it is now 40 odd years ago: where I had my first illuminating experiences with an enthusiastic, ideological-and academic bureaucracy; when (with uncontrolled energy) the then Public Servants of the CROWN, *unrealistically* sought to banish the Magna Carta ethos from the \*settled and constitutional LAND-DEVELOPMENT principles of an inherited and descending Imperial and (federated) PRIVATE COMMON LANDLAW; and (which was even worse) where they sought to rewrite HISTORY itself---because the inexperienced Public Servant academics employed in the Planning Department in the seventies---didn't *know*; or didn't *understand*---how or *why* ----PRIVATE COMMON LANDLAW *PERPETUATES*; nor how and *why* (of commercial investment---security and necessity in a DEMOCRACY)....that COMMON LAW .....as CONVEYED with the LAND-DEED---has to PREVAIL. (LEGAL DICTIONARY DEF: PRIVATE LAW: *that body of laws which create and enforce the specific individual rights and contractual obligations for individuals or a locality where the State can have no special privileges arising out of its Public Status.....combination of Butterworth's/ LGA Conference Papers 1982/Morrison 1984/p199*).

Too many academics 79 years after Federation thought (and obviously still think) that COMMON LAW is inferior and subservient. Too many irrationally argue and (obviously) *still* ignore; the reconciled; consolidated and the consistency of the *enabling* primary AUTHORITY in the constitutional perpetuation of a Federated LOCAL GOVERNMENT Act.

In 1979: too many Public Servants (including members of parliament) and in all Public GOVERNMENT Departments naively believed that COMMON LANDLAW was insignificant and subservient ..... or (in ignorance) that it was an "inferior man-made conceptual ethos merely of private conduct and moral-commandment" where (in 1979) the proposed EP& A Act (in being the latest Act in parliamentary legislation so they said) would automatically "override" any AUTHORITY previously with the earlier LG Act.....We the elected Public SERVANTS....said otherwise.....and so it is Today.

In 1977-79 it became evident after heated and determined LOCAL GOVERNANCE ARGUMENTS (mostly from Shire Councilors) who "Held" \*\*fee simple Title to broad ACRES in primary RURAL ZONES rather than the suburban quarter-acre Municipal block ---with its bricks and mortar.

Our persistence and our superior interpretive administrative experiences were argued against proof and documentation. The STATE finally weakened. We had crushed their *ideological* enthusiasm. We returned to the COMMON IMPERIAL LANDLAW and they finally accepted our previously perceived certainty that a controlling DEVELOPMENT PLAN was nothing more than an unachievable illusion born out of administrative inexperience.

On the other hand against this bureaucratic ideological thinking-----when I was first [REDACTED] [REDACTED] I was firmly admonished by the then serving LG-Shire President-Councilor to accept that when a D/A came to Council for land-use-consideration ----- for the Time the Development Application was with the Council for Determination ....the Council actually held the complete economic asset-investment of the "private" COMMON LAW LANDHOLDER in the Council's hands. This was a most sobering thought. The responsibility was ever present behind our deliberations. I still think this way. And so it was: then as NOW:---

- We (the Council) as Public SERVANTS: with CONSTITUTIONAL AUTHORITY to GOVERN on behalf of the CROWN; against the PRIVATE LOCAL GOVERNANCE CONTRACTUAL LAND-DEVELOPMENT LETTERS' PATENT PETITIONED AUTHORITY-Act (through the 1842 LAND SETTLEMENT-AGREEMENT).... had a *moral* DUTY and a LEGAL OBLIGATION to come to a decision only by way of the LAW.

We were not permitted private thoughts or considerations. INSTEAD: we had to read and understand the *interpretive intent* of the APP;ICATION against the legislation; and under Oath and/or Affirmation; we were *required* to determine in accordance only with what the LAW in the legislation permitted. Nothing has changed; and mostly it wasn't all difficult nor complicated. As a final determinant: when we had made our decision ..... we invariably asked the Question. Will our local RESOLUTION hold up in Court? Only *then* would we feel confident enough to ADOPT the RESOLUTION.

- It was in these unsettled pre 1979 EP& A years where I had this "interpretive" awakening; it has continued to influence my thinking; and it was from this Time where I revisited my Duty under Common Law that I was directed towards the following advice ..... The common LAW recognizes a Duty of Care in that every person *has the right to the procedural fairness of natural justice*, in that

where (when a decision is made) *the decision is not to affect a person's rights; interests or legitimate expectations.....*

- To that end: the AUTHORITY supporting this Principle of Legality was revisited two decades later in the High Court: *"It can be now taken as settled that, when a statute confers power upon a public official to destroy; defeat or prejudice a person's rights; interests or legitimate expectations, the rules of natural justice must regulate the exercise of that public power, unless they are excluded by plain words of necessary intendment"*. (Annetts v McCann (1990) Mason CJ: Deane and McHugh JJ.

From where I now sit: I believe that the fake SNOWY MONARO REGIONAL GOVERNANCE COUNCIL has seriously erred against this Principle of Legality in that it has *unconscionably*; and without respect for the principles of Natural Justice through LOCAL governance..... has politically adopted a premature Resolution made on February 18th 2021.....and where (it is my further contention) that when *Statutory Procedure* is to be followed; and had it *been* followed (as I believe it must) the RESOLUTION of February 18<sup>th</sup> 2021 could/ought/should NOT have been made.

I cannot attend either PUBLIC HEARING; but as an angry; distressed; and deeply disillusioned Snowy River Shire resident-ratepayer; and particularly as an experienced former LOCAL GOVERNMENT (Snowy River SHIRE) Councilor in the 1906 legally perpetuating PROCLAIMED Dalgety Shire as it was later logically name-changed to SNOWY RIVER in 1939 (this avoiding an unnecessary redirection of the regular mail-deliveries from where correspondence was being wrongly delayed/delivered to the nearby village) it is that my LEGAL ARGUMENT and my STRONG OBJECTIONS: are *contrary* to the now contrived and transparent COMMUNITY-OPERATIONAL flimsy explanations being made by the de-facto and repugnant SNOWY-MONARO REGIONAL-COUNCIL since February 18th 2021.

- It is my interpretive contention that as the federated COMMONWEALTH Constitution ..... makes no provision for REGIONAL GOVERNANCE (except through a successful REFERENDUM) which had not been held:--
- Such a brutally/arrogant/trespassing forced amalgamation of the three former LOCAL-SHIRE-LOCAL GOVERNANCE CROWN-GRANTED-AUTHORITIES.....in 2016 by an *"interfering"* State Authority, actually has no LEGAL-and/or PREROGATIVE AUTHORITY from the CROWN and/or no franchised \*\*\*fee simple AUTHORITY from the affected Land-Developing LOCAL-LANDHOLDERS-----to make *any* Development-Decisions in the assumed name of some now trendy and repugnant SNOWY MONARO REGION.

The Federated Constitution: since 1900 has not been amended. Nor have any LANDHOLDERS reconciled any additional REGIONAL concept of the now promoted trendy idea of some supposed overriding STATE AGENT AUTHORITY having the "power" to here, when not in accord with the LANDHOLDERS PRIVATE 1842 Letters' Patent Petitioned the PRIVATE LAND CONVEYANCE .....under s6a Valuation of Land Act the volunteered capital sum of the \*\*\*fee simple is for LOCAL GOVERNANCE to underwrite ...the Nation's federated economy through RATES and TAXES until a such unlikely TIPME as a Statutory Procedural LANDHOLDER'S Referendum says otherwise.

- I strenuously argue that the Two identified DPs: one in the Shire of Snowy River and the other in the Shire of Cooma-Monaro are legally APPROVED and both must continue to EXIST with whichever of their underlying 1842 LOCAL GOVERNANCE LAND-DEED AGENT-prerogative CROWN-GRANT-AUTHORITY (Existing and Continuing Use Provision) until a LANDHOLDER'S STATUTORY PETITIONED REFERENDUM says otherwise.



- I maintain that under s113 LG Act both D/A Registrations have been; and both continue to be CONTRACTUALLY CLASSIFIED in accordance with the relevant Local Governance legislation.
- Both DPs are being developmentally HELD by a LOCAL GOVERNANCE Agent Authority of the CROWN for the legitimate use/ benefit/interests/rights and expectations of the LOCAL resident and COMMUNITY-aged through the CONSTITUTIONAL Provisions of the Local Government Act in a **perpetuating** commercially binding LEGAL-LAND DEVELOPMENT CONTRACT previously entered into with the CROWN ----

- I argue that these TWO PREROGATIVE and LEGALLY BINDING CONTRACTUAL LAND-DEVELOPMENT-RESIDENTIAL-HOMECARE COMMUNITY AGREEMENTs are (now) to where the PUBLIC LAND with the land's relative identified Folio Portions: Counties: Parishes and situated within SNOWY RIVER and COOMA-MONARO Shires -----are to remain exactly as gifted in PREROGATIVE GRANT of the 1842 CROWN;

- and that *each* LOCAL GOVERNMENT PROCLAMATION as previously uttered against the COMMONWEALTH CONSTITUTION (1900) be de-merged to reflect the LOCAL GOVERNANCE SNOWY RIVER and COOMA-MONARO AUTHORITIES .....being as they were legally Petitioned on the CONSTITUTIONAL AUTHORITY of the then resident "fee simple LANDHOLDERS .....

- I ARGUE: under the law of NATURAL JUSTICE where I believe that the recent NSW State Parliament in its REPUGNANT and FORCED DICTATORIAL Local Government (Council Amalgamations) Proclamation Act 2016-----has frivolously and objectionably acted and trespassed on the legitimate rights of the COMMUNITY beyond the CONSTITUTIONAL POWER of any PARLIAMENT----in that the then NSW State Government under Premier Baird ----unlawfully "interfered" with every Deposited CROWN-CONTRACTUAL AGREEMENT since made \* in response to the LETTERS' PATENT PETITION OF 1842 and as Constitutionally Agreed to in its then relative 1855 NSW CONSTITUTION Act.

I refer and quote .....page 420)....."*there shall be vested in the legislature of the Colony provided that nothing herein contained shall affect or be construed to affect any fee simple Contract or to prevent any Fulfilment of any freehold (Letters' Patent Petitioned) 1842 Promise made by or on behalf of Her Majesty, with respect to any Lands situate within the said Colony in Cases where such Contracts, Promises, or Engagements shall have been lawfully made before the Time at which this act shall take effect within this Colony nor to disturb in any way or interfere with or prejudice any vested interests or other Rights which have accrued or will accrue and which belong to the licensed Occupants or Lessees of any CROWN LANDS within or without the settled Districts, Under and by virtue of Her Majesty's Reign in Council..... " CHAS A FITZROY Governor-General..... Dec 22nd 1853. At Government House Sydney*

- I contend that in being **procedurally** PROCLAIMED against a prescribed Procedural-Application made by the then eligible LANDHOLDERS in a mandated STATUTORY response to the COMMONWEALTH'S *perpetuating* and consciously Federated CONSTITUTIONAL-AUTHORITY (s.15a Commonwealth Acts of Interpretation Act 1902) that the two DPs as identified [D.P. LOT 10: 1130244 Shire of Snowy River; and LOT 10 D.P. 1266613 Shire of Cooma-Monaro] CONSTITUTIONALLY comply with the Federation's intentionally BINDING COMMON IMPERIAL LANDLAW----I therefore respectfully e-mail my written submission for your just consideration.

- ME? I have been consciously educated to embrace the COMMON IMPERIAL LAND-LAW as the LAW is "literally" written; and as the COMMON IMPERIAL PRIVATE LANDLAW with its \*settled land-development & CONTRACTUAL CROWN AGREEMENT of 1842 entered into with Queen Victoria "literally" AND "legally" underwrites all LAND-DEVELOPMENT-matters with this COMMON IMPERIAL MAGNA-CARTA principled land-law -----subsequent to their PRIVATE LETTERS' PATENT PETITION;



- and I have been indoctrinated into an understanding; that without a perpetuating allegiance to a \*settled WRITTEN LAW which constantly facilitates the DEVELOPMENT of all LAND..... there can be no *certainty*; no *confidence*; no *respect*; no sense of *constructive purpose* in a LAW liable to constant change in accordance with the “personal opinion” of he who reads the LAW at any given Time.

- For \*settled common Imperial LAW I rely on His Honor Justice Brennan in the Mabo Judgment 1992.....who said ....“that it is now too far into our \*settled history to think about change.....where this Court is not free to adopt new rules that accord with contemporary notions of judgment and human rights if their adoption would fracture the skeleton of principle which gives this body of COMMON LANDLAW its shape and internal consistency.....the peace and order of an Australian Society is built on its LEGAL SYSTEM. It can be modified to bring it into conformity with contemporary considerations BUT IT CANNOT BE DESTROYED”. (Emphasis is mine).

I contend that the COUNCIL’s RESOLUTION 18th February 2021 which Determined to RECLASSIFY TWO Registered Deposited Plans both of which are with CROWN-AGENCY LOCAL GOVERNANCE AUTHORITY (s113 LG Act) was premature and made without any consideration of STATUTORY PROCEDURE.

➤ Now at 95 years: not only was I an [REDACTED] but it was that [REDACTED] had made the deliberate and very conscious decision to delegate me to argue the Planning and Environmental PUBLIC SERVICE COMMITTEE considerations which were being regularly aired in those years prior to the controversial and eventual enactment of the first EP& A Act (1979) since Federation....

➤ It may now be forgotten ----but SNOWY RIVER SHIRE delivered the first Local Environmental Plan in NSW. We assumed that LOCAL right and GOVERNANCE-AUTHORITY as a matter of PUBLIC SERVICE-responsibility ----and because it was a proven FACT that the COUNCIL was *interpretively knowledgeable* and *administratively experienced*. Nowhere in Australia has a LOCAL GOVERNANCE AUTHORITY (before or since) dismantled and removed two existing URBAN –DEVELOPMENTS from one location to another.

➤ With regard to the EP&A Act (I have destroyed my White Paper) but I still retain many of the original documents; but it was the WHITE PAPER (in particular) which vigorously sought to remove all EXISTING and CONTINUING LAND DEVELOPMENT USE-PROVISIONS in its ideological and fantasy determinations to have all EXISTING and CONTINUING USE PROVISIONS “sunset” after 5 years.

➤The *ideological* and *theoretical* madness of the environmental zealots at that time was inconceivably radical. The bureaucracy could not conceive that FREEDOM and DEMOCRACY demanded a “right” to PRIVATE COMMON LANDLAW. They emotionally argued that no COMMON PRIVATE IMPERIAL LANDLAW was possible. They had no conception of what had been consolidated; reconciled; and adopted as the ADMINISTRATIVE FREEHOLD foundation delivering a FEDERATED COMMONWEALTH CONSTITUTION Act in 1900.

➤ The university-graduating-educated-1979 bureaucracy was unreasonably DETERMINED to impose the impractical ideology of completely overturning HISTORY with its COMMON Imperial LANDLAW and (by now) its FEDERATED CONSTITUTIONAL private property-right inheritances with their \*\*settled and established LAND DEVELOPMENT PRIVATE LAND investment-LAWS (since Magna Carta) now legislatively subject to the Commonwealth Constitution Act (1900) and further subject to the CONSTITUTIONS S15A Acts of Interpretation (companion) Act 1902.

MY own parents were born before Federation; and my four g-grandparents lived in close enough years to 1842 for me to have known and inherited their own later FEDERATED sense of LOCAL GOVERNANCE land settlement-purpose as best expressed in the Hansard Recollections surrounding 1842-1900:

I use italics and capital-letters (as I was taught) so as to interpretively alert the reader to mentally comprehend the *silent significance* of what the written word is .....and HOW it is to be used in determining Development Applications.

It is the WRITTEN WORD which carries the LEGAL OBLIGATIONS when it is (understandably) the SPOKEN word which can and *does* carry so much more emotion and emphasis. Therefore Italics and CAPITALISED WORDS whilst emphasizing.....only become actual "quotes" when identified with some documented reference.

- HISTORICALLY: the NATURAL JUSTICE criteria embodying the FREE and DEMOCRATIC basis of the Universe---- is LAND.

- A PARCEL of LAND: having its volunteered "capital sum of the \*fee simple land valuation" 1842 settlement origins .....is Cl 39 of the 1215 Magna Carta ethos.

A LAND PARCEL: is one generally described as having been *alienated by survey* from the former wastelands of the CROWN and through COMMON IMPERIAL LAW the symbolic land parcel is CONVEYED from the CROWN to a PRIVATE SOVEREIGN CITIZEN APPLICANT with all of the ***corporeal and incorporeal hereditaments*** as stated on an (original parchment DEED) permanently attached to the LAND.

\*Capital sum of the \*\*fee simple are the contractually agreed LAND DEVELOPMENT "words" which both embody and underwrite all the LEGAL implications of the \*Registered-Conveyance"...(s 113 LG Act).

- CONSEQUENTLY: it is He who holds the DEEDS to the LAND who subsequently "holds" the PROPERTY RIGHT-APPROVAL which is Subject To and

- which remains LEGALLY tied To the PRIVATE COMMON IMPERIAL LAW.

- REMEMBER: Common Imperial LANDLAW travels with the LAND. ,,,,,,and this includes CROWN LAND

- • INHERENTLY: since 1788 with the arrival of NEW HOLLAND colonists on the Australian mainland from the UK Motherland.....it is the COMMONWEALTH CONSTITUTION Act 1900 which constitutionally now governs the Australian Nation's COMMON IMPERIAL LAND-LAW.

- My RECLASSIFICATION interest: is with the inexcusable and unacceptable level of what has sadly become over emotional months---the PUBLIC SERVICE interpretive ignorance in now trying to conclude what should have begun (as a Matter of Procedural Interpretation) with the very first routine Question to be Asked when considering "interfering" with the Registration/Record of TWO lawful Development Approvals.

- My compounding concerns: are with the unconscionable interpretive-incompetence surrounding what in FACT and LAW (at the end of the day) is a very ordinary routine-matter.

- Since TIME began and most certainly since 12th June 1215.....Clause 39 of the Magna Carta ethos has dominated and dictated PRIVATE IMPERIAL COMMON LANDLAW.

- PRIVATE LAW: as generalized from a composite of several harmonious LEGAL DEFINITIONS admonishes the PUBLIC SERVANT that PRIVATE LAW: creates and enforces specific ***mutual rights and obligations*** between the consenting-contractual-agreements entered into in circumstances where

the State can have no moral or legal interest. (Butterworth and or Halsbury). This includes Crown-Community Agreements for Residential Aged and Infirm-Care.

- Mandatory considerations: are those CROWN-AGREEMENTS which one would normally address previous to deciding if RECLASSIFICATION was even a possibility----- when the LAND-DEVELOPMENTS as identified in the Public Exhibition Notice are Deposited Plans each with an \*EXISTING DEVELOPMENT APPROVAL which provides the CONTINUING USE PROVISION.... (\*s113 LG Act).

- INTERPRETIVE-IGNORANCE and INTERPRETIVE INCOMPETENCE: in this specific RECLASSIFICATION example has unconscionably misdirected the historically *\*settled* and routinely established STATUTORY PROCEDURAL MATTERS (in place since the PRIVATE LANDHOLDER'S LETTERS PATENT PETITION of 1842 and which GRANTED the LOCAL GOVERNANCE a constitutional CROWN AGENCY AUTHORITY for directing the *procedure* for all legally binding DEVELOPMENT APPROVALS.

- These historical D/As remain currently Registered with Local Governance s 113 LG Act) and in turn (as a consequence) the Registration is to where such interfering/trespassing/STATE incompetence has ECONOMICALLY and EMOTIONALLY affected the whole community when there has been no need nor justification for any disturbance for that which has been LEGALLY contracted between the CROWN and the wider participating COMMUNITY.

- INTERPRETIVE REASONING when INTERPRETIVELY ADDRESSED: from my extensive past Public Service experiences tells me without any doubt that Council has had no JURISDICTIONAL GOVERNANCE AUTHORITY to have RESOLVED as it did February 18th 2021.....to reclassify COMMUNITY LAND to OPERATIONAL LAND.

- The fake Snowy Monaro REGIONAL Governance-COUNCIL was treacherously PROCLAIMED not in accordance with the enabling constitutional Local Government Amendment Act No 38. This repugnant Act was apparently signed and sealed on the 21st September 2016 under the delegated "authority" of the then NSW State Local Governance Minister....Paul Toole MP. Unbelievable!!

- AUSTRALIA became a federated COMMONWEALTH NATION of what (since the first fleet's arrival on British Sovereign soil on January 26th 1788) was a former assembly of separate NEW HOLLAND Imperial Colonies....each with their own individual Westminster Constitution.

- Following decades of troubled years; where transportation ceased; where gold was yet to be discovered; and where the many and varied growing pains behind the LAND settlement years presented such desperate and inconceivable isolation and distance challenges to the dwindling Colony Settlers which were fraught with an inevitable emotional BLACK DOG despondency .....that the Colony came close to folding.

- Against this living history: I vigorously object to a now contemporary REGIONAL Council having formally adopted its irresponsible RESOLUTION of FEBRUARY 18th 2021 which advised the intent for a COMMUNITY RECLASSIFICATION of CROWN LAND to OPERATIONAL; and I ask that this PUBLIC HEARING be Held against the Statutory Provisions as set down in s734 (1) (3) (4)....Local Government Act.

o I note the Public Notice: inserted Monaro Post: p11; June 16th :--- advises that a PUBLIC HEARING is being held against s29 of the LG Act regarding the Snowy Monaro REGIONAL Council's proposed Reclassification of Community Land to Operational Land on "parcels of Council owned land".....

a. I strenuously disagree with this unsustainable advice: Firstly: no LAND can ever be "owned" by a Council AGENT of the CROWN; and in the case before us; the so called REGIONAL COUNCIL has made an unsustainable decision; and has unconscionably perverted the course of all inherent natural justice in its maladministration of the CONSTITUTIONALLY proclaimed Imperial Common LANDLAW

(Commonwealth Interpretation Act 1902) where all Acts must be made subject to the Commonwealth Constitution Act...s15A) before it (as required) has procedurally involved We the People.

b. Colloquially: and in appalling ignorance: the fake regional council has arrived at a repugnant RESOLUTION by putting the cart before the horse.

c. The TWO Deposited Plans (Lot 10: D.P. 1130244 & Lot 10 DP: 150244: a) were never "owned" by a Council; can never be "owned by a Council" and b) no LEP can be legally made against the unsustainable Provisions of the Enabling (un-amended) Local Government Act Authority.....when the current so called REGIONAL COUNCIL itself---has been surreptitiously brought into an unsustainable existence by the unconstitutional and repugnant interferences of a trespassing and an "interfering" State Premier in (Forcing the Amalgamation) of three separate LEGAL and CONSTITUTIONALLY BINDING LOCAL GOVERNANCE AUTHORITIES.

d. Both DP's currently exhibit legally binding RESIDENTIAL AGED CARE APPROVALs having been DEVELOPED at the instigation of the LOCAL COMMUNITIES on public land HELD by the CROWN in accordance with the 1215 Magna Carta CL 39 provisions pertaining to Imperial LANDLAW.

e. EACH D.P. is with Existing: and "Continuing Registered Use-Rights (s113 L.G. Act) where such COMMUNITY LAND is "perpetually held" in mutual agreement with the CROWN and where IMPERIAL LAND "held" of the CROWN can never be freely "owned" by any Council-AGENT of the CROWN.

f. I make this statement with the absolute confidence borne out of my past and very lengthy experiences with TOWN PLANNING encountered during my years as an elected public serving councilor with Snowy River Shire.

g. I tender this Statutory Procedural Argument on my historical knowledge of the established/settled/and CONSTITUTIONAL process. I am firm in my belief that had the Council followed STATUTORY PROCEDURE as REQUIRED when addressing any PLANNING and ENVIRONMENTAL considerations against any CROWN AGENCY-AUTHORITY where there is the "registered/record" of an "existing approval" as set down in the enabling LOCAL GOVERNMENT Act under s 113.....none of the trauma and public emotional considerations we now face-----could possibly have emerged.

PUBLIC NOTICES: The Monaro Post P.12 April 28th 2021: advises that Council has received on April 9th 2021---the Department of Planning, Industry and Environment's GATEWAY Determination in that Council is now able to proceed to make a LOCAL PLAN which will progress the RESOLUTION of February 18th 2021 and (implicitly) where it will RECLASSIFY LAND from COMMUNITY to OPERATIONAL.

- This GATEWAY approval to proceed will, as prematurely advised in the Monaro Post issues May 5th Page satisfy "Council Preparing to sell Yallambee"; and on May 26th P.3 press coverage of the "HUNT on for Yallambee buyer".

- In the same May 26th 2021 issue of the Monaro Post: a substantial Public Notice openly invites "suitably qualified and experienced providers of residential aged care to express an interest in acquiring two established facilities totally 54 beds.....in an expanding and aging region....."

- The advertisement proceeds to advise that the "divestment is being managed by Ernst and Young.....".

1. AUSTRALIA: in simple historical language is a Federation: consisting of a Constitutional Monarchy; with an inherited Westminster Governance System based on Parliamentary Democracy and tied to the Rule of a Common Imperial Magna Carta \*\*Fee Simple Land-law.....

2. SUBJECT: Resolution of SMRC on 18th February 2021:

3. Apparently Adopted during subsequent March Minutes with Council intending to implement the RESOLUTION through determining to RECLASSIFYING CROWN LAND-uses on which TWO separate APPROVED and CROWN AGENCY REGISTERED EXISTING & CONTINUING LANDUSE-DEVELOPMENT APPROVALS (S113 L.G. Act) are currently recorded. Lot DP 1130244 Shire of Snowy River and Lot DP 12666 13 Cooma-Monaro Shire.

4. The two COMMONWEATH & NSW CONSTITUTIONALLY approved LOCAL GOVERNANCE CROWN AGENT (Shire) AUTHORITIES previously PROCLAIMED as Snowy River on 6th December 1906 and Cooma-Monaro in September 1980.

5. The unsustainable SNOWY MONARO REGIONAL COUNCIL emerged as an advised GOVERNING AUTHORITY through the trespassing interference of the then NSW State Liberal Premier The Hon Mike Baird . (2016)

6. The unauthorized and "interfering" actions arbitrarily imposed by a State Premier against the historically settled-areas pertaining to the complement of which were all reconciled for legislative consistency during the various Statutory Procedures preliminaries necessary CROWN PREROGATIVE GRANT and of the are demonstrably outside the disciplines of both the Federated Commonwealth Constitution Act (1900).

I realize this narrative rambles, I apologize. I am not computer literate and my arthritic fingers are no longer nimble. But I believe I have made my point.....We have an Imperial LANDLAW. We have a Constitution. We have LAND "held" of the CROWN. We have LAND-DEVELOPMENT PERPETUATING CONTRACTUAL- AGREEMENTS WITH THE CROWN. When society recognizes that we are not UNDER the CROWN but WITH the CROWN.....then perhaps justice may start to reappear.

Thank You.....[REDACTED]..... I will tidy this up and forward to the GOVERNOR as the LG Act allows,



# Reclassification of Lands in Berridale and Cooma

Independent Report on Public Hearing

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**Client:** Snowy Monaro Regional Council

**Date:** 02 July 2021

**Contact:**

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**Elton Consulting is now part of the WSP Group.**

---

<b>Prepared by</b>	Malia Corry
<b>Reviewed by</b>	Steve Rossiter, Deborah Palmer,
<b>Date</b>	2 July 2021
<b>Version</b>	FINAL

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# 1 Introduction

## 1.1 Purpose

Elton Consulting was engaged by Snowy Monaro Regional Council (Council) as an independent facilitator of two public hearings for the reclassification of Council-owned land at 7A Jindalee Street, Berridale, and 1 Binalong Street, Cooma. This report sets out the outcomes of the public hearings.

## 1.2 Legislative context

Section 29 of the NSW *Local Government Act (1993)* (the Act) requires:

- (1) A council must arrange a public hearing under section 57 of the *Environmental Planning and Assessment Act 1979* in respect of a planning proposal under Part 3 of that Act to reclassify community land as operational land...
- (2) A council must, before making any resolution under section 32, arrange a public hearing in respect of any proposal to reclassify land as operational land by such a resolution.

Section 47G of the Act stipulates that the person presiding at the public hearing must not be:

- (a) a councillor or employee of the council holding the public hearing, or
- (b) a person who has been a councillor or employee of that council at any time during the 5 years before the date of his or her appointment.

The Act also states that no later than 4 days after it receives a report from the person presiding at the hearing as to the result of the hearing, Council must make a copy of the report available for inspection by the public at a location within the area of the Council.

Council must consider the report before making any decision with respect to the matter to which it relates.

## 1.3 Background

At an ordinary meeting on 18 February 2021, Council resolved to support a Planning Proposal to reclassify land owned at 7A Jindalee Street, Berridale (Lot 10 DP 1130244), and 1 Binalong Street, Cooma (Lot 10 DP 1266613) from 'community land' to 'operational land' on the basis that the revised classification aligns to the use / proposed use of the land, being the operational delivery of residential aged care services.

Under Part 2 of the Act, all public land vested in a council (except a road or land to which the Crown Lands Act 1989 applies) must be classified as either "community" land or "operational" land. Pursuant to Clause 27 land may be classified or reclassified either through amendment to the Local Environmental Plan (LEP) or by resolution of council in certain limited circumstances. In this instance, Council is seeking to amend the LEP via Planning Proposal.

Community land is defined as land owned or controlled by Council that is recognised as an important component of the urban environment, and is set aside for community use, such as neighbourhood parks and sportsgrounds. Operational land comprises land that services Council's commercial or operational functions such as offices, works depots, saleyards, sewage pump stations, or land that is to be retained for commercial or strategic reasons.

Council's request for Gateway Determination under section 3.34(1) of the *Environmental Planning and Assessment Act 1979* was approved by the Department of Planning, Industry and Environment on 9 April 2021 and the Planning Proposal was put on Public Exhibition from 28 April 2021 to 26 May 2021.

## 1.4 Objectives of reclassification

The general purpose of land classification is to identify between:

- » land which should be kept for access by the general public as “community” land, such as parks and open space, and;
- » land which is considered “operational” and is to be used to facilitate the functions of Council.

The functions of Council are described in Section 24 of the Act and broadly include the provision of goods, services and the carrying out of activities.

Council’s stated objectives in seeking to reclassify the subject land are to:

- » Align the current and future use of the land with the appropriate land classification, being the operational delivery of residential aged care services
- » Ensure aged-care services can be properly delivered into the future, either by Council or by another provider
- » Enable Council to review options in relation to transitioning to a new aged care provider, informed by the recommendations of the Royal Commission into Aged Care Quality and Safety
- » Support delivery of relevant goals and strategies identified in the Snowy Monaro Community Strategic Plan with respect to:
  - > Ensuring 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
  - > Ensuring high quality community support and residential aged care services are available and accessible to residents across the region
  - > Transitioning to a new provider to ensure that quality aged care services are able to be provided into the future, including the potential expansion of aged care services within the region.

## 2 Subject land

The portions of each of the subject lands that are proposed for reclassification are highlighted in green in Figures 1 and 2, below.

### 2.1 Berridale

The subject land in Berridale is adjacent to the Snowy River Hostel, which sits on land currently classified as operational, and the entire lot is currently classified as community land. Snowy River Hostel is a 14-bed operational aged care facility.



Figure 1: Berridale subject land

*7A Jindalee Street, Berridale (Lot 10 DP 1130244)  
proposed to be reclassified to operational land,  
identified in green*

### 2.2 Cooma

The subject land in Cooma includes the Yallambee Lodge and a portion of this land is currently classified as operational land. Yallambee Lodge is a 40-bed operational aged care facility.



Figure 2: Cooma subject land

*1 Binalong Street, Cooma (part Lot 10 DP 1266613)  
proposed to be reclassified to operational land,  
identified in green*

## 3 The Public Hearings

A number of channels were used to promote the public hearings:

- » Notice on Council's website
- » Notice in Monaro Post on 9 June 2021 and 16 June 2021
- » Shared to Council's Facebook page
- » Notice to submitter

In accordance with section 47G of the Act, Steve Rossiter from Elton Consulting was engaged as an independent facilitator of the public hearings. Steve Rossiter is not, and has not, at any time in the past, been a councillor or employee of Snowy Monaro Regional Council.

Two public hearings were held; one in each of the locations of the subject sites:

Berridale: Berridale Community Hall between 5pm and 7pm on 28 June 2021

Cooma: Cooma Car Club between 5pm and 7pm on 29 June 2021

The hearings were held in strict accordance with COVID-19 requirements, including the independent facilitator dialling in via Zoom.

### 3.1 Public Hearing - Berridale

The hearing was attended by seven community members, including a representative from the Jindabyne Community Association.

The hearing was also attended by the following representatives from Council:

- » Jeff Morgan – Chief Operating Officer
- » Gina McConkey – Coordinator Strategy Development
- » Kieran Spillane – Manager Community Services
- » Alexandra Adkins – Team Leader Strategic Planning
- » Brooke Davey – Senior Strategic Land Use Planner

Steve Rossiter opened the meeting at 5.10pm with a welcome and brief introduction about his role and the relevant legislative requirements in relation to public hearings. This was followed by an Acknowledgement of Country, introduction of attending Council representatives and overview of Agenda.

Two short presentations were delivered:

- » One from Ernst and Young to provide an overview of the aged care sector, impact of the Royal Commission, future directions and objectives for the potential divestment of the subject lands
- » One from Council providing an overview of the reclassification process and confirmation of lands subject to reclassification.

Both presentations were followed by the opportunity for questions.

All attendees were offered the opportunity to provide a verbal submission and three were provided. At the conclusion of submissions, a further opportunity for questions was afforded all attendees. Following this final opportunity for questions, Council provided an overview of next steps and how to contact Council. The independent facilitator then closed the meeting, thanking people for their attendance and confirming that a report detailing the outcomes of the public hearings would be submitted to Council, after which Council must make the report available to the public within 4 days of receipt.

## 3.2 Public Hearing - Cooma

The hearing followed the same format as the prior hearing in Berridale and was attended by nine community members. Attending from Council were:

- » Jeff Morgan – Chief Operating Officer
- » Gina McConkey – Coordinator Strategy Development
- » Kieran Spillane – Manager Community Services
- » Alexandra Adkins – Team Leader Strategic Planning
- » Brooke Davey – Senior Strategic Land Use Planner

Steve Rossiter opened the meeting at 5.05pm with a welcome and brief introduction about his role and the relevant legislative requirements in relation to public hearings. This was followed by an Acknowledgement of Country, introduction of attending Council representatives and overview of Agenda.

Two short presentations were delivered:

- » One from Ernst and Young to provide an overview of the aged care sector, impact of the Royal Commission, future directions and objectives for the potential divestment of the subject lands
- » One from Council providing an overview of the reclassification process and confirmation of lands subject to reclassification.

Both presentations were followed by the opportunity for questions.

All attendees were offered the opportunity to provide a verbal submission and four were provided. In addition, a written submission was accepted by the Chairperson. At the conclusion of verbal submissions, a further opportunity for questions was afforded all attendees. Following this final opportunity for questions, Council provided an overview of next steps and how to contact Council. The independent facilitator then closed the meeting, thanking people for their attendance and confirming that a report detailing the outcomes of the public hearings would be submitted to Council, after which Council must make the report available to the public within 4 days of receipt.



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### 3.3 Key Themes

The feedback provided by attendees during the public hearings has been distilled and grouped into key themes, specific to each location, in the tables below. Themes are presented in order of the importance / time attributed to each by attendees in the course of each hearing.

While the attendance at each of the hearings was relatively low, participants demonstrated a high level of interest and concern about the proposed reclassification, perceiving this as inextricably linked to the future and quality of aged care in the Snowy Monaro region. Elton Consulting observed strong commitment to the local area on the part of attendees who were actively engaged throughout the hearings.

### 3.4 Berridale

Table 1: Overview of key themes - Berridale

Theme	Summary
<b>Divestment of land</b>	<ul style="list-style-type: none"> <li>» Attendees expressed a preference for the lands and buildings to be leased for the specific purpose of aged care service delivery, rather than divested and risk the new owner not delivering aged care services in the future.</li> <li>» The view was generally expressed that reclassification would be supported if this resulted in a long-term lease agreement for the delivery of aged care services at both locations.</li> <li>» "I object to the plan for both sites. I don't believe this is the best way forward for aged care - selling the land rather than having it run through a lease arrangement. If we can be sure that a lease arrangement is possible, then I would be happy for reclassification."</li> <li>» "The sale of the land is not feasible. I think there should be a lot more effort put into lease arrangements than sale arrangements. Will we be looking at a fire sale of a valuable council asset? I really think a lease arrangement is better; Council retain ownership and offer a lease to another operator who will look after operations and maintenance on site."</li> <li>» "We have a growing aged population and need more aged care services, not less. If the land is sold, we will not be able to facilitate expansion (to Jindabyne) as aged care will no longer be Council's core business. Surely you can arrange a long-term lease and leave no liability to Council and no expenses to Council or rate payers."</li> <li>» "The land was donated and this legacy should be respected...and (remain)...an asset for the community."</li> </ul>
<b>Certainty / guarantees about future use of lands</b>	<ul style="list-style-type: none"> <li>» "If someone donates land, we do need some security about who it will be sold to, we don't want it transferred to another developer for another purpose in 10 or 20 years' time."</li> <li>» "Is there any guarantee? The only guarantee is to lease it and keep the land in perpetuity for community use."</li> </ul>

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Theme	Summary
	» What conditions, covenants or restrictions can be placed on the land title to guarantee these lands remain a community asset and are used as an aged care facility?"
<b>Aged care services in the region</b>	<p>» Attendees viewed the reclassification as inextricably linked to the future delivery of aged care services in the region. While there was little objection to the general principle of aligning classification to the intended use of the land, many expressed the view that reclassification would be the first step to Council's outsourcing of aged care services. Some suggested the reclassification would be a potential abrogation of Council's broader responsibilities and duty of care to the community. Based on the perceived risk to the future quality and longevity of aged care services in the region, most attendees indicated opposition to reclassification.</p> <p>» "Is there another model we can look at? Home care becomes quite a burden."</p> <p>» "The recommendation is that staff should not work across multiple sites, how can this be managed?"</p>
<b>Aged Care EOI</b>	<p>» "The problem with another operator is that they could go bankrupt or get out of aged care altogether. The land and building could be 'flogged off' as a hotel. Another concern is the trend to get out of aged care, into homecare. Will the actual expansion of the Berridale hostel be necessary if there is a diminishing market?"</p> <p>» "Need to find the right person to take on this lease."</p> <p>» "I am concerned about probity. How do you ensure transparency of the process, particularly in terms of Ernst and Young's recommendations to Council about providers?"</p>
<b>Reclassification</b>	<p>» "Can you please point out which land the reclassification applies to?"</p> <p>» "Do community and operational land have different Council rates?"</p> <p>» "Could the land at Berridale stay community land or this is just a sweetener for the tender?"</p> <p>» "Could the reclassification take place sometime in the future, when needed?"</p> <p>» "Would it be better to reclassify all the land to community land?"</p>
<b>The public hearing</b>	<p>» Feedback about the way the public hearing was conducted was positive and attendees were grateful for the opportunity to provide input and ask questions.</p> <p>» "I was pleased with the approach, and the fact that it did happen regardless of COVID. Too much time has gone by already."</p> <p>» One attendee questioned the independence of the facilitator and his role with respect to the hearing.</p> <p>» "Who is Steve Rossiter? Can you confirm that you are independent from Council? You sound like you are a consultant for Council."</p>



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## 3.5 Cooma

Table 2: Overview of key themes - Cooma

Theme	Summary
<b>Aged care EOI</b>	<ul style="list-style-type: none"> <li>» "The selection criteria for the EOI, are they generic or tailored to fit this specific shire? This shire is disparate and small; not a city or town, (we have a) very diverse industry, demography and profile. The devil is in the detail when it comes to delivering care – (there is a need to understand) relationships, distance and volunteers."</li> <li>» "The presentation (by Ernst and Young) justifies the EOI. The outcome will be that aged care is privatised and we will pay for profits. The EOI does not allow for alternatives that should be looked at before going through this process. This is not good. Government has to pull its head in and let small operators to exist. We're a small town and we can't afford big business. We need (aged care) designed for small rural areas and country towns."</li> <li>» "Can you tell us how many bids have been received?"</li> <li>» "...the EOI process is not transparent and has no knowledge from the community. This meeting is (held) in hindsight... A belated public hearing does not give any credence to the prior EOI presentation. Council is prepared to deceive the public."</li> <li>» "The benefits of local employment, training and education would perhaps be compromised if an outside provider (was appointed)."</li> <li>» The Federal government is very happy to divest ownership (of aged care). The RADs and systems are about to change and this has local consequences. The intergenerational study released yesterday confirmed that we are living longer and going into care later. But it is not aged care that is the cost, it is the cost of health itself and that should be something that is general and not specific to aged care. We all benefit from a healthy and longer life. Our local TAFE no longer provides aged care qualifications. These are huge issues for rural and regional communities. This morning we were reminded that the special activation precinct plan would benefit Jindabyne and the alpine areas under SAP, meaning the State government can override decisions made by local councils."</li> <li>» "What are the criteria for the EOI?"</li> </ul>
<b>Certainty / guarantees about future use of lands</b>	<ul style="list-style-type: none"> <li>» "It is tough to make an income (out of aged care). The value of operations at Yallambee are very small and there is nothing to indicate what will stop a large, out-of-town operator moving the remaining residents into one of their other larger, buildings miles away. The community will lose this facility and it will be replaced by another business like a hotel."</li> <li>» "What will make the prospective buyer continue to use (the land for) an aged care facility?"</li> <li>» "I am concerned about the privity of contract. We cannot enforce aspirations beyond the initial point of sale."</li> <li>» "I can't understand how, if I sell my house, I can determine what people will do with it. How can you (Council) maintain control?"</li> </ul>

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Theme	Summary
<b>Divestment of land</b>	<ul style="list-style-type: none"> <li>» "This land has a bigger picture. Council want to sell off their own problems and divest their duties because they don't have the corporate nous to run an aged care facility. This should be halted and an appropriate community process invoked."</li> <li>» "Who in Council decided that we had to sell Yallambee and Berridale and why?"</li> <li>» "Are there any encumbrances on the (land) title?"</li> </ul>
<b>Future of aged care services in the region</b>	<ul style="list-style-type: none"> <li>» "Will the expansion into Jindabyne be at the expense of facilities in Cooma?"</li> <li>» "Who will keep an eye on (the quality of) provision of (aged care) services?"</li> <li>» "What are the interests of Council and the Executive in the future provision of aged care services? Is there an embedded duty of care to ensure that aged care for the entire shire is carried out?"</li> </ul>
<b>Government aged care policy</b>	<ul style="list-style-type: none"> <li>» "Which Federal Minister and department are responsible for aged care?"</li> <li>» "Is there a correlation between Federal and State government in the delivery of aged care?"</li> <li>» "I found your presentation (by Ernst and Young) rather negative and rather depressing. It made our current facilities appear unviable and expensive to run, although this was not the case three years ago. Processes, profits and legislative requirements (are getting in the way of) looking after real people."</li> <li>» "I came from a background of big bureaucracies. This is a very top down solution, dreamed up federally to be implemented down the rails by local councils, shoving the can down the road."</li> </ul>
<b>Reclassification</b>	<ul style="list-style-type: none"> <li>» "It seems to me that in relation to Berridale, the land with the building on it is operational land and Yallambee is not on operational land."</li> <li>» "Having heard what we have heard tonight, a total bungling of classification in the past, I am of the view that to reclassify is necessary. We have two sites each of which has different classifications. I had been opposed (to reclassification) until tonight and until I saw the map and understood what the problem is."</li> <li>» "I think people need to be aware of the difference between land zoning and land reclassification. This (process) will not change the zone. The land can still be used for the purposes to which it is currently put. With this additional information, the reclassification of Yallambee is somewhat inconsequential. If the incoming person wished to lease, rather than purchase, the land would still need to be reclassified because there are restrictions on leases and licences over community land. I ask for people to consider this. It can still be used as an aged care facility but it makes sense to me that all land should be classified as operational land."</li> <li>» "I am surprised that this process has gone so far and we are just being told that the Gateway has been approved."</li> </ul>

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Theme	Summary
	» "There is no reasonable justification for reclassification (of land) through 'modifying and/ or revoking' a classification that has already been procedurally approved...both DP's currently carry the correct classification...most appropriate to the Residential Aged Care and/or a similar type of an ancillary Nursing Home-Facility...."

## 4 Recommendations

- » That Council consider the feedback provided via the public hearings as documented in this report.
- » That Council's decision with respect to reclassification be made subject to consideration of the feedback gathered via the public hearings and any other related consultation mechanisms.



### 9.1.1 RESIDENTIAL AGED CARE - ADOPTION OF POLICIES

Record No:

Responsible Officer:	Chief Operating Officer
Author:	Manager Community Services
Key Theme:	1. Community Outcomes
CSP Community Strategy:	1.2 High quality community support and residential aged care services are available and accessible to residents across the region
Delivery Program Objectives:	1.2.2 Council strategies recognise the growing demand of residential aged care services
Attachments:	<ol style="list-style-type: none"><li>1. Dignity &amp; Choice</li><li>2. Assessment &amp; Planning</li><li>3. Medication Administration</li><li>4. Personal Care &amp; Clinical Care</li><li>5. Service Environment</li><li>6. Comments &amp; Complaints</li><li>7. Human Resources</li><li>8. Governance</li><li>9. Services &amp; Supports for Daily Living</li><li>10. Serious Incident Response Scheme</li></ol>
Cost Centre	Residential Aged Care - Administration
Project	Residential Aged Care adoption of Policies
Further Operational Plan Actions:	

### EXECUTIVE SUMMARY

Following the introduction of the new aged care quality standards in July 2019, ten policies have been developed to inform how services are delivered in Council's residential aged care facilities. These policies, along with operating procedures already in force, demonstrate Council's overarching commitment to quality assurance and risk management.

The following officer's recommendation is submitted for Council's consideration.

#### OFFICER'S RECOMMENDATION

That Council approve the following policies for implementation:

1. Dignity & Choice
2. Assessment & Planning
3. Medication Administration
4. Personal Care and Clinical Care
5. Services & Support for Daily Living
6. Organisation's Service Environment

7. Feedback & Complaints
8. Human Resources
9. Organisational Governance
10. Serious Incident Response Scheme

## **BACKGROUND**

Since the new aged care quality standards commenced on 1 July 2019, the aged care sector has been learning about these standards and their interpretation, to inform practice and service delivery.

Not all guidance material was available at the commencement of the new standards; this was incredibly challenging. Over the past twelve months, guidance resources and materials have been issued by the Aged Care Quality and Safety Commission that has provided Council with greater insight to better understand and interpret the standards.

The following eight policies have been developed that provide governance and the parameters in which services are to be delivered and operations managed. These policies are underpinned by operating procedures that are already in force.

1. Dignity & Choice
2. Assessment & Planning
3. Medication Administration
4. Personal Care and Clinical Care
5. Services & Support for Daily Living
6. Organisation's Service Environment
7. Feedback & Complaints
8. Human Resources
9. Organisational Governance
10. Serious Incident Response Scheme

These policies are attached for the review and endorsement by Council.

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

Effective governance surrounding the operational management of Council's residential aged care facilities is essential to ensure quality care and services are delivered. The policies provide governance and parameters in which services are to be delivered and operations managed that indirectly have a positive impact on the social health and wellbeing of residents.

### **2. Environmental**

There are nil environmental impacts.

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### **3. Economic**

There are nil economic impacts.

### **4. Civic Leadership**

Council demonstrates civic leadership in adoption of these policies and fulfils its obligation in respect to the overarching governance of the service.

# Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Dignity and Choice</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250.
<b>Policy Owner</b>	Community Support Services	<b>Review Date</b>	June 2020
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li>• Aged Care Sector Statement of Principles 2015</li> <li>• Charter of Aged Care Rights (Effective 1 July 2019)</li> <li>• Competition and Consumer Act 2010</li> <li>• Guidance and Resources for Providers to Support the Aged Care Quality Standards</li> <li>• Commonwealth DSS Comprehensive Grant Agreement 2014 Clause 28 Subcontractors</li> <li>• Aged Care Diversity Framework December 2017</li> <li>• Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012</li> <li>• National Guidelines for Spiritual Care in Aged Care 2016</li> <li>• Aged Care Act 1997</li> </ul>		
<b>Aim</b>	The aim of this policy is to ensure that each resident is treated with dignity and respect and has their identity, culture and diversity valued. Further, that the provision of care and services is culturally safe.		

### Record of Revisions: Dignity and Choice

Date	Section/s Revised and Notes	Authorisation
July 2020	Enforced	CEO
July 2021	Reviewed	

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 1 – Consumer dignity and choice.

The terms “consumer” and “resident” are interchangeable.

## 2 DIGNITY AND CHOICE

### 2.1 Consumer Outcome<sup>1</sup>

*“I am treated with dignity and respect and can retain my identity. I can make informed choices about my care and services and live the life I choose.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council’s (Council) residential aged care facilities:

- Have a culture of inclusion and respect for residents.
- Support residents to exercise choice and independence.
- Respect residents’ privacy.

### 2.3 Our Policy<sup>3</sup>

- Each resident is treated with dignity and respect, and their identity, culture and diversity is valued.
- Care and services are culturally safe.
- Each resident is supported and encouraged to exercise choice and independence, including to:
  - make decisions about their own care and the way care and services are delivered
  - make decisions about when family, friends, carers or others should be involved in their care
  - communicate their decisions
  - make connections with others and maintain relationships of choice, including intimate relationships
- Each resident is supported to take risks to enable them to live the best life they can.
- Information provided to each resident is current, accurate and timely, and communicated in a way that is clear, easy to understand and enables them to exercise choice.

<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.4. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Ibid., p.4.

- Each resident's personal privacy is respected, and information is kept confidential.

## 2.4 Responsibilities

- We ensure processes and practices respect dignity and choice, and provide resources to support staff development and supervision while facilitating positive engagement with residents.
- Staff follow policies and procedures, participate in development opportunities, treat residents with dignity and respect at all times, work to maintain an environment that is culturally safe, support residents to make informed choices about their care, and ensure their privacy and confidentiality is respected.
- Residents and/or representative/s make their choices known to staff and let us know when they feel they have not been treated with dignity and respect or have not been supported, permitted or encouraged to express choice.

## 2.5 Monitoring Dignity and Choice

Processes and systems related to dignity and choice are regularly audited as part of our quality assurance. Staff, residents and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made.

# 3 SERVICES PROVIDED

## 3.1 Overview

SMRC provides a range of services to its community members, specifically:

- Residential Aged Care, and
- Community Support Services

## 3.2 Access to Residential Aged Care

### 3.2.1 Equal access

No resident is excluded from access to residential aged care on the grounds of their gender, marital status, religious or cultural beliefs, political affiliation, particular disability, ethnic background, age, sexual preference, inability to pay or circumstances of their carer.

### 3.2.2 Prioritising services

All other things being equal, priority access to services is given to people with special assessed needs (see Section 4.7 Residents with Special Needs in this Policy).



### 3.3 My Aged Care<sup>4</sup>

The My Aged Care provider portal is accessed to relay information about residential aged care including: the services we provide, special needs groups we cater for and type and availability of accommodation. To ensure the information relayed on the portal is correct, this is updated on a regular basis.

Residents can access information about service providers through the My Aged Care website and the My Aged Care Contact Centre. My Aged Care also provides a 'match and refer service' with residents to assist them in making a final decision over which provider to choose.

### 3.4 Subcontracting Service Delivery<sup>5</sup>

We recognise there are services we cannot provide to our residents. In these instances, we subcontract to other providers and issue referrals as required (please refer to Section 5.2 Subcontracting Service Delivery in our Service Environment Policy).

## 4 DIGNITY AND RESPECT

All staff are provided with a copy of this Policy (see Staff and Volunteer Orientation Checklist), and are provided with opportunities to discuss the way we relate to and work with residents, through a variety of forums including meetings, training and ad-hoc interactions. We also provide formal education on Dignity and Respect via our online learning partner Altura (see section 5.3 Fostering Choice and Independence in this Policy).

### 4.1 Service Delivery Principles

#### 4.1.1 Charter of Aged Care Rights

The Charter of Aged Care Rights comprises overarching principles for service delivery, irrespective of funding. We are committed to service delivery principles reflected in the Charter, and ensure these are implemented and followed in practice through:

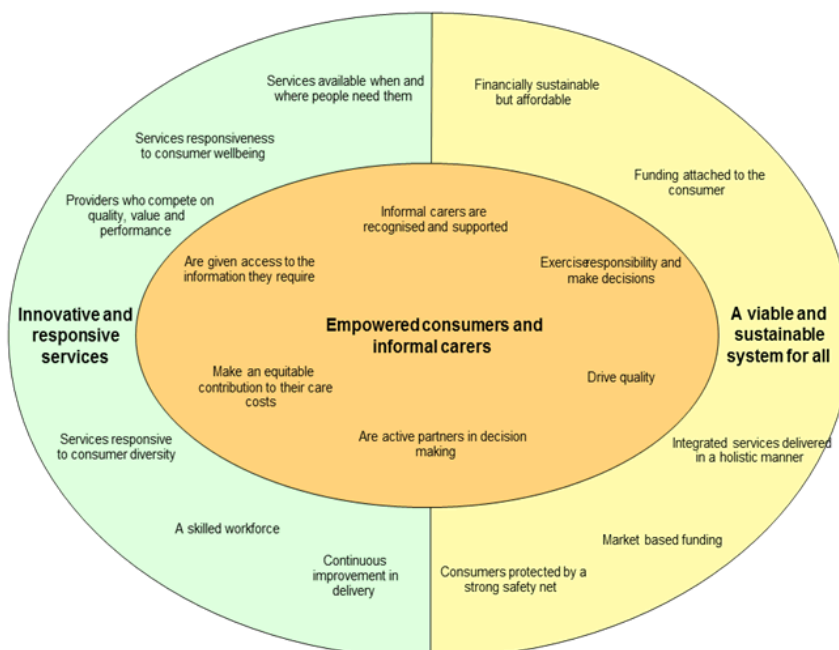
- Our policies and procedures.
- Position descriptions and other role specifications.
- Checklists, forms and other documents.
- Senior management and staff training.
- Information provided to, and engagement with, residents by working in partnership with them.
- Drive implementation and evaluation of improvements to our services and to our organisation (see Section 4.6 Resident Rights and Responsibilities in this Policy).

<sup>4</sup> Refer to the Australian Government Department of Health [My Aged Care](#) Guidance for Providers and [My Aged Care Provider Portal](#) User Guide. These documents provide Grant Recipients with detailed information on the My Aged Care system.

<sup>5</sup> Australian Government Commonwealth DSS Comprehensive Grant Agreement 2014 Clause 28 Subcontractors, p. 21

Residents who are provided with support through our residential aged care facilities, have the same rights as expressed in the Charter. We support the Aged Care Sector Statement of Principles as outlined in the Figure 1: Principles of Australia's Future Aged Care System<sup>6</sup> below:

**Figure 1: Principles of Australia's Future Aged Care System**



## 4.2 Cultural Safety

*Culturally safe care can be defined as care provided in an environment that is safe for people: where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning, living and working together with dignity and truly listening.<sup>7</sup>*

To ensure assessment, planning and service delivery for residents is conducted in a culturally safe manner the following strategies are utilised:

- All staff receive training in the areas of cultural safety from an individual and organisational perspective.
- Cultural considerations that may apply to the resident are identified from the referral; the resident during the assessment and planning process; the resident's wellness profile as developed on entering the service; and from others involved in their care including family or other representatives.
- Explore through conversation other key areas that may be relevant to the resident's cultural background.

<sup>6</sup> Australian Government Aged Care Sector Committee Aged Care Sector Statement of Principles 2015

<sup>7</sup> Williams, Robyn Cultural safety: what does it mean for our work practice? Australian and New Zealand Journal of Public Health. 23(2): 213-214 2008. Cited in Aged Care Quality Standards Standard 4: Services and Supports for Daily Living June 2018 p 82

- Requirements to ensure cultural safety are implemented as appropriate during assessment, support planning and service delivery.
- Information is provided to staff.
- Service delivery is monitored to ensure cultural safety.

For further information on cultural safety, please refer to sub-section 4.7.1 Service commencement meeting in our Assessment and Planning Policy.

### 4.3 Spiritual Support

We are committed to providing spiritual support to residents through our understanding and adoption of the principles outlined in the National Guidelines for Spiritual Care in Aged Care.<sup>8</sup> We understand that spirituality is not just religion or pastoral care, but a philosophy that supports the delivery of care and support that provides:

- respect and acceptance;
- compassion and empathy;
- inclusion and diversity; and,
- dignity

We explore individual spiritual needs during the assessment and planning process, when developing their wellness profile and where we can support residents to access resources that promote spiritual comfort and development such as online engagement, attendance at church in the community or facility, or anything else that assists them to engage in activities of interest (please see Section 4.7 Assessment and Support Planning Process in our Assessment and Planning Policy for further information).

### 4.4 Emotional and Psychological Support

We believe that the emotional and psychological wellbeing of residents is facilitated through the provision of safe, effective and high quality support through:

- providing access to services that encourage residents to develop their confidence, make social connections and participate in their community (see Chapter 4 Programs and Services in our Services and Supports for Daily Living Policy);
- acknowledging residents as a partner in the service (see Section 4.3 Partnering with Residents in our Assessment and Planning Policy);
- recognising a person's spiritual needs and supporting them in their achievement (refer to Section 4.3 Spiritual Support above); and,
- recognising a person's emotional and psychological needs and supporting them in their achievement.

All involved in direct service provision participate in discussions at staff meetings on strategies to promote emotional, spiritual and psychological wellbeing. We believe emotional and psychological health includes the need for:

- Recognition

<sup>8</sup> Meaningful Ageing Australia National Guidelines for Spiritual Care in Aged Care 2016

- Self-esteem
- Connection
- Security
- Variety
- Growth
- Sexuality (if expressed by the resident).

Each resident's emotional and psychological needs are explored in the assessment and planning process. We also support residents to fulfil these needs through our interactions and connections, and through the provision of care and services. For example, recognition of a person's strengths can enhance self-esteem, make them feel valued and facilitate connection. The method in which services are delivered supports security, variety and with a focus on independence also supports growth.

## 4.5 Support for Carers

We recognise the crucial role that carers play in supporting residents to live in the community and in residential aged care. Accordingly, we have adopted the principles incorporated in the Statement for Australia's Carers under the Carer Recognition Act 2010, including the following:

- All carers have the same rights, choices and opportunities as other Australians, regardless of age, race, sex, disability, sexuality, religious or political beliefs, Aboriginal and/or Torres Strait Islander heritage, cultural or linguistic differences, socioeconomic status or locality.
- Children and young people who are carers have the same rights as all children and young people and are supported to reach their full potential.
- Carers are acknowledged as individuals with their own needs within and beyond the caring role.
- The relationship between carers and the persons for whom they care is recognised and respected.
- Carers are considered as partners in the provision of care, acknowledging their unique knowledge and experience.
- Carers are treated with dignity and respect.
- Carers are supported to achieve greater economic wellbeing and sustainability and, where appropriate, are provided with opportunities to participate in employment and education.
- Support for carers is timely, responsive, appropriate and accessible.<sup>9</sup>

## 4.6 Resident Rights and Responsibilities

Residents are the focus of how we deliver support and services, and it is important that their rights are acknowledged and promoted at every opportunity; and that they are aware of their responsibilities. Resident rights are implemented in the same ways in both our residential aged

<sup>9</sup> Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2019-2020 p 91

care facilities, as are the service delivery principles (see Section 4.1 Service Delivery Principles in this Policy).

Information on rights and responsibilities can be found in the Resident Handbook and the Resident Agreement. These documents are updated whenever advice is received from the Department of Health that the Charter has been revised, per Chapter 9 Regulatory Compliance in our Governance Policy. Residents and providers are encouraged to sign the Charter of Aged Care Rights to demonstrate they understand their rights. The original document is kept in the resident's file and a copy is offered to the resident and/or their authorised representative.

Residents/authorised representatives are encouraged (but not required) to sign as acknowledgement that they have received a copy of the Charter of Aged Care Rights. If a resident/authorised representative does not wish to sign as acknowledgement that they have received a copy of the Charter of Aged Care Rights we:

- set out the date on which the resident, or authorised person was given a copy of the Charter; and,
- include the full name of the resident or authorised person in the resident's file.

#### 4.6.1 Resident rights<sup>10</sup>

Residents have the right to:

1. Safe and high quality care and services.
2. Be treated with dignity and respect.
3. Have their identity, culture and diversity valued and supported.
4. Live without abuse and neglect.
5. Be informed about their care and services in a way they understand.
6. Access all information about themselves, including information about their rights, care and services.
7. Have control over and make choices about their care and services, personal and social life, including those choices that may carry a personal risk.
8. Have control over, and make decisions about, the personal aspects of their daily life, financial affairs and possessions.
9. Their independence.
10. Be listened to and understood.
11. Have a person of their choice, including an aged care advocate, support them or speak on their behalf.
12. Complain free from reprisal, and to have their complaints dealt with fairly and promptly.
13. Personal privacy and to have their personal information protected.
14. Exercise their rights without it adversely affecting the way they are treated.

<sup>10</sup> Australian Government Department of Health Charter of Aged Care Rights (Effective 1 July 2019)

#### 4.6.2 Resident responsibilities<sup>11</sup>

We value resident input and participation in determining the level of support and services planned for and have included the following responsibilities for residents partnering with us in care and services.

Residents are asked to:

1. Respect the rights of staff to work without exploitation, abuse, discrimination or harassment.
2. Respect the rights of other residents to receive care and support without exploitation, abuse, discrimination or harassment.
3. Accept responsibility for their actions and choices.
4. Participate in and express their needs, preferences and any concerns regarding the care and services they receive.

#### 4.6.3 Resident rights with respect to legislation

In addition to our responsibilities under the *Aged Care Act 1997* and other relevant legislation, we ensure the following under Australian Resident Law<sup>12</sup>:

- We provide clear, honest and complete information about our services including information displayed on the My Aged Care website.
- We provide time to residents to make their decisions and ask for help if they need to.
- We avoid pressuring residents and adopting commission-based business models which might lead to pressure selling.
- We make sure all the terms in our agreements are fair for all parties.
- We provide a clear and easy dispute resolution process.<sup>13</sup>

### 4.7 Residents with Special Needs

Special needs groups can encounter barriers that reduce the capacity of individuals and/or communities to access home care and residential aged care and receive care appropriate to their needs. All Council staff employed in residential aged care receive information and training, as appropriate, in understanding valuing and working with people from special needs groups. People with special needs are identified in Chapter 11 Definitions in this Policy.

Other people whose are recognised and addressed include:

- People with dementia.
- People with disability.
- People with mental health issues.

<sup>11</sup> Adapted from the Australian Government Charter of Rights and Responsibilities Home Care 2017. Note that resident responsibilities are no longer specified as part of the Charter of Rights. They are considered good practice.

<sup>12</sup> Australian Government Competition and Consumer Act 2010

<sup>13</sup> Taken from Department of Health advisory email: Home Care Providers – Know your Rights and Obligations 6 August 2018

#### 4.7.1 Strategies for meeting the needs of residents with special needs

We meet the needs of people with assessed special needs through a range of strategies including:

- Identifying the special needs groups in the community including: people from Aboriginal and/or Torres Strait Islander communities; people from culturally and linguistically diverse backgrounds; people who live in rural and remote areas; people who are financially or socially disadvantaged; veterans; people who are homeless or at risk of being homeless; people who identify as lesbian, gay, bisexual, transgender or intersex; people who are care leavers; and, parents separated from their children by forced adoption or removal.
- Training staff in understanding and respecting the special needs of residents.
- The provision of written information in key languages/spoken word (through My Aged Care) and the use of cue cards.
- The use of interpreter services.
- Ensuring family members are aware of key information and have a copy of written information if they request it.
- Regular review and explanation of key service information from the Resident Handbook, such as the assessment and review processes, services available, user rights, complaints and advocacy.
- Referral to agencies who specialise in assisting people that require additional support for example Vision Australia for people with a vision impairment.
- Arranging for relevant resources such as big number key telephones for people with impaired sight or telephones suitable for people with hearing impairment, where possible.
- Using specialist equipment where necessary.
- Adjusting staff skill, numbers and staff times to best meet resident needs.

To effectively understand and meet the needs of residents with special assessed needs, we explore in partnership with the resident and/or their authorised representative the above points throughout the assessment, care and service planning and review process. The resident and/or authorised representative/s will be given the opportunity to retain a copy of their care and services plan and are able to request it at any given time. To request a copy of the care and services plan, other than at the time of providing their approval, residents and/or the authorised representative/s need to give the facility three days' notice.

In addition to the above we are committed to trialling the strategies for achieving outcomes for residents as described in the Aged Care Diversity Framework<sup>14</sup>.

#### 4.7.2 Aboriginal and/or Torres Strait Islander/s

We endeavour to provide Aboriginal and/or Torres Strait Islander residents with culturally appropriate services, and where possible. We work closely with local external agencies and the local hospital to ensure that services are culturally appropriate and that residents are supported whilst accessing and receiving support. We are committed to ensuring that all information

<sup>14</sup> Australian Government Department of Health Aged Care Sector Committee Diversity Sub-group Aged Care Diversity Framework December 2017 pp 9-10



regarding care and services is clearly explained and understood by the resident and/or authorised representative/s.

#### **4.7.3 Residents who do not speak English**

If a person does not speak English the Translating and Interpreting Service (TIS), or any other service preferred by the resident and/or authorised representative/s, is used. If the person has a family member with them, they may be requested to be the interpreter, as long as this is acceptable to the resident; however, external translation services are always offered. Staff may also be used (as a last resort) if available and agreed by the resident and/or authorised representative/s.

The Department of Health provide information in a range of formats and languages and translate key documents as they are released. In supporting each resident, we have regard for individual diversity, taking into account interests, customs, beliefs and backgrounds. We use the Aged Care Diversity Framework to inform staff training and cultural safety of people from different backgrounds (see Section 4.2 Cultural Safety in this Policy).

#### **4.7.4 Residents who do not read or write**

In cases where the resident does not read or write, we make sure that information contained in the Resident Handbook, as well as process requirements related to assessment, reviews, care and service plans and all other services are clearly explained and understood by the resident and/or authorised representative/s.

#### **4.7.5 Residents who are blind or vision impaired<sup>15</sup>**

Residents who are blind or vision impaired as part of our care and service planning are asked how we can best to meet their needs. When necessary we work with specialist agencies such as Vision Australia to develop strategies, purchase or hire equipment and aids to assist in delivering care and services.

Strategies we employ to support people with vision impairment include:

- The provision of information in large text.
- The provision of information verbally.
- Recorded information.
- Large signage in bold contrasting colours.
- Big print books.
- Aids and equipment individualised in consultation with the resident.

#### **4.7.6 Residents with a hearing impairment**

Residents with a known hearing impairment, whether degenerative or congenital are asked as part of our care and service planning how we can best meet their needs. They are also linked into appropriate services to assist them to live as independent a life as possible.

Strategies we employ to assist residents with hearing impairment include:

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<sup>15</sup> Department of Health Information for Aged Care Providers Newsletter Issue 12 August 2018

- Support in accessing hearing services if required.
- Changing of batteries as required in hearing aids.
- Provision of information in writing.
- Enable as requested subtitles on Smart TV's.

#### **4.7.7 Residents who identify as Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI)**

The Australian Government is committed to ensuring services provided to older gay, lesbian, bisexual, transgender and intersex (GLBTI) people is provided with appropriate support in an environment free from discrimination, oppression and abuse.

We follow the principles outlined in the GRAI (GLBTI Rights in Ageing Inc.) Best Practice Guidelines (2015) by providing:

- An inclusive and safe environment. We do this by:
  - Considering sexual orientation and gender identity during assessment and ongoing.
  - Providing information to residents and staff that outline our GLBTI inclusive environment.
- Open communication. We do this by:
  - Avoiding assumptions of sexual orientation and gender.
  - Encouraging open ended, non-gender specific, non-discriminatory questions and language.
  - Including identified significant others in care and service planning as expressed by residents.
  - Speaking openly about GLBTI issues where appropriate.
- GLBTI-sensitive practices. We do this by:
  - Including sexual orientation and/or gender (male, female, other) in assessment documentation and seeking permission to record this.
  - Providing resources from LGBTI organisations and support groups.
- Staff education and training. We do this by:
  - Providing staff with the GRAI Best Practice Principles and other resources as applicable to the LGBTI community.
  - We have LGBTI-inclusive organisational policies and procedures.

#### **4.7.8 Ensuring the safety of residents with special needs**

Strategies we employ to ensure the safety of residents with special needs include:

- Providing a safe and comfortable environment consistent with residents' assessed needs and staff/volunteer safety.
- Making sure staff or volunteers are available who can effectively communicate with residents with language or other communication issues.

- Providing special equipment or facilities as required to meet individuals' needs.
- The identification and monitoring of risks to vulnerable residents such as bush fire risks and risks associated with heat and cold (see Section 3.6 Monitoring Health and Wellbeing in Natural Disasters in our Personal Care and Clinical Care Policy).

## 5 RESIDENT CHOICE AND INDEPENDENCE

### 5.1 Support for Residents

Residents are supported to exercise choice and independence and to live the best life they can, through:

- Providing them and/or authorised representative/s with written information on their rights (see Resident Handbook).
- Reinforcing the information verbally on commencement with us and at reviews (see sub-section 4.7.1 Service commencement meeting in our Assessment and Planning Policy, and our Service Commencement Procedure).
- Including items and practices that support choice and independence during the admission process.
- Resident partnership in assessment and care and service planning (please refer to our Assessment and Planning Policy).
- Resident and/or authorised representative endorsing the care and services plan.
- Obtaining consent from the resident and/or authorised representative for receiving and releasing their relevant personal and clinical information when required.
- Clear channels of communications between residents and/or authorised representatives and our service (see Section 5.5 Resident Communication in this Policy).
- Staff training in supporting residents through different needs.

### 5.2 Resident Preferences

Resident assessments and care and service planning is conducted when there is a change in care needs, or periodically in accordance with the care and service plan calendar and has a focus on:

- fostering resident choice and independence;
- identifying the individual's strengths and abilities;
- maintaining independence as required by the resident;
- promoting mobility and dexterity in activities of daily living; and,
- maintaining social networks including family and community links.

Plans are developed using a wellness approach and focus on strategies to promote and foster independence. Detailed care and service plans are developed that ensure the strengths of residents are recognised and built on and not undermined through the delivery of support in areas where the resident can manage. Care and service planning may include sourcing services and supports, equipment and aids or fostering community connections.

The required support needed by each resident is maintained and available to ensure the resident understands:

- the supports provided;
- areas where a service/support is not provided;
- their role in the support process and in ensuring their independence; and,
- to ensure all support workers deliver consistent support in accordance with the needs and preferences of each resident.

In the assessment, and care and service planning process, residents are encouraged to express their preferences in how services are delivered. We endeavour to meet their preferences as much as possible subject to organisational and staffing constraints and the requirements of the funding guidelines. Resident preferences are explored with residents and noted in their care and services plan. All care and services are delivered per the care and service plan. Areas where a resident's preferences can be specifically met include:

- care and services to be provided;
- preferred quantities of service;
- preferred days and times for services;
- cultural and gender preferences where possible (refer back to Section 4.7 Residents with Special Needs);
- spiritual preferences (refer back to Section 4.3 Spiritual Support);
- dietary preferences;
- environmental preferences in residential care environments e.g. room settings;
- care outcome preferences (with consideration to the provision of appropriate advice from a health professional, and information regarding risks and support of residents to exercise the dignity of risk);
- individual preferences in how services are provided – e.g. personal care, or choice of activities that suit the resident's needs and preferences;
- connections with other people – support to maintain connections or establish new connections (see Section 5.4 Inclusion in the Community in this Policy); and,
- involvement of other people in the resident's care (see Chapter 4 Assessment Planning Process in our Assessment and Planning Policy).

## 5.3 Fostering Choice and Independence

### 5.3.1 Wellness and reablement

A wellness approach to service delivery is embedded in our practices from assessment through to care and service planning and service delivery<sup>16</sup>. Assessment and planning applies to the principles identified in the wellness and reablement framework<sup>17</sup>. These include:

- Interpreting the care and service plan with a wellness approach in mind and consulting with the resident.
- Working with individuals and their carers as they seek to maximise their independence and autonomy.
- Building on the strengths, capacity and wishes of individuals, and encouraging actions that promote self-sufficiency.
- Embedding a cultural shift from 'doing for' to 'doing with' across service delivery.
- Being alert to changing circumstances and goals of the resident.
- Actively working towards embedding a wellness approach in our service delivery practices through developing an implementation plan outlining our approach to embedding wellness in service delivery<sup>18</sup>.
- Reviewing the resident's assessment and care and service plan to ensure that service provision is targeted towards assisting residents to achieve their desired goals.
- Offering choice to residents, where practicable, on their service delivery preferences.
- Accepting referrals to deliver short-term services as well as ongoing services where possible.

The importance of this approach, and what it means for the resident is discussed with the resident at the service commencement visit.

### 5.3.2 Resident choice and independence

Residents are afforded choice and opportunities for independence in all aspects of the care and services they receive. Central to achieving this is resident consultation and partnership at all times and specifically during assessment, review, care and service planning and care delivery. We build on the strengths, capacity and wishes of individuals, and encourage actions that promote self-sufficiency to embed a culture of 'doing with' rather than 'doing for' to support and promote independence.

<sup>16</sup> Australian Government Department of Health [Maximising Independence – Wellness And Reablement Approaches](#) (Pertaining to CHSP) June 2018

<sup>17</sup> Australian Government Department of Social Services Living Well at Home: CHSP Good Practice Guide Commonwealth Home Support Programme July 2015

<sup>18</sup> Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2018-2020 p 27

### 5.3.3 Resident choice and risk

Please see Section 11.7 Resident Choice and Risk in our Governance Policy.

## 5.4 Inclusion in the Community

### 5.4.1 Resident participation in the community

We recognise that an important strategy in maintaining and developing independence is for residents to maintain their links in the community. This is explored with residents at service commencement as part of the assessment and planning process, and documented through our comprehensive wellness assessment (see Chapter 4 Assessment and Planning Process in our Assessment and Planning Policy).

Residents are encouraged to access support and maintain community links with family, friends, community groups and resources, as appropriate to their circumstances and needs. We assist residents in identifying resources and accessing them as required.

### 5.4.2 Strategies to support community participation

Resident participation in their community is achieved through our wellness program/s. Additionally, we will assist the resident where possible to attend community events. To further foster participation we:

- identify a resident's interests, as well as their physical, social, emotional, psychological and cultural needs, and update this information on an ongoing basis in progress notes and/or on their care and services plan;
- involve residents in identifying preferred activities and encourage new or existing connection/s;
- provide support and services within the parameters of the program/s that promote participation in the community;
- develops program/s that bring people together in a stimulating and interesting environment, both inside and outside of the facility, where they can freely choose from a variety of activities that meet needs and preferences;
- involve residents in providing feedback on activities on an ongoing basis through seeking feedback after various activities and events;
- ensure staff are aware of resident individuality and their right to participate in things that are of interest to them and of their right to not participate;
- ensure staff are attentive to the resident's level of independence and promote independence in activities and relationships;
- provide staff with flexibility, balanced against operational needs, where it facilitates participation in the community;
- promote the development of relationships between residents that may be maintained outside of our services in preference to staff/resident relationships;
- provide information and assistance, within program boundaries, to connect residents to other community events and resources which meet their needs,

interests and preferences (see sub-section 5.4.3 Referrals to other agencies in this Policy); and,

- work with the resident and/or authorised representative/s to identify and clarify roles related to care and services (see Section 4.3 Partnering with Residents in our Assessment and Planning Policy).

#### 5.4.3 Referrals to other agencies

Please see Chapter 5 Resident Reviews and Reassessment in our Assessment and Planning Policy.

#### 5.4.4 Community involvement

Community involvement is important in promoting awareness and referrals to our residential aged care facilities; identifying resources relevant to our residents; and establishing relationships to facilitate referrals and links to the community. Staff network and liaise with other stakeholders including My Aged Care, the Aged Care Assessment Team (ACAT) and Regional Assessment Service (RAS), other community care providers, referrers, hospitals, residential and transition care providers, allied health professionals, medical practitioners, and others, as relevant.

We participate in the following community activities:

- regional network meetings;
- program forums; and,
- forums and workshops with peak bodies ACSA and LASA where we can contribute to policy positions.

The Manager Support and Operations (Facility Manager) regularly visit (at least twice a year) key service providers to:

- promote the service;
- exchange information;
- discuss any issues; and,
- explore areas for improvement in resident coordination and the delivery of services.

#### 5.4.5 Community resources

We maintain information on community resources to ensure:

- appropriate agencies/providers in the community are identified;
- agencies are provided with information about us; and,
- staff have access to information on available resources to facilitate effective referrals and resident links to the community.

Resources are updated and replenished as frequently as required under direction of the Manager Support and Operations (Facility Manager).



## 5.5 Resident Communication

To ensure residents feel comfortable about communicating their decisions, preferences, feedback and any other information the following processes are in place:

- Residents are encouraged by all staff and management to voice their decisions and any other concerns or feedback, either directly to staff or in writing if preferred, through our comments and complaints process.
- We adopt an open disclosure policy and processes to ensure open and timely communication with residents.
- All staff are required to attend training in encouraging and supporting residents to communicate their decisions.
- Information conveyed verbally is documented and forwarded to Management.
- On service commencement, at reviews and whenever appropriate, residents are provided with written information and verbal explanations on their rights, including their right to exercise choice and independence, the feedback and complaints processes and advocacy processes (see Resident Handbook, 1.5.3 Resident Agreements).
- Assessment and care and service planning processes emphasise resident input and the forms used include sections to record resident preferences and choices (please refer to our Assessment and Planning Policy for further information).
- Residents are provided with comments and complaints forms and are encouraged to use them to communicate any concerns or positive feedback (please see Section 10.5 Continuous Improvement Forms in our Governance Policy).
- Residents are provided with a monthly newsletter letting them know of any news including changes that affect them, improvements that have been made, and future plans.
- For residents in special assessed needs groups, we facilitate their communication with us through a range of strategies relevant to their needs and encourage them and their representatives to communicate their decisions, preferences and feedback (please refer back to Section 4.7 Residents with Special Needs).

## 6 INFORMATION FOR RESIDENTS

### 6.1 General

Information is provided to residents verbally as required and in written form. We include a copy of our Resident Handbook in our admission pack and can provide information resources (such as information on My Aged Care) translated into other languages or spoken word for those residents who require it. This section describes the information resources provided to residents.

### 6.2 Resident Handbook

Our Resident Handbook is provided at the commencement of services and ensures that key information is available to all residents and/or their representatives in an easy to understand format (see Chapter 4 Assessment and Planning Process in our Assessment and Planning Policy).

### 6.2.1 Changing the Resident Handbook

The Resident Handbook is maintained by the Manager Support and Operations (Facility Manager). When information changes we:

- Update the Resident Handbook.
- Confirm changes and decide if it is necessary to advise existing residents of the changes and how to do so. Options include providing a copy of the updated Handbook, verbal advice, the newsletter or a letter advising of changes.
- Advise staff of the changes through training, meetings and handover processes.

### 6.2.2 Content of the Resident Handbook

The Resident Handbook includes the following information:

- Overview of our residential aged care facilities.
- Contacting the facility.
- Available support, how to access this and the intake process.
- The resident's right to be treated with dignity and respect and to be fully involved in making choices about the care and services they will receive.
- Assessment including promoting independence.
- Care and service planning.
- Keeping healthy and well.
- Reviews.
- Changes to support.
- Fee overview (i.e. policy, schedule of fees, fee reductions and options for paying. This is also provided with the Resident Agreement).
- Privacy of information including rights and requirements of the Privacy Act.
- Making a complaint or providing feedback.
- Right to an advocate.
- Rights and responsibilities of residents.
- Resident rights under resident law.
- The residential environment and living communally.

## 6.3 Resident Agreements

A resident agreement is offered to both permanent and respite care residents that includes the accommodation agreement and the following:

- The name of the facility.
- The care and services that will be provided.
- The policies and practices used to set resident fees.

- The daily fee the resident will be asked to pay (this may include an amount if known).
- Resident rights and responsibilities in the aged care home.
- Our responsibilities to the resident.
- How we will deal with any complaints the resident, and/or authorised representative, family or friends may make.
- Any circumstances where the resident might be asked to leave and how we will help the resident find somewhere else to live.
- Any other matters agreed between the resident and Manager Support and Operations (Facility Manager).

We will enter an accommodation agreement with the resident within 28 days of the resident entering care permanently. The accommodation agreement includes:

- The accommodation price that the resident has agreed to pay.
- Details on the available payment options the resident can choose from, to pay the accommodation price.
- Other conditions of the accommodation payment and, if applicable, the refund amount of the lump sum balance if the resident leaves or dies.
- The specific accommodation for the resident.
- Any services that the accommodation payment entitles the resident to receive.
- Conditions for moving rooms.

### 6.3.1 Signing the resident agreement

There is no time limit or need for the resident to sign the resident agreement or the accommodation agreement. However, it is in the resident's best interest to agree to the arrangements that cover their rights and responsibilities as soon as they can.

If the resident understands the agreement but physically can't sign it, the resident can ask someone with the legal authority to sign on the resident's behalf. This could be someone who holds power of attorney for the resident.

If the resident chooses not to sign the agreement, we still need to talk to the resident about how we can best support them. This is a verbal agreement of the type of care and services the resident will receive and what fees and accommodation costs will apply.

For the resident agreement, it is important we record:

- The reason/s the resident has not signed the agreement.
- The basis of the care the resident is receiving.
- The resident has 28 days after moving into the facility to decide how they want to pay for the accommodation costs and enter into an accommodation agreement.

The resident must pay for accommodation by the rental-style payment method until they decide their preferred payment method. These payments must be done via direct debit. If the resident does not enter into an agreement within this time frame, the resident still needs to pay for the

accommodation by the rental-style payment method.<sup>19</sup> Residents are supported to access appropriate and independent legal advice before entering into an agreement and are referred to Advocacy Services if required.

## 6.4 Service Commencement

Prior to receiving services all residents have a preliminary service admission meeting with the Clinical Support Lead and/or Manager Support and Operations (Facility Manager). At this meeting residents are provided with the Resident Handbook and an agreement, both of which are also verbally explained to them. Residents are encouraged to ask questions about the care and services they will be receiving (please refer to Chapter 4 Assessment and Planning Process in our Assessment and Planning Policy).

## 7 PRIVACY AND CONFIDENTIALITY

### 7.1 Principles for the Collection of Resident Information

We are committed to the principles outlined in the Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012<sup>20</sup> and have in place procedures that ensure compliance with the legislation, including the protection of sensitive information. The Resident Handbook outlines our approach to maintaining privacy and confidentiality of resident information.

All staff must complete annual training on privacy and confidentiality, in addition, Volunteers and new staff will carry out education on privacy and confidentiality on induction this will be provided by the Coordinator Support and Operation or whom they designate.

The key guidelines for respecting resident privacy and confidentiality ensures:

- Residents are provided with information on our privacy policy in the Resident Handbook and that the privacy statement is read to residents during the consent collection process.
- Resident files and other information are securely stored.
- We take steps to correct information where appropriate and regularly review resident information to ensure it is accurate and up to date.
- We only collect information about residents that is relevant to the provision of support and we explain to residents why we collect the information and what we use it for.
- Residents can ask to see the information that we keep about them and are supported to access this information (see Section 7.3 Resident's Right to Access Information).
- Residents are supported by us should they have a complaint or dispute regarding our privacy policy or the management of their personal information.

<sup>19</sup> My Aged Care Accessed March 2019

<sup>20</sup> Australian Government Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012

- All information relating to residents is confidential and is not disclosed to any other person or organisation without the resident's consent.
- We only share information when it is necessary to ensure appropriate support is delivered and only with the resident's consent beforehand.
- The provision of information to people outside the service is authorised subsequent to obtaining consent from the resident.
- We do not discuss residents or their support with people who are not directly involved in supporting them.
- Reviews are always conducted in private with the resident and the relevant team member unless the resident consents to their carer, advocate or another person being present.
- During resident assessments and reviews the relevant team member asks the resident about any particular privacy requirements they have, such as their preference for a male or female carer. These are noted on their assessment form and on their care and service plan.
- Any discussions between staff about residents are held in a private space.
- Any references to individual residents in meeting minutes refer to the resident by initials only or another unique identifier, such as their resident number.
- We confidentially destroy any personal information held about our residents when it is no longer necessary to provide support (see Section 12.6 Archiving in our Governance Policy).

Please also see Section 4.7 Assessment and Support Planning Process and Chapter 7 Resident Documentation and Information Sharing in our Assessment Planning Policy.

## 7.2 Confidentiality of Complaints and Disputes

As far as is practicable, the fact that a resident has lodged a complaint and the details of that complaint are kept confidential amongst staff directly concerned with its resolution. Similarly, information on disputes between a resident and a staff member, or a resident and a carer, is kept confidential. The resident's permission is obtained prior to any information being given to other parties whom it may be desirable to involve in the resolution of the complaint or dispute.

## 7.3 Residents' Rights to Access Information

Residents have a right to read any personal information kept about them. A request from a resident (or their advocate) to access information is referred to the Manager Support and Operations (Facility Manager), who will then arrange for the resident to view their information within 30 days of the request.

Information is provided in a format accessible by the resident. The resident can nominate a representative to access their records held by us. We are available to assist the resident in understanding the information and to explain terminology or other assistance as required. On advice from our legal representative, access to a resident's record may be denied. This is discussed with the resident/advocate should this situation arise.

## 8 SECURITY OF TENURE AND CHANGE TO SERVICES

### 8.1 Commitment to Security of Tenure

We believe all residents have a right to security of tenure of the services and care they receive, and they can expect to continue to receive the services and care unless their needs change significantly and we are no longer able to meet them; we cease to deliver services; or, if delivering services puts our staff at risk.

Once a resident agrees to a Resident Agreement, we must provide the resident with a safe and secure environment and the agreed levels of care for as long as the resident needs it ("security of tenure"). In providing security of tenure we cannot ask the resident to leave at any time unless:

- we are closing;
- we can no longer provide the accommodation and care suitable for the resident;
- the resident no longer needs the care we provide;
- the resident hasn't paid an agreed fee within 42 days after the due date for reasons within the resident's control;
- the resident intentionally causes serious damage to the facility or serious injury to an employee or another resident; or,
- The resident is away for more than 7 days in a row other than for a permitted reason, such as being on leave.

If the resident is asked to leave for one of the reasons above, we must give 14 days' notice in writing. Most importantly, we cannot ask a resident to leave until affordable, alternative accommodation that better meets their needs is found for the resident.

If the resident has any concerns about being asked to leave, the Manager Support and Operations (Facility Manager) will be available to discuss specific issues with all involved. In addition, we do not ask residents to change rooms or environment unless they agree to the change.

The agreement identifies how we will continue to support the resident as needs change. This is known as 'ageing in place'.<sup>21</sup> The resident agreement includes detailed information about security of tenure.

#### 8.1.1 Process for termination, withdrawal or change of services

If support to a resident is terminated, withdrawn or changed the following process applies:

- Obtain approval from Council's Executive Leadership Team (ELT).
- Give the resident as much notice as possible with a minimum of one (1) month.
- Explain face to face to the resident, and/or authorised representative/s if appropriate, why the services are being ceased or changed and any arrangements required for the resident.
- Provide written notice if appropriate including advice that they can appeal the decision to terminate, withdraw or change their services.

<sup>21</sup> My Aged Care Accessed March 2019

- Advise My Aged Care.
- Record all relevant information in the resident record.

## 8.2 Service Continuity<sup>22</sup>

At all times we strive to comply with program guidelines and the Aged Care Funding Agreement provisions that relate to ensuring continuity of service in the event of an adverse event. As part of our risk management processes, SMRC commits to provide a comprehensive business continuity plan that makes provision for the service continuity.

## 9 LEAVE PROVISIONS

### 9.1 Maintaining Community Links

We recognise the importance of residents maintaining their links with the community and ensure all residents are aware of, encouraged and supported to take advantage of the leave provisions applying to their agreement. Residents are entitled to take leave, and their place is secure whilst they are on leave. Pre-entry leave is also available to people entering residential aged care to allow them time to prepare for their entry.

#### 9.1.1 Pre-entry leave

People who are entering residential aged care, or who are already in care and are moving to a new facility, can utilise seven days of pre-entry leave to secure their place in their new facility whilst they prepare for the move. The only fee that can be charged during pre-entry leave is the basic daily fee. No subsidy is payable to the aged care provider for pre-entry leave.

Pre-entry leave is only available if the room is ready for the resident to occupy.

#### 9.1.2 Social leave

Residents are entitled to 52 days social leave in a financial year. During social leave the government continues to pay the applicable level of subsidy on behalf of the resident and the resident's obligation to pay fees and accommodation costs to the home continues.

To count as social leave, the absence from the home must include an overnight stay. This means it is possible for residents to spend every weekend in the year with their family.

A resident can use more than 52 days social leave in a year without losing their place at the home. However, as the Government does not pay a subsidy to the home for absences beyond 52 days, we may charge the resident an additional amount equivalent to the care subsidy for any additional leave days.

Aged care legislation does not compel us to charge residents a set amount in fees. However, it does set the maximum amount we can charge. Therefore, a resident may negotiate with us for a reduction in fees during periods of excess social leave from the home.

Leave provisions may be waived in the instance of a pandemic such as COVID-19 under the direction of the Minister for Health.

<sup>22</sup> Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2018-2020 p 94



### 9.1.3 Hospital leave

Residents are entitled to unlimited days of hospital leave. However, if a resident is on hospital leave for a continuous period of 30 days or more, the care subsidy that the government pays to the provider is reduced by 50 per cent from day 29. We are not able to recoup the lost subsidy from the resident.

During hospital leave we can continue to charge the resident the usual amount of daily fees and accommodation costs. If the hospital leave is for a continuous period of 30 days or more, the government subsidy paid to us reduces. The resident is not responsible for the difference in the amount the aged care home receives. The resident's income tested fee or means-tested care fee may also be reduced as a result.

### 9.1.4 Transition care leave

Existing residents are able to access transition care if they are assessed as eligible. The government has created a category of leave to enable this to occur. The government subsidy continues to be paid to the original aged care provider during periods of leave for transition care.

Residents who enter transition care may continue to be charged fees whilst in receipt of transition care services. This may impact on their capacity to pay fees for transition care and needs to be discussed with the transition care provider.

For residential aged care residents, after 28 consecutive days of either hospital leave or leave for transition care (which must be preceded by hospital leave), the subsidy to us is reduced by 50 per cent (from day 29 onwards).<sup>23</sup>

## 10 REFERENCES

- Australian Government Aged Care Sector Committee [Aged Care Sector Statement of Principles 2015](#)
- Australian Government Department of Health [Charter of Aged Care Rights](#) (Effective 1 July 2019)
- Australian Government [Competition and Consumer Act 2010](#)
- Australian Government Aged Care Quality and Safety Commission [Guidance and Resources for Providers to Support the Aged Care Quality Standards](#) September 2019
- Australian Government [Commonwealth DSS Comprehensive Grant Agreement](#) 2014 Clause 28 Subcontractors
- Australian Government Department of Health Aged Care Sector Committee Diversity Sub-Group [Aged Care Diversity Framework](#) December 2017
- Australian Government Department of Health [Information for Aged Care Providers Newsletter Issue 12 August 2018](#)
- Australian Government Office of the Australian Information Commissioner [Protecting Customers Personal Information](#) Accessed 8 August 2019

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<sup>23</sup> My Aged Care accessed March 2019

- Australian Government *Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012*
- Meaningful Ageing Australia *National Guidelines for Spiritual Care in Aged Care* 2016
- Williams, Robyn *Cultural safety: what does it mean for our work practice?* Australian and New Zealand Journal of Public Health. 23(2): 213-214 2008 Cited in Aged Care Quality Standards Standard 4: Services and Supports for Daily Living June 2018 p 82

## 11 DEFINITIONS<sup>24</sup>

Term	Meaning
Carer	A person who provides personal care, support and help to a consumer. This doesn't include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the <i>Carer Recognition Act 2010</i> .
Consumer/Resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Consumer-centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between consumers and health care providers.
Cultural safety	Culturally safe care and services are those that are planned and delivered in a way that is spiritually, socially, emotionally and physically safe for residents. It's also how a person's identity is respected so that who they are and what they need, isn't questioned or denied.
Dignity of risk	Dignity of risk is the concept that all adults have right to make decisions that affect their lives and to have those decisions respected, even if there is some risk to themselves. Dignity of risk means respecting this right. Care and services need to strike a balance between respect for the individual's autonomy and the protection of their other rights (such as safety, shelter), unless it is unlawful or unreasonably impinges on the rights of others.
Diversity	Diversity refers to residents' varied needs, characteristics and life experiences. Residents may have specific social, cultural, linguistic, religious, spiritual, psychological, medical, and care needs. The term also refers to peoples' diverse gender and sexuality identities, experiences and relationships, including lesbian, gay, bisexual, transgender or intersex (LGBTI).
Respectful	Being respectful includes understanding a person's culture, acknowledging differences, and being actively aware of these differences. It is about understanding that each resident is unique and has a right to be treated in an inclusive and respectful way.
Special needs groups	People with special needs, defined at section 11-3 of the <i>Aged Care Act 1997</i> , are listed below: <ul style="list-style-type: none"> <li>• People from Aboriginal and/or Torres Strait Islander communities</li> <li>• People from culturally and linguistically diverse backgrounds (CALD)</li> <li>• People who live in rural or remote areas</li> <li>• People who are financially or socially disadvantaged</li> <li>• Veterans</li> </ul>

<sup>24</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019

Term	Meaning
	<ul style="list-style-type: none"><li>• People who are homeless or at risk of becoming homeless</li><li>• Care leavers</li><li>• Parents separated from their children by forced adoption or removal</li><li>• Lesbian, gay, bisexual, transgender and intersex people (LGBTI)</li></ul>
Resident Support Assistant	All staff involved in delivering services and care to residents.
Support Worker	Staff that work on in the community to provide care and services based on an outreach model to people in their homes.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

Policy	Issue Date: June 2020	Revision Date:	Page 31 of 31
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# Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Assessment and Planning</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	273.2020
<b>Policy Owner</b>	Community Services	<b>Review Date</b>	Date June 2020
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li>• Aged Care Sector Statement of Principles 2015</li> <li>• Charter of Aged Care Rights (Effective 1 July 2019)</li> <li>• Competition and Consumer Act 2010</li> <li>• Guidance and Resources for Providers to Support the Aged Care Quality Standards</li> <li>• Commonwealth DSS Comprehensive Grant Agreement 2014 Clause 28 Subcontractors</li> <li>• Aged Care Diversity Framework December 2017</li> <li>• Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012</li> <li>• National Guidelines for Spiritual Care in Aged Care 2016</li> <li>• Aged Care Act 1997</li> </ul>		
<b>Aim</b>	The aim of this policy is to provide staff with a framework to support assessment and planning.		

### Record of Revisions: Assessment and Planning

Date	Section/s Revised and Notes	Authorisation

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 2 – Ongoing Assessment and Planning with Consumers. The terms “consumer” and “resident” are interchangeable.

## 2 ASSESSMENT AND PLANNING GUIDE

### 2.1 Consumer Outcome<sup>1</sup>

*“I am a partner in ongoing assessment and planning that helps me get the care and services I need for my health and wellbeing.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council’s (Council) residential aged care facilities:

- Always undertakes initial and ongoing assessment and planning for care and services in partnership with the resident, or in the case where the resident is unable to participate, in partnership with the resident’s representative.
- Ensures assessment and planning has a focus on optimising health and wellbeing in accordance with the needs, goals and preferences of the resident.
- Ensures infection prevention and control strategies are in place in the planning and delivery of care and services.

### 2.3 Our Policy<sup>3</sup>

- Assessment and planning, including consideration of risks to the resident’s wellbeing, informs the delivery of safe and effective care and services.
- Assessment and planning identifies and addresses the resident’s current needs, goals and preferences, including advance care planning and end of life planning if the resident wishes.
- The assessment and planning process:
  - is based on an ongoing partnership with the resident and others that wish to be involved in the assessment, planning and review of care and services;
  - includes other providers, organisations and individuals involved in the care of the resident; and,
  - considers the infection prevention and control strategies necessary to ensure the safety and wellbeing of residents and staff.

<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.23. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Ibid., p.23. Note that Ibid means ‘in the same source last referenced in the footnote above.’

- The outcomes of assessment and planning are effectively communicated to the resident and documented in a care and services plan that is readily available to the resident and care team.
- Care and services are reviewed regularly for effectiveness, and when circumstances change or when incidents impact on the needs, goals or preferences of the resident.

## 2.4 Responsibilities

### 2.4.1 Management

Management ensures processes and practices achieve an ongoing partnership with residents in the assessment, planning, review and safe delivery of care and services. This is underpinned by the employment of staff both qualified and experienced in assessment and support planning.

### 2.4.2 Staff

Staff follow policies and procedures, participate in development opportunities, work to establish partnerships and deliver safe care and services that address residents' current needs, goals and preferences.

### 2.4.3 Residents

Residents and/or their representatives support a partnership approach and provide input regarding their needs and preferences for care and services.

## 2.5 Monitoring Assessment and Planning

Assessment, planning processes and systems are regularly audited as part of our commitment to quality assurance. Staff, residents and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made .

## RECEIVING RESIDENT REFERRALS

## 2.6 My Aged Care<sup>4</sup> Referrals

Entry and assessment to Councils residential aged care facilities is carried out through My Aged Care. People who contact the facility direct are referred to and assisted to contact My Aged Care who undertake screening and assessment via the My Aged Care Contact Centre using the referral form available on the My Aged Care website ([www.myagedcare.gov.au](http://www.myagedcare.gov.au)).

Assessments for residential aged care are conducted by the Aged Care Assessment Team (ACAT) who utilise the National Screening and Assessment Form (NSAF) to capture the needs of each individual. Once the resident has been accepted for residential aged care (respite or permanent) they receive an approval letter and are then able to commence the process of applying to move to a facility or access respite services.

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<sup>4</sup> Most of the information around assessments and referrals for home care is taken from: Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2018-2020 pp 79-85 and Australian Government Department of Health Home Care Packages Program Operational Manual December 2015

Referrals are not made directly from My Aged Care to the facility; however residents can access advocacy services to assist them in choosing an aged care provider.

## 2.7 Receiving Resident Referrals Process

### 2.7.1 Commencing Residential Aged Care

For residents wishing to access residential aged care (respite or permanent) the following pathway applies:

- Calculate the costs including completion of an income and assets assessment that is accessed through Services Australia (except for eligible Department of Veterans' Affairs (DVA) residents whose assessment is completed by DVA).
- Select a suitable residential aged care facility (**please note:** we provide information about our care and services to prospective residents as requested and maintain a waitlist of prospective residents).
- Apply to one of our residential aged care facilities: Yallambee Lodge in Cooma, or Snowy River Hostel in Berridale, and accept an offer if made.
- Enter into an agreement with either facility to access care.
- Participate in the management of care and services.

## 3 ASSESSMENT AND PLANNING PROCESS

### 3.1 Overview

Our assessment and planning processes are person centred, recognising each individual's strengths, abilities and aims to empower the person to identify their own identity and support goals.

To ensure our care and services are effective and reflective of the needs, goals and preferences of all our residents, we:

- establish and maintain an ongoing partnership with residents;
- source and use information available from My Aged Care;
- foster and encourage choice and independence;
- conduct a service commencement process that focuses on the resident with consideration to infection prevention, control and strategies to promote health and wellbeing;
- develop comprehensive assessments and support plans that include advanced care planning and end of life planning; and,
- conduct regular reviews of resident's needs and refer residents to relevant health professionals and other agencies as required.

### 3.2 Principles of Assessment and Support Planning

Assessment and support planning processes are underpinned by the following principles:

- Referral information is used to understand the resident's needs and validated with the resident and/or their representative/s to reduce assessment burden.
- Residents are consulted regarding their expressed goals and preferences of care and each resident's individual personal and health circumstances are given consideration; respite residents are afforded the same level of care and support as permanent residents in residential care.
- Care and support are provided with consideration to the resident's personal and clinical care needs, and based on appropriate clinical assessments where necessary (conducted by the Registered Nurse/Health Professional).
- A risk assessment is conducted as necessary, and when it is identified that there is a situation that carries a significant risk that requires support planning.
- A resident's needs and goals are reviewed regularly in consultation with the resident and/or their representative, and whenever these needs and goals change, to ensure effectiveness of the care and support provided.
- Residents are referred to appropriate health professionals (or other supports) to ensure appropriate care and support strategies are provided particularly when deterioration is identified, or the care required is not within the scope of practice of care providers.
- Key processes that contribute to the provision of safe quality care include care review and evaluation, identifying deterioration and the associated escalation of care, case conferences, clinical reviews and handover processes.

### 3.3 Partnering with Residents

Residents and other people they wish to involve in their care, are engaged as partners in all aspects of the care and services residents receive from SMRC RAC, including assessment, support planning and service delivery. The partnership is based on ongoing consultation with the resident that includes the following principles:

- Effective communication and partnership with residents during intake, assessment, care, support, escalation, monitoring, review and referral processes as part of our service delivery processes, which emphasises resident choice and control in all aspects.
- The provision of information, and support in understanding and utilising the information.
- Ensuring the cultural safety of residents.
- Working together with other providers, organisations and individuals involved in the care of the resident.
- Encouraging all feedback and working with residents to identify ways to address any issues.
- Fostering encouragement of resident input to Management and Council through morning tea meetings with residents, where different members attend along with selected staff.

### 3.4 Delivering Safe and Effective Services

We ensure our services are safe and effective, culturally safe, meet the resident's needs, goals and preferences and optimise their independence, health, wellbeing and quality of life, through:

- Maintaining a partnership approach with residents (see Section 4.3 Partnering with Residents in this Policy).
- Actively encouraging residents to exercise choice and independence including having their say in the care and services they access (see Chapter 5 Resident Choice and Independence in the Dignity and Choice Policy).
- Developing a care and service plan based on a holistic assessment that identifies the resident's needs, preferences and goals through their direct involvement in the process (see Section 5.2 Resident Preferences in the Dignity and Choice Policy).
- Regular monitoring and review of care and service plans (see Section 4.8 Care and Services' Plans in this Policy).
- Recognising special needs of our residents including cultural, spiritual, emotional, psychological and physical needs (see Sections 4.3 Spiritual Support, 4.4 Emotional and Psychological Support and 4.7 Residents with Special Needs in our Dignity and Choice Policy).
- Providing support through a wellness and reablement framework that builds on our residents' strengths to promote and maintain independence (see sub-section 5.3.1 Wellness and reablement in our Dignity and Choice Policy).
- Supporting residents to maintain their links in the community (see Section 5.4 Inclusion in the Community in our Dignity and Choice Policy).
- Referring residents to other agencies when necessary to access services and supports that we cannot provide (see Section 5.4 Inclusion in the Community).
- Ensuring the cultural safety of residents (see Sections 4.2 Cultural Safety and 4.7 Residents with Special Needs in our Dignity and Choice Policy).
- Respecting the resident's rights and informing them of their responsibilities (see Section 4.6 Resident Rights and Responsibilities in our Dignity and Choice Policy).
- Ensuring the safety and comfort of residents in our facilities (see Chapter 4 A Safe Environment) and in their homes and other venues (see sub-sections 4.8.6 Residents' rooms and 4.8.8 Safety audits – External venues in our Service Environment Policy).
- Managing risks from equipment (see Section 5.7 Monitoring and Maintaining Equipment and Facilities in our Service Environment Policy), infections (Chapter 8 Infection Prevention and Control in this Policy) and food (see Chapter 5 Food Services in our Services and Supports for Daily Living Policy).

The assessment and planning procedures and practices identified in Section 4.7 Assessment and Support Planning Process also support this outcome for residents.

Our Service Environment Policy describes the procedures and practices we have in place to ensure a safe and comfortable service environment that promotes the resident's independence, comfort and enjoyment.

### 3.5 Consent<sup>5</sup>

#### 3.5.1 Principles of consent

We support residents to be fully informed regarding our consumer-centred care and services provided. We are guided by the following principles:

- Residents have the right to self-determination regarding care and services.
- We are committed to engaging in sensitive, two-way communication to support the resident to make decisions regarding care and services, including the right to refuse care and services.
- Provision of information in a language/format the resident can understand with consideration to language, culture, other diversity and sensory/literacy impairments.
- The decision-making hierarchy is used to assist us to determine the most appropriate decision maker.
- Verbal informed consent must be given for the provision of care and services.
- Health professionals must warn residents/decision makers of the material risks of the proposed treatments so they can make decisions about associated risks and whether they wish to proceed.

Consent and privacy of information are closely aligned. We ensure that consent has been gained to manage the privacy of resident information by ensuring:

- information relating to a resident is only shared with the consent of the resident or their representative or guardian (with consideration to capacity);
- we have a Resident Consent Form that details approved consent and our privacy statement;
- we seek consent from residents to disclose personal information to other health service providers in an emergency as appropriate to provide emergency care or services;
- we seek consent from residents to provide access to resident records to government officials (or their delegates) in the conduct of quality reviews or the investigation of complaints – we advise residents that these individuals are required to keep all information accessed through this process confidential;
- we advise residents that information is required to be provided to government bodies as a requirement of service delivery; and,
- the resident is aware that they can withdraw their consent to share personal information at any time.

#### 3.5.2 Valid consent

Consent is valid if it is:

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<sup>5</sup> This information is based on the Government of Western Australia Department of Health WA Consent to Treatment Policy 2016. The information can be applied to all States and Territories as an example of a good practice definition or can be replaced with another example.



- Voluntary – the consent is made by the resident/decision maker without undue influence from others.
- Informed – consent is made after receiving sufficient information about the care or treatment to enable an informed decision.
- Given with capacity – the person giving consent must understand the information presented to them in order to decide.
- Current – consent must be reviewed if, after consent is obtained, the resident's circumstances (including treatment options and risks) have changed or the scope of consent becomes otherwise inadequate.
- The scope of consent is clear – the care or treatment provided must fall within the consent that has been given.

Consent is valid until the resident/decision maker withdraws it, or the proposed treatment or care is no longer appropriate due to a change in circumstances.

### 3.5.3 Types of consent

Consent can be implied or explicit. Implied consent is where the resident indicates through their actions that they are willing to proceed with the care or treatment offered (e.g. the resident prepares for assistance with personal care). If it is unclear if the resident has provided consent for care or treatment, the care provider should validate with the resident that they consent for care or treatment.

Explicit consent is required where more complex care or treatment is being provided (such as insertion of a catheter). The health professional is required to note consent in the resident's record after explaining the risks and benefits to the resident.

Written consent should be obtained for vaccinations. Other health care procedures may require written consent, at the discretion of the medical practitioner.

### 3.5.4 Seeking consent

The following steps should be taken in gaining consent:

- Determine who is responsible for giving consent (decision making hierarchy).
- Verify the resident has capacity to consent (if it is suspected they do not, we consult with representatives and/or the resident's medical practitioner).
- Provide sufficient information to the resident: if the resident has limited comprehension of the English language, seek support from a professional interpreter.
- Verify the resident's understanding including answering any questions the resident has.
- Seek a decision from the resident regarding consent (i.e. ask the resident to sign the consent form for overarching service provision consent, or in the case of health care professional invasive treatments, document the resident's consent to treatment in the resident's file).

### 3.5.5 Consent procedure

Consent is explained to residents and/or their representatives at the time of service commencement/assessment and they are assisted to complete the Resident Consent Form that identifies where we can obtain information about the resident and to whom information can be provided. This includes the provision of information to representatives.

The Resident Consent Form is reviewed at reassessments and before any information is shared with agencies not specifically covered by the consents in place. Details of access to resident information are provided below (see below Table 1: Access to Resident Information with Consent).

Health professionals explain health care interventions and gain verbal/implied consent before proceeding with care procedures. If these procedures are invasive (i.e. catheter insertion), consent is documented in the progress notes (e.g. 'consent gained for catheter insertion after discussion with resident regarding risks and benefits'). Support workers discuss support interventions and gain verbal/implied consent (e.g. when supporting a resident with personal care). At no time is care or support provided without implied consent. Residents may also withdraw consent for care and services.

**Table 1: Access to Resident Information with Consent**

Records	Resident/Guardian	Representatives	Clinical Staff	Supervisory Staff	Support Workers	Other Aged Care Agencies	Medical Agencies	Emergency Agencies
Assessment	●	SPR <sup>6</sup>	●	●			●	
Support Plan	●	SPR	●	●	●	●	●	
Clinical Assessments	●		●	●			●	
Clinical Support Plans	●	SPR	●	●	●	●	●	
Progress Notes	●	SPR	●	●	●		●	
Transfer Form	●	SPR	●	●	●		●	●
Advance Health Directives	●	SPR	●	●	●		●	
Agreements/Financial Information	●	SPR		●				
Paper Files	●	SPR	●	●	●			

See also Chapter 7 Resident Documentation and Information Sharing in this Policy.

<sup>6</sup> SPR: Specific Resident Permission Required

### 3.6 Substitute Decision-Makers

Residents are encouraged to develop an advance care directive to document their wishes for care and health service provision.

#### 3.6.1 Advance care directive (ACD)<sup>7</sup>

Staff are required to follow the advance care directives provided by residents (see Section 4.9 Advance Care Planning in this Policy). We advise the resident on service commencement that they need to have four copies of their ACD: one for the resident to keep; two to be placed with the care and service plan (one of these to be available to take to hospital, if necessary); and one to be stored in our main office. If the resident is referred to a health service (e.g. hospital) we advise them that the resident has an ACD (see Resident Details and Transfer Form) and send a copy with the resident if we are present when they transfer. Should the resident not yet have an ACD, we refer them to their medical practitioner to discuss the option of completing one. Alternatively, we give them the option of completing one with a competent Registered Nurse (see Section 4.9 Advance Care Planning in this Policy).

In the event that a resident is unable to make or communicate decisions about their care, the ACD – as long as it is considered valid – will be used to determine the care they receive.

#### 3.6.2 Person responsible and hierarchy of decision making

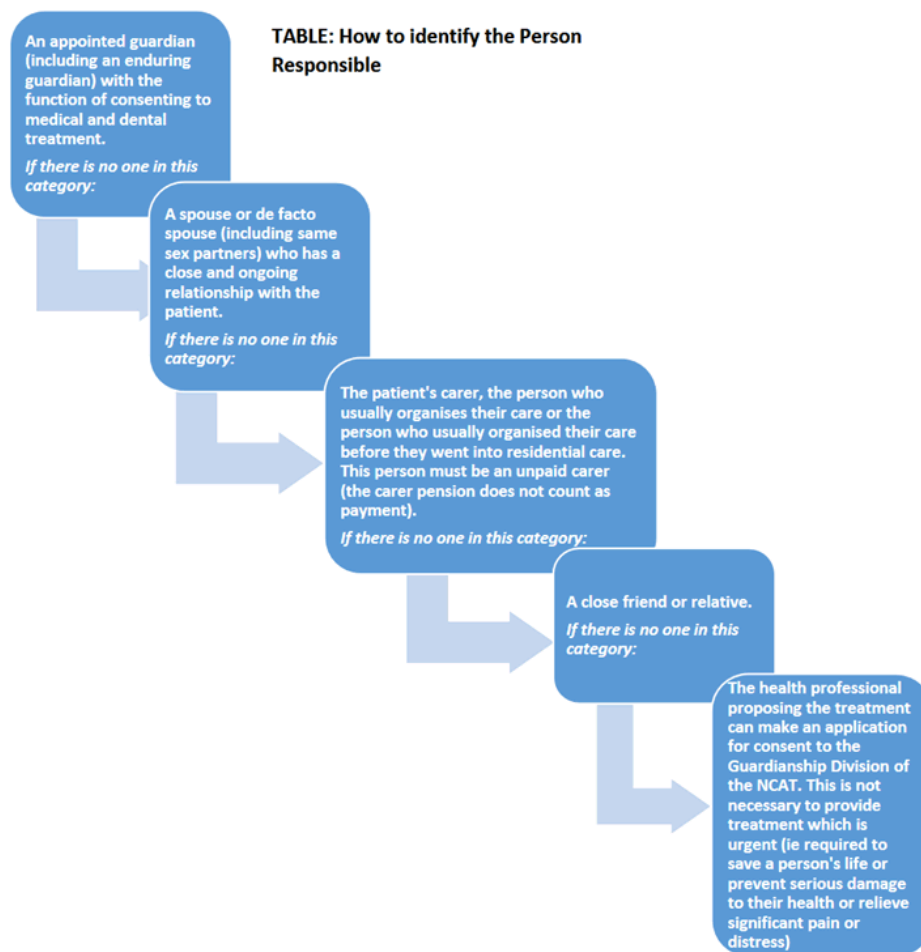
Where a resident has appointed a person responsible, that person has authority to make decisions on the resident's behalf. The person responsible is obliged to make decisions in accord with a resident's ACD if one exists.

If a resident has not appointed a person responsible the following process applies<sup>8</sup>:

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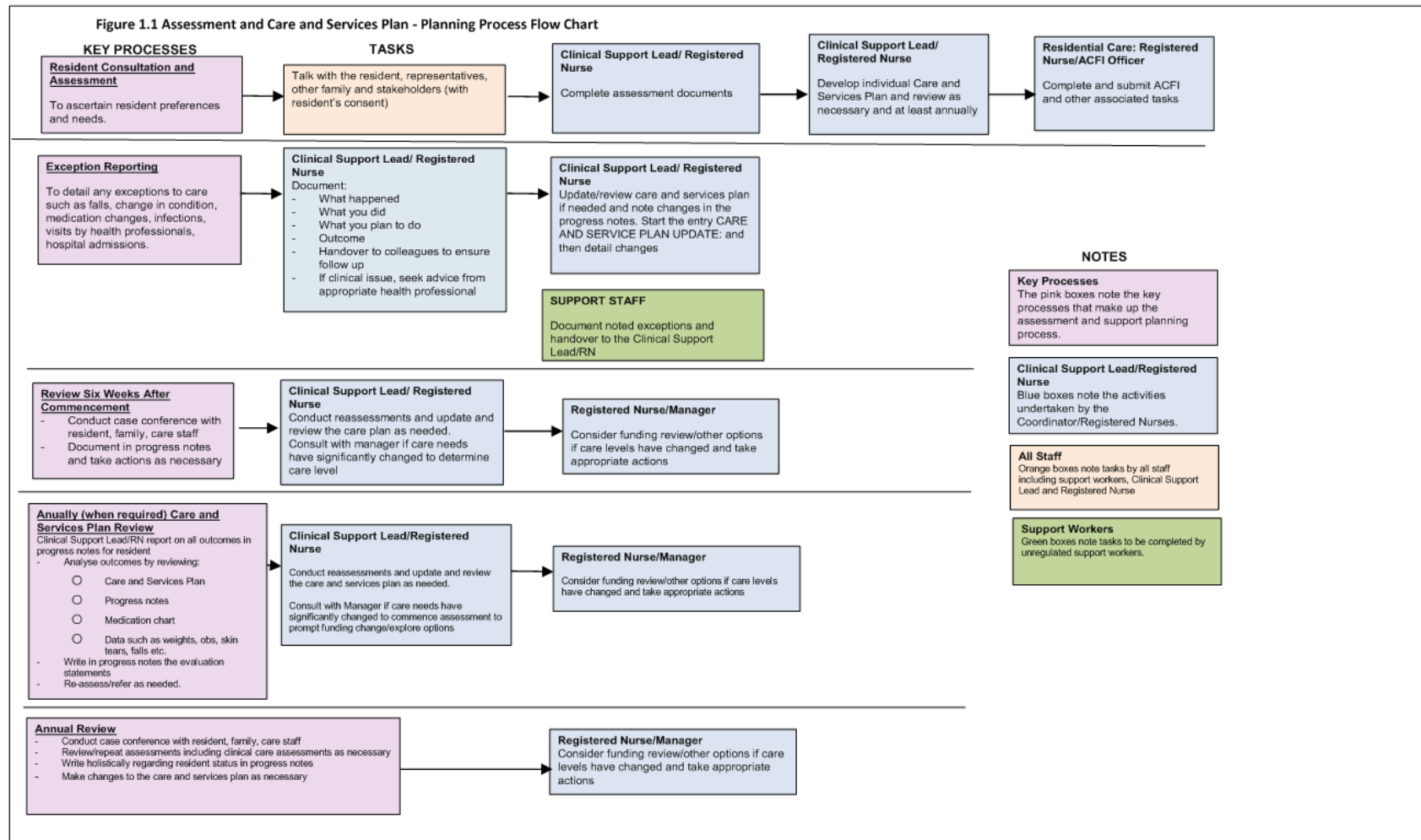
<sup>7</sup> NSW Ministry of Health [Making an Advance Care Directive](#) Accessed 2018

<sup>8</sup> COTA NSW Fact Sheet [Substitute Decision-Making in Advance Care Planning](#) June 2015



### 3.7 Assessment and Support Planning Process

Assessment and support planning is conducted following the principles of assessment and support planning (see Section 4.1 Overview in this Policy) and includes a clear process. *Figure 1.1 Assessment and Care and Services Plan – Planning Process Flow Chart* below outlines the process and is further described in the Assessment and Care and Service Planning Practice.



### 3.7.1 Service commencement meeting

Once a resident agrees to accept services from any SMRC RAC a service commencement meeting is arranged and conducted by a relevant member of staff.

In residential care, the service commencement meeting is guided by the Admission Team to ensure all necessary information is collected, provided to and explained to the resident and/or their representative.

A photograph is taken of the resident (with consent) for the purpose of clinical care; more specifically the care and services plan, medication charts and other forms as required. The photograph is also used by staff to assist in identification of the resident.

### 3.7.2 Key assessment and planning process steps and timelines

The key steps in the assessment and support planning process always includes:

- Resident consultation and assessment – this commences with a service commencement meeting and continues on an ongoing basis to ensure the resident's preferences, goals, expectations and needs are met. Relevant assessment forms are used to determine the resident's needs (including clinical care needs) and preferences.
- Exception reporting when something out of the ordinary happens (i.e. adverse events or a change in condition) that requires consideration to a change in care.
- Six-weeks or as required– this is an informal case conference process conducted six weeks or so after commencement to ensure the resident is happy with the support outcomes and provides an opportunity to reassess any clinical needs the resident may have.
- Schedule reviews and as required, care and services plan review – depending on the complexity of the resident's support needs, this process ensures a systematic resident review process occurs at least twelve monthly and when required as care needs change.
- Annual review – an annual case conference is conducted with residents if required. These conferences are also scheduled as required and when a significant change is identified in the resident. The annual case conference includes the resident and representative (if applicable), relevant staff and any medical and allied health practitioner as requested by the resident, their person responsible and/or the Registered Nurse. See sub-section 4.8.7 Case conferences in this Policy for further detail.

### 3.8 Care and Services' Plans<sup>9</sup>

#### 3.8.1 General

We utilise a vetted and suitable care and services plan format to reflect the support needs of each resident that is readily understood and easily followed by residents, their representatives, and staff. In developing the care and services plan, we ensure that:

- The care and services plan reflects the information provided by the referrer (ACAT) and other referral information where applicable.
- The care and services plan is based on a wellness and reablement approach (see sub-section 5.3.1 Wellness and reablement in our Dignity and Choice Policy).
- We work directly with the resident to break down the broader goals and expectations into achievable steps and strategies that will assist the resident to reach their goals and expectations.
- The care and services plan is detailed enough to ensure the strengths of residents are recognised and built on, and not undermined through the delivery of support in areas where the resident can self-manage.
- Residents and their representative/s, to the extent expressed by the resident, are partners in deciding the support the resident receives and their goals.
- Individual needs and preferences are considered and may include:
  - physical needs;
  - spiritual needs (see Section 4.3 Spiritual Support in our Dignity and Choice Policy);
  - emotional needs (see Section 4.4 Emotional and Psychological Support in our Dignity and Choice Policy);
  - cultural safety needs (see Section 4.2 Cultural Safety in our Dignity and Choice Policy);
  - socio-economic needs;
  - preferred timing of care and support (balanced against our ability to provide support at specified times);
  - advance care planning and end of life planning if the resident wishes (see Section 4.9 Advance Care Planning in this Policy); or,
  - Care alerts (including environmental safety, risks to staff, infection, etc).
- The resident is made aware of, and able to choose from, available support in the community.

We coordinate care to ensure we can provide timely reviews, follow up of residents' identified needs and challenges, consultation with other providers (including family), and appropriate and timely referrals.

<sup>9</sup> Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2018-20 Sections 2.5.2 Service Delivery and 2.6 Service Provider Responsibilities. These sections describe the requirements in applying a wellness approach to service delivery

In residential aged care the multidisciplinary team, led by the Clinical Support Lead, develops the care and service plan in partnership with the resident based on relevant clinical and care assessments.

When the care and services plan is finalised it is again explained to the resident and the resident agrees to it by signing/acknowledging it. We work with the resident in reaching compromises when there is a disagreement in the way they wish to receive care and services. The supports delivered are those specified in the care and services plan. If a resident requests additional or different support, then their care and services plan is reviewed before additional or different support is provided.

### **3.8.2 Resident access to care and services plan**

Please see Section 7.2 Access to Care and Services Plans and Other Documentation in this Policy.

### **3.8.3 Residents requiring clinical support**

Please see Section 3.4 Clinical Support in our Personal Care and Clinical Care Policy.

### **3.8.4 Care and services plan review schedule**

Care and services plans are reviewed on a regular schedule or as required when there is a significant change in a resident's needs. The review is carried out in partnership with the resident/representative. This process will include reassessment of needs or expectations, changes in the health and wellbeing of the resident, adverse events and information from referrers (e.g. medical practitioners, hospitals).

Referral and updated health information (from medical practitioners, hospitals, or other health professionals) is noted and integrated into the care and services plans as necessary. Actions to inform, train and develop staff are taken by the Clinical Support Lead, the Registered Nurse/health professional as necessary to implement the required clinical care interventions.

### **3.8.5 Identifying deterioration and escalation**

Support staff follow the care and services plan and identify deterioration in the resident (such as a change in mobility, complaints of feeling unwell, or a change in their mental state) and advise the Registered Nurse accordingly. Support workers do not give health advice.

### **3.8.6 Residential aged care**

The support worker notifies the Registered Nurse (RN) to trigger an assessment of the resident. If the resident appears seriously unwell or displays signs of a life-threatening event (e.g. collapse, chest pain, etc.) the RN will coordinate the appropriate response including calling an ambulance with consideration to the resident's wishes and ACD.

All staff document in the resident's progress notes the advice and actions taken in the event of resident deterioration. The iSoBAR Handover Framework<sup>10</sup> – Isolate, Situation, Observations, Background, Agree to a plan, Read back – is used to guide the handover of information. Please refer to sub-section 4.8.9 Handover below for more information.

<sup>10</sup> Based on iSoBAR — a concept and handover checklist: The National Clinical Handover Initiative Jill M Porteous, Edward G Stewart-Wynne, Madeleine Connolly and Pauline F Crommelin MJA 2009; 190 (11): S152-S156



### 3.8.7 Case conferences

#### Residential aged care

In addition to the scheduled case conferences, the Clinical Support Lead/Registered Nurse conducts a case conference following the identification of deterioration that is complex, significantly impacts on the wellbeing of the resident or impacts on the resident's ability to continue meeting their care goals and expectations. This process can involve all relevant parties (depending on the issue) including the resident, their representatives (if the resident wishes), the Clinical Support Lead, Registered Nurse, medical practitioner, other health professionals, and support workers. The aim of case conferences is to ascertain if the care and services plan is appropriately meeting the needs of the resident and supporting them to meet their care and service goals.

All case conferences are documented in the resident's file and any actions identified at the case conference are followed up by the Clinical Support Lead and reviewed to ensure they have been appropriately actioned. An amendment to the care and services plan, based on the outcome of the case conference, will be actioned if required in partnership with the resident/representative.

### 3.8.8 Clinical review

As part of our clinical care, the Registered Nurse conducts a clinical review process if necessary (e.g. where resident outcomes are not being met or following a serious adverse event or deterioration) to investigate if any care interventions can be improved. Clinical review includes a review of resident records, identification of improvement areas and discussion with relevant staff (including the medical practitioner as necessary). Following clinical review, an entry is made in the progress notes to outline findings and necessary actions. Clinical review findings are also tabled at the Clinical Care Meeting to inform improvements. Any necessary entry into the Continuous Improvement Plan will be actioned and followed up by the Coordinator Quality Assurance and Education.

### 3.8.9 Handover

The iSoBAR handover process is used for all formal handovers as relevant for support workers and health professionals. This process is used when handover occurs between agencies, health professionals and support workers. The information provided during handover is based on the knowledge and skill of the person providing the handover; for example, support workers may not have recorded vital signs, but can provide other pertinent information such as observation of the resident. All staff are provided with information on how to use the iSoBAR handover process.

In addition to this formal handover process, support workers have a Handover Sheet that they use to note any general information about the resident. This is filed in a secured location in accordance with our privacy protocols to maintain resident privacy.

## 3.9 Advance Care Planning

Residents are assisted to access support to complete an advance care and end of life plan if they wish to. In the first instance the Registered Nurse or the Clinical Support Lead will ask the resident whether they have an advance care plan. If they do not, they will then ask the resident if they would like to discuss it with their doctor. If they would prefer assistance from an aged care representative, the relevant team member will:

- Discuss with the resident their values, goals and wishes regarding advance care planning and end of life care and note these in the resident's care and services plan.
- Discuss the importance of letting people know what the resident's wishes are and the use of an ACD to ensure their wishes are carried out.
- If the resident wants to complete an ACD the relevant team member will download the required ACD forms<sup>11</sup> and assist the resident with them, noting key points and items the resident may want to think about, including particular care directives and substitute decision-makers.
- The relevant team member encourages the resident to discuss the ACD notes with their medical practitioner and other persons they may want involved. The medical practitioner can finalise the ACD.
- The Registered Nurse or the Clinical Support Lead follows up with the resident to obtain a copy of the ACD.

Staff involved in advance care planning have the training and experience to explore with residents their values, goals and wishes regarding advance care planning and end of life care. The focus is on:

- affirming life, worth and uniqueness by enabling residents to reflect on their life contribution; and,
- confirming dying as a normal process and positioning palliative care planning, advance care planning and death preferences within that context.<sup>12</sup>

Please also see Section 4.6 Substitute Decision-Makers in this Policy.

## 4 RESIDENT REVIEWS AND REASSESSMENT

### 4.1 Review and Reassessment Process

**IMPORTANT:** For residents receiving clinical care, see Section 3.2 Risk Assessment – Minimising Harm in our Personal Care and Clinical Care Policy.

#### 4.1.1 Residential aged care residents

Residential aged care residents are reviewed and relevant reassessments conducted on a planned schedule that includes:

- A review of care and service provision against goals approximately six to twelve weeks after admission – this can be in the form of a case conference.
- Scheduled care and services plan review (and completion of relevant reassessments).
- Annual review and reassessment that might also include a case conference.

<sup>11</sup> Advance Care Planning Australia website provides a broad range of forms and supporting information for each State and Territory including [New South Wales](#) February 2019

<sup>12</sup> Australian Government Aged Care Quality and Safety Commission Guidance and Resources for Providers to Support the Aged Care Quality Standards September 2019

- Ad hoc reviews and reassessment as required and indicated by:
  - a request by the resident
  - a change in condition or health/wellness episode including hospitalisation
  - a report of a decline in physical or mental health from:
    - the resident;
    - the carer, family or other representative/s;
    - the support worker/s;
    - a medical practitioner/health professional; or,
    - another Agency.

Respite residents have an assessment on admission and care outcomes are reviewed as required and prior to discharge and noted in the progress notes. This information is reviewed for subsequent admissions to reduce resident assessment burden.

## 5 REFERRAL TO OTHER PROVIDERS PROCESSES

### 5.1 Residential Aged Care Referral Process

Residents who want or require referrals in relation to their assessed needs and current care and services plan are referred to appropriate agencies or providers. The relevant team member:

- Liaises with the resident and/or their representative to clarify the requirements from another agency.
- Identifies, with the resident, appropriate agencies.
- Identifies referral options and discusses these with the resident/representative.
- Obtains consent to liaise with other agencies on behalf of the resident if consent was not given prior to this.
- Contacts other appropriate agencies to discuss the needs of the resident:
  - For clinical care referrals to health professionals an ISoBAR Handover is provided and referral is noted in the progress notes. Once clinical assessment/care has been provided, the health professional provides an iSoBAR (Clinical Referral Form) handover regarding care, support and clinical interventions provided/recommended, appropriate assessments and care and services plan if required.
- Refers the resident to the agency using a Referral to Another Agency form (if it is a non-clinical referral).
- Follows up with the resident and/or provider referred to, to check on the outcome of the referral.
- Provides any further information to the other provider as required.
- Documents the referral in the resident's file.
- Advises relevant staff of any new agencies that should be included in our phone number resources information, or of changes to current information on agencies.

## 6 RESIDENT DOCUMENTATION AND INFORMATION SHARING

### 6.1 Resident Documentation

All residents accessing services and supports for daily living have:

- A comprehensive assessment/s or reassessment/s.
- A detailed care and services plan based on their assessment including a current photograph.
- Clinical assessments and care and services plans including complex care and services plans, and specific care and services plans (see Section 3.4 Clinical Support in our Personal Care and Clinical Care Policy).
- Other resident information forms.
- Copies of correspondence.
- Progress notes.
- Paper and electronic files.
- All financial information stored in a secure location.

### 6.2 Access to Care and Services Plans and Other Documentation

All records are retained in paper and some electronic records within the residential aged care facility and are accessible by relevant team members. Financial records and ACFI documentation are maintained in a separate resident file to care and services records and only accessible by the management team.

### 6.3 Progress Notes

Progress notes for residential aged care residents are maintained on the resident's file as appropriate.

### 6.4 Resident Access to Information

Please see Section 7.3 Residents' Rights to Access Information in our Dignity and Choice Policy.

### 6.5 Information Sharing

Subject to resident consent, information is shared with staff, other people and other agencies involved with the resident's care in order to achieve the resident's expressed goals and outcomes. All staff involved in the care of residents have appropriate qualifications and experience and have received orientation and training in delivering services and care to residents utilising available resources and information. Please refer to the Human Resources Policy for further information.

Staff can access information relevant to their role from the paper and electronic records maintained by the residential aged care facility. Staff also share resident information in meetings and through handover processes to ensure staff are aware of resident goals, outcomes and any variation to their needs.

Information necessary to other agencies in supporting residents is made available on the request of the resident or following a request from another person or agency. Consent by the resident is documented in the signed Consent Form, or consent directly obtained from the resident.

Paper copies of the Resident Transfer Form, which includes information relevant to emergency situations, are sent with the resident to hospital and are provided to emergency personnel as required.

### 6.5.1 Requests for information

Requests for resident information may be submitted by the Coroner, police, the Aged Care Complaints Commissioner or other statutory body. These are referred to Council's Community Services Office who log the request and liaise with the appropriate coordinators to collect, copy and provide the requested information. If required (and time permits), legal review of the submitted information is sought. Information is de-identified and sent via an email to ensure privacy.

Please also see Section 3.7 Working with External Complaints Agencies in our Comments and Complaints Policy.

## 7 INFECTION PREVENTION AND CONTROL<sup>13</sup>

Information outlined in this chapter is based on the information contained in the National Health and Medical Research Council (NHMRC) Guidelines. Infection control processes are implemented to ensure the safety and wellbeing of residents, our staff and the community.

We seek input and advice from the Department of Health and local government environmental officer as required, and always if there is an infection outbreak or a food-borne infection risk identified.

It is essential to involve residents in their care to assist them to understand what they can do to prevent the spread of infection and keep themselves infection free. To do this we:<sup>14</sup>

- explain the processes of infection prevention and control (e.g. importance of hand hygiene, reasons for wearing personal protective equipment (PPE), or importance of appropriate handling and disposing of sharps) to residents and their carers;
- engage residents and their carers in the decision-making process regarding their care and how it is delivered; and,
- ensure all residents and their carers are aware that they can ask questions of healthcare professionals.

For other safety information such as manual handling, household safety precautions and first aid please refer to the Service Environment Policy.

This chapter provides a summary of the infection prevention and control strategies we have in place. More detailed policies and procedures are sought and developed in accordance with best practice and the advice of our Nurse Specialist Consultants to guide practice.

The infection prevention and control program is an ongoing program coordinated by the Clinical Support Lead and Coordinator Quality Assurance and Education – they have overall responsibility

<sup>13</sup> NHMRC 2019 Australian Guidelines for the Prevention and Control of Infection in Healthcare Commonwealth of Australia

<sup>14</sup> Ibid 2.3.1 Involving patients in their care

for the maintenance of the system. Monthly surveillance results are reviewed in the Clinical Care Meetings, and data is provided to staff at the staff meeting and shared with residents through communications and meetings.

The Plan for Continuous Improvement details any development or changes to infection control processes or practices and is reviewed at least monthly.

Every staff member is provided with an orientation to the service which includes basic infection control practices, reporting systems, and time to review relevant procedures. Annual updates of infection control practices are provided to all staff and require mandatory attendance.

## 7.1 Infection Prevention and Control Overview

Healthcare-associated infections (HAIs) can occur in any healthcare setting, including home and residential aged care. The basic principles of infection prevention and control can be applied in all settings.

Standard and transmission-based precautions are used to prevent and control infections and provide protection for residents, staff and the community at large. Infectious agents (also called pathogens) are biological agents that cause disease or illness to their hosts. Infection requires three main elements – a source of the infectious agent, a mode of transmission, and a susceptible host.

Residents and healthcare workers are most likely to be sources of infectious agents and are also the most commonly susceptible hosts. Other people visiting and working in health care may also be at risk of both infection and transmission. In healthcare settings, the main modes for transmission of infectious agents are contact (including blood borne), droplet and airborne. Residents are informed of the precautions our staff take to prevent and control infections.

We train staff in the concepts of “Breaking the Chain of Infection”<sup>15</sup> (see Figure 1.2) as part of our training programs.

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<sup>15</sup> Association for Professionals in Infection Control and Epidemiology, Inc. (APIC) Break the Chain of Infection accessed 2019

Figure 1.2 Breaking the Chain of Infection



## 7.2 Standard Precautions

Standard precautions are applied to all; irrespective of whether it is known the person has an infection, to provide a basic level of infection prevention and control.

Standard precautions include:

- Hand hygiene.
- Use of personal protective equipment (PPE).
- Waste management including the appropriate handling and disposal of sharps and linen.
- Environmental controls such as cleaning and management of spills.
- Appropriate cleaning of reusable equipment and the use of single-use only instruments.
- Practicing respiratory hygiene and cough etiquette.
- The use of aseptic non-touch techniques when appropriate (such as the insertion of catheters by a Registered Nurse).

These are further discussed below and in practice documents.<sup>16</sup>

### 7.3 Transmission-based Precautions<sup>17</sup>

Transmission-based precautions are used in addition to standard precautions where the use of standard precautions may not prevent transmission of an infection. These precautions are tailored to the specific infectious agent and we seek the input of our Consultant Nurse Specialist to develop a management plan if they are advised that transmission-based precautions are necessary (such as in the event of an outbreak of gastroenteritis in the facility).

Transmission-based precautions can include (in addition to standard precautions):

- Contact precautions are used when there is a known or suspected risk of direct or indirect contact transmission of infectious agents that are not effectively contained by standard precautions alone (e.g. C. difficile or highly contagious skin infections).
- Droplet precautions are used for residents known or suspected to be infected with agents transmitted over short distances by large respiratory droplets (e.g. influenza, norovirus, pertussis).
- Airborne precautions are used for patients known, or suspected, to be infected with agents transmitted person to person by the airborne route (e.g. measles, chickenpox and tuberculosis).

### 7.4 Routine Hand Hygiene

Routine hand hygiene is described in the [Hand Hygiene Procedure](#).

### 7.5 Use of Personal Protective Equipment (PPE)

Personal protective equipment (PPE) is always available to all staff. The use of PPE is described in the [Use of Personal Protective Equipment in Aged Care Procedure](#).

Staff collect PPE from their work environment as they require it. Staff have access to gloves, plastic aprons, shoe covers and eyewear.

### 7.6 Waste Management

Waste management including the management of sharps and linen is described in the [Waste Management Procedure](#).

### 7.7 Environmental Controls

Environmental controls include the cleaning of the environment, pest control and spills management. Cleaning practices are described in the [Cleaning Procedure](#) and spills management is described in the [Spills Management Procedure](#).

<sup>16</sup> See Forms/Practices

<sup>17</sup> See 3.2 Transmission-based precautions and Appendix 2 Section 6.4 for specific guidance in the NHMRC 2019 Australian Guidelines for the Prevention and Control of Infection in Healthcare Commonwealth of Australia



Where specialist cleaning is required, such as kitchen extraction fans or windows in residential aged care, the Manager Support and Operations (Facility Manager) and the Head Cook plan these on the preventative maintenance schedule and organise appropriately skilled contractors to complete the cleaning.

#### **7.7.1 Pest control**

The Manager Support and Operations (Facility Manager) is responsible for ensuring the premises are free from pests with the implementation of a pest control programme detailed in the preventative maintenance program. Regular inspections for pests are carried out and any infestations treated, and records retained.

#### **7.7.2 Procedure for decontamination of blood and body fluid substance spills**

Prompt removal and cleaning of the contaminated area following spots or spills of blood and body fluids is sound infection control practice and detailed in the [Spills Management Procedure](#).

### **7.8 Cleaning of Reusable Equipment/Single Use Equipment**

Equipment (such as hoists, shower chairs, etc.) used by residents are cleaned on return to the equipment store with a neutral detergent and warm water and dried. Hoist slings are used for one resident only and laundered in hot water in accordance with Australian Infections Control Standards.

All medical equipment is wiped down with alcohol wipes (Tuffy5 or similar) following use and in between residents. All other medical equipment (such as wound dressings and needles) are single use only.

All equipment is treated with the infection control steam cleaner in accordance with the preventative maintenance plan.

#### **7.8.1 Handling and disposal of sharps**

Inappropriate handling of sharps is the major cause of incidents involving potential exposure to blood-borne diseases. The use of sharps should be minimised using blunt drawing up needles, needleless intravenous access delivery systems, and retractable needle and syringe systems.

The following principles apply:

- Sharps use should be minimised.
- Sharps should be handled by the person using them only and not passed between workers.
- Sharps (such as needles and syringes) should be carried in a puncture-proof container.
- Sharps should not be handled unnecessarily and re-sheathing or manipulating the sharps by hand should be avoided.
- Sharps should be disposed of at the point of use, if possible.
- Needles, blades, single-use razors and other sharps' items must be discarded in a clearly labelled, puncture-proof container that conforms with AS 40312 or AS/NZS 4261 as appropriate.

- Sharps containers should, wherever possible, be fixed to a wall or trolley to reduce the risk of spill or puncture.

Further details of sharps disposal is included in the [Waste Management Procedure](#).

## 7.9 Hygiene and Cough Etiquette

Anyone with signs and symptoms of a respiratory infection, regardless of the cause, should follow the respiratory hygiene and cough etiquette as follows:

- Cover their nose/mouth with disposable single-use tissues when coughing, sneezing, wiping and blowing noses.
- Use tissues to contain respiratory secretions.
- Dispose of tissues in the nearest bin after use.
- If no tissues are available, cough or sneeze into the inner elbow rather than the hand.
- Practice hand hygiene after contact with respiratory secretions and contaminated objects/materials.
- Keep contaminated hands away from the mucous membranes of the eyes and nose.

## 7.10 Aseptic Technique

The Registered Nurse will use aseptic technique when required using sterile gloves and non-touch techniques where relevant. These practices are within each nurse's scope of practice.

## 7.11 Surveillance of Health Care Associated Infections (HAI)

We conduct infection surveillance as an important element of our infection prevention and control program. To do this we identify, collect, collate, analyse, interpret and report healthcare associated infections (HAI) data to prevent and manage them.

The infection surveillance program includes collecting baseline information on the frequency and type of infections that occur in the facility to identify trends and implement preventative actions as we are able. This has the outcome of reducing the risk, morbidity and mortality of HAI and maintaining the quality of care for our residents.

### 7.11.1 Identification of possible infection

Registered Nurses monitor the health and wellbeing of residents and are alert to the risk of infection in the cohort of residents we care for. If an infection is suspected, the Registered Nurse (RN):

- Performs an assessment and informs the GP, collects the appropriate pathology sample, and provides the appropriate care.
- Pathology results are reviewed and endorsed (initially) by the RN, documented in the progress notes and communicated to the doctor. The RN monitors follow up actions as required and records daily progress of the resident until antibiotic therapy is complete.

- Completes the checklist for HAI procedure.
- Completes the Infection Surveillance Form<sup>18</sup> (if applicable).
- Reviews the use of antibiotic therapy and liaises with the GP.
- Monitors the health and wellbeing of the resident, documenting in their progress notes daily until antibiotic therapy is ceased.

### 7.11.2 Residential aged care – surveillance process

At the end of the month, the Registered Nurse (RN) completes the clinical indicators by analysing the Infection Surveillance Form, calculating the infection incidence rate and reporting this at the Clinical Care Meeting, to review whether the infection prevention and control measures and strategies in place are effective. In addition, surveillance data is shared with residents, representatives and staff through communications, meetings and noticeboards with consideration to privacy.

The infection incidence rate is calculated by dividing the number of infections by the number of resident bed days X 1000 = infections per resident bed days. This allows comparison between services with various resident numbers and by months giving consideration to fluctuating resident numbers.

Numerator: number of infections (20) \_\_\_\_\_ X 1000 = infections / resident bed days (16.13)

Denominator: Number of resident bed days

(number of residents (40) X number of days in facility (31)

For example, if we have 20 infections in a month and 40 residents all present for 31 days of the month (1240 resident bed days), you would have an infection incidence rate of 16.

This calculation is used to determine the total infection incidence rate and can also be used to calculate specific infection incident rates.

### 7.11.3 Residential aged care – antimicrobial stewardship

RNs monitor antimicrobial use by reviewing and recording all therapy, liaising with medical practitioners and reviewing the effectiveness of therapy.

We participate annually in the [Aged Care National Antimicrobial Prescribing Survey \(acNAPS\)](#) and report the results to Council's 355 Committee.

## 7.12 Communicable Diseases

### 7.12.1 Managing communicable diseases

Staff use standard precautions and use hygiene and cough etiquette to reduce the risk of contracting or passing on a communicable disease. Staff who have a communicable disease (such as a cold, flu or gastroenteritis) are not permitted to work as our residents are vulnerable to such infections. Staff must stay on leave until their symptoms have passed.

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<sup>18</sup> Residents who are admitted or readmitted to the facility are recorded but not included in HAI data unless signs and symptoms occurred after 48 hours.

### 7.12.2 Outbreak management

We seek the support of the Consultant Nurse Specialist to assist us in the management of an outbreak or to provide support in managing infectious diseases in the community. We also refer to the following:

- Australian Government Department of Health and Ageing 2010 Guidelines for the public health management of gastroenteritis outbreaks due to norovirus or suspected viral agents in Australia.
- Communicable Diseases Network Australia 2017 Guidelines for the prevention, control and public health management of influenza outbreaks in residential care facilities in Australia.<sup>19</sup>

#### Gastroenteritis

We use the Australian Government Department of Health and Ageing 2010 Guidelines for the public health management of gastroenteritis outbreaks due to norovirus or suspected viral agents in Australia to guide our practice in the management of a suspected outbreak of gastroenteritis. Full details on practices we follow are include in the abovementioned document.

If there is a suspected gastroenteritis outbreak:<sup>20</sup>

#### **Inform:**

- Report the outbreak to the Public Health Unit and Department of Health.
- Inform staff, residents and visitors of the outbreak and isolate.
- Provide handouts about gastroenteritis.
- Put up advisory notices.
- Advise visitors not to attend (especially young children, the immuno-compromised or those with gastroenteritis symptoms).
- Ask visitors to report any symptoms to staff.
- Advise visiting general practitioners and other health staff.

#### **Handwashing:**

- Ensure that all residents have their hands washed after going to the toilet, before meals and after any episode of diarrhoea or vomiting.
- Ensure all staff and visitors wash their hands before and after all resident contact.
- Ensure sufficient soap and/or alcohol-based hand rubs or gels, and hand-drying facilities are available.

#### **Additional infection control measures:**

- Train staff in additional contact precautions.
- Provide sufficient gloves, gowns, aprons, masks, goggles, face shields and ensure that they are easily accessible.

<sup>19</sup> Communicable Diseases Network Australia 2017 Guidelines for the prevention, control and public health management of influenza outbreaks in residential care facilities in Australia

<sup>20</sup> Australian Government Department of Health and Ageing Guidelines for the public health management of gastroenteritis outbreaks due to norovirus or suspected viral agents in Australia 2010

- Ensure cleaning and other relevant staff members are aware of the correct cleaning procedures and the importance of handwashing.
- Ensure catering staff members are aware of the precautions required in food service area and the importance of handwashing.

**Cohorting:**

- Allocate dedicated staff to care for unwell residents.
- Separate well residents from unwell residents for at least 72 hours after resolution of symptoms (cohort nursing, avoiding moving residents around during an outbreak, etc).
- Allocate dedicated staff to clean affected areas.
- Do not allocate catering staff members to care for infected residents or to clean affected areas.

**Restricting movements:**

- Close off dining room and common areas.
- Suspend communal activities, excursions, and visitor programs to the facility.

**Excluding sick staff:**

- Exclude staff with gastroenteritis for at least 48 hours after resolution of symptoms.

**Cleaning:**

- Implement additional (in addition to detergent and water) cleaning procedures, including: increased cleaning requirements; correct use of sodium hypochlorite (1000 parts per million = 0.1%) in contact with surfaces for at least 10 minutes).
- Cleaning of body fluid spills.
- Instruct cleaning and other relevant staff about correct cleaning procedures and the importance of handwashing.
- Ensure catering staff are aware of the precautions required in food service area and the importance of handwashing.

**Linen:**

- Instruct staff about precautions required when handling soiled linen.
- Ensure adequate numbers of linen containers and leak proof bags.
- Ensure laundry staff are aware of the correct laundering procedures and the importance of handwashing.

**Transfers:**

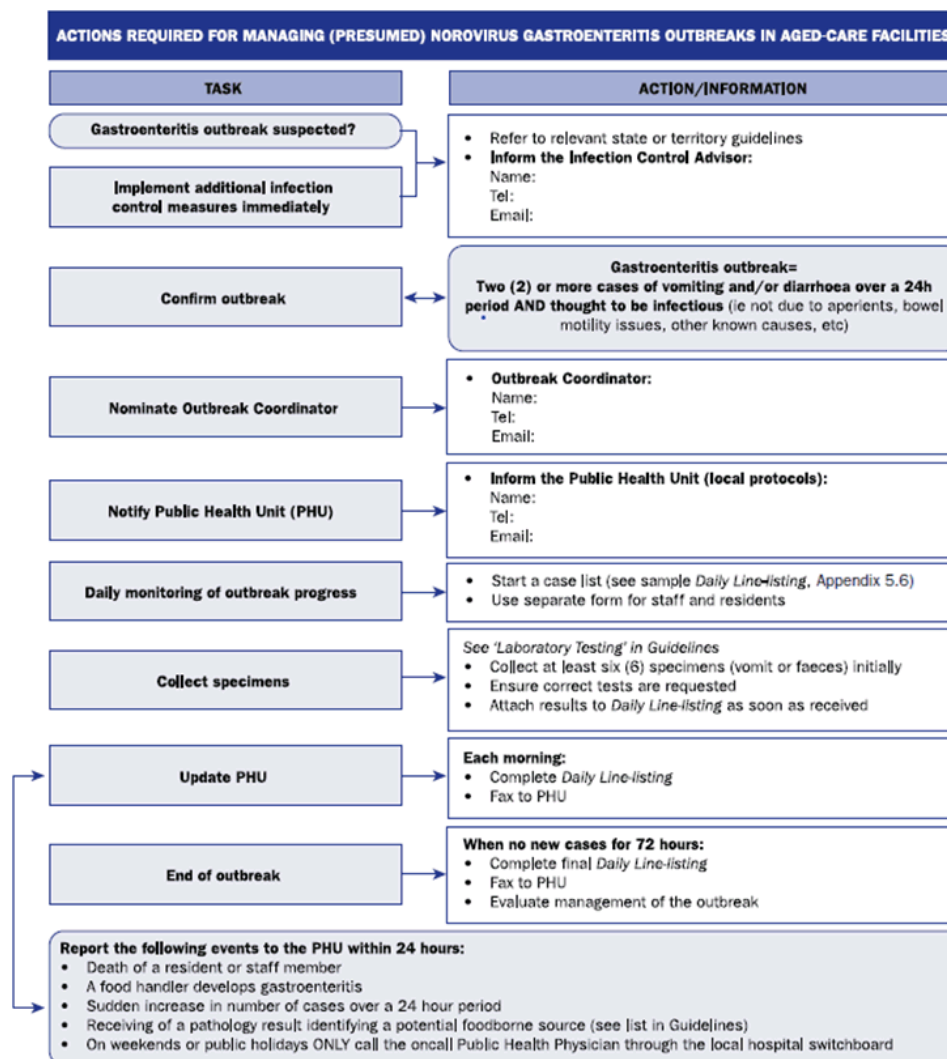
- Avoid transferring residents to other institutions while the outbreak is in progress; if a transfer is necessary, ensure receiving institution is notified of the outbreak.
- Restrict admissions of new residents until outbreak is over.

### Reporting and pathology testing:

- Report outbreak to the Public Health Unit (PHU) promptly; follow PHU advice.
- Update PHU (Daily Line-Listing) regularly and if there are any 'sentinel' events.
- Ensure laboratory testing has been organised.

We use the following flowchart to guide our practice in the event of a suspected viral gastroenteritis outbreak:

Figure 4: Flow chart to guide aged-care facilities actions for managing (presumed) norovirus gastroenteritis outbreaks



### Influenza

In the event of a suspected influenza outbreak we use the Communicable Diseases Network Australia 2017 Guidelines for the prevention, control and public health management of influenza outbreaks in residential aged care facilities and complete the following:

- Notify ALL staff, residents, PHU, GPs, visitors (and others).

- Implement infection control measures.
- Arrange testing of residents with influenza like symptoms.
- Collate information onto a line list.
- Confirm and declare an influenza outbreak.
- Form an outbreak management team.
- Continue infection control during the outbreak.
- Vaccinate during an outbreak, as needed.
- Use antiviral medication during an outbreak, as advised.

The abovementioned resource has full guidance to ensure appropriate management of an influenza outbreak and this is consistently followed.

### 7.12.3 Outbreak kits

We have outbreak kits that are checked monthly to ensure it contains the correct contents to support the initial response to an outbreak including:

- Personal protective equipment.
- Cleaning supplies.
- Notification posters.
- Documentation and notification templates.
- Specimen containers and collection equipment.
- Printed guidelines and guidance documents.

### 7.12.4 Staff and volunteer vaccination

Staff/volunteer vaccination (unless contraindicated) is an important element of supporting infection prevention and control principles. Council pays for the vaccination of its staff for influenza. Council works in conjunction with local GP practices in order to organise vaccinations for staff and residents. Alternatively, staff can also access their GP for vaccinations and Council reimburses them. We aim for a 95% vaccination rate for staff and volunteers.

### 7.12.5 Influenza vaccination

A yearly influenza vaccination is offered to all staff and paid for by Council.

### 7.12.6 Hepatitis B vaccination program

A primary vaccination course for Hepatitis B vaccination is advised for health care workers and is available to those workers with regular exposure to blood and body fluids.

- 0 month            1st vaccination
- 1 month            2nd vaccination
- 6 months           3rd vaccination
- 8-10 months       Blood test to determine immunity



- 5 years Booster vaccination

Those people who fail to seroconvert after the primary vaccination course will be tested for the Hepatitis B Surface Antigen to exclude carrier state. A fourth dose will then be given followed by a booster dose at five (5) years.

A record of staff/volunteer vaccinations that are provided by the staff/volunteer are filed in their staff/volunteer personnel file.

#### **7.12.7 Residential aged care**

Vaccination is the most effective tool for preventing influenza.

Each year we support residents to have an influenza vaccination by their GP at the recommended time (unless contraindicated) following gained consent. If the resident cannot provide consent, their authorised significant other is asked to provide consent. GPs from both practices attend the facilities on a set day to provide the vaccinations.

Evidence of vaccination is kept in the resident file and a register of resident vaccinations is maintained.

During the vaccination period, we contact the resident's significant others and advise they seek vaccination from their GP to reduce the risk to residents living in the residential aged care facility.

#### **7.12.8 Sharps injury and body fluid exposure**

If staff are exposed to a sharps injury or body fluid exposure they:

- seek/apply first aid (wash the skin well with soap and water; flush eyes with water/normal saline; spit and then rinse mouth out several times if fluids splashed into the mouth);
- report the incident to the RN on duty, Clinical Support Lead or Management;
- complete a Staff Incident Form; and,
- are supported by their supervisor to access appropriate health care including accessing medical attention and support as necessary.

The management team will advise the WHS Coordinator who manages work place incidents. The WHS Coordinator will subsequently notify the insurance company if required, and staff will continue to be supported following the incident.

### **7.13 Reportable Infections**

Medical practitioners are responsible for notifying relevant authorities of reportable infections. The Clinical Support Lead liaises with the medical practitioner and the Consultant Nurse Specialist if required to ensure strategies for managing infection risks are implemented.



## 8 REFERENCES

- Advance Care Planning Australia Website Accessed February 2019
- Association for Professionals in Infection Control and Epidemiology, Inc. (APIC) Break the Chain of Infection accessed 2019
- Australian Government Aged Care Quality and Safety Commission Guidance and Resources for Providers to Support the Aged Care Quality Standards September 2019
- Australian Government Department of Health and Ageing 2010 Guidelines for the public health management of gastroenteritis outbreaks due to norovirus or suspected viral agents in Australia
- Australian Government *Department of Health* Questions and Answers Aged Care Legislation Amendment May 2016
- Communicable Diseases Network Australia 2017 Guidelines for the prevention, control and public health management of influenza outbreaks in residential care facilities in Australia
- National Clinical Handover Initiative Jill M Porteous, Edward G Stewart-Wynne, Madeleine Connolly and Pauline F Crommelin iSoBAR — a concept and handover checklist: MJA 2009; 190 (11): S152-S156
- NHMRC 2010 Australian Guidelines for the Prevention and Control of Infection in Healthcare Commonwealth of Australia
- Government of Western Australia Department of Health WA Consent to Treatment Policy 2016 (Information from this publication is utilised as a good practice example of consent. It can be replaced with another example if considered more appropriate)
- NSW Ministry of Health Making an Advance Care Directive Accessed 2018
- COTA NSW Fact Sheet Substitute Decision-Making in Advance Care Planning June 2015

## 9 DEFINITIONS<sup>21</sup>

Term	Meaning
Assessment (including review and reassessment)	Evaluation of care and services including consultation with the resident, review of referral information, collection of physical, psychological and social observations, data and information for the purpose of developing a support plan.
Carer	A person who provides personal care, support and help to a resident. This does not include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the <i>Carer Recognition Act 2010</i> .
Clinical care	Care and support provided by health professionals that is evidence based, meets resident's needs and optimises the resident's health and well-being.
Consumer/resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Resident centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between residents and health care providers.
Cultural safety	Culturally safe care and services are those that are planned and delivered in a way that is spiritually, socially, emotionally and physically safe for residents. It's also how a person's identity is respected so that who they are and what they need, isn't questioned or denied.
Dignity of risk	Dignity of risk is the concept that all adults have right to make decisions that affect their lives and to have those decisions respected, even if there is some risk to themselves. Dignity of risk means respecting this right. Care and services need to strike a balance between respect for the individual's autonomy and the protection of their other rights (such as safety, shelter), unless it is unlawful or unreasonably impinges on the rights of others.
Diversity	Diversity refers to residents' varied needs, characteristics and life experiences. Residents may have specific social, cultural, linguistic, religious, spiritual, psychological, medical, and care needs. The term also refers to peoples' diverse gender and sexuality identities, experiences and relationships, including lesbian, gay, bisexual, transgender or intersex (LGBTI).
Infection prevention and control	Strategies to support the goal to create safe care environments through the implementation of practices that minimise the risk of transmission of infectious agents.
Nurse	Staff registered with the Australian Health Practitioner Regulation Agency as a nurse practitioner, registered nurse, enrolled nurse or midwife.

<sup>21</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019

Term	Meaning
Respectful	Being respectful includes understanding a person's culture, acknowledging differences, and being actively aware of these differences. It is about understanding that each resident is unique and has a right to be treated in an inclusive and respectful way.
Special needs groups	<p>People with special needs, defined at section 11-3 of the <i>Aged Care Act 1997</i>, are listed below:</p> <ul style="list-style-type: none"> <li>• People from Aboriginal and Torres Strait Islander communities</li> <li>• People from culturally and linguistically diverse backgrounds (CALD)</li> <li>• People who live in rural or remote areas</li> <li>• People who are financially or socially disadvantaged</li> <li>• Veterans</li> <li>• People who are homeless or at risk of becoming homeless</li> <li>• Care leavers</li> <li>• Parents separated from their children by forced adoption or removal</li> <li>• Lesbian, gay, bisexual, transgender and intersex people (LGBTI).</li> </ul>
Resident Support Assistant	All staff involved in delivering services and care to residents.
Support Worker	Staff that work on in the community to provide care and services based on an outreach model to people in their homes.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

# Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Medication Administration</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250.2020
<b>Policy Owner</b>	Community Services	<b>Review Date</b>	Date June 2020
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li>• Aged Care Sector Statement of Principles 2015</li> <li>• Guidance and Resources for Providers to Support the Aged Care Quality Standards</li> <li>• Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012</li> <li>• Aged Care Act 1997</li> <li>• Medicines, Poisons and Therapeutic Goods Act 2008 (ACT)</li> <li>• Poisons and Therapeutic Goods Act 1966 No 31 (NSW)</li> </ul>		
<b>Aim</b>	<p>The aim of this policy is to:</p> <ul style="list-style-type: none"> <li>• ensure the safe and effective support of people regarding medication administration;</li> <li>• ensure the safe and effective management of all aspects of medication administration; and,</li> <li>• identify, manage and report any adverse event related to medication administration.</li> </ul>		

### Record of Revisions: Medication Administration

Date	Section/s Revised and Notes	Authorisation

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 3 – Personal Care and Clinical Care.

The terms “consumer” and “resident” are interchangeable.

## 2 MEDICATION ADMINISTRATION

### 2.1 Consumer Outcome<sup>1</sup>

*“I get personal care and/or clinical care that is safe and right for me.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council’s (Council) residential aged care facilities ensure personal care and clinical care is safe and effective, and delivered in accordance with the resident’s needs, goals and preferences to optimise health and wellbeing.

### 2.3 Our Policy

Care support staff will provide assistance to people as required to take their prescribed medications. Each resident’s medication plan will be assessed on commencement of care, and reassessed at least annually to ensure the facility can continue to provide the required level of care to the resident. Medication regimes may be reassessed at any time as required, such as a change in condition or a change in medications following hospitalisation.

Care support staff should only assist a resident whose medications have been prescribed by a medical practitioner, and dispensed by a pharmacist.

Where there is an indication for a client to take non-prescribed medications, and the resident requires assistance from a support staff member, a risk assessment will be undertaken prior to assistance being provided. This includes non-prescribed, complementary and over the counter (OTC) medications, and reduces the risk of adverse drug reactions.

Staff will report any suspected adverse drug events to the Registered Nurse (RN) on duty who will contact the resident’s medical practitioner and next of kin. The RN will provide directions for the care staff to follow and organise a medical review if required.

Staff will receive training in medication administration procedures. In addition, staff will be required to demonstrate annual competence in medication administration. Staff must work within their scope of practice and follow procedures provided by the organisation at all times.

The facility will seek the assistance of relevant health professionals when required to provide help and guidance with medication issues.

<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.42. Note that Ibid means ‘in the same source last referenced in the footnote above.’

### 3 PROCEDURES

#### 3.1 Scope of Practice

Care support workers and nurses may assist residents with prescribed medications via the following routes once deemed competent:

- Orally from a packaged system e.g. Webster pack. (NB. Registered Nurses and Enrolled Nurses cannot dispense from a multi-dose packed system).
- Non-packed oral medications, including wafers and liquids.
- Intranasal (e.g. nasal sprays).
- Aurally (e.g. ear drops).
- Eye drops and ointments.
- Topically (e.g. creams and patches).
- Inhaled (e.g. puffers)
- Sprays (e.g. sublingual)
- Enteral feeding. (NB. Additional competency based training required).
- Sub-cutaneous injections using an auto-injector pen (e.g. insulin). (NB. Additional competency based training required).
- Epipen.
- Per rectum (Registered Nurse only).

#### 3.2 Prescribing of Medications

Care support staff will assist residents to take their prescribed medications.

Staff will check with the RN or pharmacist if a resident wishes to take a non-prescribed medication and requires assistance. Staff are to be aware that taking non-prescribed medications increases the risk of an adverse drug event through interactions with prescribed medications and/or food.

Prescription medication may be packaged in many different forms. Only the prescribing doctor may make changes to a medication order including ceasing and changing doses.

Care support staff workers must NOT make changes to medical documents.

#### 3.3 Over the Counter (OTC) Medications

OTC or non-prescribed medications can interact with prescribed medications and cause an unwanted side effect. If OTC medications are required, they should still be approved by the treating doctor, checked and packaged appropriately by the pharmacist, before staff can assist.

A medication administration record or sign sheet must be used if care support workers are required to assist a resident to take the medication.

Care support staff are NOT permitted to assist residents with medications from their original packaging e.g. pain relief tablets such as paracetamol. These must be checked, approved and packed by the pharmacist.



### 3.4 Dispensing Medications

The community pharmacist will dispense all medications per the doctor's prescription. The community pharmacist will ensure medications are packed appropriately.

All medications must be supplied with a medication administration record, which clearly details the medications, their route, time, dosage, and person for whom the medication is prescribed. The record will also show how many medications are in each blister and any specific instructions on how the resident should take the medication.

All blister-packed medications must have a digital photograph of the resident, provided by the dispensing pharmacist, for identification and checking medications. All medication documentation must have an up to date digital photograph of the resident on each page for easy identification and checking procedures.

Some medications may be supplied in the original container because they cannot be stored with other medications, or their effect may be changed if removed from their original container. This applies to medications such as liquids and wafers.

All prescribed medications must have an expiry date clearly visible, or in the case of blister packs, the dispensing date – medications expire one year from dispensing unless otherwise stated on the pack.

### 3.5 Packaged Medication Systems

Council's residential aged care facilities support residents to take medications using a packaged system such as a blister pack, which is also known as a Webster pack. Care support staff are not permitted to assist residents with medications from their original packaging if they are unable to be packaged.

Each medication blister pack must be prepared by a community pharmacist and accompanied by a medication administration record. Prescribed medications unable to be packaged in a blister pack must be accompanied by instructions for administration. Such prescribed medications may also be restricted to being administered by a qualified nurse.

All other non-packaged medication including liquids, wafers, patches, creams, suppositories, eye drops, inhaled and intranasal medications, must have specific instructions to guide care support workers on administration.

### 3.6 Medication Storage

Medications must be stored in a secure, locked area when not in use. Medications must also be stored at the correct temperature to ensure they are kept in the best possible condition. This may include storing medications in the fridge should they require storage at a cooler temperature.

Medications requiring refrigeration should be stored in the body of the fridge, rather than the door, where temperature fluctuations will regularly occur. Further, all medications must be stored in an area where others cannot access them.

Any variance to the above must be approved by management.

Only those medications clearly stating 'keep refrigerated' should be refrigerated; medications stating 'keep below 25 degrees Celsius' do not require refrigeration under normal circumstances.

### 3.7 Checking Medications

All medication packs must be checked by a qualified nurse against the primary medication chart on arrival to the facility and signed on the back of the blister pack before use. Any errors should be reported immediately to the pharmacy via phone and an incident form completed.

Care support staff should complete a visual check to confirm all previous medications have been administered as prescribed. If medications have not been given, the employee should contact the RN on duty to report the incident, and then complete a medication incident form.

Medications should be checked for:

- The five R's – the right dose, the right medication, the right person, the right time, the right route.
- Intact packaging – blisters must not be taped or tampered with.
- Expiry date or dispensing date.
- Any previous doses missed or any medications already given.
- Damaged medication.
- Whether medications can be mixed together if applicable.

### 3.8 Administration of Medications

Residents will be assisted to take prescribed medications. The level of assistance will be based on the resident's individual needs and preferences for taking medications.

There must be clear instructions to guide care support staff in the specific way a resident consumes their medications. This may include preferred drink/food, positioning, thickened fluid, etc.

Care support workers must follow procedures for administration of medications. Medications must only be given if the resident can swallow safely. Safe swallowing includes ensuring the resident is conscious and not vomiting, experiencing a seizure, coughing or gagging.

Staff must stay with the resident until they are confident all medications have been ingested and observed for any adverse side effects.

### 3.9 PRN Medications

Some medications may be required periodically to treat a particular symptom, such as pain relief or nausea. These medications are referred to as pro re nata, or PRN.

PRN medications must be prescribed by a doctor. Each PRN medication must be accompanied by a medication administration record that must be signed by the care support worker once a PRN medication has been administered.

The care support worker must use the 'PRN decision assist tool' before administering a PRN medication to a resident. All PRN medications require the approval of the RN on duty before administration.

### 3.10 Behaviour Management Medications – Regular and PRN

Residents may occasionally require a medication to manage behaviours. Behaviour management medication (psychotropic) can be prescribed on a regular or PRN basis, and include mood stabilisers, sedatives and medications for a diagnosed mental health condition. Medications required on a regular basis are not considered chemical restraint as they are treating an existing mental health condition.

Chemical restraint is *“the administering of PRN psychoactive medication in response to challenging behaviour.”*

Staff must document the use of PRN chemical restraint medications in the resident’s medication administration record and progress notes. An incident report may also be required to document the behaviour and circumstances leading to the use of the medication.

All psychotropic medications must be reviewed by the resident’s medical practitioner at least every three months, and as required in response to a change in health status.

All medications classified as psychotropic must be recorded on the psychotropic register and updated as changes occur.

### 3.11 Self-Administration

Council’s residential aged care facilities support all residents to be as independent as possible and this includes medication administration. Self-administration of medications requires the resident to:

- be physically able to handle and administer their own medications in all forms;
- understand the purpose of each medication and reason/s for use;
- understand the consequences of not taking medication; and,
- store medications safely and securely.

If a resident wishes to self-administer medications a risk assessment must be completed, which will include a resident medication self-administration assessment. The medication self-administration assessment must be signed by the resident or their guardian, and the prescribing doctor.

The medication self-administration assessment will be completed at least annually to ensure the resident receives the appropriate level of support on an ongoing basis.

Care support workers may only provide minimal assistance to the resident self-administering medications, including prompting, reaching the medications from a safe storage area, and offering a glass of water. All other aspects of medication administration MUST be completed by the resident to be considered self-administration.

### 3.12 Consent

Taking prescribed medications is considered reasonable and everyday contact, but staff are to seek verbal or implied permission from the resident wherever possible and practical.

### 3.13 Refusal

A resident has the right to refuse a medication. Staff may not force a resident to consume medication against their wishes. Staff must encourage the resident to take their medications and explain the importance of medication consumption.

If continual refusal occurs, the staff member must:

- Dispose of the medication safely and correctly.
- Report verbally to the nurse on duty.
- Document the refusal via an incident report and in the resident's progress notes.

### 3.14 Crushing and Dissolving Medications

Medications should be given whole and with a glass of water unless stated otherwise. If the resident requires medications to be crushed or dissolved:

- The nurse must inform the prescribing doctor.
- The prescribing doctor has the ultimate responsibility to assess the appropriateness of the medication regime in relation to crushing and dissolving tablets.
- Instructions for crushing medications must be detailed for the staff on a medication order or other accepted documentation.

### 3.15 Statim (Immediately) Medications

Statim medications are usually required on a once only basis, and must be prescribed by a medical practitioner.

Care support workers **may only** give statim medications if they are prescribed. Statim medications must be documented on a medication administration record.

### 3.16 Documentation

Every resident who takes medications should have a medication management care plan with all risks and alerts detailed, together with their preferences regarding medications.

All medication documentation must have a digital photograph of the resident on each page for easy identification and checking procedures. All medication administration documentation must be provided by the dispensing pharmacist.

Care support workers must document that the resident has received their medications on the medication administration record. Additionally, care support workers must document the reason for any medication NOT given. When signing for medications NOT given, the reason/s must be circled and noted in the resident's progress notes as a variance.

### 3.17 Disposal of Medications

Medications must be disposed of safely if they are no longer required. This may include medications that are:

- refused;
- out of date;

- damaged; or,
- no longer required.

Medications should be disposed of in a sharps container on the premises by the pharmacist in the presence of the RN on duty. This must be documented in the appropriate dangerous drugs register by the pharmacist and witnessed by the RN.

Medication packaging must be de-identified prior to it being disposed of. Shredding it is the best method.

Blister packs will have either a dispensing or expiry date. A pack is considered suitable for use one year from the dispensing date unless otherwise stated.

### 3.18 Medication Incidents

Types of medication incidents may include:

- prescribing error;
- packaging/dispensing error;
- administration error;
- documentation error;
- resident unwell during medication administration or after taking medication; or,
- refusal of medications.

Incidents require three actions:

- **Manage** – The resident is our priority, so ensure their safety and security first. Manage any symptoms and call for help if needed (e.g. pharmacist, or 000).
- **Report** – Report to the nurse on duty immediately in case the resident requires immediate treatment.
- **Document** – Follow Council's policy and procedures for incident reporting and documentation. Complete medication incident form and document the details of the incident in the resident's progress notes.

## 4 GENERAL

This Policy will be reviewed at least every two years and in response to legislative and regulatory changes. All staff assisting residents with medication must comply with this framework and associated procedures and documents.

Managers are responsible for ensuring staff have the resources to comply with this Policy through supporting residents requiring assistance with medications.

All reporting will be done in accordance with the procedures outlined in this Policy and other associated procedures and documents. All records relevant to this document are to be maintained in a record keeping system recognised by Council.

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## 6 DEFINITIONS

Term	Meaning
Alternative therapies	Those used <i>in place of</i> conventional medicines or treatments. There is no scientific evidence for many alternative therapies. See complementary therapies.
bd/bid	Twice a day (Latin: bis in die) – not recommended for use as may be confused with other abbreviations.
bds	Twice a day (Latin: bis die sumendum).
blister pack	A medication packaging system where all solid dose (hard) medications that can be packed, are packed into a “blister” and dispensed by a registered pharmacist. Medications can be packed in a ‘multi-dose’ blister where all the medications for a specific time are in the same “blister” or a ‘single-dose’ blister where each dose of medication is in its own blister. Blister packs have been shown to significantly reduce the risk of medication error during administration.
bucc/buccal	Inside the cheek.
CHAP	Comprehensive Health Assessment Program.
complementary medicines	<p>Medicines that are used <i>alongside</i> conventional medications or medical treatments. Complementary therapies are known by many different forms including acupuncture, alternative therapy, alternative medicine, aromatherapy, herbal medicine, holistic therapy, naturopathy, reiki and traditional medicine.</p> <p>A person MUST tell their prescribing doctor of all complementary medications used as some interact with conventional medications or cause severe allergic reactions.</p>
contraindication	A specific situation in which a medication should not be used because it may be harmful to a person. A <i>relative</i> contraindication means that caution should be used - it is acceptable if the benefits outweigh the risks. An <i>absolute</i> contraindication means that the medication must not be used as it could cause a life-threatening situation.
enemas	A liquid medication that is to be administered rectally – into the rectum.
HMR	Home medicines review – a free (Medicare funded) service provided to all people by a registered pharmacist to check the safety of medications including OTC and complementary medications. Includes interactions with other medications, safe dosage, specific administration considerations. The person’s GP can request an HMR for a person.
IM/IMI	Intramuscular / intramuscular injection.
intermittent medication	A medication given regularly, but not as often as daily.
IV/IVI	Intravenous/intravenous injection/intravenous infusion.
kg	Kilogram – a measurement of weight.

Term	Meaning
liquid	A liquid medication – may be referred to as suspension (susp), emulsion (emuls), syrup (syr).
litre	Litre – a measurement of volume (liquid).
mane	In the morning.
mcg	Microgram – a unit of measurement of a medication.
mg	Milligram – a unit of measurement of a medication.
ml	Millilitre – a measure of volume (liquid).
nocte	At night.
oral	Taken by mouth.
OTC medication	A medication that can be purchased from a pharmacy without a prescription.
pessaries	Medications in a solid form that are placed in the vagina and are used to treat vaginal conditions.
Pharmacist-only medication	A medication that can be purchased from a pharmacy without a prescription, with advice from the pharmacist.
po	Medication to be given orally (latin: per os).
Prescription medication	Any medication that must be prescribed by a doctor and dispensed by a pharmacist.
pr	Medications given into the rectum – see suppository (latin: per rectum).
prn	‘pro re nata’ medication to be administered <b>as needed</b> – when certain circumstances occur. Examples include pain relief for a headache. The medication is not required regularly.
Psychotropic medication	A medication that affects the brain’s action – memory, emotions, behaviour. May be considered ‘chemical restraint’.
qid/qds	four times a day (latin: quarter in die / quarter die sumendus).
Regular medications	Medications that are given at the same time each day – at least daily or more often. Examples include blood pressure medication.
Self-management	When a person administers their own medications independently.
Side effects	Undesirable or unwanted actions of a medication.
stat/statim	Immediately (latin: statim).
supp/suppositories	Solid medications inserted rectally (into the rectum), absorbed relatively quickly through the mucous membrane. Examples include pain killers, sedatives or to enable bowel emptying.
susp/suspension	A medication partly dissolved in a liquid base. The medication is suspended in the liquid and will settle at the bottom when stored.
tbsp	Tablespoon.
tds/tid	Three times a day (latin: ter die sumendum / ter in die).
top/topical	On the skin; some of the medication is absorbed through the skin.



Term	Meaning
transdermal	Across the skin.
tsp	Teaspoon.

This list provides information on some commonly used words and abbreviations. It does not include all words and abbreviations related to medications. It is important that the person assisting with medications understands the information provided, and must check if the meaning is unclear.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

## Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Personal Care and Clinical Care</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250.2020
<b>Policy Owner</b>	Community Services	<b>Review Date</b>	Date June 2020
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"><li>Aged Care Act 1997</li></ul>		
<b>Aim</b>	The aim of this policy is to ensure personal care and clinical care is safe and effective and delivered in accordance with the resident's needs, goals and preferences to optimise health and wellbeing.		

### Record of Revisions: Personal Care and Clinical Care

Date	Section/s Revised and Notes	Authorisation
June 2020	Policy and procedures implemented	CEO

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SNOWY MONARO REGIONAL COUNCIL

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 3 – Personal Care and Clinical Care.

The terms “consumer” and “resident” are interchangeable.

## 2 PERSONAL CARE AND CLINICAL CARE

### 2.1 Consumer Outcome<sup>1</sup>

*“I get personal care and/or clinical care that is safe and right for me.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council’s (Council) residential aged care facilities ensure personal care and clinical care is safe and effective, and delivered in accordance with the resident’s needs, goals and preferences to optimise health and wellbeing.

### 2.3 Our Policy<sup>3</sup>

Each resident receives safe and effective personal care and/or clinical care that is:

- best practice;
- tailored to their needs; and,
- optimises their health and wellbeing.

All high-impact or high-prevalence risks associated with the care of each resident are identified and managed. The needs, goals and preferences of residents nearing the end of life are recognised and addressed, their comfort maximised and their dignity preserved.

Any deterioration or change in a resident’s mental health, cognitive or physical function, capacity or condition is recognised and responded to in a timely manner. All information about the resident’s condition, needs and preferences is documented and communicated within our residential aged care facilities, and with others where responsibility for care is shared and consent from the resident has been obtained.

Timely and appropriate referrals are made to other providers, organisations and individuals.

All infection-related risks are minimised through implementing:

- Standard and transmission-based precautions to prevent and control infection.
- Practices to promote appropriate antibiotic prescribing and use to support optimal care and reduce the risk of increasing resistance to antibiotics.

Further information relating to our infection control policy and procedures can be found in our Assessment and Planning Policy. All infection control strategies must be considered in at the time of planning resident care.

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.42. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Ibid., p.42.

## 2.4 Responsibilities

Council's residential aged care facilities ensure care and clinical practices are evidence-based, reviewed by clinicians, fit for purpose, shared with staff, incorporated into training materials, reviewed when required and on a regular five yearly cycle, and endorsed and approved in accordance with Local Government processes.

Management develops processes and practices that achieve safe and effective care delivered in accordance with the resident's needs, goals and preferences. Management is also responsible for ensuring the employment of staff who are qualified and experienced in all aspects of the provision of personal and clinical care.

Senior Registered Nurses (RN) supervise and monitor the delivery of safe and effective personal and clinical care and delegate responsibility for care to the care team. RNs can delegate care to Enrolled Nurses and support workers relevant to their scope of practice. The Clinical Support Lead reports personal and clinical care performance at the Clinical Care Meeting, to the Coordinator Quality Assurance and Education, and at any other clinical team meetings. All external Allied Health professionals work within the multidisciplinary team to assess, develop care and services plans and provide advice relevant to their scope of practice.

The RN assesses clinical care needs, coordinates the review of residents, develops clinical care and services plans, refers residents to appropriate health professionals, and conducts clinical reviews where required. The RN and relevant allied health professionals, as well as the Coordinator Quality Assurance and Education, provide education, training, competency assessment and supervision of support workers in the delivery of delegated care tasks as appropriate.

All staff follow policies and procedures, participate in development opportunities, report and escalate resident's deterioration (where necessary) and deliver services that are safe and effective, and provided in accordance with the resident's needs, goals and preferences.

Residents and/or their representatives provide ongoing input regarding their needs and preferences for care and services.

## 2.5 Monitoring Personal Care and Clinical Care

Personal care and clinical care processes and systems are regularly audited as part of our audit program. Staff, residents and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made.

# 3 DELIVERING PERSONAL CARE AND CLINICAL CARE

## 3.1 Principles of Delivering Personal Care and Clinical Care<sup>4</sup>

Our residential aged care facilities deliver safe and effective personal and clinical care to meet resident's needs, goals and preferences to optimise their health and wellbeing by:

- Using evidence-based practices.

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<sup>4</sup> This section is only applicable to services who deliver personal care and/or clinical care.

- Tailoring personal and clinical care to each resident's needs and identifying and minimising risk through a consultative assessment process whilst respecting the resident's right to the 'dignity of risk'.
- Developing support and services plans in consultation with the resident including meeting the needs and preferences of those nearing the end-of-life.
- Ensuring staff are skilled to detect deterioration in the resident's mental, physical and cognitive function.
- Supporting processes to share, handover and document information in the resident's file regarding their condition; this information will be available to personnel within, and outside, the organisation where necessary and only with permission.
- Referring residents to health professionals and other organisations as necessary and in a timely manner to optimise the health and wellbeing of the resident.

We use the nursing process<sup>5</sup> to guide the registered nurse to individualise, contextualise and prioritise care<sup>6</sup>. The nursing process includes the following steps:<sup>7</sup>

- Assessment: systematic collection of subjective (described by the resident) and objective (observed by the nurse) assessment data through interview with the resident, resident examination and assessment tools. This is followed by analysis of the data to inform a care plan.
- Nursing diagnosis: describing the nursing diagnosis related to factors relevant to the diagnosis determined through assessment.
- Planning: including formulating measurable outcomes and planning nursing/care interventions in consultation with the resident.
- Intervention: providing the nursing care and support outlined in the care and services plan.
- Evaluation: determining the responses to the nursing care and support in consultation with the resident on a regular basis to determine outcomes and reviewing the care and services plan as necessary (informed by further assessments as required).

### 3.2 Risk Assessment – Minimising Harm

Assessment processes are described in our Assessment and Planning Policy.

Residents may be at risk of events that can have a serious impact on their health and wellbeing including:

- Failure to identify or act on deterioration, including failure to appropriately handover and manage life threatening events.
- Harmful effects of living with dementia such as confusion and delirium.

<sup>5</sup> The nursing process was first determined as a four-stage process (assessment, planning, implementation and evaluation) in 1958 by Ida Jean Orlando and later further developed to include nursing diagnosis.

<sup>6</sup> Hage BL 2014 A Comprehensive Guide to Geriatric Rehabilitation (3<sup>rd</sup> Edition)

<sup>7</sup> Pratt RJ and van Wijgerden J 2009 Nursing Care of Patients with Tuberculosis



- Sensory impairments.
- Falls and mobility impairments.
- Sub optimal nutrition and hydration.
- Swallowing difficulties.
- Failure to support continence.
- Medication errors and medication side effects.
- Sub optimal pain management.
- Sub optimal end-of-life care.
- Preventing pressure injuries and promoting skin integrity.
- Consequences of restrictive practices.

### 3.2.1 Screening for risks and minimising harm

Screening for the abovementioned risks is conducted as applicable to the resident on admission to the service, and regularly (per our assessment and care planning process) as risks are identified. Referral and handover information and consultation with the resident is conducted to assist in determining risks. If risks are identified, referral information and health professional input is sought to inform the development of an appropriate Care and Services Plan.

Risk screening is the first process to identify if the resident is at risk of events that may cause harm. Further assessment is conducted by the Registered Nurse (RN) to identify strategies to minimise harm and support appropriate clinical care. Assessments are used to inform ACFI submissions.

### 3.2.2 Assessing risks

Following screening, if risks are identified, an assessment is conducted by a health professional to ascertain the care and support required to minimise risk and assist the resident to maintain their health and wellbeing. Relevant assessments are conducted, and the Care and Services Plan is updated to reflect the care required. Residents are further referred to appropriate health professionals as required, following consultation with the resident.

### 3.2.3 Support planning

Support and services plans are developed in consultation with the resident to reduce the risk of harm to residents. These are reviewed six weeks after service commencement, as required when care needs change, and on a selected schedule (if the resident has complex care needs, a four monthly review is conducted). At any time, the support and services plan can be reviewed and updated to respond to changes in condition and minimise risks.

### 3.2.4 Referral

Residents are referred to health professionals or other providers if required and records of the referral, assessment and interventions are maintained in the resident's record. If information is provided by a health professional following referral, this is integrated into the resident's care and services plan.

See Chapter 4 Minimising Potential Harm – Care Policies in this Policy for details on how we support our residents to manage the risk of harm.

### **3.2.5 Risk management**

Significant risks identified through risk screening and linked to factors under the control of the residential aged care facility are reported to the Coordinator Quality Assurance and Education on a Comments and Complaints form for clinical risk consideration at the next Management Meeting.

## **3.3 Personal Care**

Personal care includes assistance with activities of daily living including bathing, grooming, dressing, toileting and assisting residents to consume their meals and drinks. It also includes the provision of hairdressing and beauty treatments; these are provided by external contractors at the resident's expense.

### **3.3.1 Scheduling**

Support workers are allocated residents to provide support and care during their shift. These allocations are completed by the delegated team leader and documented on the allocation sheet. Support workers work in teams to support each other and provide care to residents who require more than one support worker to deliver care.

### **3.3.2 Care and Services Plans and documentation**

Staff deliver the support described in the care and services plan/s and complete progress notes/assessment forms relevant to their scope of practice (e.g. completion of toileting records and fluid intake charts). Resident changes in condition are reported to the Registered Nurse/Enrolled Nurse/Supervisor and both parties note in the resident's records what action/s they took in response to the identified change.

In addition, staff are encouraged to document interactions with residents to provide an understanding of their health and wellbeing. Staff use the relevant reporting forms to record hazards, medication errors or adverse events in addition to making a notation in the progress notes and may use their Handover Report to assist in remembering issues that need to be raised with their supervisor.

Support workers are updated on any changes to a resident's care and services plans or needs through a verbal handover and are alerted to the updated care and services plan if there are significant changes. There are meeting forums for support workers to discuss any issues arising in the support they provide, and their supervisor will be available if required.

Please also refer to Chapter 7 Resident Documentation and Information Sharing in our Assessment and Planning Policy.

### **3.3.3 Equipment and materials**

We ensure suitable equipment and materials, including medical supplies, are provided to residents and used by staff to support resident goals. Equipment to support the clinical and safety needs of residents are reviewed by the Clinical Support Lead, Manager Support and Operations (Facility Manager) and Coordinator Quality Assurance and Education with input from relevant

health professionals before purchase. Only approved items can be purchased. The Clinical Support Lead, Coordinator Quality Assurance and Education, and Manager Support and Operations (Facility Manager) are responsible for ensuring clinical equipment and medical supplies are appropriate to the resident's needs.

Residents are provided with equipment and materials (such as wound care products) in line with their care needs and funding guidelines. Residents are provided with toiletries including towels, face washers, soap/soap substitute, toilet paper, tissues, toothpaste, toothbrushes, denture cleaning preparations, moisturiser, shampoo, conditioner, shaving cream, and disposable razors.<sup>8</sup>

Toiletry items are replenished on an ongoing basis and toothbrushes changed very three months. The resident can provide their own toiletries if they choose. Continence support items are sourced and provided to residents following assessment and support plan development in accordance with recommendations and procedures.

The RN ensures that all medical supplies are within use-by dates, stored per manufacturer's specifications and disposed of appropriately.

The Maintenance Officer ensures equipment is fit for purpose, appropriately maintained and clean. Please refer to Section 5.7 Monitoring and Maintaining Equipment and Facilities in our Service Environment Policy for further information.

### 3.4 Clinical Support

Clinical care is provided by suitably qualified health care professionals including medical practitioners, nurse practitioners, pharmacists, nursing staff, and allied health professionals.

Clinical support is provided by a team of Registered and Enrolled Nurses and health professionals working within their scope of practice. Collectively, these health professionals consult with residents/representatives, conduct assessments (with input from residents and support workers), develop care and services plans, deliver care within their scope of practice, refer to other health professionals as required, evaluate outcomes, and monitor the health, safety and wellbeing of residents. All health professionals, whether internally or externally sourced, document information in the resident's health record.

Services can be provided by external health care professionals, such as the Podiatrist, who schedules treatments in consultation with the nursing staff, deliver treatments in the resident's room or suitably equipped treatment room. Allied Health follows infection prevention and control guidelines and is responsible for the management of their equipment. Where treatment includes dressings, the Allied Health liaises with the nursing staff to develop a wound care plan.

Clinical and Management teams supervise and monitor the care provided by support workers and provide information, education and training to aid the practice of support workers. This can be formal (education sessions and handover) or informal (supervising and mentoring during the shift).

### 3.5 Documenting Advance Care Planning

Residents are supported to complete an advance care and end-of-life plan if they wish to. The support plan contains reference to the presence of an Advance Care Plan (and associated end-of-life plan) and a copy is kept within the resident's file for staff to reference as required.

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<sup>8</sup> Australian Government Department of Health 2014 Additional Guidance Care and Services in Aged Care Homes

Information on advance care planning wishes is provided when the resident is referred to other agencies or health professionals with the resident's consent. Please refer to Sections 4.6 Substitute Decision-Makers and 4.9 Advance Care Planning in our Assessment and Planning Policy for further information.

### 3.6 Monitoring Health and Wellbeing in Natural Disasters

Staff ensure they monitor the health and wellbeing of residents. This includes monitoring for changes in the residents and being aware of the impacts of hot and cold weather on residents and the risks associated with bushfires. These are outlined in the [Monitoring the Health and Wellbeing in Severe Weather and Natural Disasters Procedures](#).

## 4 MINIMISING POTENTIAL HARM – CARE POLICIES

### 4.1 Overview

Residents may be at risk of harm due to a range of issues related to altered cognition, frailty, functional decline, reduced health and wellbeing, sensory losses, changes in environment and mental health.

Council's residential aged care facilities work with residents through assessment, support planning, referral, review and monitoring to identify the risk of potential harm and utilise effective strategies to reduce the risk of harm.

A range of practices are in place to reduce the risk of potential harm for residents including:

- Handover.
- Managing deterioration (see [Managing Deterioration and Escalation Practice](#) and [Managing Life Threatening Events Practice](#)).
- Supporting those living with cognitive impairment (see [Communicating with People Living with Dementia](#) and [Managing Behavioural and Psychological Symptoms of Dementia](#)).
- Managing delirium (see [Managing Delirium](#)).
- Supporting sensory impairments (see [Supporting Sensory Impairments Practice](#)).
- Falls and mobility impairments (see [Falls Prevention and Management Practice](#)).
- Supporting optimal nutrition and hydration (see [Nutrition and Hydration Support Practice](#)).
- Promoting oral and dental health (see [Oral and Dental Support Practice](#)).
- Optimising continence care – bladder and bowel (see [Optimising Continence Care Practice](#)).
- Medication management (see [Medication Management Procedure](#)).
- Supporting restful sleep (see [Sleep Support Practice](#)).
- Supporting pain management (see [Pain Management Practice](#)).
- Providing end-of-life care (see [Palliative and End of Life Care Practice](#)).

- Preventing pressure injury and promoting skin integrity (see [Pressure Injury Prevention and Management Practice](#) and [Skin Integrity Support and Skin Tear Management Practice](#)).
- Minimising the use of restrictive practices (please refer to sub-section 11.8.6 Minimising the use of restraint in our Governance Policy and [Restraint Minimisation and Use Practice](#)).

## 4.2 Resident-Focussed Care Policy

Quality and safe care is provided to all of our residential aged care residents through the implementation of our Resident-Focused Care Policy that is operationalised by:

- Consulting with the resident (and their representative if requested/required by the resident relative to their ability to participate) before, during and after admission to our service.
- Identifying the resident's expressed goals (using the SMART – Specific, Measurable, Attainable, Realistic and Timeframe – goal setting plan) and working with them to articulate how we can support them in achieving their goals while promoting independence.
- Measuring and monitoring the resident's achievement of their goals on an ongoing basis through consultation, review and reassessment.
- Using previously conducted assessments and referral information to inform our assessments.
- Conducting assessments relevant to the resident's needs and using this information to inform the development of a resident-approved support plan.
- Delivering quality and safe services consistently by reviewing the resident's progress in meeting defined goals, measuring our performance, auditing our performance and conducting surveys, meetings and focus groups.
- Referring residents when necessary to services and suitably qualified health professionals and incorporating information from other service providers and health professionals into our support plans.
- Identifying and minimising the risk to residents whilst supporting the 'dignity of risk' for every resident.
- Consistently recording the care and services provided to document the resident's journey, improve our services and meet regulatory requirements.
- Providing staff with training, support, supervision and mentorship to deliver safe and quality services.
- Improving our services by listening to and engaging with residents, staff, contractors, volunteers, community and other stakeholders.
- Monitoring and reporting our practice through the review of clinical and care indicators through our clinical governance framework reporting.

Practice documents outline how we deliver our care policy as it relates to specific areas of care.

## 5 MEDICATION MANAGEMENT POLICY

We promote the safe and effective use of medications for all residents in line with current legislation and guidelines. Medication management can be provided to residents by the Registered/Enrolled Nurse (RN/EN) or Support Workers. The RN/EN is bound to follow professional guidelines<sup>9</sup> in the delivery of medications. Support workers can only provide medication management support if they have been deemed competent to do so. Residents can be supported to remain independent in the management of their medications with the completion of assessments and a risk acknowledgement. A specific Policy for Medication Management has been developed and it must be read in conjunction with this policy.

The Medication Management Policy is developed in line with contemporary guidance for medication management including:

- Australian Nursing and Midwifery Federation Nursing Guidelines: Management of Medicines in Aged Care 2013.
- Department of Health and Ageing Guiding Principles for Medication Management in Residential Aged Care Facilities 2012.
- Australian Pharmaceutical Advisory Council Guiding Principles for Medication Management in the Community 2012.

The legislation guiding medication management in NSW is the Poisons and Therapeutic Goods Act 1966 and Poisons and Therapeutic Goods Regulation 2008<sup>10</sup>; however, this legislation does not define the roles of support workers in medication management.

Each resident is assessed to understand what medication supports they require to ensure safe and correct medication processes and promote their independence.

### 5.1 Policy Review

This policy is reviewed by the Quality Assurance and Clinical team at least every 12 months to identify any required improvements, and implement any improvements to the process. This policy review contributes to our clinical governance oversight of organisational practices with consideration to the ongoing review of medication errors.

## 6 MINIMISING THE USE OF RESTRAINTS POLICY<sup>11</sup>

We promote a restraint free environment to ensure the safety and wellbeing of residents and to ensure care is delivered in accordance with legislative, regulatory, standards, safety, and best practice guidelines with relation to the application of restraint, be it physical or chemical.

We abide by the Australian Government's legislative framework<sup>12</sup> to reduce the use of restraints and acknowledge that a restraint-free environment is a basic human right for all residents. Restraint, such as the use of physical or chemical restraint, should not be implemented until all alternatives are explored. The Amending Principles engage the following rights:

<sup>9</sup> Australian Nursing and Midwifery Federation Nursing Guidelines: Management of Medicines in Aged Care 2013

<sup>10</sup> NSW Government Poisons and Therapeutic Goods Act 1966 and Poisons and Therapeutic Goods Regulation 2008

<sup>11</sup> Australian Government Department of Health and Ageing 2012 Decision-making tool: Supporting a Restraint Free Environment in Residential Aged Care AND The Joanna Briggs Institute 2013 Aged Care Nursing Manual: Restraint Standards

<sup>12</sup> Australian Government Explanatory Statement Quality of Care Amendment (Minimising the Use of Restraints) Principles 2019

- the right to the enjoyment of the highest attainable standard of physical and mental health; and,
- the right to protection from exploitation, violence and abuse.

The [Restraint Minimisation and Use Procedure](#) outlines the details of the implementation of the Minimising the use of restraints Policy.

We promote a restraint free environment. Restraints are not considered before all other restraint-free options have been trialled and it has been established that they do not deal successfully with the behaviour causing concern to support resident safety. The least restrictive form of restraint can be used to ensure the safety and dignity of all concerned after approval from a medical practitioner. Reviews of implemented restrictive practices are carried out regularly on the resident and the implementation of strategies.

## 6.1 Responsibilities

- Medical practitioner: makes the decision for the use of restraint, authorises and reviews all restraints (physical and chemical) following consultation with the resident/representative, Registered Nurse and allied health professionals.
- Clinical Support Lead/Registered Nurse: consultation, assessment, risk acknowledgement, provision of updated information to the resident and/or representatives, care planning, monitoring and review of the restraint.
- Other health professionals: consultation, assessment, care planning and review of the restraint when required (e.g. appropriate fitting of physical restraint).
- Care team: monitoring restraint use, consultation with health professionals regarding restraint use, and identification of improvement opportunities.
- Management: provision of policy, procedures, audit, and education and training programs to support restraint use.

## 6.2 Bed rail as a safety measure

Should a bed rail be used at the facility as a safety measure to provide reassurance to residents, or to ensure residents have a rail to assist them moving in bed (but not to restrain them), the installation of a bed rail is discussed with the resident, family, nurse, doctor and other health professionals as required. A risk acknowledgment is signed by the resident or their representative/s and medical practitioner/s when appropriate. A partial bed rail, if used, is included in the resident's care and services plan for regular review. A bed rail protector is used when possible when the bed rail is in place.

## 7 MISSING RESIDENTS POLICY

Missing residents must be reported to the Department of Health. If a resident is not able to be located and staff are unaware of the reasons for their absence, the Manager Support and Operations (Facility Manager) is notified immediately. The whole facility should be searched in a coordinated manner by all staff members on duty.

If after a reasonable search the resident is not found, the next of kin and police are notified. Police are given a description of the resident including, if possible, a description of what the resident was wearing when last seen. The photograph in the resident's file should be given to the police



to assist in identifying them. Staff are to follow the directives of the police, if involved in the search.

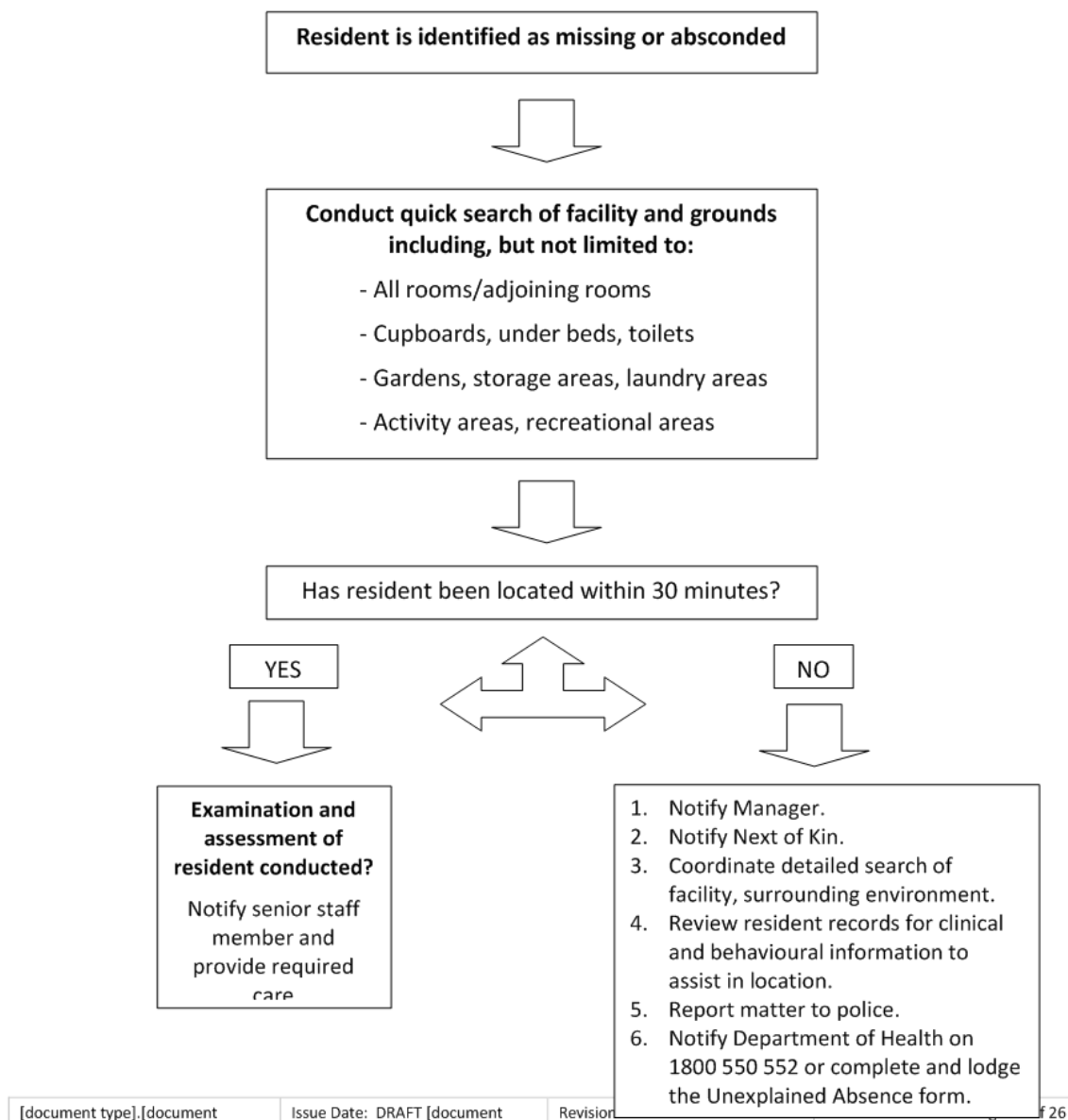
Missing residents, if reported to the Police, are reported to the Department of Health by the Manager Support and Operations (Facility Manager) within 24 hours of advising the police that the resident was missing, an Incident Form is completed and details of the event entered in the resident's progress notes.

If the resident is located before reporting them missing to the police, a report to the Department of Health is not necessary. We do, however, report missing residents who are returned to the residential aged care facility by police.

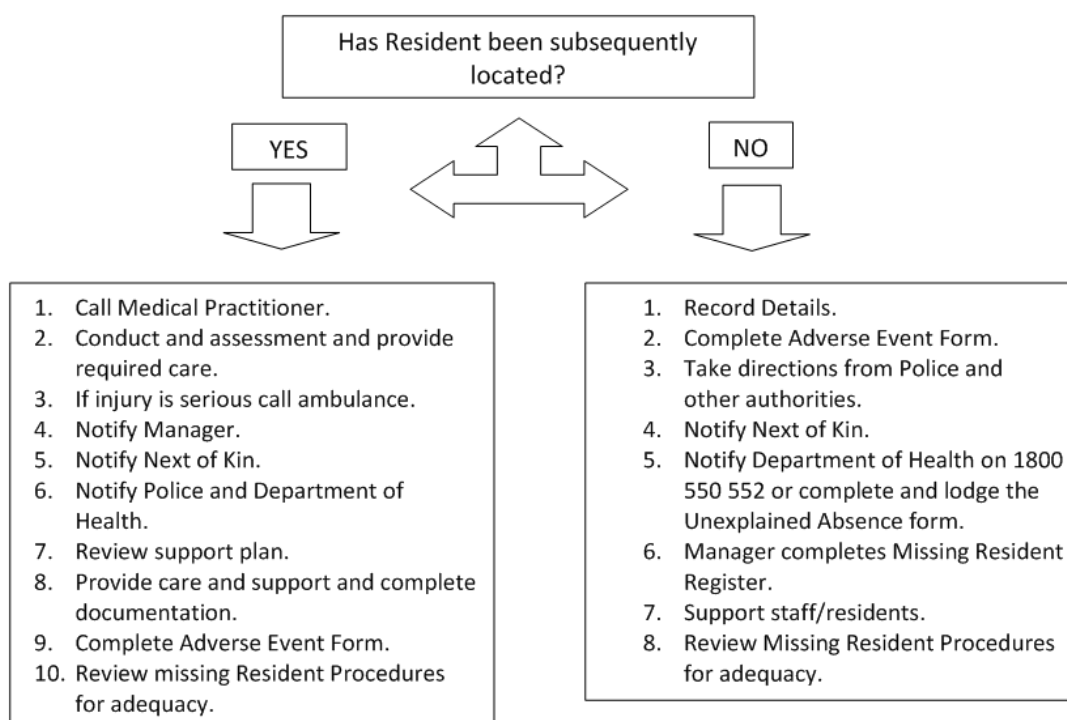
The Manager Support and Operations (Facility Manager) completes the Missing Resident Register and reports to the Department of Health using their [Unexplained Absence](#) Form, please refer to the Department of health website for the most updated form.

The process is described below in Figure 1.1 Missing Resident Flow Chart.

**Figure 1.1 Missing Resident Flow Chart**







## 8 REPORTABLE ASSAULT RESIDENTIAL AGED CARE POLICY

We are required to report all reportable assaults under the Aged Care Act 1997 (63-1AA)<sup>13</sup> and to ensure residents live in a safe environment. A synopsis of the requirements (and flowchart) are included below.

All approved providers of Australian Government subsidised residential aged care must encourage staff to report alleged or suspected reportable assaults. This includes staff suspecting that a reportable assault may have occurred, or suspect that a reportable assault may have occurred, or staff have witnessed or been informed of an alleged or suspected assault. This requirement recognises that in many cases, it may be staff who first notice assaults. The legislation therefore requires that approved providers not only give staff information about how to report assault, but also to actively require staff to make reports if they see, or suspect, an assault on a resident.

The Act requires that, except in very specific and sensitive circumstances involving residents affected by cognitive or mental impairment, and where there are repeated allegations of the same assault, all approved providers of residential aged care, must report all allegations or suspicions of reportable assaults. An approved provider should not wait until an allegation is substantiated – the fact that a person has alleged that someone has assaulted a resident is sufficient to trigger the reporting requirements.

Reports must be made to both the Police and the Department of Health within 24 hours of the allegation being made or the approved provider becoming suspicious that an assault may have occurred. These tight timeframes ensure that alleged assaults are acted upon immediately.

<sup>13</sup> Australian Government Department of Health website Accessed 2019 Reportable Assaults

If a staff member makes a disclosure qualifying for protection under the Act, the approved provider must protect the identity of the staff member and ensure that the staff member is not victimised. This is important in encouraging ongoing reporting by staff members. Staff may report a reportable assault to the local police or the Department of Health without reprisal from their employer.

The legislation is underpinned by possible sanctions for non-compliance. If an approved provider is found to be non-compliant with any of the compulsory reporting requirements, the Department of Health may issue a notice requiring the approved provider to take certain actions and may also impose sanctions.

## 8.1 What is a Reportable Assault?

A reportable assault, as defined in the Act (Section 63-1AA), means:

- unlawful sexual contact with a resident of an aged care home ranging from deliberate and violent physical attacks on residents to the use of unwarranted physical force on a resident; or,
- unlawful sexual contact, meaning any sexual contact with a resident without consent.

### 8.1.1 Unlawful sexual contact

The term 'unlawful sexual contact' is intended to capture any sexual non-consensual contact, without consent, that is unlawful under any Commonwealth, State or Territory law.

Residents have the right to select and maintain personal, intimate and sexual relationships with others without fear, criticism or restriction. This includes residents with a mental or cognitive impairment. Service providers must balance their responsibilities in providing a safe environment for vulnerable residents and ensuring their right to maintain these relationships is not compromised. The decision to determine if the resident has the capacity to consent to sexual activity may be based on an assessment by a health professional, which is considered on a case-by-case basis. The following questions guide the decision-making process:

- Does the resident have the capacity to consent to this particular activity, at this time?
- Does the resident have the capacity to refuse participation in the activity?
- Does the resident have the capacity to agree to participate in the activity?
- Does the resident show signs of distress?

The legislation is intended to cover any unlawful, or unwanted, sexual contact with residents for which there has been no consent. If the contact involves residents with an assessed cognitive or mental impairment, it should be noted that the resident may not have the capacity to understand their circumstances and may not be able to provide consent.

The term 'unlawful sexual contact' has been used to avoid the use of specific terms, such as sexual intercourse, rape and sexual assault which are all defined differently in different pieces of Commonwealth, State and Territory legislation and to ensure that all unlawful sexual conduct, no matter how described, is captured. It is not intended to cover situations where there is no physical contact.

### 8.1.2 Unreasonable use of force

Unreasonable use of force as defined in the Act is intended to capture assaults ranging from deliberate and violent physical attacks on residents, to the use of unwarranted physical force on a resident. For example, the definition captures hitting, punching or kicking a resident, regardless of whether this in fact causes visible harm, such as bruising.

It is recognised that in the residential aged care environment, there may be circumstances where a staff member could be genuinely trying to assist a resident, and despite their best intentions the resident is injured because the person bruises easily or has weak skin. Injury alone therefore may not provide conclusive evidence of either the use of unreasonable force or the seriousness of an assault.

## 8.2 Reporting Requirements for Reportable Assaults<sup>14</sup>

If an approved provider receives an allegation of a reportable assault, or starts to suspect on reasonable grounds that a reportable assault has occurred, the approved provider is responsible for reporting the allegation or suspicion within 24 hours to:

- a police officer with responsibility relating to an area including the place where the assault is alleged or suspected to have occurred; and,
- the Secretary (the Department of Health).

Approved providers do not have to report an alleged or suspected assault if:

- the incident has already been reported to the police or the Department of Health (for example), where multiple staff report the assault; and,
- where the alleged assault was by a resident with a previously diagnosed cognitive or mental impairment.

Where the incident involves a resident with a previously diagnosed cognitive or mental impairment, the requirement to report does not apply when the following conditions are met:

- the resident alleged or suspected of committing an assault had a documented clinical assessment of mental or cognitive impairment prior to the alleged assault taking place; and,
- the service provider develops, documents and implements strategies to manage the behaviour of the resident within 24 hours of suspecting or receiving an allegation of an assault.

Staff are required to report all incidents to their supervisor so the appropriate response can be undertaken to ensure the health, safety and wellbeing of residents and to meet record keeping responsibilities under the Act.

Approved providers **do not have to report** a later alleged or suspected assault if:

- the later allegation or suspicion relates to the same, or substantially the same, factual situation or event as an earlier allegation or suspicion of a reportable assault; and,

<sup>14</sup> Australian Government Department of Health Accessed 2019 Reportable Assault Notification Form

- the earlier allegation or suspicion was reported to a police officer and the Department of Health.

**However, this does not preclude an approved provider from reporting the reportable assault to the police or the Department of Health.**

### 8.3 Responsible Reporters

It is the approved provider's responsibility to ensure that all reportable assaults are reported to the Department of Health.

Further, the approved provider must take reasonable measures to require each of its staff members providing a service at a residential aged care service, and who suspects on reasonable grounds that a reportable assault has occurred, to report the suspicion as soon as reasonably practicable to one or more of the following chosen by the member:

- The approved provider.
- One of the approved provider's key personnel.
- Another person authorised by the approved provider to receive reports of suspected reportable assaults.
- A local police officer.
- The Department of Health.

If a staff member, who is not a person identified above, makes a report directly to the Department of Health, the approved provider is still required to meet its reporting responsibility.

### 8.4 Records

If an approved provider receives an allegation of a reportable assault, or starts to suspect on reasonable grounds that a reportable assault has occurred, the approved provider is responsible for keeping consolidated records of all incidents involving allegations or suspicions of reportable assaults.

The record for each incident must include:

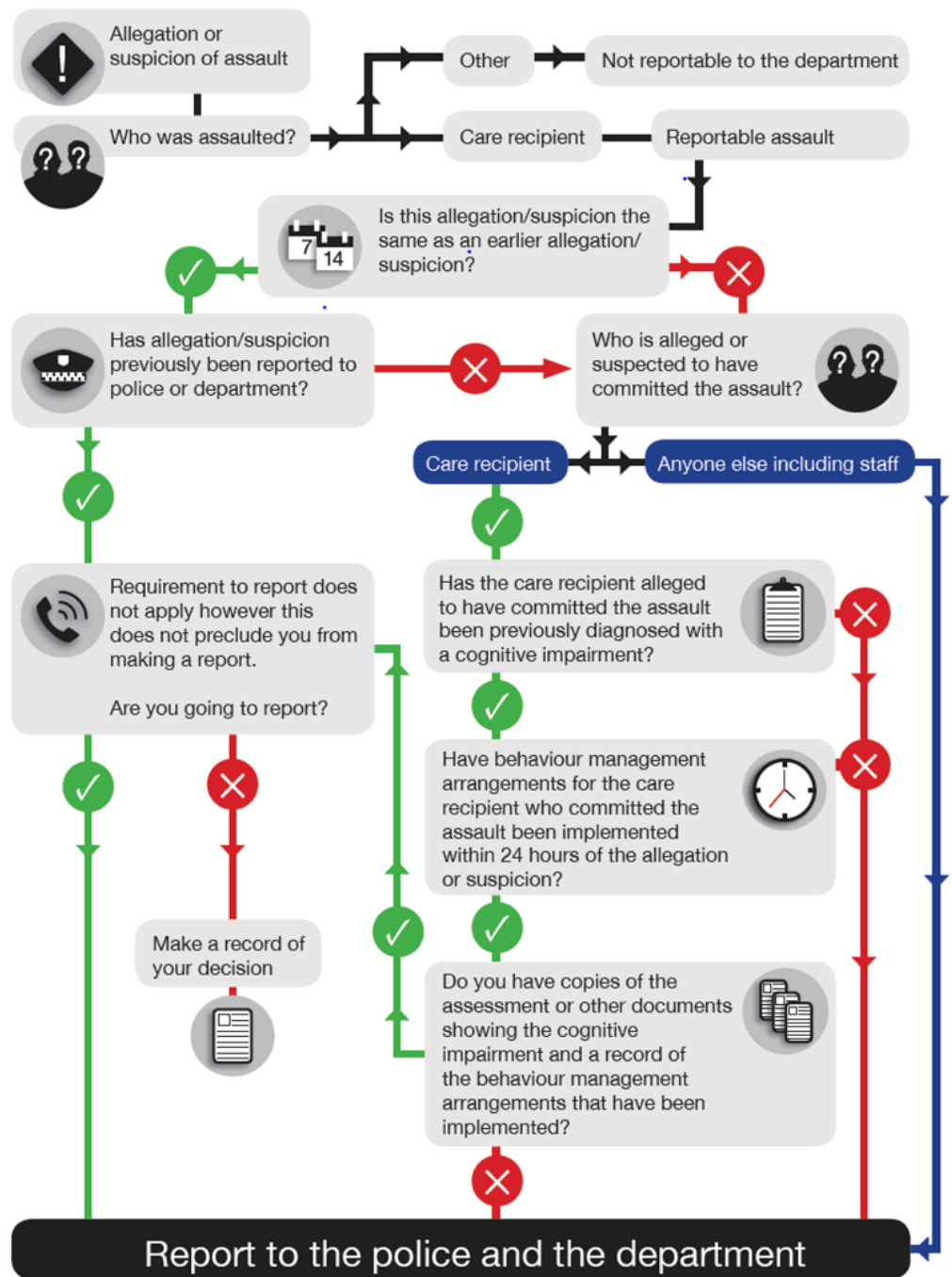
- The date when the approved provider received the allegation, or started to suspect on reasonable grounds, that a reportable assault had occurred; and,
- A brief description of the allegation or the circumstances that gave rise to the suspicion; and,
- Information about:
  - whether a report of the allegation or suspicion was made to a police officer and the Department of Health; or,
  - Whether the allegation or suspicion was not reported to a police officer of the Department of Health because the incident did not need to be reported as specified above.

We use the [Reportable Assaults Notification Form](#) to report reportable assaults and records all reportable assaults (even those that are not reported following investigation) on the Reportable Assaults Register.

The report can be made by completing the Reportable Assaults Notification Form and emailing it to [compulsoryreports@health.gov.au](mailto:compulsoryreports@health.gov.au) or by telephoning the Compulsory Reporting line on 1800 081 549.

The process for Reportable Assaults management is outlined in the Reportable Assault Flowchart below and the Reportable Assault Procedure.

### Reportable Assault Flowchart for Residential Aged Care



## 9 REFERENCES

- Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* September 2019
- Australian Government Department of Health website *Reportable Assaults* Accessed 2019
- Australian Nursing and Midwifery Federation *Nursing Guidelines: Management of Medicines in Aged Care* 2013
- Australian Government *Poisons Standard February 2019 Standard for the Uniform Scheduling of Medicines and Poisons No. 23 (the SUSMP 23)*
- Australian Government Department of Health and Ageing *Guiding Principles for Medication Management in Residential Aged Care Facilities* 2012
- Australian Government Department of Health and Ageing *Decision-making tool: Supporting a Restraint Free Environment in Residential Aged Care* 2012
- Hage BL 2014 *A Comprehensive Guide to Geriatric Rehabilitation* (3rd Edition)
- Health Practitioner Regulation National Law Act 2009
- Pratt RJ and van Wijgerden J 2009 *Nursing Care of Patients with Tuberculosis*
- Quality of Care Amendment (Minimising the Use of Restraints) Principles 2019
- The Joanna Briggs Institute *Aged Care Nursing Manual: Restraint Standards* 2013
- Government of Western Australia Department of Health WA *Consent to Treatment Policy* 2016 (Definition of Consent is based on this)
- NCCMERP <https://www.nccmerp.org/about-medication-errors> Accessed February 2019
- Australian Commission on Safety and Quality in Health Care Accessed February 2019
- NSW Government Poisons and Therapeutic Goods Act 1966 and Poisons and Therapeutic Goods Regulation 2008
- Health Practitioner Regulation National Law Act 2009
- Health Practitioner Regulation National Law (NSW) No 86a

## 10 DEFINITIONS<sup>15</sup>

Term	Meaning
Advance care planning	A planning process that looks at a resident's preferences for health, personal care and health outcomes. An advance care plan can be used to guide decisions about care.
Approved health practitioner (with regard to restraint)	A medical practitioner, nurse practitioner or registered nurse.
Aversive treatment practices/punishment	An aversive practice is one that uses unpleasant physical sensory or verbal stimuli, e.g. any voice tone, command or threat that is used to limit a resident's mobility in an attempt to reduce undesired behaviour. Also, any withholding of basic human rights or needs eg food, warmth, clothing, positive social interaction, a resident's goods or belongings or a favoured activity for the purpose of behaviour management or control.
Allied health professional	Staff registered with Australian Health Practitioner Regulation Agency or holding relevant health qualifications to deliver clinical care in their area of expertise such as podiatrists, physiotherapists, social workers, occupational therapists, dietitians, speech pathologists etc.
Assessment (including review and reassessment)	Evaluation of care and services needs including consultation with the resident, review of referral information, collection of physical, psychological and social observations, data and information for the purpose of developing a support plan.
Antimicrobial stewardship	Antimicrobial stewardship is when organisations take ongoing actions to reduce the risks related to increasing antimicrobial resistance and to extend the effectiveness of antimicrobial treatments. It can include a broad range of strategies, such as monitoring and reviewing how they use antimicrobials.
Bed rails	Bed rails are rails that provide a physical barrier to restrict the resident from falling or leaving their bed.
Bed rails as a safety measure	Residents may choose to have one side half or quarter bed rail as a security measure which is not considered restraint as the intent is not to restrict the resident from leaving their bed but rather to provide a mechanism to move about the bed.
Carer	A person who provides personal care, support and help to a resident. This doesn't include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the <i>Carer Recognition Act 2010</i> .
Chemical restraint	Restraint that is, or that involves, the use of medication or a chemical substance for the purpose of influencing a person's behaviour. It does not

<sup>15</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019



Term	Meaning
	include medication prescribed for the treatment of. Or to enable treatment of a diagnosed mental disorder, a physical illness or a physical condition. Examples of pharmacological agents used as chemical restraint are antipsychotics and benzodiazepines. It is not chemical restraint if those medications are used to treat a diagnosed mental disorder.
Clinical care	Care and support provided by health professionals that is evidence based, meets resident's needs and optimises the resident's health and well-being.
Consent	A person's permission for something to happen or an agreement to do something. A person's agreement for a health professional (or other person providing care and services) to proceed with specific care, services or treatments following consultation and discussion of risks and benefits. <sup>16</sup>
Consumer/resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Resident-centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between residents and health care providers.
Cultural safety	Culturally safe care and services are those that are planned and delivered in a way that is spiritually, socially, emotionally and physically safe for residents. It's also how a person's identity is respected so that who they are and what they need, isn't questioned or denied.
Diversity	Diversity refers to residents' varied needs, characteristics and life experiences. Residents may have specific social, cultural, linguistic, religious, spiritual, psychological, medical, and care needs. The term also refers to peoples' diverse gender and sexuality identities, experiences and relationships, including lesbian, gay, bisexual, transgender or intersex (LGBTI).
Environmental restraint	The restriction of movement by the resident without the resident's explicit and informed consent including: limiting a resident to a particular environment; restricting access to an outside courtyard or sitting room; preventing a resident from leaving the building.
Extreme restraint	Aversive treatment, seclusion, posey criss-cross vest, leg or ankle restraint, manacles/shackles (hard), soft wrist/hand restraints are extreme restraint and never used.
General restraint devices	General restraint devices include bed boundary markers such as rolled blankets, concave mattresses, supportive chairs that support posture but inhibit freedom, chairs with deep seats, rockers or recliners, large pillows or bean bags on floors, skeletal support that restricts mobility, lap rugs with ties, lap sashes, hand mitts, chairs with tables, seat belts with chairs, wheelchair safety bars.

<sup>16</sup> Adapted from Government of Western Australia Department of Health WA Consent to Treatment Policy 2016



Term	Meaning
High risk restraints	Removing aids to support mobility such as walking frames and bed rails (used to limit the resident's ability to be self-determining in their movement are high risk restraint.
Infection prevention and control	Strategies to support the goal to create safe care environments through the implementation of practices that minimise the risk of transmission of infectious agents.
Medication Administration	The actual giving of medications and involves the storing of medicines, opening of the container, removing the prescribed dosage (from approved container), giving the medication as per instructions and ensuring that the medication has been taken.
Medication Error	Any preventable event that may cause or lead to inappropriate medication use or resident harm while the medication is in the control of the health care professional, support worker or resident. <sup>17</sup>
Medication Reconciliation	The process of creating an accurate list of medications the resident is taking through verification (collecting an accurate medication history), clarification (ensuring the medications and doses are appropriate) and reconciliation (ensuring all medications are correct as prescribed by the medical practitioner and dispensed by the pharmacist). The Registered Nurse conducts medication reconciliation for all residents. <sup>18</sup>
Medication Support	Prompting or assisting the resident with self-medication. It involves reminding or prompting the resident to take medication, assisting with opening medication containers (such as blister packs) for residents and other assistance not involving medication administration.  The main difference between medication support and medication administration is who is taking responsibility for ensuring that medications are taken; with medication support the resident is self-medicating with support and with medication administration, the Support Worker or Registered Nurse is taking steps and responsibility to ensure that the medication is taken.
Nurse	Staff registered with the Australian Health Practitioner Regulation Agency as a nurse practitioner, registered nurse, enrolled nurse or midwife.
Perimeter restraints	These include: fenced areas with locked gates; locked exit doors in the activity area; exit doors that require opening via a code or keypad.
Personal care	The provision of the supports with bathing, showering, dressing, assisting with meals and drinks and toileting.
PRN (pro re nata)	Medications provided when required or as needed as circumstances require.
Person-to-person restraint	The control of a resident's behaviour through the use of: physical force or 'hands on' (no matter how gentle) if it limits a resident's mobility; verbal commands that are used to limit a resident's mobility; or psychological

<sup>17</sup> NCCMERP <https://www.nccmerp.org/about-medication-errors> Accessed February 2019

<sup>18</sup> Australian Commission on Safety and Quality in Health Care Definition of Medication Reconciliation Accessed February 2019

Term	Meaning
	measures that creates a belief that acts to limit a resident's mobility eg placing a tape across a doorway.
Physical restraint	Physical restraint is any restraint excluding chemical restraint or the use of medication prescribed for the treatment of a diagnosed mental disorder, a physical illness or a physical condition. The intentional restriction of a resident's voluntary movement or behaviour by the use of a device, or removal of mobility aids, or physical force for behavioural purposes is physical restraint. It includes limiting a resident to a particular environment. Physical restraint devices include but are not limited to: lap belts, tabletops, posey restraints or similar products, bed rails, chairs that are difficult to get out of such as deep chairs.
Restraint	Restraint is any practice, device or action that interferes with a resident's ability to make a decision or which restricts their free movement. <sup>19</sup>
Risk	The chance of something happening that will have a negative impact. It is measured by the consequences and likelihood and refers to the risk of harm to a resident.
Schedule medications (2, 3, 4 and 8) <sup>20</sup>	Schedule 2 medications: Pharmacy medicine: Substances, the safe use of which may require advice from a pharmacist and which should be available from a pharmacy or, where a pharmacy service is not available, from a licenced person. Schedule 3 medications: Pharmacist only medicine: Substances, the safe use of which requires professional advice but which should be available to the public from a pharmacist without a prescription. Schedule 4 medications: Prescription only medicine: Substances, the use or supply of which should be by or on the order of persons permitted by State or Territory legislation to prescribe and should be available from a pharmacist on prescription. Schedule 4R (restricted medicines) have additional controls to ensure the safe use of these medicines. Schedule 8 medications: Controlled drug: Substances which should be available for use but require restriction of manufacture, supply, distribution, possession and use to reduce abuse, misuse and physical or psychological dependence.
Special needs groups	People with special needs, defined at section 11-3 of the <i>Aged Care Act 1997</i> , are listed below: <ul style="list-style-type: none"> <li>• People from Aboriginal and Torres Strait Islander communities</li> <li>• People from culturally and linguistically diverse backgrounds (CALD)</li> <li>• People who live in rural or remote areas</li> <li>• People who are financially or socially disadvantaged</li> <li>• Veterans</li> </ul>

<sup>19</sup> All restraint definitions are from Australian Government Department of Health and Ageing 2012 Decision-Making Tool: Supporting a Restraint Free Environment in Residential Aged Care

<sup>20</sup> Australian Government Poisons Standard February 2019 Standard for the Uniform Scheduling of Medicines and Poisons No. 23 (the SUSMP 23).

Term	Meaning
	<ul style="list-style-type: none"><li>• People who are homeless or at risk of becoming homeless</li><li>• Care leavers</li><li>• Parents separated from their children by forced adoption or removal</li><li>• Lesbian, gay, bisexual, transgender and intersex people (LGBTI).</li></ul>
Care and Services plan	An individual plan of care and services identified through assessment to meet the expressed and assessed health and wellbeing needs of the resident. The support plan is used by staff in the delivery of resident-centred care.
Support staff	All staff involved in delivering services and care to resident.
Support worker	Unregulated healthcare workers.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

# Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Service Environment</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250.
<b>Policy Owner</b>	Community Services	<b>Review Date</b>	Date June 2020
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li><i>Aged Care Act 1997</i></li> </ul>		
<b>Aim</b>	<p>The aim of this policy is to provide safe and comfortable service environment that promotes the resident's independence, function and enjoyment.</p>		

### Record of Revisions: Service Environment

Date	Section/s Revised and Notes	Authorisation
June 2020	Policy and procedures implemented	CEO

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 5 – Organisation’s Service Environment.

The terms “consumer” and “resident” are interchangeable.

## 2 SERVICE ENVIRONMENT GUIDE

### 2.1 Consumer Outcome<sup>1</sup>

*“I feel I belong and I am safe and comfortable in Snowy Monaro Regional Council’s Residential Aged Care’s service environment.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council’s (Council) residential aged care facilities provide safe and comfortable service environment that promotes the resident’s independence, function and enjoyment.

### 2.3 Our Policy<sup>3</sup>

Council’s residential aged care facilities are committed to:

- Providing a welcoming and easy to understand service environment that optimises each resident’s sense of belonging, independence, interaction and function.
- Providing a service environment that is:
  - safe, clean, well maintained and comfortable; and,
  - enables residents to move freely both indoors and out.
- Furniture, fittings and equipment that are safe, clean, well-maintained and suitable for the resident.
- Ensuring a safe environment in the delivery of services in the resident’s home and venues outside of our facilities<sup>4</sup>.

### 2.4 Responsibilities

#### 2.4.1 Management

Management, with input from relevant stakeholders, develops, maintains, promotes and monitors processes and procedures that ensure the provision of safe and quality care and services.

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.93. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Australian Government Aged Care Quality and Safety Commission Guidance and Resources for Providers to Support the Aged Care Quality Standards September 2019

<sup>4</sup> In addition to the requirements of this Standard we also try to ensure the safety of our support staff and residents in the resident’s home and other venues that services are delivered.



### 2.4.2 Staff

Staff follow policies and procedures, participate in regular development opportunities, promote a culture of safe, inclusive and quality care and services, and support residents in the planning, delivery and evaluation of care and services.

### 2.4.3 Residents

Residents and/or their representative/s participate in the planning, delivery and evaluation of care and services and if they feel hindered or unsupported to do so, they are encouraged to provide feedback to management and participate in a conflict resolution process.

## 2.5 Monitoring Service Environment

The processes and systems to ensure a safe and comfortable service environment are regularly audited as part of our audit program. Staff, residents and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made. A robust continuous improvement plan is in place reflecting all areas identified for a need of improvement. Please refer to Chapter 10 Continuous Improvement in our Governance Policy for more information.

## 3 A WELCOMING ENVIRONMENT FOR RESIDENTS

Council's residential aged care operates from specifically planned facilities which provide high quality care and services to residential aged care residents.

### 3.1 Layout

#### 3.1.1 Overview

Council provides residential aged care in two different facilities, with both providing a homely and welcoming atmosphere.

Yallambee Lodge has a common entry and five different houses, in addition to a core and administration building. All paths throughout the facility lead to the common core room and administration building. All outdoor paths are covered for adverse weather conditions and offer lighting at night time. Sensor lights provide extra illuminations through some core areas, such as the bin enclosure.

Each individual house at Yallambee Lodge offers our residents a comfortable lounge room with appropriate furniture, a separate kitchen for individual use, and communal dining area. The houses are grouped in two wings of four bedrooms per wing, each with an ensuite. Each house also offers residents some alcoves and small sun rooms.

Snowy River Hostel also offers a common entry, a welcoming lounge room and dining areas. All hallways and common entry lead into the kitchen and activities area. People with dementia are also welcome with staff providing unobtrusive monitoring.

Snowy River Hostel offers fourteen individual large rooms with an ensuite, together with a common kitchen, lounge room, and alcoves throughout the facility.

### 3.1.2 Utility areas

Utility areas including the main kitchen, food storage areas, laundry, and cleaning and chemical stores are located throughout each facility. Cleaning and laundry storage have the appropriate security measures for the safety of residents. Separate to the building are the maintenance area, loading areas and waste collection areas. These are screened by trees, garden and fencing and are not accessible to residents.

### 3.1.3 Gardens

All resident rooms have a view to the outside and can have fresh air through large windows that can be vented at the top. Each wing has a sliding glass door to the garden areas at Yallambee Lodge, and every room at Snowy River Hostel either has an external door to a paved courtyard area.

### 3.1.4 Core room and activities area

The core room and activities areas are clearly marked and easily accessed off the main walkway and are furnished with movable but comfortable tables, chairs and couches. Tables can be moved to support small groups with different needs or preferences, and the centre is large enough for different groups to undertake different activities. Residents who do not wish to participate in activities are welcome to sit and watch, or do as they prefer; however, staff provide gentle persuasion to involve people to maximise socialisation. A TV is easily accessible to residents in these areas. At Yallambee Lodge TVs are also available to residents in each individual house. At Snowy River Hostel a TV is easily accessible to residents in the main living area, as well as the activity room.

Water and hot drinks are available and, with reference to wellness and reablement, residents who can, are encouraged to make their own. Similarly with lunches, residents are encouraged to serve themselves but those who cannot are assisted as required. At tea times and lunch times residents may eat where they like and with whom they prefer, though staff work to ensure no one is left feeling isolated. Residents who have specific dietary or fluid requirements are provided with suitable meals and drinks and are supervised as necessary. A resident's care and services plan outlines their dietary requirements.

### 3.1.5 Telephones and internet

Residents can install a telephone in their room at their expense through our approved service provider. This will be notified to each resident on entry. Residents are free to use their mobile phones within the facility. A variety of internet packages are also available to our residents as a fee for service.

## 3.2 Entry

The external area outside our entry is wheelchair friendly. The concreted paths have a rail on one side and are surrounded by garden beds, with various paths for walking and benches for sitting. There are also plants in garden beds that residents are encouraged to help maintain and care for.

At Yallambee Lodge, glass doors are installed for ease of access and egress; they also provide light and views of the path and gardens. Reception is located in the administration and core building which has an open counter to improve access. This also facilitates interaction between staff and residents. Personal information is not available for access from reception and is either password

protected or securely stored in our lockable records room, in accordance with the Privacy and Confidentiality Principles.

At Snowy River Hostel, the main entrance is welcoming and easily accessible. The internal sliding doors lead to a welcoming courtyard fitted with tables, chairs and plants for the residents' enjoyment.

Staff greet residents and provide a level of interaction that is genuine, but also allows them to conduct their work. The front gate is securely locked with a coded key pad.

At Yallambee lodge floors are covered with an appropriate commercial graded linoleum to prevent slips and to contribute to a warm welcoming environment. Different coloured linoleum is utilised to clearly show the corridor areas which lead to the kitchen and living rooms within each house. A various range of chairs, couches and tables are provided to meet the differing needs and preferences of our residents. Chairs and tables are easily moved allowing residents to move items to meet their requirements. Where possible, views outside are maximised through large windows.

At Snowy River Hostel, carpet covers the flooring throughout the facility.

Lighting is appropriate for reading and lamps are also available along with a collection of books that can be borrowed by residents. Additionally, we maintain information relevant to our services and display it in the administration area, as well as the houses. This includes posters, booklets and brochures. A large notice board is available in each house and informs residents of important activities during the day.

Water dispensers are available in each house which are simple to operate. Coffee and tea can be made in the facility by each resident and/or staff at the resident's request. Toilets are also available in the administration and core building.

Yallambee lodge is air-conditioned and the temperature maintained at a level comfortable to most people. Underfloor heating heats the facility in winter. Residents are encouraged to provide feedback on the temperature and on any other aspects of the entry area.

Snowy River Hostel offers to residents an evaporative cooling system to cool the facility as well as heating over winter.

### 3.3 Special Needs' Residents

In both residential aged care facilities, doorways and walkways, both internally and externally, are wheelchair friendly and free of obstacles for people in wheelchairs or with mobility aids. Good visual access is provided for people who may be uncertain of where they are, such as people with cognitive impairment or people with failing sight. An accessible toilet is also available.

### 3.4 Resident Input on Environment

As well as encouraging residents to provide ongoing input to staff, or through our feedback and complaints' processes, we hold a monthly residents' meeting with residents to talk about how the service can be improved to better meet their needs. The environment of the service is specifically addressed. Please refer to sub-section 10.6.2 Resident and relative meetings in our Governance Policy for further information.

### 3.5 Maintaining the Environment

All of our residential aged care staff monitor resident areas for cleanliness and tidiness, and address any concerns they see immediately. Daily cleaning is conducted as required and a major clean of all areas is completed weekly. The maintenance and garden staff do weekly gardening maintenance, and staff do daily sweeps and tidy-ups as required to minimise hazards.

As noted in this Policy at Chapter 4 A Safe Environment, safety audits are conducted regularly; hazards are identified and dealt with immediately; and incidents are reported and reviewed to minimise their reoccurrence. Residents are also encouraged to report to staff anything they feel is unsafe or is not appropriate.

Please refer to Chapter 8 Infection Prevention and Control in our Assessment and Planning Policy for further information.

## 4 A SAFE ENVIRONMENT

### 4.1 Commitment to Safety

Council's residential aged care facilities ensure that a safe and healthy workplace is provided for residents, staff, volunteers and contractors. We also ensure that all services in our facilities are provided in a safe environment in line with Work Health and Safety (WHS) requirements<sup>5</sup> and our duty of care to residents, staff, volunteers and contractors, through:

- Ensuring secure premises (see Section 4.2 Security in this Policy).
- Ensuring the working environment meets regulatory requirements (see Chapter 9 Regulatory Compliance in our Governance Policy).
- Maintaining a smoke free internal environment and allowing residents to smoke outside at least five metres from the building. Staff are required not to smoke within the facility environment (for key points see sub-section 4.8.3 Smoking and alcohol consumption in this Policy).
- Supporting safe alcohol consumption (for further information, please see sub-section 4.8.3 Smoking and alcohol consumption in this Policy).
- Providing training to staff (induction and ongoing) to ensure the safety of residents and themselves.
- Ongoing audits of our facilities (please see Section 4.4 Facility Inspections and Safety Audits in this Policy).
- The use and follow up of accident/incident/hazard forms.
- Ensuring the safety of special needs residents (please refer to sub-section 4.7.8 Ensuring the safety of residents with special needs in our Dignity and Choice Policy).
- Inviting feedback from our residents (please refer to Section 10.5 Continuous Improvement Forms in our Governance Policy).

<sup>5</sup> NSW Government [SafeWork NSW](#), NSW Government [Work Health and Safety Act 2011](#), [Work Health and Safety Regulation 2017](#) and Australian Government [Safe Work Australia](#)

- Infection prevention and control (please refer to Chapter 8 Infection Prevention and Control in our Assessment and Planning Policy).
- Staff are trained in first aid (see sub-section 4.6.1 First aid in this Policy).
- Regular maintenance and servicing of equipment and vehicles, as appropriate or recommended by the manufacturers (see Section 5.7 Monitoring and Maintaining Equipment and Facilities in this Policy).
- Regular fire and evacuation training (see Section 5.11 Fire and Emergency Procedures in this Policy).
- Monitoring of food storage equipment including temperatures of fridges and freezers (see Section 5.7 Monitoring and Maintaining Equipment and Facilities).
- Ongoing audits and continuous improvement of our processes and procedures (please refer to Section 10.6 Other Continuous Improvement Information Sources in our Governance Policy).<sup>6</sup>

## 4.2 Security

Our residential aged care facilities have security systems fitted to ensure the safety of residents, staff and visitors, and to deter and prevent the entry of intruders.

### 4.2.1 Building security

At Yallambee Lodge, the building is secured through:

- Security gate.
- Electronic door locking system which is key pad code accessible.
- A secure perimeter system.
- Overnight security alarm on doors.
- Fire panels.

At Snowy River Hostel the building is secured by:

- A secure entry door.
- Fire panels.

### 4.2.2 Lock up procedure

All entry and exit doors are checked to ensure they are locked at 7pm and can only be opened by staff internally (or if activated through the fire system). Visitors can gain access through ringing the front door bell. The support worker on the evening shift is responsible for ensuring the service is locked.

When leaving the building after hours, visitors must notify the support worker on duty to ensure the doors are locked.

Staff should not open the door to strangers without checking they are known to a resident.

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<sup>6</sup> See also [www.safeworkaustralia.gov.au](http://www.safeworkaustralia.gov.au)

Evening and night staff are shown the lock up procedure at their orientation. During the night, staff wear the duress alarm pendant. Security personnel will respond if the duress alarm is pressed. Staff are also responsible for carrying the mobile phone and cordless phone at night.

All staff double check that the exit doors are locked when doing their rounds.

### **4.3 Access Management**

An electronic locking system is in place which allows easy management of access to different areas. Residents and their representatives or other visitors are not permitted access to the offices or utility areas. All clinical and care contractors report to reception. All non-care contractors and tradespersons report to the Maintenance Officer in the maintenance area. Contractors are provided with information to ensure they agree with the work health and safety requirements of the site.

### **4.4 Facility Inspections and Safety Audits**

A safety audit is completed for the facility, kitchen and office every six months using the Safety Audit Facilities form for each facility. The audit is conducted by staff who have completed the external WHS Representatives course.

Completed audit forms are forwarded to the appropriate Manager for review and identification of immediate maintenance issues.

Please see sub-section 10.6.3 Audits and reviews in our Governance Policy for further information regarding our process for dealing with the reports.

### **4.5 Accidents, Incidents and Hazards**

#### **4.5.1 Accidents and incidents**

Accidents, however minor, or any near-misses and other incidents that posed, or could have posed, a threat to the safety of staff, residents or any other person, must be reported on an Incident Report form. Please refer to Section 10.5 Continuous Improvement Forms in our Governance Policy and our Serious Incident Report Policy.

#### **4.5.2 Hazards**

Staff are trained to identify and report health and safety hazards within our facilities or other external venues. These are reported on a Comments, Complaints and Suggestions for Improvement form as well as an Incident Report form when appropriate. Please refer to Section 10.5 Continuous Improvement Forms in our Governance Policy.

### **4.6 Accidents, Incidents and Hazards**

#### **4.6.1 First aid**

All staff must complete first aid training as a job requirement.

A first aid kit is maintained in the office, the medication room, the kitchen and in the transport vehicles. They are checked each month by administration staff and items replenished as necessary.

#### 4.6.2 Emergencies

All staff receive training on what to do in the event of an emergency. This includes making them aware of the Emergency Manuals that stipulate what to do in the event of fire, flood and threats. Emergency Manuals are distributed throughout our facilities and are clearly visible and accessible.

In the event of a resident suffering a medical emergency staff:

- check the immediate area for signs of danger and remove or minimise if safe to do so;
- do not move the person unless they are exposed to a life-threatening situation;
- ring an ambulance on **000** – if staff are unsure whether a paramedic is required, they are still expected to ring to seek advice;
- notify a senior staff person or the RN on duty;
- stay with the person and administer first aid (if trained to do so) until assistance arrives; and,
- follow the instructions of Emergency Services or senior personnel.

Please refer to the [Managing Life Threatening Events Procedure](#) and [Managing Deterioration and Escalation Procedure](#).

We have an Emergency Evacuation Backpack that is stored in the records room of the facility. This contains:

- A current list of room numbers, diagnoses and any relevant care alerts (including mobility needs, sensory impairments, modified diet and fluid requirements, and allergies).
- Safety lanyards with the abovementioned information that includes the resident's name. These are placed on each resident upon evacuation of the facility to ensure that residents are identified and key risks regarding their care are identified, should they need to be cared for in another location.
- A list of next of kin contact details for each resident.
- A torch.
- A list of key organisations and emergency services contacts.

#### 4.7 Residents with Dementia

We emphasise a dementia friendly environment designed on the Dementia Enabling Environment Principles documented by Dementia Australia<sup>7</sup>, with input from residents and their representatives, and staff. The enabling environment is designed by professionals to ensure it is welcoming and safe for residents with dementia. These principles are also applied equally to all residents.

The ten principles identified by Dementia Australia are:

1. Unobtrusively reduce risks.
2. Provide a human scale.

<sup>7</sup> Dementia Australia [How to Design Dementia-Friendly Care Environments](#) Dementia Australia 2016



3. Allow people to see and be seen.
4. Reduce unhelpful stimulation.
5. Optimise helpful stimulation.
6. Support movement and engagement.
7. Create a familiar space.
8. Provide opportunities to be alone or with others.
9. Provide links to the community.
10. Respond to a vision for way of life.

## 4.8 Identifying and Supporting Resident Risk

### 4.8.1 General

Our residential aged care facilities recognise that all people have the right to take risks in their life and that there is dignity of risk. We endeavour to identify risks to our residents to further ensure their safety in our facility through the commencement meeting and assessment processes.

When we identify risks we:

- discuss with the resident and their family/representative, the risks, potential consequences to themselves and others, and possible strategies to minimise the risks;
- discuss the risks with the resident's medical practitioner or health service, with the resident's, or their representative's, consent;
- develop the care and services plan with consideration of the risks as appropriate;
- implement strategies to minimise the risks;
- make referrals if appropriate; and,
- monitor for deterioration as is appropriate per the [Managing Deterioration and Escalation Procedure](#).

In controlling risks, we are mindful of not unnecessarily restricting the movement of the resident in question, or all residents, or unnecessarily limiting the tasks and activities they like to undertake. Whenever possible, our staff will provide support to our residents in undertaking risky activities while maintaining the safety of the resident and themselves.

We use a process for mitigating risk and honouring resident choice<sup>8</sup> outlined in the Assessment and Care and Service Planning Practice, using the Risk Assessment Form.

If the choice presents an unacceptable risk to others including our staff, and the resident will not modify their choice to mitigate the risk, we may modify or decline to provide any related services until the risk is mitigated.

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<sup>8</sup> Adapted from: The Hulda B and Maurice L Rothschild Foundation *A Process for Care Planning for Resident Choice* February 2015



#### 4.8.2 Minimising risks to residents with dementia

We recognise that all people, including people with dementia, have the right to take risks in their life and that there is dignity of risk. To reduce the risks to residents with dementia we:

- Encourage residents to grab rails which are securely fixed to the wall.
- Ensure that surfaces, especially on the floor, are non-slip.
- Use a hand-held shower head to make assisting with showers easier.
- Keep the door open and ensure unobstructed sight lines from the bed to the toilet.
- Ensure that doors are unlockable from the outside, in case the person with dementia has a fall, or is unable to unlock the door themselves.
- Create a bathroom that is warm, inviting and safe.
- Use warm colours to make the space more inviting, and to give the impression of a warmer temperature.
- When required use a coloured toilet seat that contrasts with the toilet, to ensure that it can be seen easily.
- Reduce glare, such as from mirrors and windows.
- Provide even lighting.<sup>9</sup>

#### 4.8.3 Smoking and alcohol consumption

We recognise residents' rights to smoke and consume alcohol while supporting the safety and health of other residents and staff in residential aged care. We use a risk-based approach to identify and manage risks described above to support the resident, and aim not to impact on their free will. We do this by:

- Supporting residents who wish to continue to smoke by discussing our smoking requirements (i.e. no smoking inside and at least five metres from buildings); discussing the risks both to the resident's health and safety; ensuring the resident's choice is documented in their care and services plan; referring the resident to a medical practitioner for smoking reduction support (if requested); monitoring the safety and wellbeing of the resident; and reviewing the care and services plan as necessary.
- Supporting residents who wish to consume alcohol by involving the resident in discussions about contraindications regarding medications and wellbeing with their medical practitioner, identifying a support plan if necessary, and supporting the resident to consume alcohol in moderation. Excessive drinking will be dealt with in accordance with the Resident's agreement. Residents will be funded 2 drinks per lunch and dinner.

<sup>9</sup> Dot points taken from: Dementia Australia [How to Design Dementia-Friendly Care Environments](#) Dementia Australia 2016

#### 4.8.4 Visiting pets

We welcome visiting pets in our residential aged care facilities, under the control of their owner who is responsible for cleaning up after them and not bringing them into the dining room or kitchen areas.

#### 4.8.5 Call bells and alarms

We have call bells available in every bed room, bathroom and communal areas in our residential aged care facilities. If residents have difficulty accessing the call bell due to mobility and dexterity issues, we can provide a wearable call bell. Staff are provided training to answer call bells in a timely manner and we monitor our call bell answering times through our audit program.

We may provide residents a bed, floor or chair alarm that notifies staff when residents are moving out of their bed or chair to reduce the risk of falls. These are provided after consultation with the resident and trialled for effectiveness.

#### 4.8.6 Residents' rooms

Management of each residential aged care facility has a master key to all rooms, but rooms will not be accessed without permission or good reason (e.g. to provide care/service or emergency support). Residents may lock their room if they wish and are provided with a key upon request. Others, such as family and friends, will only be granted access to the resident's room with the resident's permission (e.g. if the resident is in hospital).

If the resident is self-medicating, we ask that all medications are locked in the drawer to minimise the risk of others accessing medications.

#### 4.8.7 Residents with sensory impairment

For our residents with sensory impairment, we use a range of strategies to support them. These are detailed in sub-sections 4.7.5 Residents who are blind or vision impaired and 4.7.6 Residents with a hearing impairment in our Dignity and Choice Policy. Please also see [Supporting Sensory Impairments Practice](#).

Residents who have a sensory impairment which may expose them to risk in emergency situations are identified on our list of vulnerable residents and supported as a priority during emergencies.

#### 4.8.8 Safety audits – External venues

A Safety Audit External Venue form is completed for all new venues used for resident activities prior to the staging of the activity. The form is completed by a staff member involved in organising the activity. If any safety issues or risks are identified the appropriate supervisor is consulted as to whether the venue or facility should be used. The decision and reasons are recorded on the form.

## 5 ASSET MANAGEMENT

### 5.1 Approved Suppliers and External Contractors

To ensure the integrity and reliability of supplies we maintain a list of approved suppliers, including contractors. Approved suppliers are selected and evaluated by the Management Team on the following criteria:

- Quality.
- Reliability.
- Timeliness.
- Backup support and service.
- Cost.

External suppliers and contractors provide an ABN number and, if appropriate, evidence of public liability, current workers' compensation insurance and Police Checks. These details are noted on the Approved Suppliers List kept by the Manager Support and Operations (Facility Manager). Performance is monitored on an ongoing basis, and whenever contracts are reviewed using the abovementioned criteria.

New suppliers are approved by the relevant manager before goods or services are purchased from them.

Council's residential aged care facilities manage contracts and procurement in accordance with the Local Government Act. They are also required to meet all relevant quality requirements under the Aged Care Quality Standards and we may request evidence of compliance or conduct on-site audits of relevant information to ensure the safety and quality of service provision.

## 5.2 Subcontracting Service Delivery<sup>10</sup>

We subcontract some residential aged care services that we are unable to provide our own staff for.

We maintain a detailed register of subcontractors used including the subcontractor's name and ABN, the services which the subcontractor is to deliver, the period of the subcontract, qualifications and licences, and any other relevant information. This register is made available to the Department of Health on request.

We remain responsible for the delivery of care and services, regardless of any subcontracting arrangements and are also responsible for all reporting requirements. We are also responsible for resident complaints about the services provided by subcontractors. We investigate and ensure the complaint is resolved with the subcontractor. The same privacy requirements for residents also apply to any subcontractors.

We ensure a Subcontractor Agreement is signed by subcontractors and the facility, and ensure that all subcontractors meet the requirements of the Grant Agreement, the Guidelines and other program requirements, as well as the Aged Care Quality Standards.

We use a risk-based approach to ensure that subcontractors are complying with the Standards by having regular contact with them, reviewing any feedback provided to both the contractors and to the facility, regarding service delivery.

In addition, any subcontractors delivering services provide us with police check information relating to their staff on an annual basis (See 7.3.10 Employment Checks/Police check), in addition to details of their relevant registrations and insurances.

Where a complaint regarding a subcontractor is made to the Department of Health, our residential aged care facility liaises with the Department of Health and ensures the subcontractor

<sup>10</sup> Australian Government Commonwealth DSS Comprehensive Grant Agreement 2014 Clause 28 Subcontractors p 21

complies with all reasonable requests, directions and monitoring requirements requested by the Department of Health.

### 5.3 Asset Recording

Council's residential aged care facilities record in an Assets Register any items with a purchase price of \$3,000.00 or more (and all medical equipment). The assets register is prepared and maintained in Excel by the Maintenance Officer with support of the Administration Officer and includes:

- an item number;
- a description of the goods, including brand and model (if appropriate);
- the supplier;
- the date of acquisition (if possible);
- asset description including serial number;
- asset location; and,
- details of asset disposal (where relevant) including the sale.

### 5.4 Insurance

We arrange all insurances required by funding providers including:

- Public liability.
- Workers' compensation.
- Directors' and Officers' Liability.
- Professional indemnity insurance.
- Insurances.
- Contents theft and burglary (replacement cost).
- Volunteer insurance – personal accident and public liability.
- Motor Vehicle Liability Insurance.
- Compulsory Motor Vehicle Insurance.

### 5.5 Equipment Register (Resident Loans)

All equipment loaned to support residents remains the property of Council's residential aged care facilities, and is recorded in the Equipment Loans Register (in Excel) by the relevant team member and maintained according to the maintenance schedule (see Section 5.7 Monitoring and Maintaining Equipment and Facilities in this Policy).

Equipment is provided in a clean and serviceable state. When equipment is returned it is recorded in the Register, cleaned, checked and serviced as required. Cleaning is based on infection control principles (please refer to Section 8.8 Cleaning of Reusable Equipment/Single Use Equipment in our Assessment and Planning Policy for further information).

The Manager Support and Operations (Facility Manager) ensures that all relevant equipment is insured if appropriate.

## 5.6 Staff and Volunteer Vehicles

Staff and volunteers are not permitted to use their vehicles for work purposes.

When staff or volunteers use their personal car for work purposes, they are required to provide a copy of their driver's licence, car registration and insurance. This is kept by the Workforce Management team at Council. Staff and volunteers are advised they are required to notify Council of any change to their vehicle licence and car insurance.

## 5.7 Monitoring and Maintaining Equipment and Facilities

### 5.7.1 Corrective and preventative maintenance

Our residential aged care facilities have a corrective and preventative maintenance system coordinated by the Maintenance Officer who details the facility's preventative maintenance schedule. This ensures pest control, environmental high cleaning, fire equipment and facilities monitoring (e.g. exit and general lighting, air conditioning, kitchen vents, gardening, equipment electrical testing, etc.) are documented and planned according to the maintenance schedule. Suitably qualified and skilled internal and external personnel are sourced to complete preventative and corrective maintenance. External personnel are required to document and provide evidence of the work completed. Please see Operational Maintenance Calendar.

Corrective maintenance is completed in response to maintenance requests or hazard identification by residents, staff, volunteers or contractors following the maintenance request process detailed in sub-section 10.5.4 Maintenance Request form in our Governance Policy.

The Maintenance Officer ensures follow up and completion of all maintenance tasks, documents the dates completed and maintains records of completion. If there is a delay in the completion of corrective or preventive maintenance, this is escalated to the relevant manager who determines the risk and takes appropriate action.

### 5.7.2 Equipment register

We actively identify required equipment based on the assessed needs of our residents.

The Maintenance Officer maintains an Equipment Maintenance Register in Excel showing both programmed maintenance and ad-hoc maintenance for all equipment owned by our facilities, including loan equipment for residents (please see 5.7.3 Clinical and medical equipment below).

The Administration Team is responsible for ensuring programmed maintenance is carried out per the maintenance schedule. Ad-hoc maintenance is reviewed on an ongoing basis to identify any equipment that may need replacing.

Vehicle servicing and maintenance is managed by the appropriate Fleet team of Council.

### 5.7.3 Clinical and medical equipment

Our residential aged care facilities determine suitable equipment and materials, including medical supplies that are provided to residents and used by staff to support resident goals. Should a resident request medical or independent living support equipment (such as mobility aids, chairs or pressure relieving equipment), a referral is made to a Physiotherapist to advise and support the equipment recommendation, its use and monitoring.

Medical and independent support equipment provided by the facility is approved by the Management Team on recommendation from appropriately qualified health professionals, and maintained as part of our preventative maintenance plan. Only approved items can be purchased following strict Local Government Procurement processes and the Quality of Care Principles.

The prescribing health professional is responsible for ensuring equipment and medical supplies are appropriate to the resident's needs and its use as outlined in their support plan.

Oxygen cylinders are sourced from a licenced provider and stored safely in the designated location. Oxygen cylinders are secured to the wall upright (and on stands) to minimise risks. Oxygen concentrators are also stored in the storeroom or the designated area. The area is clearly marked to highlight the oxygen storage. Oxygen is not used where people smoke. Oxygen equipment is serviced annually.

#### **5.7.4 Monitoring fridge and freezer temperatures**

The Hospitality Team ensures that records of food temperatures, storage, heating and delivery of meals and cleaning records are maintained. Food safety principles are applied, and the Hospitality Team Leader supervises the heating and movement of prepared meals to ensure safety.

For details on monitoring prepared meals, please refer to sub-section 5.4.5 Meal preparation in our Services and Supports for Daily Living Policy.

### **5.8 Electrical Safety**

Our residential aged care facilities ensure the safety of electrical equipment through:<sup>11</sup>

- Utilising Residual Current Devices (RCDs) on all equipment plugged into a power point, including resident's equipment.
- Testing and tagging electrical equipment, including RCDs, annually.
- Resident's personal equipment must be test and tagged annually in order to comply with safety requirement. Residents will be given the opportunity to tally the testing and tagging of equipment with.

### **5.9 Resident Owned Equipment**

Our residential aged care staff keep residents' owned equipment clean and provide advice on the suitability and necessity of equipment owned by the resident. Mobility and medical equipment is assessed by the relevant health professional to ensure suitability and safety. We monitor the equipment and advise the resident and/or their representative when the equipment requires major cleaning, electrical testing, servicing or repair. We can arrange any servicing or repairs for the resident at their cost. Any equipment that is unsafe for the resident or staff are not permitted to be used within our facilities.

### **5.10 Council Vehicle Policy**

The use of Council vehicles is covered by Council's Vehicle Policy including:

- All grant conditions relating to the use of vehicles are adhered to.

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<sup>11</sup> Australian Government Safe Work Australia [Electrical Risks at the Workplace](#)

- Staff have an appropriate current licence before using a vehicle.
- All Council vehicles are used solely for work purposes unless private use is agreed to as a condition of employment and contain a first aid kit.
- Vehicles are locked when unattended.
- Users of vehicles:
  - ensure the vehicle is tidy inside;
  - ensure the vehicle has fuel;
  - ensure the fuel card is securely stored and used per the guidelines;
  - report any damage or issues with the vehicle; and,
  - complete the Vehicle Log Book.

#### 5.10.1 Motor vehicle accident procedures

Staff who have a car accident while driving a Council vehicle must follow the procedures outlined in Council's procedure for motor vehicle accidents. In addition, the following best practice would apply:

- Stop at once.
- As much as possible, ensure that the vehicle is not posing a further traffic hazard.
- Assist anyone who might be injured.
- Get the names and addresses of all witnesses to the accident.
- Report the accident to the police.

If another vehicle is involved, staff are required to obtain and keep a record of the following information:

- The owner's name, address and telephone number.
- The driver's name, address and licence number or other identification.
- The name of the owner's insurance company.
- The make, type and registration of the car.

Staff should identify themselves to the other driver, together with their name, address and registration number.

If the police attend, staff must:

- Provide the police with all relevant information about yourself and the other driver.
- Obtain and keep a record of the attending police officer's name, rank, number and station.

As much as possible, and if they are able, staff should try to recall and commit to memory (or write down) the details of the accident immediately, and take photographs if this helps.

Staff should not discuss the accident with anyone other than the police or Council's insurance company representative.

If personal injury or serious property damage is involved:



- Staff must contact the Manager Support and Operations (Facility Manager) and the insurance company as soon as possible.
- Staff must complete a Staff Accident/Incident Report and give it to their supervisor as soon as possible after the accident.

## 5.11 Fire and Emergency Procedures

### 5.11.1 Fire equipment

Our residential aged care facilities both have a fire warning and management system installed, together with required fire equipment.

All fire equipment is checked and maintained by a licensed contractor per fire and emergency services legislation.<sup>12</sup> The contractor provides advice and ensures the system is fully compliant through:

- regular testing and servicing of fire equipment;
- regular maintenance and replacement of smoke alarms;<sup>13</sup>
- regular testing and servicing of other emergency equipment including exit lights and emergency lighting; and,
- the provision of Evacuation Maps throughout our facilities.<sup>14</sup>

### 5.11.2 Displaying emergency procedures

Procedures in the case of fire and other emergencies are specified in the Emergency Manual and available to staff in both our residential aged care facilities. The procedures cover:

- Fire procedures.
- Threatening telephone calls.
- Bomb threat.
- Natural disasters (i.e. earthquakes, cyclones).
- Accidents.
- Chemical spills.
- Missing residents.

### 5.11.3 Staff responsibilities

Every staff member has a responsibility to familiarise themselves with their work place and be aware of:

- the most direct means of exit from the building;
- the nominated assembly point for the building;

<sup>12</sup> NSW Government Health [Fire Safety in Health Care Facilities - NSW Health](#) PDF Document 2010

<sup>13</sup> Building Code of Australia 2015

<sup>14</sup> NSW Government [Evacuation Decision Guidelines for Private Health and residential Care Facilities](#) PDF Document 2016



- the location of any portable firefighting equipment within the building and its application; and,
- their responsibilities in supporting residents, staff and other people in the event of a fire.

Annual fire training and emergency procedures is mandatory for all staff. Fire drills are also held at the facilities.

## 6 REFERENCES

- Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* September 2019
- Australian Government *Commonwealth DSS Comprehensive Grant Agreement* 2014 Clause 28 Subcontractors
- Dementia Australia [How to Design Dementia-Friendly Care Environments](#) Dementia Australia 2016
- Australian Government [Safe Work Australia](#)
- NSW Government [WorkSafe NSW](#)
- NSW Government [Work Health and Safety Act 2011](#) and the [Work Health and Safety Regulation 2017](#)
- NSW Government Health [Fire Safety in Health Care Facilities - NSW Health](#) PDF Document 2010
- Building Code of Australia 2015
- NSW Government [Evacuation Decision Guidelines for Private Health and Residential Care Facilities](#) PDF Document 2016

## 7 DEFINITIONS<sup>15</sup>

Term	Meaning
Carer	A person who provides personal care, support and help to a resident. This doesn't include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the <i>Carer Recognition Act 2010</i> .
Consumer/resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Consumer-centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between residents and health care providers.
Contractors and sub-contractors	Any person who carries out care and services, or administration and management for an organisation under contract. The organisation who receives funding from the Australian Government ensures compliance with the Aged Care Quality Standards from staff and contractors.
Cultural safety	Culturally safe care and services are those that are planned and delivered in a way that is spiritually, socially, emotionally and physically safe for residents. It's also how a person's identity is respected so that who they are and what they need, isn't questioned or denied.
Dignity of risk	Dignity of risk is the concept that all adults have right to make decisions that affect their lives and to have those decisions respected, even if there is some risk to themselves. Dignity of risk means respecting this right. Care and services need to strike a balance between respect for the individual's autonomy and the protection of their other rights (such as safety, shelter), unless it is unlawful or unreasonably impinges on the rights of others.
Diversity	Diversity refers to residents' varied needs, characteristics and life experiences. Residents may have specific social, cultural, linguistic, religious, spiritual, psychological, medical, and care needs. The term also refers to peoples' diverse gender and sexuality identities, experiences and relationships, including lesbian, gay, bisexual, transgender or intersex (LGBTI).
Service environment	The physical environment where care and services are delivered including buildings, fixtures, fittings and factors such as lighting, air temperature and water supply. It does not include the resident's private home where in-home services are provided.
Special needs groups	People with special needs, defined at section 11-3 of the Aged Care Act 1997, are listed below: <ul style="list-style-type: none"> <li>• People from Aboriginal and Torres Strait Islander communities</li> <li>• People from culturally and linguistically diverse backgrounds (CALD)</li> </ul>

<sup>15</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019

Term	Meaning
	<ul style="list-style-type: none"><li>• People who live in rural or remote areas</li><li>• People who are financially or socially disadvantaged</li><li>• Veterans</li><li>• People who are homeless or at risk of becoming homeless</li><li>• Care leavers</li><li>• Parents separated from their children by forced adoption or removal</li><li>• Lesbian, gay, bisexual, transgender and intersex people (LGBTI)</li></ul>
Support staff	All staff involved in delivering services and care to residents.
Support worker	Unregulated healthcare workers.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

# Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Comments and Complaints</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250.
<b>Policy Owner</b>	Community Services	<b>Review Date</b>	Date June 2020
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li>Aged Care Act 1997</li> </ul>		
<b>Aim</b>	The aim of this policy sets out the guidelines for our Residential Aged Care Comments and Complaints Framework.		

### Record of Revisions: Comments and Complaints

Date	Section/s Revised and Notes	Authorisation
February 2020	Policy and procedures implemented	CEO

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 6 – Feedback and complaints.

The terms “consumer” and “resident” are interchangeable.

## 2 SERVICE ENVIRONMENT GUIDE

### 2.1 Consumer Outcome<sup>1</sup>

*“I feel safe and am encouraged and supported to give feedback and make complaints. I am engaged in processes to address my feedback and complaints, and appropriate action is taken.”*

### 2.2 Organisation Statement<sup>2</sup>

Regular input and feedback from residents, carers, the workforce and others, is sought and used to inform individuals and to contribute to Council’s continuous improvements initiative.

### 2.3 Our Policy<sup>3</sup>

Council’s residential aged care facilities are committed to:

- Encouraging and supporting residents, family, friends, carers and others to provide feedback, make complaints and express compliments.
- Ensuring residents are made aware of, and have access to, advocates, language services and other methods of raising and resolving complaints.
- Ensuring appropriate action is taken in response to complaints, and an open disclosure process is used when things go wrong.
- Reviewing feedback and complaints, and using them to improve the quality of care and services.

### 2.4 Responsibilities

#### 2.4.1 Management

Management develop, maintain, promote and monitor processes and procedures that ensure our residents are encouraged and supported to make complaints and provide feedback. Management is also responsible for ensuring any complaints are effectively responded to. Open disclosure is the basis of our approach to managing complaints and feedback.

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.104. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Ibid., p.104



### 2.4.2 Staff

Staff follow policies and procedures, participate in development opportunities and encourage and support residents in making complaints, providing feedback and resolving issues. Staff utilise complaints and feedback to identify ways to improve our care and services.

### 2.4.3 Residents

Residents and/or their representatives make complaints and provide feedback whenever they feel it is necessary, and are encouraged to advise management if they feel unsupported in making complaints or providing feedback.

## 2.5 Monitoring the Comments and Complaints Process

Our comments and complaints processes and systems are regularly audited as part of our audit program. All staff, residents and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made.

## 3 RESIDENT COMPLAINTS

Residents (including family, friends and others) are encouraged to express their complaints to enable us to improve the quality of our support. We utilise the Better Practice Guide to Complaints Handling in Aged Care Services<sup>4</sup> to guide our management of complaints, to ensure staff understand the complaints process from the resident's perspective. We have adopted the Australian Open Disclosure Framework<sup>5</sup> principles and processes to support the effective and inclusive management of complaints (including complaints that may be a result of an adverse event or incident related to care and services).

Residents are made aware of their right to complain and are encouraged to make a complaint if they are not happy with our services. This is explained to residents at service commencement, at reviews, when they wish to make a complaint, and whenever appropriate, including at meetings with residents and their representatives. Information on residents' right to complain without fear of retribution, the complaints process and their right to use an advocate in making a complaint, is included in the Resident Handbook and flow charts distributed around the facilities.<sup>6</sup>

We have complaints brochures from the Aged Care Quality and Safety Commission in a range of languages available for our residents.

Residents can expect complaints to be dealt with promptly, fairly, and with transparency. They can also expect our staff to take steps to ensure that residents feel comfortable to continue receiving services after making a complaint.<sup>7</sup>

All complaints are reviewed by the Management Team to identify improvements to services and processes that underpin all of our services and operations (please refer to sub-section 10.5.1 Comments and Complaints form in our Governance Policy). Our complaints handling approach

<sup>4</sup> Australian Government Aged Care Complaints Commissioner [Better Practice Guide to Complaints Handling in Aged Care Services](#) 2017

<sup>5</sup> Australian Commission on Safety and Quality in Health Care [Australian Open Disclosure Framework](#) 2013

<sup>6</sup> Australian Government Department of Health Charter of Aged Care Rights (Effective 1 July 2019)

<sup>7</sup> Australian Government Aged Care Complaints Commissioner The Complaints Journey November 2017

reflects our vision, objectives and philosophy, as outlined in Chapter 3 About Us in our Governance Policy.

All staff involved with residents receive information regarding their responsibility to encourage and support residents to make complaints and to support them through the complaints process.

Residents are encouraged to talk to us before raising a complaint with an external complaint agency, however they are welcome to raise their complaint with an external agency at any time. Details of external complaints' agencies are detailed in Chapter 5 Advocates in this Policy.

### 3.1 Key Considerations in Managing Complaints

Our residential aged care facilities have adopted the principles outlined in the following sub-sections from the Aged Care Quality and Safety Commission to manage complaints<sup>8</sup>, as well as the Open Disclosure Principles. If an open disclosure meeting is to be held, the Manager Support and Operations (Facility Manager) will prepare and conduct the meeting/s with the resident and/or their representative/s. We consider these principles in the management of complaints and open disclosure meetings, where it is evident an adverse event may have occurred with harm, or potential to harm, a resident. The specific details of how complaints are managed are included in Table 1.1 Complaints Management Process.

#### 3.1.1 Be open and timely

If things go wrong in the provision of care and services to a resident (including adverse events or incidents) we communicate and provide timely information in an open and honest manner. We then continue to provide information until the complaint or issue is resolved.

#### 3.1.2 Acknowledge

The person managing the complaint will:

- acknowledge all complaints quickly;
- repeat what they hear back to the resident – this encourages a shared understanding and establishes empathy;
- express regret using the words 'I/we are sorry', but do not admit liability or apportion blame;
- tell the complainant what happens next with their complaint and provide contact details for the staff member handling the complaint;
- reassure all parties that confidentiality is respected;
- provide an estimate of how long the process may take; and,
- invite those involved to participate in the resolution process.

Complaints that are straightforward with low risk can usually be resolved on first contact.

<sup>8</sup> Australian Government Aged Care Complaints Commissioner [The Stages of Complaint Handling](#) 2017

### 3.1.3 Assess

- Assess the complaint and prioritise it against other complaints the service is handling.
- Clarify the concerns and issues raised by the complainant.
- Determine the level of risk to the resident, other residents and the service.
- Ask the resident and complainant how they would like to see the complaint resolved.
- Show a positive, professional attitude and thank the complainant for bringing the matter to your attention.
- Plan (if required):
  - consider the best way to resolve the complaint (e.g. reconciliation with the complainant or investigation);
  - prepare a concise plan of how the complaint is to be managed and any information to be collected;
  - focus attention on the issue to be investigated; and,
  - remain flexible and adapt as required.
- Investigate (if required):
  - gather relevant information to resolve the complaint;
  - take steps to ensure a fair investigation – it should be impartial, confidential, transparent and timely;
  - keep written notes of discussions; and,
  - allow complainants to present their point of view.

An effective complaints handling process is fair, accessible, responsive, efficient and contributes to ongoing quality improvement in service delivery.

### 3.1.4 Respond

- Apologise using the words 'I/we are sorry' – it can improve your relationship with the complainant.
- Respond to the complainant with a clear decision and explain your reason for the decision.
- Written responses may be more suitable for complex matters.
- Communicate outcomes promptly.
- Recognise that it may take several meetings to come to a resolution.

### 3.1.5 Follow up (post resolution)

- Check if complainant is satisfied with the resolution.
- Ask complainants for feedback.

- Outline alternative options available to the complainant.
- Reviews should be carried out by staff who haven't been previously involved.
- Complaints are evaluated and discussed at the relevant committee e.g. Residential Aged Care Advisory Committee (with consideration to confidentiality).

### 3.1.6 Consider

Evaluate the outcome for the complainant; ask yourself/the team (and document):

- Are there issues or problems which could be repeated?
- Was there a delay in resolving the complaint?
- Can procedures and policies be reviewed to improve the complaints process?

Regular contact with the complainant should be maintained throughout the process. It is important to keep the complainant informed if their issue is taking longer to resolve than first advised.

## 3.2 Process for Managing Complaints

**Table 1.1 Complaints Management Process**

Step	Timeline
<ol style="list-style-type: none"> <li>1. A complaint is received via support staff or directly from a resident/representative via letter, email, face to face or telephone.</li> <li>2. In face to face or telephone contact the person receiving the complaint encourages the person and assures them it is okay to make the complaint, that it is taken seriously and that it helps us improve our care and services. With written complaints the resident is contacted by telephone or face to face.</li> </ol>	5 days from the day complaint is received
<ol style="list-style-type: none"> <li>3. A Resident Complaint Form is created by the person receiving the complaint and the complaint is reported to the Manager Support and Operations (Facility Manager).</li> <li>4. If a serious complaint I received, or a complaint from a third party or organisation, the Facility Manager will alert the Coordinator Quality Assurance and Education and the Manager Community Services as appropriate, who will handle the complaint conjunctively.</li> </ol>	
<ol style="list-style-type: none"> <li>5. The complaint is reviewed and relevant information and proposed action is recorded.</li> </ol>	Within 5 working days of receipt of complaint
<ol style="list-style-type: none"> <li>6. The management team contacts (by telephone or letter) the resident to advise: <ul style="list-style-type: none"> <li>• the complaint is being assessed;</li> </ul> </li> </ol>	Within 5 working days of receipt of complaint

Step	Timeline
<ul style="list-style-type: none"> <li>the process that is followed including confidentiality;</li> <li>the timeline;</li> <li>their right to an advocate and advocacy agency support (see Chapter 5 Advocates in this Policy);</li> <li>who their contact person is and details on how to contact them; and,</li> <li>when they will be contacted again.</li> </ul>	
7. The Team Leader/Clinical Manager forwards the complaint to the Manager Community Services.	Within 5 working days of receipt of complaint
8. The Manager Community Services reviews the complaint and decides the action to be taken, who is responsible for the action and a plan for resolution.	Within 10 working days of receipt of complaint
9. The Manager Community Services updates the CEO on complaint progress (serious complaints).	
10. The Manager Community Services is updated about the progress of actions and the proposed actions/plan is agreed. Investigation principles include: impartiality, confidentiality, transparency and timeliness. Meetings are held with the complainant if necessary.	Within 15 working days of receipt of complaint
11. Action is carried out including providing an apology to the complainant. Person/s affected by the complaint are fully informed of all facts and given the opportunity to provide further information and contribute to the solutions.	
12. The resident is advised of the actions taken to address the issues raised and the outcome of the complaint in a letter.	
13. If the resident is not satisfied with the outcome, they are advised of the complaints appeal process (see Chapter 5 Advocates in this Policy).	
14. If the resident wishes to appeal, the complaint is reviewed by the CEO, whose decision is final.	Within 25 working days of receipt of complaint
15. The resident is advised of the Manager Community Services' decision and of their option to go to an advocacy agency (see Chapter 5 Advocates in this Policy).	
16. When the complaint is finalised, a staff person is identified by the Team Leader and/or Coordinator Quality Assurance and Education to make sure that the resident feels comfortable to continue accessing the service and to obtain feedback on the complaints procedure. The complaint is then closed out following	

Step	Timeline
evaluation of the complaint. Evaluation includes documentation of the actions taken, the satisfaction of the complainant with the outcome and validation that appropriate education, training and staff support processes have been implemented to prevent the issue recurring.	

### 3.3 Disputes Between Residents and Support Staff

Our residential aged care support staff are required to report immediately to their Team Leader any dispute/s with residents, regardless of how minor it/they may be. Disputes are reported verbally in the first instance. The Team Leader will then communicate the dispute to the Manager Support and Operations (Facility Manager) who will then decide:

- whether the resident should be contacted;
- if a written report is required, and if so, the format of the report; and,
- any other action to resolve the dispute as early as possible.

The Team Leader may offer the resident the opportunity to make a formal complaint. If the resident accepts this offer, the Team Leader completes a comments and complaints form with them and the complaints process is followed.

### 3.4 Residents with Special Needs

Where residents may have special needs, such as people from culturally and linguistically diverse (CALD) backgrounds, or who identify as Aboriginal and/or Torres Strait Islander, our staff ensure that any cultural aspects are considered when reviewing a complaint or dispute. The presence of a family member or friend or the support of an interpreter may be required.

Where we can, we use the resources on the Aged Care Quality and Safety Commission website<sup>9</sup> to provide information in simple language or in the language of the resident.

We also ensure that any actions, interventions or referrals are appropriate to people from special needs groups. This may require the involvement of organisations with expertise in special needs groups, either in providing advice or assisting in actions.

### 3.5 Use of an Advocate

Residents are advised in the Resident Handbook, and verbally at the time they indicate they have a complaint, that they can use an advocate or external agency at any point in the complaint process, or if they feel their feedback or complaint was not satisfactorily resolved. We provide the resident with a list of agencies and assist them and support them to make contact as required.

Agencies with whom residents can lodge a complaint, or who provide advocacy services, are detailed in Chapter 5 Advocates in this Policy.

<sup>9</sup> Australian Government Aged Care Quality and Safety Commission [Website](#)

### 3.6 Confidentiality of Complaints and Disputes

As far as possible, the fact that a resident has lodged a complaint and the details of that complaint are kept confidential amongst staff directly concerned with its resolution. The resident's permission is obtained prior to any information being given to other parties who may be required to satisfactorily resolve the complaint or dispute. Complaints that are sensitive in nature are managed by the Manager Support and Operations (Facility Manager).

Residents and/or their representatives wishing to make anonymous complaints about care and services provided within our facilities are supported to do so. Residents and or their representatives can place anonymous complaints in the post box located in the administration building. Residents can also access advocacy services as explained in section 5. Advocacy services numbers and posters are located through the notice boards in the administration area and in the complaints residents' flow chart.

### 3.7 Working with External Complaints Agencies

If we receive a request to provide information or input from an external complaints/advocacy agency we provide relevant information as requested with consideration to privacy. Information provided to external agencies is documented. If we are provided with a direction from the Aged Care Quality and Safety Commission, we follow that direction and keep a record of the actions taken.

Information on contact details for external complaints or support agencies is included in Chapter 5 Advocates in this Policy.

## 4 RESIDENT FEEDBACK

Feedback can be positive and negative. Negative feedback is defined as minor dissatisfaction or a minor issue that can be easily resolved and/or the resident does not want to make a formal complaint. For example, feedback on an occasion of late service provision or dissatisfaction with a provided meal. Positive feedback is a compliment or praise regarding service delivery, staff or the organisation. Feedback can be formal or informal.

All feedback and its importance is acknowledged and the resident is thanked for providing it.

### 4.1 Formal Feedback

Formal feedback is given with the intention of providing feedback such as a resident completing an Comments and Complaints form or specifically informing a staff person about their dissatisfaction with services or care.

When feedback is not written on an Comments and Complaints form the staff person receiving it completes a form and attaches any documentation. The procedure outlined in sub-section 10.5.1 Comments and Complaints form in our Governance Policy is followed.

### 4.2 Informal Feedback

Informal feedback is made in the course of interaction, for example, a resident mentioning to the bus driver that the outing location was unsatisfactory, or general dissatisfaction with our care or services.

Informal feedback is recorded by the staff person on our Comments and Complaints form . The procedure is outlined in sub-section 10.5.1 Comments and Complaints form in our Governance Policy.

## **5 ADVOCATES**

### **5.1 Use of Advocates**

Residents have a right to use an advocate of their choice to negotiate on their behalf. This may be a family member, friend or advocacy service.

Advocates are accepted by our residential aged care facilities as representing the interests of the resident.

Information on the use of an advocate is included in the Resident Handbook and is explained at entry to the service, assessments and reviews. We reiterate to the resident and/or their representative what local advocacy services are available, and respect the resident's choice of advocate. We also recognise that residents may choose a family member, friend or other person to advocate on their behalf.

Staff ensure residents are aware of their right to use an advocate, and remind them of this option whenever appropriate, including if a complaint is lodged.

### **5.2 What is an Advocate?**

An advocate is a person who, with the authority of the resident, represents the resident's interests.

Advocates may be used during assessments, reviews, complaints, open disclosure meetings or for any other communication between the resident and the residential aged care facility.

### **5.3 Appointing an Advocate**

Residents wishing to appoint an advocate inform us in writing of the name of the person they wish to use as their advocate, using the Authority to Act as an Advocate form.

Residents can change their advocate at any time and inform us in writing using an Authority to Act as an Advocate form. If a resident has difficulty in completing the form due to language or literacy, our staff will assist them or refer them to an advocacy agency to assist. Our facilities are committed to assisting and supporting residents with special needs to access an advocate of their choice by providing whatever support is required.

Completed Authority forms are kept in the resident's file and noted in the Resident Management System.

### **5.4 Guidelines for Advocates**

Guidelines for advocates are detailed in the Authority to Act as an Advocate form; this is given to the resident and explained to them if they wish to appoint an advocate.



## 5.5 Advocacy and Complaints Investigation Contacts

Services that may advocate on behalf of resident (depending on the issue) or provide advocacy support to residents are shown in brochures around the facility.

**Table 2.1 Advocacy and Complaints Investigation Contacts**

Agency	Contact details
<b>Aged Care Quality and Safety Commission</b> 9.00am – 5.00pm weekdays	Ph: 1800 951 822 Email: <a href="mailto:info@agedcarequality.gov.au">info@agedcarequality.gov.au</a> GPO Box 9819 Sydney 2000
<b>National Aged Care Advocacy Line</b> And <b>Older Person's Advocacy Service (OPAN)</b>	Ph: 1800 700 600 Web: <a href="https://opan.com.au">https://opan.com.au</a>
<b>Seniors Rights Service</b>	Ph: 1800 424 079 Web: <a href="https://seniorsrightsservice.org.au/">https://seniorsrightsservice.org.au/</a> Level 4/418A Elizabeth St, Surry Hills NSW 2010
<b>Carers NSW</b>	Ph: 1800 242 636 Level 10 / 213 Miller Street North Sydney NSW 2060

## 6 REFERENCES

- Australian Commission on Safety and Quality in [Australian Open Disclosure Framework](#) 2013
- Australian Government Aged Care Complaints Commissioner [Better Practice Guide to Complaints Handling in Aged Care Services](#) 2017
- Australian Government Aged Care Complaints Commissioner [The Complaints Journey](#) November 2017
- Australian Government Aged Care Complaints Commissioner [The Stages of Complaint Handling](#) 2017
- Australian Government Aged Care Quality and Safety Commission [Guidance and Resources for Providers to Support the Aged Care Quality Standards](#) September 2019
- Australian Government Aged Care Quality and Safety Commission [Website](#)
- Australian Government Department of Health [Charter of Aged Care Rights](#) (Effective 1 July 2019).

## 7 DEFINITIONS<sup>10</sup>

Term	Meaning
Advocate	A person who, with the authority of the resident, represents the resident's interests.
Carer	A person who provides personal care, support and help to a resident. This doesn't include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the <i>Carer Recognition Act 2010</i> .
Complaint	Serious dissatisfaction with the care and services provided.
Consumer/resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Consumer-centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between consumers and health care providers.
Cultural safety	Culturally safe care and services are those that are planned and delivered in a way that is spiritually, socially, emotionally and physically safe for residents. It's also how a person's identity is respected so that who they are and what they need, isn't questioned or denied.
Diversity	Diversity refers to residents' varied needs, characteristics and life experiences. Residents may have specific social, cultural, linguistic, religious, spiritual, psychological, medical, and care needs. The term also refers to peoples' diverse gender and sexuality identities, experiences and relationships, including lesbian, gay, bisexual, transgender or intersex (LGBTI).
Feedback	Positive or negative information regarding care and services that is not serious enough to warrant a complaint.
Incident/adverse event	An event or circumstance which could have (near miss) or did lead to unintended and/or unnecessary psychological or physical harm to a resident that occurs during an episode of care.
Open disclosure	An open discussion with a resident about an incident(s) that resulted in harm to that resident when receiving care. The elements of open disclosure are an apology or expression of regret (including the word 'sorry'), a factual explanation of what happened, an opportunity for the resident to relate their experience, and an explanation of the steps being taken to manage the event and prevent recurrence. Open disclosure is a discussion and an exchange of information that may take place over several meetings. <sup>11</sup>
Special needs groups	People with special needs, defined at section 11-3 of the <i>Aged Care Act 1997</i> , are listed below:

<sup>10</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019

<sup>11</sup> Australian Commission on Safety and Quality in [Australian Open Disclosure Framework](#) 2014

Term	Meaning
	<ul style="list-style-type: none"><li>• People from Aboriginal and Torres Strait Islander communities</li><li>• People from culturally and linguistically diverse backgrounds (CALD)</li><li>• People who live in rural or remote areas</li><li>• People who are financially or socially disadvantaged</li><li>• Veterans</li><li>• People who are homeless or at risk of becoming homeless</li><li>• Care leavers</li><li>• Parents separated from their children by forced adoption or removal</li><li>• Lesbian, gay, bisexual, transgender and intersex people (LGBTI).</li></ul>
Support staff	All staff involved in delivering services and care to residents.
Support worker	Unregulated healthcare workers.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

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# Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Human Resources</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250
<b>Policy Owner</b>	Community services	<b>Review Date</b>	Date June 2020
<b>Date of Council Meeting</b>	Date Approved 4 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li>• Accountability Principles 2014</li> <li>• Sanctions Principles 2014</li> <li>• Aged Care Act 1997</li> <li>• Aged Care Act 1997 (Cth), Schedule 1 User Rights Principles 2014. The Charter of Aged Care Rights</li> <li>• Aged Care Act 1997 (Cth), Schedule 2 User Rights Principles 2014.</li> <li>• Aged Care Act 1997 (Cth), Schedule 3 User Rights Principles 2014.</li> <li>• Age Discrimination Act 2004 (Cth)</li> <li>• Fair Work Act 2009 (Cth)</li> <li>• Racial Discrimination Act 1975 (Cth)</li> <li>• Sex Discrimination Act 1984 (Cth)</li> <li>• State and Territory anti-discrimination and equal opportunity legislation</li> </ul>		
<b>Aim</b>	The aim of this policy is to ensure appropriate management of our residential aged care work force.		

### Record of Revisions: Human Resources

Date	Section/s Revised and Notes	Authorisation

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 7 – Human Resources.

The terms “consumer” and “resident” are interchangeable.

## 2 HUMAN RESOURCES

### 2.1 Consumer Outcome<sup>1</sup>

*“I get quality care and services when I need them from people who are knowledgeable, capable and caring.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council’s (Council) residential aged care facilities are committed to attracting and maintaining a workforce that is sufficient, as well as skilled and qualified to provide safe, respectful and quality care and services.

### 2.3 Our Policy<sup>3</sup>

Council is committed to ensuring our residential aged care workforce is planned to enable the delivery and management of safe and quality care and services. The interactions of our employees with residents are kind, caring and respectful of each resident’s identity, culture and diversity.

Our workforce is competent and sufficiently qualified to perform effectively in their roles. We are committed to providing continuous support and training to our employees to equip them with the skills and knowledge to deliver the outcomes required by the Aged Care Quality Standards.

We will regularly assess, monitor and review the performance of every employee at our residential aged care facilities.

### 2.4 Responsibilities

#### 2.4.1 Management

Management are responsible to develop, review and implement policies and procedures that ensure the workforce delivers quality care and services in a safe and respectful manner.

#### 2.4.2 Staff

Staff are responsible to follow all policies and procedures, participate in development opportunities and provide high quality care in a safe and respectful manner.

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.148. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Ibid., p.148.

### 2.4.3 Residents

Residents and/or their representatives are responsible to advise Snowy Monaro Regional Council Residential Aged Care if any member of staff within the workforce does not deliver quality care and services in a safe and respectful manner.

## 3 Monitoring Human Resources

We have a human resources system in place to ensure appropriate staffing and skills levels for quality service provision. The human resources system consists of position descriptions, recruitment and selection processes, staff rosters, induction and orientation, training and staff development, ongoing supervision, performance appraisals, work health and safety, and return to work arrangements.

We have an enterprise agreement in place to provide a basis for determining staff employment matters and conditions.

We have a management structure in place to ensure appropriate coordination and operation across all functional areas.

The Support Service Officer (SSO) maintains and reviews the rosters to ensure the desired quality of care. The SSO fills gaps and empty shifts as they appear, they also manage and approve leave.

There is a 24-hour system of registered nurses throughout the facility.

There are systems and processes in place to monitor and ensure that adequate staffing levels are provided according to the consumer mix, and consumers' changing needs.

There is ongoing education including an orientation program. Manual handling and handwashing competencies are completed on orientation together with fire procedure training. The Standards resource is provided to the person commencing orientation and followed up with a compulsory quiz.

Other aspects of education are outlined in sub-section 3.2.9 Education and staff development in this Policy.

### 3.1 Minimum Workforce Requirements

#### 3.1.1 Nurses' registrations

All Enrolled and Registered Nurses (ENs and RNs) must provide documented proof to Council of their annual registration with the NSW Registration Board prior to the expiry of the registration date.

The Manager Community Services and the People and Culture team will be responsible for sighting current NSW nurses' registration documentation at the time of employment. They will also be responsible for maintaining a copy of enrolled and registered nurse registration documentation on individual nurse's employment file.

Enrolled and Registered Nurses will be responsible for maintaining their registration with the NSW Nurses Registration Board (AHPRA), as well as registering with the NSW Nurses Registration Board prior to expiration of the registration date.

Enrolled and Registered Nurses will also be responsible for providing the Manager Community Services and the People and Culture team with documented evidence of current registration, and must be able to produce current proof of eligibility to practice, as requested.

### 3.1.2 Police certificate requirements

All staff and volunteers<sup>4</sup>, and relevant external service providers, must comply with police check requirements under the *Accountability Principles 1998* made pursuant to the *Aged Care Act 1997*.

Council is responsible for ensuring the safety of the older people who reside in its residential aged care facilities. To this end, we ensure that all staff, volunteers and relevant external service providers have required police checks on their backgrounds. Police checks are intended to complement robust recruitment practices and are part of Council's responsibility to ensure all staff and volunteers are suitable to provide care to the aged.

A police certificate is a report of a person's criminal history; a police check is the process of checking a person's criminal history. The two terms are often used interchangeably in aged care.

A police certificate that satisfies requirements under the Act is a nationwide assessment of a person's criminal history (also called a "National Criminal History Record Check" or a "National Police Certificate") prepared by the Australian Federal Police, a state or territory police service, or a CrimTrac accredited agency.

Under the Act, precluding offences (recorded on the police certificate) are a conviction for murder or sexual assault, or a conviction of, and a sentence to imprisonment for, any other form of assault.

A staff member is defined as a person who:

- has turned 16 years of age;
- is employed, hired, retained or contracted by Council (whether directly or through an employment or recruitment agency) to provide care or other services under the control of Council's Residential Aged Care service; and,
- has, or is reasonably likely to have, access to residential aged care residents.

Examples of staff members include:

- key personnel of Council's residential aged care facilities;
- employees and contractors of Council who provide care to its residential aged care residents;
- allied health professionals contracted by Council to provide care to its residential aged care residents;
- kitchen, cleaning, laundry, garden and office personnel employed by Council either directly, or through a contract agency; and,
- consultants, trainers and advisors for accreditation support or systems improvement who are under the control of Council's Residential Aged Care Service.

Individuals who are not considered staff members include:

- visiting medical practitioners, pharmacists and other allied health professionals who have been requested by, or on behalf of, a resident but are not contracted by Council; and,

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<sup>4</sup> Please see Section 4 of the *Accountability Principles 2014* for the definitions of staff and volunteers.

- trades people who perform work other than under the control of Council (i.e. independent contractors). For example, plumbers, electricians or delivery people who are utilised on an 'ad hoc' basis.

A volunteer is defined as a person who:

- is not a staff member;
- offers their services to Council's residential aged care facilities;
- provides care or other services on the invitation of Council's Residential Aged Care Service and not solely on the express, or implied invitation of a resident;
- has, or is reasonably likely to have, unsupervised access to residents; and,
- has turned 16 years of age or, if the person is a full-time student, has turned 18 years of age.

Examples of persons who are not volunteers under this meaning include:

- persons volunteering who are under the age of 16 (except where they are a full-time student, then under the age of 18);
- persons who are expressly or implicitly invited into the residential aged care facility by a resident (e.g. family and friends of the resident); and,
- volunteers who only have supervised access to residents (e.g. persons who volunteer in a residential aged care facility to read to residents, but are not left alone with any resident/s).

All staff and volunteers **must agree** to a police check prior to employment. Police certificates must be renewed every three years, before they expire. For every applicable staff member and volunteer, there must be a current police certificate that does not record a precluding offence.

In addition to police checks, the Act sets out the requirement that none of the key personnel of an approved provider is a "disqualified individual". Obtaining police checks for key personnel is a separate process and has different assessment criteria than for residential aged care staff and volunteers. The Sanctions Principles (Part 2) sets out the reasonable steps that an approved provider must take so they do not employ a disqualified individual.

All relevant external service providers must agree to provide evidence that they have passed the requirements of a police check. For those who do not have a police check, they should be subject to appropriate supervision.

Prior to starting work, all staff members and volunteers must sign a statutory declaration stating that they have never, in Australia or another country, been convicted of murder or sexual assault, or convicted of, and sentenced to imprisonment for, any other form of assault. The required statutory declaration form will be in the approved format and wording and will be made available by Council.

While in most cases, Council Residential Aged Care service will aim to ensure all new staff members and volunteers have obtained a police certificate before they start work, the legislation does provide arrangements for commencing work prior to receipt of a police certificate, if particular conditions are met. As such, Council's residential aged care management team will ensure that appropriate documentation is in place to demonstrate that:

- the care or other service to be provided by the person is essential;

- an application for a police certificate has been made before the date on which the person first becomes a staff member or volunteer;
- until the police certificate is obtained, the person will be subject to appropriate supervision during periods when the person has access to residents; and
- the person makes a statutory declaration that meets legislated requirements.

Council's residential aged care management team will either securely store or sight the original/certified copy of each staff members' or volunteer's police certificate (if it is stored elsewhere). The management team will also ensure that appropriate processes are in place to assess police certificates. Such assessments will be based on the Police Certificate Guidelines.

The management team will take reasonable measures to ensure staff members and volunteers notify Council if they are convicted of a precluding offence in the three year period between obtaining and renewing their police check. If a staff member or volunteer has been convicted of a precluding offence they must not be allowed to continue as a staff member or volunteer.

The management team will ensure that records are kept that can demonstrate that:

- there is a police certificate, which is not more than three years old, for each staff member or volunteer (to this end, a police check register will be kept of staff and volunteers' information, including police certificate reference numbers and expiry dates);
- an application has been made for a police certificate where a new staff member or volunteer does not have a police certificate; or
- a statutory declaration has been provided by any staff member or volunteer who has not yet obtained a police certificate or was a citizen or permanent consumer of a country other than Australia.

## 3.2 HR processes and procedures

### 3.2.1 Performance management

To ensure staff continue to develop and achieve their full potential, performance reviews/appraisals are conducted to provide constructive feedback to staff on their work performance.

Council's residential aged care management team is responsible for advising employees, at orientation, of the performance management program.

Subsequently, all supervisors are responsible for:

- seeking feedback from other staff regarding the employee's work capabilities and work practices in order to complete appraisals;
- ensuring staff are provided with constructive feedback in a timely manner;
- ensuring that any matters raised as an issue within an appraisal have been dealt with previously;
- ensuring the staff member has adequate time (at least one week) to complete the appraisal form prior to the appraisal being undertaken;

- ensuring that when areas of improvement are discussed with an employee, specific suggestions are made for how the employee can improve their work performance and timeframes given for monitoring and subsequent feedback;
- ensuring that training requirements identified during an appraisal are raised with management for consideration; and,
- informing employees whose performance requires improvement, if an assessment will be undertaken, who will assess the work practice and the timeframes for the assessment.

All staff have a responsibility to ensure regular feedback is sought and appraisals are undertaken on a regular basis.

### 3.2.2 Staff annual leave

Council's residential aged care management team will be responsible for issuing all new employees with the Staff Induction Handbook, which clearly outlines annual leave request requirements.

All staff will be responsible for:

- reading the Handbook and ensuring they understand annual leave request requirements;
- will endeavour to give a minimum of six (6) weeks' notice of intended leave (where possible);
- completing individual Annual Leave Application Forms and lodging with management; and,
- contacting management within office hours prior to resuming work at completion of annual leave.

### 3.2.3 Shift swapping

Council's residential aged care management team will be responsible for ensuring all new employees are aware of the requirements of swapping shifts with other staff.

All staff, where possible, will endeavour to give a minimum of two (2) weeks' notice of their intended need to swap their shift/s.

Both shifts that are involved in the "shift swap" must be within the same fortnightly roster. Both staff involved in the "shift swap" must agree to the swap and must be of the same classification. The two staff involved are responsible for notifying the Support Services Officer in writing (preferably email) to advise of their "shift swap" arrangement. The Support Services Officer is then responsible for emailing a response to both staff members, and updating the roster.

If a staff member informs the Support Services officer within a week of needing a "shift swap", it is at the discretion of the Support Services Officer to approve.

### 3.2.4 Personnel records

Confidential records are kept for all staff employed. Staff, about whom the record is kept, may view this file, with an appropriate manager.

Information relevant to their employment will be placed in their file. Workers' compensation information is kept separately and is for management access only. All files are kept on site under locked key.

These files are to be kept locked when appropriate management or administrative staff are not present to ensure privacy and security of documentation.

Restricted access applies. Only management, senior administration staff and the individual staff member may access these files. Education records are kept separately on site. Leave forms of all types are to be included in the file, and annual updates are required for personal information.

Relevant records may include:

- all leave forms; and,
- documents associated with the individual's employment, excluding workers' compensation files and documents associated with education provided by the organisation.

### 3.2.5 Staff grievances

Council's residential aged care management team are responsible for ensuring employees are made aware of the grievance procedure outlined in the Staff Induction Handbook at orientation. The management team are ultimately responsible for trending grievances within the workplace and taking appropriate improvement action to minimise their occurrence where possible.

Supervisors are responsible for:

- resolving grievances in a timely, confidential, and sensitive manner;
- documenting the details of the grievance/s and any action taken to resolve the grievance/s; and,
- informing the management team as soon as practicable of any staff grievance/s that has/have occurred.

Staff are responsible for:

- signing that they understand, and will work within the staff grievance procedure outlined in the Staff Induction Handbook;
- bringing to the attention of their supervisor any grievance/s which may affect the team and/or may affect care offered to residents; and,
- raising and resolving any grievance/s in a timely manner.

### 3.2.6 Bullying and harassment

Bullying is defined as repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. A single incident of unreasonable behaviour can still create a risk to health and safety, may have the potential to escalate into bullying, and therefore should not be ignored.

Bullying can include a broad range of behaviours that can be direct or indirect. Examples of direct forms of bullying include, but are not limited to, verbal abuse, putting someone down, spreading rumours or innuendo about someone, and interfering with someone's personal property or work equipment. The Staff Induction Handbook includes further examples.

Harassment is defined as any unwelcome verbal, visual, physical conduct or sexual advances toward any resident, member of staff or visitor to Council's residential aged care facilities that is offensive and/or unacceptable and deemed as inappropriate and unprofessional behaviour.

The management team is responsible for ensuring all staff at commencement of employment are aware of Council's policies regarding bullying and harassment. They are also responsible for providing all staff with the Staff Induction Handbook that includes a section regarding bullying and harassment.

All staff are responsible for reading the Staff Induction Handbook provided and understanding Council's policies and procedures regarding bullying and harassment.

All staff have a responsibility to report to the management team any form of bullying and harassment whether towards themselves, a colleague, resident or visitor to the residential aged care facility. The Continuous Improvement Form is available for this purpose (please refer to Section 10.5 Continuous Improvement Forms in our Governance Policy).

Staff are encouraged to seek advice and support about possible bullying and harassment, especially in the early stages of such patterns of behaviour. For this purpose, staff can approach their direct supervisor, any manager, and/or members of the WHS Committee (especially employee representatives), depending upon the circumstances.

The WHS Committee has an active and ongoing role in providing feedback on the incidence of any bullying and harassment within Council's Residential Aged Care service and recommending improvements to how the Council deals with such behaviour.

Council also has a number of human resources advisors available who are contactable to give advice and/or investigate complaints on discrimination, bullying or harassment.

### 3.2.7 Illegal drugs and alcohol

Illegal drugs are defined as any drug obtained by illegal means and not prescribed by the individual's Medical Practitioner. Use of such drugs and/or alcohol prior to commencing, or while on duty, is prohibited and will not be tolerated by management.

Council's residential aged care management team are responsible for:

- approaching employees suspected of being under the influence of illegal drugs and/or the effects of alcohol within the work place and taking appropriate disciplinary action;
- advising employees (affected by drugs and/or alcohol) of treatment options and counselling services available; and,
- treating all disciplinary matters with the strictest confidence.

In the absence of management, the Registered Nurse (RN) on duty will be responsible for:

- the safety of all residents and staff;
- discharging from duty any employee suspected of being under the influence of drugs and/or alcohol for the remainder of the shift;
- bringing to the attention of the management team any such action taken;
- the accurate completion of an incident form; and,
- treating all matters that come to their attention with the strictest confidence.



All staff are responsible for:

- reporting to management, or in the absence of management, the RN on duty, if a staff member is suspected to be under the influence of illegal drugs or alcohol; and,
- advising management if they are taking medication for health reasons which may affect their work performance.

### 3.2.8 Uniform policy

All residential aged care staff members are to wear a uniform, which is clean, appropriate, complies with WHS legislation and promotes a professional company image. The uniform assists residents, visitors and others to identify Council's residential aged care workforce.

The uniform consists of prescribed or required garments, which staff members are to provide.

Employees are paid a uniform allowance each week in lieu of providing a uniform; pay details are per the Local Government, Aged, Disability and Home Care (State) Award.

Guidelines for Uniforms are per the "Snowy Monaro Regional Council Residential Aged Care Dress Code" contained within the Staff Induction Handbook. Failure to comply with this policy or Dress Code will result in disciplinary action.

### 3.2.9 Education and staff development

The Coordinator Quality Assurance and Education and/or the Nurse Advisor provides a mechanism to monitor overall performance and ensure appropriate coordination of the education and staff development function, while the Nurse Educator has responsibility for education planning and delivery.

Council's residential aged care facilities have an ongoing education program in place, which is based on educational needs identified in a number of ways including job skills, competency assessments, staff appraisals, audit results, survey results, mandatory requirements, changes in the regulatory environment, changes in resident care needs, residents' and relatives' feedback, and issues raised at meetings.

The education program is flexible and comprehensive, and covers a range of functional areas, encompassing all eight (8) Accreditation Standards and all relevant job roles. The program incorporates a number of predetermined elements each year, such as orientation sessions and the mandatory training program, and other topics determined as the need arises. Appropriate external resource professionals are drawn upon for specific sessions, including in-service sessions by product providers.

At the core of the education program, each year there is a mandatory training program designed and delivered for all staff that covers a range of priority topics. A sufficient number of mandatory training programs are conducted to ensure that all staff participate in the education.

There is also provision for individual and small group training sessions around specific needs as they arise during the course of normal work. These are recorded in "training activity records".

Staff are supported to obtain appropriate qualifications, such as certificate III and IV in areas relevant to the range of job roles in the organisation. Staff are also fully supported to attend external education deemed as relevant to their job roles, particularly Registered Nurses, Enrolled Nurses and Certificate IV qualifications.

The main monitoring comprises the attendance record for each session, the training activity record for individuals and small groups, and session evaluations.

All staff undertake general competencies in areas such as manual handling and infection control. In addition, all relevant care staff have specific clinically oriented competency assessments done.

There is a staff appraisal system in place to monitor performance (refer back to sub-section 3.2.1 Performance management in this Policy). Staff also have access to a Staff Induction Handbook, policies and procedures, and other information resources.

### **3.2.10 Continuing education**

Continuing education is defined as any course, seminar or lecture of an unspecified timeframe, attended by an employee, which provides continuing education in their specified area of employment, area of interest or provides re certification of existing qualifications.

Council's residential aged care management team are responsible for encouraging all employees to continue to further their education and skills and where appropriate arranging shift coverage to enable employees to attend educational courses, seminars, lectures.

In addition, the team management are responsible for conducting in-service education/ training days, and for filing of individual training/education documentation.

Individual employees will be responsible for bringing to the attention of the management team any completed training outside the residential aged care facility. All employees will be responsible for approaching the management team regarding any course, lecture, seminar that is of specific individual interest.

Any external education will be subject to approvals.

### **3.2.11 Injury management and return to work**

Any employee injured, either at work or outside the workplace, must be deemed fit for work by a medical officer prior to returning to work. Staff injured at work must complete an incident/accident form in the first instance, per the reporting of incidents/accidents process.

Injured staff must complete the employee injury form if they intend to make a workers' compensation claim. The incident/injury reporting process is as follows the injured staff member is to notify the team leader or supervisor immediately (within 24 hours). The incident/accident must be logged either into the Vault or via email the incident/accident form to the WHS and RTW Officer within the Snowy Monaro Regional Council. If the incident/accident is a potential workers comp claim, the WHS and RTW Officer must be immediately notified. If the injured workers needs to be seen by, a medical practitioner the WHS and RTW Officer must be notified so necessary appointments can be arranged.

The injured employee must present a WorkCover medical certificate, if a claim is submitted and/or when cleared for duties.

Prior to recommencing work, an injured employee must obtain and supply a medical clearance from their nominated treating medical officer.

Council's Residential Aged Care service in consultation with Council's WHS Officer will make all reasonable efforts to provide suitable duties for an injured worker. Suitable duties are provided on a temporary basis to assist in increasing capacity to achieve the return to work goal.

If an injured employee is, certified fit for suitable duties a return to work program is to be considered/devised and discussed with the appropriate coordinator. A return to work program, where appropriate, is to be signed by all parties, including the worker, their manager and treating doctor.

Whilst Council recognises the benefits in facilitating return to work programs for employees injured outside the workplace who require suitable duties, there is no guarantee that Council will be able to organise this.

### 3.2.12 EDUCATION AND DEVELOPMENT

- To ensure that management and staff have appropriate knowledge and skills to perform their roles effectively.
- To encourage continuous improvement and promote staff morale by providing learning and development opportunities to the workforce
- To recognise that staff and volunteers need both the technical competencies and behavioural capabilities to meet performance expectations and that learning and development is a shared responsibility between management and employees.
- To support excellence in care and quality of lifestyle for residents

#### KEY DEFINITIONS:

- **Training Needs Analysis (TNA)** - Training Needs Analysis is concerned with addressing skills gaps at the organisational level, the group level and the individual level, and falls under the remit of learning and development.
- **Mandatory Training** - refers to the compulsory training that is required for employees, volunteers and internal contractors to carry out their duties safely and effectively. Annual fire training is mandatory under legislation for all aged care homes in Australia.

#### Determining learning and development needs

- Learning needs will be derived from the following information and organisational activities:
  - Legislative, regulatory, policy and best practice requirements
  - Continuous Quality Improvement (CQI) activities
  - Quality data, e.g. incidents, audits, surveys, complaints
  - Staff appraisal
  - Performance management
  - Annual training needs analysis and evaluation
  - Management observation

In conjunction with the Management Team, the Clinical Support Lead will analyse the development needs of the Snowy Monaro Regional Council Residential Aged Care groups and individuals.

Analysis will be performed using a variety of information gathering tools, including the aggregated outcomes of the performance management process.

#### Developing training programs

The Coordinator Quality Assurance and Education will have overall responsibility for learning and development in liaison with the Clinical Support Lead, the Nurse Advisor and Manager Support and Operations

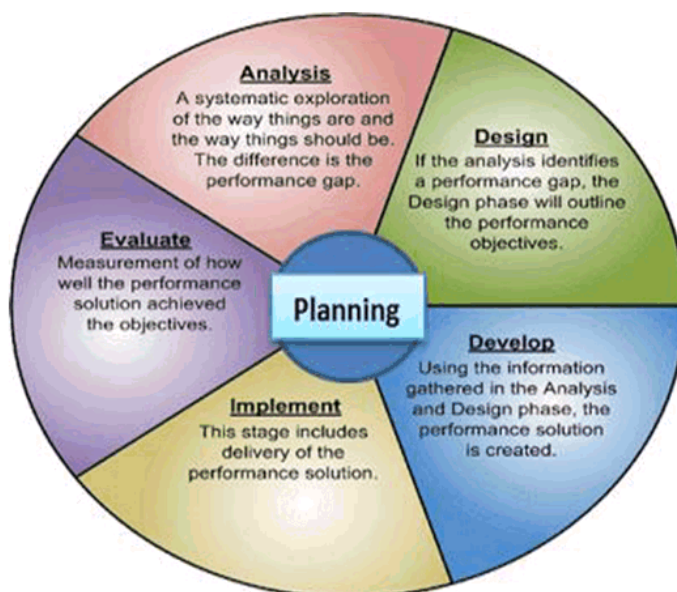
The Coordinator Quality Assurance and Education in consultation with Clinical Support Lead and Manager Support and Operations, will establish an annual training program. The program will be based on learning needs.

The program will be regularly reviewed and updated in response to changes in learning needs and the needs of current demographics.

Snowy Monaro Regional Council Residential Aged Care will implement an On Line Learning System to support staff in flexible learning.

Training programs will be developed utilising the PADDIE framework with assistance of our online training partner:

- Planning
- Analysis
- Design
- Development
- Implementation
- Evaluation



### Training on Employment

- An orientation and induction program will be undertaken by all staff upon employment
- The orientation program will provide education and information relevant to staff roles
- The induction program (e.g. buddy shifts) will include mandatory training and mandatory competency assessment and will provide other instruction relevant to the role

### Mandatory training

A core component of the training program is annual mandatory training that will include the following topics at minimum:

Training	Annual Competency Assessments
Infection control	Handwashing and PPE
Medication	Medication Administration (as applicable to role)
Fire and Emergencies	Fire Safety principles
Manual Handling	Manual Handling (practical and written)
Compulsory Reporting and SIRS	Online Compulsory Reporting abuse training

A requirement for staff ongoing employment at Snowy Monaro Regional Council Residential Aged Care is attendance at mandatory training and successful completion of competency assessments requirements

### Delivery of learning and development programs

The annual training program will be notified to staff on a monthly basis via the newsletter.

Training will be delivered using a variety of training methods including: internal face-to-face, e-learning and external training.

Programs will be scheduled and delivered with due consideration to the operational needs of the organisation.

Training plans will be in place to support optimal organisational outcomes.

Training room and resources will be set aside to support sessions.

Training attendance will be recorded and a database of training attendance maintained to support analysis and reporting.

### Evaluation of training programs

All training will be evaluated by participants and a matrix prepared by Manager Support and Operation available to other senior Management.

### Non-attendance / cancellation of attendance

Where a staff member withdraws from a training session (for non-emergency reasons), they are responsible for finding a suitable replacement or will bear any costs associated with the cost of cancellation/ rescheduling the session.

All employees must attend annual mandatory training sessions. Nonattendance at mandatory training, within the required timeframe, will result in removal from rostered shifts and will result in disciplinary action.

**REFERENCES:**

- The Aged Care Act 1997 and associated Principles
- Work Health and Safety Act 2011
- Privacy Act 1988

**4 REFERENCES**

- Staff Induction Handbook
- Quality Aged Care Accreditation Standard 8 – Organisational governance
- The Local Government, Aged, Disability and Home Care (State) Award
- Nursing Homes, &C, Nurses (State) Award
- Australian Government Aged Care Sector Committee *Aged Care Sector Statement of Principles 2015*
- Aged Care Act 1997
- Accountability Principles 2014
- Sanctions Principles 2014
- Police Certificate Guidelines (updated September 2014), Office of Aged Care Quality and Compliance
- Aged and Community Services Association of NSW & ACT Employee Relations Manual (2003)
- NSW WorkCover – Preventing and Responding to Bullying at Work (Edition no. 3, June 2009)
- Workplace Injury Management & Workers Compensation Act (1998)
- NSW Health Department Circular 2003/75
- Guidelines for Employer's Return to Work Programs, WorkCover NSW 2003

## 5 DEFINITIONS<sup>5</sup>

Term	Meaning
Annual leave	The accrued time allocated to an individual staff member after six months' service.
Appraisal	Formal process within the performance management program to assess the needs of an employee based on their work performance and to identify support the employee may need to achieve their full potential. Appraisals are based on the key responsibilities and competencies required of the role and rely on feedback from the employee, their supervisor and other staff.
Bullying	Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.
Carer	A person who provides personal care, support and help to a consumer. This does not include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the Carer Recognition Act 2010.
Consumer/Resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Consumer-centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between consumers and health care providers.
Continuing education	Any course, seminar or lecture of an unspecified timeframe, attended by an employee, which provides continuing education in their specified area of employment, area of interest or provides re certification of existing qualifications.
Grievance	Any conflict between staff members, which directly interferes with the work team and which has the potential to affect the care given to the residents of a residential aged care facility.
Harassment	Any unwelcome verbal, visual, physical conduct or sexual advances toward any resident, member of staff or visitor to Council's residential aged care facilities that is offensive and/or unacceptable and deemed as inappropriate and unprofessional behaviour.
Illegal drugs	Any drug obtained by illegal means and not prescribed by the individual's Medical Practitioner.
Injury management	Early coordination of activities for the purpose of achieving a timely, safe and sustainable return to work for the worker.
Injury management plan	A plan specifically developed for the injured worker that outlines the activities and strategies associated with returning the injured worker to the workplace.

<sup>5</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019

Term	Meaning
Performance management	Regular feedback provided to an employee on their work performance.
Personnel records	Records specifically related to staff employed by Council's Residential Aged Care service.
Police certificate	A report of a person's criminal history.
Return to work plan	Outlines the procedures related to the injured worker on their return to work.
Support Worker	Staff that work on in the community to provide care and services based on an outreach model to people in their homes.
Uniform	Clothing worn by members of an organisation while participating in the organisation's activity as stipulated by the organisation.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.



# Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Governance</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250.
<b>Policy Owner</b>	Community Services	<b>Review Date</b>	Date June 2020
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li>Aged Care Act 1997</li> </ul>		
<b>Aim</b>	The aim of this policy is to define how our residential aged care facilities will comply with Standard 8 Organisational Governance of the Aged Care Quality Standards.		

### Record of Revisions: Governance

Date	Section/s Revised and Notes	Authorisation
1 July 2020	Policy and procedures implemented	CEO
1 July 2021	Reviewed	CEO

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 8 – Organisational governance.

The terms “consumer” and “resident” are interchangeable.

## 2 ORGANISATIONAL GOVERNANCE GUIDE

### 2.1 Consumer Outcome<sup>1</sup>

*“I am confident that Snowy Monaro Regional Council’s Residential Aged Care facilities are well run. I can partner in improving the delivery of care and services.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council (Council) is accountable for the provision of safe and quality care and services to the residents of its Residential Aged Care facilities.

### 2.3 Our Policy<sup>3</sup>

Council is committed to:

- Engaging residents in the development, delivery and evaluation of care and services (including supporting residents to do so).
- Promoting a culture of safe, inclusive and quality care and services and being accountable for their delivery.
- Ensuring effective governance systems relating to:
  - information management;
  - continuous improvement;
  - financial governance;
  - workforce governance, including assigning clear responsibilities and accountabilities;
  - regulatory compliance;
  - risk management, including but not limited to, the management of high impact or high prevalence risks associated with the care of residents; identifying and responding to the abuse and neglect of residents; and supporting residents to live the best life they can.
- Feedback and complaints.
- A clinical governance framework (where clinical care is provided) including but not limited to:<sup>4</sup>

<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.132. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Ibid., p.132

<sup>4</sup> This requirement (except for Open Disclosure) applies only if clinical care is delivered



- antimicrobial stewardship;
- minimising the use of restraint; and,
- practising open disclosure.

## **2.4 Responsibilities**

### **2.4.1 Management**

Management, with input from relevant stakeholders, develops, maintains, promotes and monitors processes and procedures that ensure the provision of safe and quality care and services.

### **2.4.2 Staff**

Staff follow policies and procedures, participate in development opportunities, promote a culture of safe, inclusive and quality care and services, and support residents in the planning, delivery and evaluation of care and services.

### **2.4.3 Residents**

Residents and/or their representatives participate in the planning, delivery and evaluation of care and services, and if they feel hindered or unsupported in doing so, are encouraged to provide feedback to management.

## **2.5 Monitoring Council Governance related to Residential Aged Care**

Governance processes and systems are regularly audited as part of our audit program and staff, residents and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made.

# **3 ABOUT US**

## **3.1 Overview**

Council owns and operates two residential aged care facilities in the Snowy Monaro region: Yallambee Lodge in Cooma, and Snowy River Hostel in Berridale.

- Yallambee Lodge – 40 beds
- Snowy River Hostel – 14 beds

## **3.2 Our Vision**

Our vision is to be a quality provider of residential aged care services that support people to live independently as long as they can and choose to do so, and provide a continuation of care and support when they can no longer live independently.

## **3.3 Our Objectives**

Our objectives are to:

- celebrate the diversity of all residents and their families and partner with them in the provision of care;
- support frail, older people to stay living in their community, either in their own home or in our residential aged care facility;
- support people to participate in the community to the extent they want to;
- support family or other primary care givers in their role; and,
- partner with residents and our staff to provide consumer-centered, effective, efficient and accountable care and support services that achieve the outcomes for residents specified in the Aged Care Quality Standards (see Section 10.8 Key Result Areas in this Policy).

### 3.4 Our Philosophy

We believe in the rights of people to:

- be valued as individuals and make informed choices about their life, where they live and their care;
- maintain their independence;
- be treated with dignity and respect, and to have their privacy and confidentiality respected;
- access services on a non-discriminatory basis; and,
- receive accountable and responsive services.

### 3.5 Partnering with Residents

Residents are partners with Council's residential aged care facilities in pursuing the delivery of high quality care and services that meet their needs during their time with us. Please refer to Section 4.3 Partnering with Residents in our Assessment and Planning Policy.

### 3.6 Aged Care Sector Statement of Principles

In working to achieve our vision and objectives, Council remains aware of the Aged Care Sector Statement of Principles and its guiding themes:

- Resident choice is at the center of quality aged care.
- Support for informal carers remains a major part of aged care delivery.
- The provision of formal aged care is contestable, innovative and responsive.
- The system is both affordable for all and sustainable.<sup>5</sup>

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<sup>5</sup> Australian Government Department of Health [Aged Care Sector Statement of Principles 2015](#)

### 3.7 Target Group

Our target group is older people assessed as eligible by My Aged Care (through a Regional Assessment Service (RAS) or an Aged Care Assessment Team (ACAT)) for the services we provide (See [Directory of Funded Programs](#).<sup>6</sup>)

### 3.8 Services Provided

Council provides residential aged care services.

### 3.9 Our Staff

The following staff are employed in areas related to our residential aged care operations:

• CEO	• Enrolled Nurses
• Chief Operating Officer	• Finance Officer
• Manager Community Services	• Team Leaders
• Manager Support and Operations (Finance Manager)	• Care Service Employees (CSEs)
• Coordinator Quality Assurance and Education	• Lifestyle Assistant
• Nurse Advisor	• Cooks
• Clinical Support Lead	• Light meals assistant
• Registered Nurses	• Trainees
• Workforce and WHS Coordinator	• Cleaners
• IT and Data Support Coordinator	• Laundry
• Administration Assistants	• Receptionist
• Maintenance Officer	

In addition, Council's residential aged care engages a team of volunteers to assist with transport services and additional support in the area of "Lifestyle".

The management structure is described in Chapter 4 Management Structure and Governance Processes in this Policy.

### 3.10 Councillor Requirements

#### 3.10.1 Councillors

Council is overseen by a Mayor, 11 Councillors, the Chief Executive Officer (CEO) and three Chief Officers.

<sup>6</sup> All Directories are located in Forms/Governance Documents

Under Section 355 of the Local Government Act 1993 Council also seeks information and input from the Community Services Advisory Committee.

### 3.10.2 Council obligations

Council, via the Section 355 Advisory Committee and its Councillors, provide strategic direction to and monitors the operations of Council's residential aged care facilities to ensure that it:

- meets its objectives as specified in the Local Government Act 1993 and Charter for the Community Services Advisory Committee;
- remains a viable organisation; and,
- meets legal requirements including those related to incorporation, funding, contractual arrangements, the employment of staff, and the provision of services.

Councillors are responsible for ensuring the Council operates within its approved budget and in accordance with the policies and procedures set down by Councillors and is accountable for the provision of safe and quality care and services.<sup>7</sup>

### 3.10.3 Working with the Chief Executive Officer (CEO)

Councillors work in partnership with the CEO who is responsible for implementing the directions and decisions of Councillors and for providing Councillors the information necessary to effectively monitor the operations of the service. Information includes input from staff and residents.

The CEO implements the directions and decisions made by Councillors, by ensuring daily operations of the service are managed in accordance with Council's policies and procedures.

Issues that are not covered by established policies and procedures are referred to the Section 355 Community Services Advisory Committee for consideration and direction.

### 3.10.4 Involvement in daily management

Councillors and Committee members are not involved in the daily management of Council's residential aged care facilities and cannot direct the staff or volunteers of the service unless authorised to do so. One Councillor has portfolio responsibility which is directly related to residential aged care and liaises with management on an ongoing basis.

### 3.10.5 Council responsibilities

Council accepts responsibility for:

#### Legal

- Ensuring that Council's residential aged care facilities operate within relevant Federal, State and Local Government laws and funding provider requirements including, but not limited to:
  - The Aged Care Act 1997
  - The Associations Incorporation Act
  - Funding/grant agreements

<sup>7</sup> Accountable for the provision of safe and quality care and services is a requirement of Standard 8 of the Aged Care Quality Standards

- Aged Care Quality Standards
- Complying with all legislation in relation to the employment of staff and volunteers including:
  - minimum conditions of employment and any awards that may apply;
  - income tax requirements;
  - work health and safety requirements;
  - equal employment opportunity legislation;
  - workers' compensation; and,
  - superannuation.
- Ensuring Council has adequate insurance cover.
- Complying with the Privacy Act and regulations, the Aged Care Act, and any other relevant legislation or regulations.

#### **Policy and Planning**

Ensuring that:

- Council has clear and relevant objectives that guide the operations of its residential aged care facilities.
- A delivery program and operational plan, in addition to a Continuous Improvement Plan, are developed and reviewed each year and identified priorities are implemented.
- Safe and quality care and services are delivered to residents in line with the Aged Care Quality Standards and relevant funding program guidelines, and are monitored through management reports.
- Policies, procedures and related documents are kept up-to-date and are adhered to.

#### **Financial**

Ensuring that:

- Council's residential aged care services has an annual budget that is approved by Council and that expenditure is within the budget.
- Council's residential aged care have sufficient income to meet budget requirements.
- The conditions of funding agreements guidelines are met.
- Funds are properly accounted for, and an audit is completed as required.

#### **Staff Management**

Ensuring that:

- Council recruits the best possible staff.
- Council provides staff with support, direction and supervision.
- Council effectively recruits volunteers and are provided with training, support, direction and supervision.

#### Other responsibilities

- Ensuring that Council remains a viable organisation.
- Ensuring all staff and representatives of Council act with honesty, integrity and transparency.

Council responsibilities are clearly communicated to the community to ensure transparency and accountability.

#### 3.10.6 Attendance at meetings

Councillors agree to attend all scheduled and extraordinary Council meetings. If they are unable to attend a meeting, members agree to give the maximum notice possible. Notice should be given to the administration staff or the CEO to ensure that a quorum for the meeting is met.

#### 3.10.7 Chairperson (Mayor) responsibilities

The responsibilities of the Chairperson include:

- Ensuring regular Council meetings are held and are run in accordance with the Local Government Act 1993.
- Encouraging Councillors to attend, and to contribute to, meetings.
- Leading the meeting through the agenda, keeping discussion relevant, decision making clear and encouraging broad participation.
- Signing letters or documents on behalf of the Council.
- Acting as a spokesperson for the Council.

#### 3.10.8 Chief Financial Officer (CFO) responsibilities

The responsibilities of the CFO include:

- Ensuring accounting records are properly maintained and kept safe.
- Preparing and presenting monthly financial reports at Council meetings.
- Ensuring Council's financial and accountability requirements of funding bodies are met.
- Ensuring Councillors understand the financial position of Council's residential aged care facilities.
- Signing letters or documents on behalf of the Council.
- Ensuring that funds are not being mismanaged.
- Submitting records and statements to the Audit Risk and Improvement Committee (ARIC) for evaluation as requested.

#### 3.10.9 Code of Conduct for Councillors

Council operates most effectively if all members are aware of the expectations of them. To clarify expectations, all Councillors must abide by the 2018 Model Code of Conduct for Local Councils in NSW.

Failure to abide by the Code of Conduct may result in the expulsion of a Councillor.

### 3.10.10 Conflict of interest

Members and staff must act in the best interests of Council. If business, or personal interests, or affiliations of members conflict with (or may be perceived to conflict with) the interests of Council, the following procedures apply:

- If a member has any direct or indirect pecuniary interest in any contract being considered by Council must, as soon as they become aware of their interest, disclose it to Council.
- An interest disclosed by a member is recorded in the minutes of the Council meeting.
- A member with any direct or indirect pecuniary interest in any contract being considered by Council, will not take part in any deliberations or decisions of Council with respect to that contract.

## 3.11 Approved Provider Responsibilities<sup>8</sup>

### 3.11.1 Key personnel

Council is an Approved Provider under the Aged Care Act 1997. One responsibility of an approved provider is to ensure that requirements related to key personnel are met. This responsibility falls to Council.

Key personnel are defined in section 8-3A of the Act as:

- people responsible for the executive decisions of the applicant;
- people having authority or responsibility for (or significant influence over) planning, directing or controlling the activities of the applicant;
- any person responsible for nursing services provided, or to be provided, by the applicant, whether or not the person is employed by the applicant; and,
- any person who is, or likely to be, responsible for the daily operation of an aged care service conducted, or proposed to be conducted, by the applicant, whether or not the person is employed by the applicant.

The Act specifies that key personnel cannot be disqualified individuals.

### 3.11.2 What is a disqualified individual?

Section 10A-1 of the Aged Care Act defines a disqualified individual as someone who:

- has been convicted of an indictable offence;<sup>9</sup>
- is an insolvent under administration (bankrupt); or,

<sup>8</sup> Australian Government Department of Health website [Becoming an Approved Provider/What are Key Personnel](#). Applies only to Residential Care providers and Home Care Package providers

<sup>9</sup> The definition of indictable offenses varies between States and Territories but generally include more serious offences, such as: murder, manslaughter, aggravated assault, the intentional and unlawful administration of drugs or poisons, committing fraudulent or dishonest activities. If a person has been convicted of an offence it is recommended you check with a legal advisor to ascertain if the offence is indictable.

- is of unsound mind.

Council requires key personnel to advise them if they become a disqualified individual. In addition, Council conducts comprehensive background checks on key personnel when they first become a Council employee.

The CEO is responsible for ensuring these background checks occur when required.

### 3.11.3 Material change of circumstance of an approved provider

Council also notifies the Department of Health of any change of circumstances that materially affects its suitability to be a provider of aged care. The notification occurs within 28 days after the change occurs and is advised using the form [Approved Provider Notification of a Material Change](#) (Section 9-1 of the Aged Care Act 1997). Penalties apply if changes are not advised.

## 4 MANAGEMENT STRUCTURE AND GOVERNANCE PROCESSES

### 4.1 Management Structure

The management structure of Council's residential aged care services is as follows:

- Mayor
- Councillors
- Chief Operating Officer
- Community Services Advisory Committee
- Manager Community Services
- Nurse Advisor
- Coordinator Quality Assurance and Education
- Manager Support and Operations (Facility Manager)
- Clinical Support Lead
- Registered Nurses
- Enrolled Nurses
- Carers and other staff

These lines of reporting are not varied except where expressly stated in these policies and procedures.

### 4.2 Governance Processes

#### 4.2.1 Governance structure

Council's corporate governance responsibilities are made up of financial governance, clinical governance, risk governance and other governance (e.g. human resources and legal). The CEO is responsible for managing the governance systems and ensuring appropriate reporting to Councillors.

The governance structure is as follows:

- Mayor



- Councillors
- Chief Executive Officer
- Chief Operating Officer
- Community Services Advisory Committee
- Manager Community Services
- Manager Governance
- Chief Financial Officer
- Coordinator Quality Assurance and Education
- Manager Support and Operations (Facility Manager)

#### 4.2.2 Management meetings

The Governance processes are built on cooperation and reporting between different levels of Council's management team including:

- The Senior Management Team (SMT)
- Consultative Committee
- Operational committees and meetings including:
  - Community Services Advisory Committee
  - Work Health and Safety Committee

Each committee has an allocated Chair and Terms of Reference that are approved by the Committee on each new term.

The Clinical Support Lead and the other appropriate residential aged care staff attend the Community Services Advisory Committee.

#### 4.2.3 Governance reporting process

The operational committees and meetings forward a report after each meeting highlighting key issues surrounding:

- Clinical governance.
- Quality Indicators.
- Comments and complaints.
- Recommendations for improvements/risk controls and other actions.
- An update on progress in implementing previously approved improvements/risk controls.

Councillors review the meeting minutes and provide comment for clarification via Council meetings.

## 4.3 Clinical Governance<sup>10</sup>

Clinical Governance is the set of relationships and responsibilities established by Council between its governing body, executive, clinicians, residents and other stakeholders to ensure good clinical outcomes.

Council Residential Aged Care's clinical governance framework has six components:

**Governance, leadership and culture:** We have established integrated corporate and clinical governance systems and support the measurement and improvement of the quality and safety of services for residents based on our vision and culture of delivering safe and quality services.

**Resident partnership:** We partner with residents to participate in the design, measurement and evaluation of our services through participation in the Improvement Committee, focus groups, surveys and feedback processes.

**Organisational systems:** We have safety and quality systems that are integrated with our management structure and processes to ensure quality and safe services are delivered through the development of policies, practices, processes and systems embedded in our governance arrangements. This includes risk management and incident management systems and supporting our staff to understand their role in supporting quality and safety.

**Monitoring and reporting:** We have a range of data sources we use to measure our performance including client data, risk and incident reporting, feedback, audits and surveys that inform an understanding of performance and processes to use data to effect ongoing improvement. We participate in the National Aged Care Mandatory Quality Indicator Program (as applicable to our service). Please refer to our SIRS policy for further information.

**Effective workforce:** We ensure a workforce that is appropriately trained, skilled and developed to optimise the safety, health and wellbeing of residents and a safe work environment. We take a strategic approach to ensuring our workforce is recruited, orientated, supported, trained and developed to meet the changing needs of residents. We engage the workforce in ways to better meet resident needs. We are aware of the need to comply with mandatory reporting requirements where there are professional conduct concerns regarding health professionals.

**Communication and relationships:** We have effective communication processes in place to communicate resident needs and requirements (based on resident goals) with the workforce in consultation with residents, engage visiting practitioners, share information with people we refer residents to (with consent), and ensure open and transparent communication with residents and representatives when things go wrong. We use open disclosure methodologies to communicate and ensure improvements are enacted as required. We have systems to ensure accurate and contemporary record keeping to ensure clear communication between care providers.

### 4.3.1 Responsibilities

We believe ensuring strong clinical governance relies on a partnership approach including:

**Residents:** We partner with residents to the extent they choose in their own care and participation in organisational governance through feedback, focus groups, surveys and committee representation (where practicable).

<sup>10</sup> Based on the Australian Government Aged Care Quality and Safety Commission July 2019 Toolkit Clinical Governance Framework Guide

**Clinicians:** Clinical systems support our clinicians to provide quality and safe services underpinned by their own professional practice and professional codes of conduct that align with our clinical governance framework. This includes liaising with other health professionals and organisations.

**Managers:** Managers advise and inform the governing body and operate within the strategic and policy frameworks endorsed by the organisation. They ensure the quality and safety systems support the delivery of care and measurement of outcomes. The Director of Care Residential is the most senior clinician in the organisation and is responsible for the oversight of the Clinical Governance Framework and operation.

**Governing body:** The governing body ensures the organisation is run well and delivers quality and safe services by promoting a culture of safety and improvement.

Council provides nursing and allied health services through our Registered Nurses and allied health professionals (within their scope of practice) and ensure clinical governance by ensuring availability of suitably qualified staff. Staff are supported through the provision of suitable policies and procedures, processes that provide oversight of care and support services by the Registered Nurse and open and accessible communication with residents' medical practitioners to source advice and decision making related to clinical care. We communicate with other organisations and agencies involved in the care of residents. The organisation's structure supports review of adverse events including medication errors, falls and pressure injuries (and other relevant clinical indicators) and clinical review processes. Clinical staff are afforded networking and education opportunities to ensure currency of practice and support.

To support the nurses in their practice, Registered Nurses and allied health professionals have regular meetings with colleagues from other aged care providers and participate in professional development opportunities to support their practice. The nurses seek advice from medical practitioners and access collegial support from other clinicians as required.

#### 4.3.2 Reporting

Council reviews, monitors and reports on key result areas including clinical indicators and serious incidents.

#### 4.3.3 Clinical care meetings

Clinical care quality and safety is of paramount importance at Council's residential aged care facilities. Clinical care meetings occur monthly and act to:

- Review clinical governance processes, clinical indicators and issues across all service provision to identify improvements.
- Review our performance with regard to the provision of medication management support (incorporating the Medication Advisory Meeting twice per year with invited members including a medical practitioner and pharmacist).
- Determine and endorse clinical policy and practice.
- Determine and endorse medical and independent living equipment by relevant health professionals.
- Identify improvements for consideration.
- Review infection prevention and control processes (including anti-microbial stewardship) and issues to identify improvements.

- Review and monitor processes and practices for dealing with and reducing occurrences of abuse and neglect in relation to residents, staff and other people involved with Council. Please refer to Section 11.8 Abuse and Neglect in this Policy.

The minutes of the clinical care meetings detail any successes, issues, recommended improvements, identified risks and recommended controls. The minutes are provided to Coordinator Quality Assurance and Education for consideration and follow up. Matters requiring clarification are forwarded onto Council's Nurse Advisor.

Actions and matters of improvements are recorded in the Improvement Plan.

In addition to these formal clinical care meetings, clinicians meet to discuss clinical issues in their areas to support the quality and safety of care provided.

The Medication Advisory Meeting (Residential Care) is conducted independently at a minimum once per year. A Medical Practitioner and Pharmacist attend this meeting to review the medication practices in the organisation.

#### 4.3.4 Clinical governance – Process Guidance

**Outcome:** Through the process below, we can demonstrate that residents are confident the organisation is well run, and they can partner in improving the delivery of care and services through a strong clinical governance framework.

**Leadership and culture:** Council is accountable for the delivery of safe, quality care. It establishes and promotes a strong culture of safe, quality care through an effective clinical governance system and continuous improvement. We support the workforce to deliver clinical care that is personal, coordinated effective and safe. We engage and develop our clinical leaders to enable effective clinical governance through:

- Effectively planning to identify and apply development and improvement opportunities.
- Promoting cultural leadership that gives priority to safety and quality, and supports continuous improvement.
- Allocating resources to support the delivery of high quality care.
- Creating clear responsibilities for managing the safety and quality of care, and delegating management authority for this purpose.

**Resident partnerships:** Council provides clinical care as part of a holistic, person-centred approach responsive to residents' needs, goals and preferences.

- Care is provided respectfully in accordance with the [Charter of Aged Care Rights](#).
- Residents participate in their care to the extent they choose.
- Information is provided to residents in a way they can understand to enable informed consent and shared decision making.
- We welcome resident complaints and feedback and commit to respond and review this information within set times.
- We have open disclosure policies and report serious resident incidents and complaints to the governing body and the appropriate committees
- We work with residents and/or their representatives to support appropriate use of antibiotics and antimicrobial stewardship.

**Organisational systems:** Our systems for delivery of care are well designed, perform well, and our clinicians are fully engaged in the design, monitoring and development of these systems:

- Policies and procedures are based on best available evidence and our document management system includes their regular review and update.
- Well-designed systems to identify and manage clinical risk and effectiveness:
  - identification of indicators and targets including national mandatory Quality Indicators;
  - clinical quality and safety indicators are benchmarked nationally through Moving on Audits or other similar system;
  - all incidents are investigated for improvement opportunities; and,
  - all serious clinical incidents are fully investigated using appropriate tools and make recommendations on process improvements to the governing body.
- All services are fully accredited.

**Monitoring and reporting:** The quality and safety of care is monitored with effective use of data and information and reported to management and the governing body. The organisation defines measures of clinical care quality through:

- Resident feedback and experience.
- Quality and clinical indicators including those specified in the National Mandatory Quality Indicator Program.
- Incident rates.

The governing body regularly reviews the effectiveness of the clinical governance framework for safe, quality care.

**Workforce performance and effectiveness:** Our workforce has the capability to contribute to clinical governance:

- Our clinicians work within well-designed systems to deliver safe, high-quality and effective clinical care.
- Professional codes of conduct align with our clinical governance framework and our clinicians are responsible for the quality of their own professional practice. Our processes ensure staff professional registration checks and scope of practice reviews are up to date.
- Managers (including clinical support lead) advise and inform the governing body on clinical matters. They manage the organisation within its endorsed strategic and policy parameters and ensure systems supporting delivery of care in the clinical governance framework are well designed and effective.
- All staff have comprehensive induction including on the code of conduct and ongoing education is based on best practice and competency.
- Adequate supervision arrangements are in place to support clinical staff and students on placement.

**Communication and relationships:** Council communicates effectively and respectfully with residents, their representatives, staff and the clinical workforce to support safe, quality care.

We provide information in a range of formats and languages to meet residents' cultural, personal and literacy needs. We practice open disclosure in response when things go wrong such as incidents where a resident is harmed and complaints from residents (refer to the Open Disclosure Policy).

**Roles and responsibilities:** Council recognises everyone has a responsibility to ensure residents receive safe, quality care. The specific responsibilities are:

- The governing body is ultimately accountable for clinical care quality and safety.
- Senior executive and management have responsibility for implementing, monitoring and reviewing the clinical governance framework and ensuring continuous improvement of clinical care.
- All staff are responsible for working in accordance with the clinical governance framework and legislative, professional and registration requirements when providing care and services.

#### 4.3.5 Antimicrobial stewardship

Council recognises they have an obligation in the provision of care and services to prevent, manage or control infections and antimicrobial resistance, to reduce harm and achieve good outcomes for residents and has implemented the following procedures:

- The inclusion of anti-microbial stewardship in the responsibilities of the clinical care.
- The inclusion of anti-microbial stewardship in staff orientation (see Staff Volunteer Orientation Checklist).
- Periodic reviews of practice to ascertain if there are any issues.
- Discussions with medical practitioners and pharmacists as necessary.

Council has implemented the following strategies to manage antimicrobial stewardship:

- Established systems and strategies that are consistent with government frameworks and guidelines to:
  - prevent infection (please refer to Chapter 8 Infection Prevention and Control in our Assessment and Planning Policy);
  - manage infections effectively when they occur (see also Chapter 8 Infection Prevention and Control in our Assessment and Planning Policy); and,
  - limit the development of antimicrobial resistance through prudent use of antimicrobials, as part of effective antimicrobial stewardship.
- Integrated antimicrobial stewardship systems with Council's clinical governance framework including:
  - strategies to communicate with prescribing professionals, residents and their representatives about reducing the risk of antibiotic resistance; and,
  - evaluating and continuously improving the effectiveness of the antimicrobial stewardship systems in line with best practice (where applicable).

## 4.4 Whistleblowers<sup>11</sup>

Council is committed to enabling the reporting of wrongdoing within the organisation and supports this through the promotion of a workplace free of unacceptable behaviour and serious misconduct. We are committed to addressing and investigating reported misconduct and rectifying proven wrongdoing. We have a code of conduct for staff and volunteers that outlines acceptable behaviour. Staff grievances are not included as part of the Whistle Blower procedure as these are managed through the grievance procedure.

The CEO and Managers are nominated officers of Council to receive reported misconduct (disclosures). The Group Manager People and Culture or the CEO is responsible for finalising any investigation and implementing recommendations from the investigation. Legal counsel, human resource consultancy or services from an independent whistle blower service are sought by the CEO as appropriate.

### 4.4.1 Process

The following process applies:

- Staff can advise the CEO or Manager of perceived unacceptable behaviour and misconduct by telephone at any time or advise the Employee Assistance Program (EAP) who have appropriate skills to receive the information. If the staff person wishes to notify an issue anonymously, they can advise the EAP who will advise the CEO (See 7.5.4 Employee Assistance Program).
- The confidentiality of all parties (the reporter and accused) is ensured.
- Leadership personnel potentially implicated in the perceived unacceptable behaviour/misconduct will be excluded from the investigation and, if necessary, an impartial person from outside Council will be appointed.
- Once the investigation is completed it is reviewed by the CEO.
- Recommended actions in response to the report are taken with consideration to the protection of the reporter (staff are supported by the EAP representative or other delegated party) to ensure they are not victimised.
- The accused is entitled to the presumption of innocence until proven otherwise and supported by an EAP representative (the EAP representative is not the same person supporting the reporter).
- All parties, including the accused, are made aware of the consequences of proven misconduct.
- All documentation regarding the report, investigation, findings and recommendations are stored confidentially in the CEO's office electronic folder.
- All involved staff are supported throughout the process and during the implementation of recommendations.

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<sup>11</sup> Information on whistle blowers is taken from: [Your Call](#) website accessed April 2019 Whistleblowing Program Checklist

## 5 FINANCIAL MANAGEMENT

### 5.1 Roles and Tasks

#### 5.1.1 Council

Council is responsible for the financial management of its residential aged care facilities, including the establishment of financial policy and procedures and monitoring the financial management of the facilities.

#### 5.1.2 Chief Financial Officer (CFO)

The CFO is responsible for ensuring that financial policies and procedures are followed in respect to monitoring our financial operations. This includes ascertaining on behalf of Council that financial reports and other information reflect the actual financial situation of Council's residential aged care facilities.

#### 5.1.3 Chief Executive Officer (CEO)

The CEO is responsible for ensuring that financial policies and procedures are accurate and that information is provided accordingly to the Audit Risk and Improvement Committee (ARIC) for accountability and auditing purposes.

#### 5.1.4 Team leaders

Council's residential aged care Team Leaders are responsible for:

- coordination of each shift including staffing resources;
- supervision of the residential aged care facilities in the absence of management;
- making recommendations for shift routine changes; and,
- mentoring new staff and trainees.

#### 5.1.5 Finance team

The Finance Team is responsible for:

#### 5.1.6 Residential aged care management/finance team?

- Determining and managing resident fees.
- Maintaining records of resident financial information.
- Monitoring accommodation bonds and related investments.

#### 5.1.7 General

- Providing financial information and support to Council, Manager Community Services, CEO and Chief Operating Officer.
- Managing resident fees including the preparation of invoices, entry of payments and follow up on unpaid fees.



- Managing account records.
- Preparing financial reports.
- Meeting ATO and other legislative and regulatory financial accountability requirements.
- Monitoring income and expenditure against the budgets and contracts, and advising the Manager Community Services of issues.
- Monitoring investments.
- Preparing accountability reports for the Manager Community Services and Chief Operating Officer per the Directory of Funding Provider Accountability Reports.
- Assisting the program managers with funding applications.

## 5.2 Financial Management Practices

Refer to overarching financial management policies and procedures.

## 5.3 Purchasing Procedure

The following procedure applies to the purchase of goods and services.

### 5.3.1 Purchases from contracted providers

- A purchase order is completed and forwarded to the supplier.
- A copy of the purchase order is forwarded to the Finance Team using our Civa Authority system.

### 5.3.2 Ancillary purchases

- Goods or services must be purchased from a supplier on the Approved Suppliers List unless the goods or services are not available from the list.
- Quotations should be obtained in accordance with Council's Purchasing and Tendering Policy.
- The Finance Team member and the Manager or Team Leader ordering the goods or services select the best quote based on parameters in Council's Purchasing and Tendering Policy.
- A Purchase Order is issued once a preferred supplier is chosen.

### 5.3.3 Receiving goods

- All goods must be unpacked on receipt and checked by a staff member against the order.
- If there is a deficiency in the order it is reported to the purchaser, who will liaise with the supplier.
- If the order is complete and undamaged, the staff member signs the delivery docket and ensures that goods are forwarded to the purchaser.

- When the invoice is received the purchaser checks it and if approved, attaches it to the duplicate of the order form, authorises payment of the invoice and forwards it to Accounts Payable for payment.
- Problems with any goods and services are referred to the purchaser who will endeavour to resolve the problem through negotiation.

## 5.4 Additional Services for Residential Aged Care Residents

### 5.4.1 Additional meal requests

Council's residential aged care facilities are pleased to provide visitors/relatives with a main meal at meal times.

If a visitor requires a meal the following process applies:

- kitchen staff are advised of the need for an extra meal;
- meals are charged at \$10.00 per meal;
- meal money and receipts are placed in an envelope and provided to the Cook who secures it in the cash tin; and,
- the money is then forwarded to management if collected to be distributed back into the food service program.
- Exceptions to payment are made for families of residents that are actively palliating.

## 6 RESIDENT FEES

### 6.1 Principles

#### 6.1.1 Fee reduction

We recognise that some residents have a limited capacity to pay for support; however, the payment of a fee for service by residents who have the capacity to pay is endorsed. People who are assessed as needing support are eligible to receive support, regardless of their capacity to pay. Residents are informed of the fee reduction process in the Resident Handbook.

Information obtained about a resident's income is treated as private and confidential.

#### 6.1.2 Refusal to pay

Residents are sent reminders if they do not pay as arranged or if invoices are not paid in a timely manner. If a resident is identified as being in arrears, without prior arrangement, the relevant team member contacts the resident or their representative to discuss the matter. The resident is advised that they can have an advocate with them for this meeting. A payment plan or other arrangements are made to assist the resident to meet their responsibilities regarding fee payment. Resident financial circumstances are reassessed at this time. If a resident has not already done so, they are also referred to Centrelink to discuss their financial hardship if appropriate.

If, after consultation the resident is considered able to pay their fees and refuses to pay, they are provided with a letter outlining the action to be taken by us. This can include cessation of services.

### 6.1.3 Appeals on fees

Residents can advise the Manager Support and Operations (Facility Manager) that they wish to appeal a fee determination. The Facility Manager explores and documents the reasons for the appeal. Residents are also encouraged to provide written information to support their appeal. The Facility Manager then reviews the documentation and may meet with the resident and/or their representative to discuss the appeal.

The Facility Manager may discuss the appeal with the Chief Operating Officer and the Chief Financial Officer. The decision of the Facility Manager is final and is communicated to the resident in writing within 30 days of the date of appeal. If the resident or representative wishes to further appeal the decision, they may refer to the matter to an Independent Appeals Tribunal for decision.

No resident is disadvantaged or penalised as a result of lodging an appeal and if appropriate, fees are reduced while the appeal is being considered. Residents can also request assistance to lodge an appeal.

### 6.1.4 Paying fees

#### Invoices

Invoices are issued at the end of each month by the Accounts Receivable Team. Accounts Receivable also follow up on outstanding invoices in consultation with the Manager Community Services or Manager Support and Operations (Facility Manager).

#### Fee payments

Payment by direct debit is our preferred method, and residents will be provided with a Residential Aged Care Direct Debit Request form to complete.

The necessary information for fee payments is included in the Resident Handbook and the fees and charges procedure.

### 6.1.5 Residential aged care fees<sup>12</sup>

#### Basic daily care fee

This covers daily living costs such as meals, power and laundry, and is the minimum fee paid by all residents. The Department of Veterans' Affairs (DVA) will pay the basic daily fee for eligible former Prisoners of War (POW) and Victoria Cross (VC) recipients.

#### Means-tested care fee

Services Australia (formerly The Department of Human Services) assesses the income and assets of the resident and advises them of the fees they are liable to pay. Eligible former POWs and VC recipients are exempt from paying a means-tested care fee.

#### Accommodation costs

This is the accommodation ("room") portion of the fee. Eligible residents may have it paid in full or in part by the Australian Government following an assessment by Services Australia. Residents not subsidised must pay the accommodation price agreed with the facility.

Services Australia will advise residents if they have to pay an accommodation cost and the amount of any subsidy paid by the Australian Government.

Regardless of whether residents have to pay an accommodation cost, everyone entering a residential aged care home needs to agree a room price in writing up to the maximum published room price on the My Aged Care website. The room price must be included in the accommodation agreement given to the resident before they move in.

Residents who are required to pay an accommodation contribution have 28 days from the day they move in to decide on their payment method. They can choose to pay the accommodation costs by:

- a lump sum 'refundable accommodation deposit' (RAD) or 'refundable accommodation contribution' (RAC);
- rental style payments called a 'daily accommodation payment' (DAP) or 'daily accommodation contribution' (DAC); or,
- a combination of both lump sum and rental style payments (RAD and DAP, or RAC and DAC).<sup>13</sup>

Residents must pay their accommodation costs by the rental style payment method until they decide how they want to pay for the accommodation.

We publish our accommodation ("room") costs on the My Aged Care website.

#### Fees for additional services

These apply to a higher standard of accommodation or additional services that are above the resident's assessed care needs, or the care and services that our residential aged care facilities must provide.

Resident's care needs are assessed within four weeks of them moving into one of our facilities using the Aged Care Funding Instrument (ACFI). The ACFI classification determines the services

<sup>12</sup> The information in this section is taken from the publication: Australian Government Department of Health My Aged Care [Steps to Enter an Aged Care Home](#) Current as at June 2018.

<sup>13</sup> DAPs and DACs, and RADs and RACs, are mutually exclusive. Residents eligible for partly subsidised accommodation will only be liable to pay a DAC/RAC. Residents not eligible for subsidised accommodation will only be liable to pay a DAP/RAD.

that we must provide the resident. Additional services are provided at a cost agreed to by the resident.

Fees are calculated daily with charges levied monthly.

#### **Resident financial assessment**

Residents are assessed by Services Australia to determine if they are eligible for government assistance with accommodation costs, and if they need to pay a means-tested care fee. Assessments are undertaken by Services Australia, except for eligible members of the veteran community whose assessment may be undertaken by the DVA.

Residents need to complete the Permanent Residential Aged Care Request for a Combined Assets and Income Assessment (SA457) form available from Services Australia.

Residents who do not complete an income and assets assessment will not be eligible for government assistance with their accommodation and care costs, and can be asked to pay the maximum means-tested care fee and an accommodation payment (up to the facility's maximum published room price).

#### **Fee notification letter**

Residents who get a financial assessment before moving into a residential aged care home will receive a letter about the maximum fees they can be asked to pay. The advice will be valid for 120 days, unless there is a significant change in their circumstances. If there is a change in their circumstances, they will need to notify Services Australia or DVA who will reissue their fee advice letter.

When a resident has moved into one of our facilities, Services Australia will send them and the facility a letter outlining the maximum fees the resident may be asked to pay. Services Australia advises the facility by letter each time there is a significant change to a resident's means-tested care fee or accommodation payment arrangements.

#### **Residential respite care fees**

Residents accessing residential respite care through one of our facilities do not pay any accommodation costs or means-tested care fees. They pay a basic daily care fee and a booking fee, which is a pre-payment of residential respite care fees and not an extra payment.

DVA may pay the basic daily fee for eligible veterans and war widows/widowers. The booking fee cannot be more than either a full week's basic daily care fee, or 25% of the fee for the entire stay, depending on which amount is the lowest.

Respite residents may also be asked to pay for extra or additional care and services.

#### **Financial hardship assistance**

Residents having difficulty paying their care and accommodation costs for reasons beyond their control may be able to access financial hardship assistance.<sup>14</sup>

For further information, please refer to our [Fees and Charges Schedule](#) for a concise summary of the residential aged care fees and charges' structure.

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<sup>14</sup> Australian Government Department of Health My Aged Care [Financial Hardship Assistance](#) Website April 2019

## 7 FUNDING REPORTS AND MONITORING

### 7.1 Funding Provider Accountability Reports

The funding reports to be completed as a condition of funding grants are completed in accordance with service agreements.

The Manager Community Services is responsible for ensuring the reports are prepared as required, and reviewed and signed off by the designated officers prior to forwarding to the funding provider.

### 7.2 Monitoring Funding Requirements and Service Delivery

In addition to the provision of reports required by funding providers, Council ensures that the contractual requirements of funding/grant agreements are being met through a range of meetings and reports.

Corporate governance processes and systems are also regularly audited to ensure that they are effectively implemented.

### 7.3 Funding Provider Acknowledgement

Council's residential aged care facilities acknowledge the support of the Department of Health in all material published in connection with the Grant Agreement.<sup>15</sup>

## 8 PLANNING

### 8.1 Residents as Partners

The focus of service planning is to develop and deliver the very best services that meet the needs and preferences of residents whilst being efficient and effective. To achieve this, residents are welcomed as partners and are encouraged and supported to express their views and opinions about our residential aged care facilities and the care and services we provide.

Residents are involved in the planning process directly through a resident input meeting and indirectly through ongoing consultation and input through assessment and support planning processes and through Continuous Improvement activities.

### 8.2 Annual Report

The CEO is responsible for compiling an Annual Report in consultation with the Chief Operating Officer and Manager Community Services. In addition to general information about Council and financial information for all program areas, the report includes key data items specific to residential aged care. For example:

Key performance indicators for residential aged care with comparison to the previous year including:

- number of bed days available;

<sup>15</sup> Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2018-2020 p.95.

- bed occupancy rate;
- waiting list;
- admissions and discharges;
- deaths;
- staff costs per resident per day;
- care staff hours per resident per day;
- food costs per resident per day;
- infections per resident bed day;
- falls with resulting fracture per resident bed day; and,
- resident days in hospital.

It also captures the following general information:

- age, sex and ethnicity of our residents;
- any service delivery issues in the last year;
- major improvements implemented in the last year;
- planned improvements for the coming year; and,
- achievements against key result areas (refer to Section 10.8 Key Result Areas in this Policy).

The Annual Report is reviewed by the CEO and forwarded to Councillors for their approval.

### 8.3 Improvement Plan and Strategic Plan

Council residential aged care service maintains a Continuous Improvement Plan that details all significant improvements in its operations, and a Delivery Program and Operational Plan covering major, longer term directions and changes. Council incorporates processes into these plans to ensure service continuity in line with the Aged Care Funding Agreement. Further details are provided in Table 1.1 below.

### 8.4 Improvement Plan and Strategic Plan

The planning process involves:

**Table 1.1 Snowy Monaro Regional Council Planning Process**

Planning Activity	Notes	When
Continuous Improvement activities	Utilise Moving On Audits to capture information related to Continuous Improvement.	Ongoing
Risk management activities	Entered via CAMMS RISK.	Ongoing
Annual planning with residents	Resident Relative meetings.	August 2020

Planning Activity	Notes	When
Review and development of the Continuous Improvement Plan	The Continuous Improvement Plan includes strategies for improving Council for the next 12 months and is updated on an ongoing basis. The Continuous Improvement Plan feeds into the Delivery Program and Operational Plan.	September and Ongoing
Review and development of the Delivery Program and Operational Plan	Includes high level plans for the next year.	Quarterly via CAMMS
Aged Care Quality Standards Quality Review process	The Quality Review identifies improvements required to meet the Standards and opportunities for improvement. These feed into the Continuous Improvement Plan.	Between 1 and 3 yearly
Ongoing implementation and monitoring of progress in implementing the Continuous Improvement Plan	Reported quarterly via the Section 355 Community Services Advisory Committee – Facility reports.	Monthly
Submission of a Continuous Improvement Plan to the Quality Review Team	The Continuous Improvement Plan is submitted as required depending on the outcome of the 3 yearly Quality Review.	As required

## 8.5 Resident Relative Meeting

Regular Resident Relative meetings are held with residents. The meeting is facilitated by a staff member or another person with appropriate expertise. The purpose of the meeting is to inform and obtain feedback about the business operations and resident expectations. As well as receiving any suggestion for changes/improvements they would like to see.

## 8.6 Implementing the Plans

Council is responsible for ensuring the Delivery Program and Operation Plan is achieved in accordance with the Integrated Planning and Reporting (IP&R) framework.

# 9 REGULATORY COMPLIANCE

## 9.1 Relevant Requirements

Key legislation, regulations and other requirements include, but are not limited to:

- Aged Care Quality Standards 2018
- Human Services Quality Framework
- [Aged Care Sector Statement of Principles](#) 2015
- Carers Recognition Act 2004



- Aged Care Act 1997 and Principles
- Specific funding requirements detailed in contracts with funders
- Competition and Consumer Act 2010
- Legislation governing the employment of staff and volunteers including: Fair Work Act 2009, and other legislation covering work health and safety, workers compensation, injury management, taxation, tax, superannuation, equal employment opportunity and anti-discrimination
- Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012
- Australian Nursing and Midwifery Federation Nursing Guidelines: Management of Medicines in Aged Care 2013
- Australian Government Department of Health and Ageing Guiding Principles for Medication Management in Residential Aged Care Facilities 2012
- Australian Pharmaceutical Advisory Council Guiding Principles for Medication Management in the Community 2012
- Fire and Emergency Regulations
- NHMRC 2010 Australian Guidelines for the Prevention and Control of Infection in Healthcare Commonwealth of Australia
- Australia New Zealand Food Standards Code Food Safety Programs for Food Service to Vulnerable Persons: A Guide to Standard 3.3.1 Food Safety Programs for Food Service to Vulnerable Persons, Chapter 3 First Edition February 2008
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Human Rights and Equal Opportunity Commission Act 1987
- Disability Discrimination Act 1992
- Age Discrimination Act 2004
- NSW Government NSW Associations Incorporation Act 2009 and Associations Incorporation Regulation 2010
- NSW Ministry of Health [Making an Advance Care Directive](#)
- COTA NSW Fact Sheet [Substitute Decision-Making in Advance Care Planning](#)
- NSW Anti-Discrimination Act 1977 (NB. other applicable Acts are the five Commonwealth Acts)
- NSW Government [Work Health and Safety Act 2011](#) and the [Work Health and Safety Regulation 2017](#)

## 9.2 Monitoring Changes to Legislation

The Manager Community Services and Coordinator Quality Assurance and Education are responsible for monitoring changes in legislation. Changes are monitored through:

- Review of the Aged & Community Services Australia (ACSA) newsletter noting any information advising of changes to requirements.

- Review of newsletters and notices from Leading Age Services Australia (LASA).
- Noting changes advised by any other government or statutory authorities such as the Department of Health, Services Australia and Therapeutic Goods Administration (TGA).
- Review of changes advised by Gevers Goddard-Jones Consultants (GGJ) in relation to the Policies and Procedures.
- Accessing relevant information on the internet.

When information advising of legislative changes is received, it is reviewed by the Manager Community Services and Coordinator Quality Assurance and Education. If any immediate action is required, the following process then applies:

- Document all information regarding any required changes and the implications for Council, and then draft changes to the any relevant policies and procedures.
- Forward information on for review.
- The Manager Community Services and Chief Operating Officer review the changes and decide if the changes can be made, or if they require approval of the Section 355 Community Services Advisory Committee. Changes requiring approval include:
  - changes affecting budgets and staffing;
  - changes affecting other programs; or,
  - changes to the overarching policy related to each aged care quality standard.
- If approval is not required, the Manager Community Services implements the changes and advises the Section 355 Community Services Advisory Committee.
- If approval is required, this is escalated in the form of a report to the Section 355 Community Services Advisory Committee, where the recommendation is minuted and forwarded to Council for review and endorsement.

### 9.3 Implementing Changes

The following steps apply, as necessary, in implementing regulatory/legislative changes in Council's Residential Age Care documentation:

- Policies and Procedures and other documents, such as the Resident Handbook, are updated.
- Forms are updated as required.
- Staff are notified of relevant changes through:
  - staff meetings;
  - notices, memos and emails; and/or,
  - education and training (and recorded in the training system).
- Other stakeholders such as residents, referrers or suppliers are informed through a range of strategies including (as relevant):
  - discussions or meetings;
  - newsletters; and/or,

- notices, memos and emails.
- Changes are recorded as an improvement on the Improvement Plan (please refer to Chapter 10 Continuous Improvement in this Policy).

## 9.4 Application of Regulatory Compliance Processes

Appropriate policies and procedures to reflect legislative requirements (e.g. Work Health and Safety, Equal Employment Opportunity, Superannuation, Privacy, Insurances, Food Safety, police checks, etc.) are included in relevant sections of our policies and procedures.

Processes are developed to support the implementation of requirements and are reflected in our policies and procedures. Examples of processes include:

- All staff and volunteers have a current National Police Certificate that is updated every three years.
- Work health and safety considerations are part of our risk management strategies for staff and include annual (and as required) assessments and re-assessments of staff work environments.
- Privacy and confidentiality is maintained through processes described in our policies and procedures.
- We have a maintenance program that ensures that all electrical equipment (including items such as Residual Current Devices and hoists) is checked and tagged by a qualified electrician annually.<sup>16</sup>
- Food safety requirements (e.g. Food Standards Code Standard 3.3.1 Food Safety Programs for Food Service to Vulnerable Persons) are adhered to when food is being prepared for more than six people.
- As sharps (e.g. needles) are required to be handled by staff, sharps' containers are used in our facilities.

## 9.5 Monitoring and Evaluating Changes

When changes to practices and processes are implemented in response to legislative and regulatory requirements, the CEO – in consultation with the Chief Operating Officer and Manager Community Services – monitors and evaluates them to ensure that the requirements have been implemented and that there are no unintended consequences.

The Continuous Improvement Plan is updated accordingly.

<sup>16</sup> Safe Work Australia [Electrical Safety Inspect, Test and Tag Accessed August 2019](#)

## 9.6 Work Health and Safety (WHS) Obligations<sup>1718</sup>

### 9.6.1 Employers

Council recognises its responsibilities under Australian WHS laws to:

- Provide safe work premises.
- Assess risks and implement appropriate measures for controlling them.
- Ensure safe use and handling of goods and substances.
- Provide and maintain safe machinery and materials.
- Assess workplace layout and provide safe systems of work.
- Provide a suitable working environment and facilities.
- Have insurance and workers' compensation insurance for its employees.

### 9.6.2 Employees

All Council employees and volunteers have the following obligations:

- Comply with instructions given for work health and safety.
- Use any provided personal protective equipment (PPE) and be properly trained in how to use it.
- Not wilfully or recklessly interfere with or misuse anything provided for work health and safety at the workplace.
- Not wilfully place others at risk.
- Not wilfully injure themselves.

### 9.6.3 Safe Work Australia<sup>19</sup>

Council utilises the resources available from Safe Work Australia and adopts processes as required where they do not conflict with State laws.

The following points under the Model WHS laws are important for management and staff to note:

- The duties of care are not defined by the nature of the employment relationship. This means that the term 'employer' currently applied in most work health and safety laws is replaced with the term 'person conducting a business or undertaking' (PCBU) and 'employee' is replaced with a broadly defined term of 'worker'.
- The term 'worker' includes employees, volunteers, contractors, sub-contractors, apprentices, work experience students and outworkers.

<sup>17</sup> NOTE: The Commonwealth and most state and territory governments have agreed to harmonise their work health and safety laws, including Regulations and Codes of Practice, so they are similar in each jurisdiction. All states and territories except Victoria and Western Australia have implemented the new laws and should retain the information in this sub-section and delete the information on WA. Victorian service providers can choose to replace all the information in this section with information relevant to Victoria or to only replace the West Australian sub-section with Victorian information. Western Australian service providers may choose to retain all the information.

<sup>18</sup> Australian Government Business [Health and Safety](#) website Accessed September 2019

<sup>19</sup> Safe Work Australia website accessed September 2019

- The term 'workplace' in most jurisdictions includes any place where a worker goes or is likely to go while at work.
- There are positive duties for 'officers' to exercise 'due diligence' to ensure the PCBU complies with its duty of care. This is a new way of expressing officers' responsibilities under current law. Currently some Work Health and Safety Acts attribute liability to officers where a corporation is in breach of a duty and they have a reverse onus of proof to show that they did what was reasonably practicable, or that they had no influence in relation to the breach. Under the new work health and safety laws there is no attributed liability.
- A new duty to consult, cooperate and coordinate activities with other duty holders has been introduced. This duty aims to address situations where more than one duty holder is responsible for the same work health and safety matter to ensure that duty holders work together to control work health and safety risk.

Further information is available through Council's overarching WHS Policy and associated procedures.

## 10 CONTINUOUS IMPROVEMENT

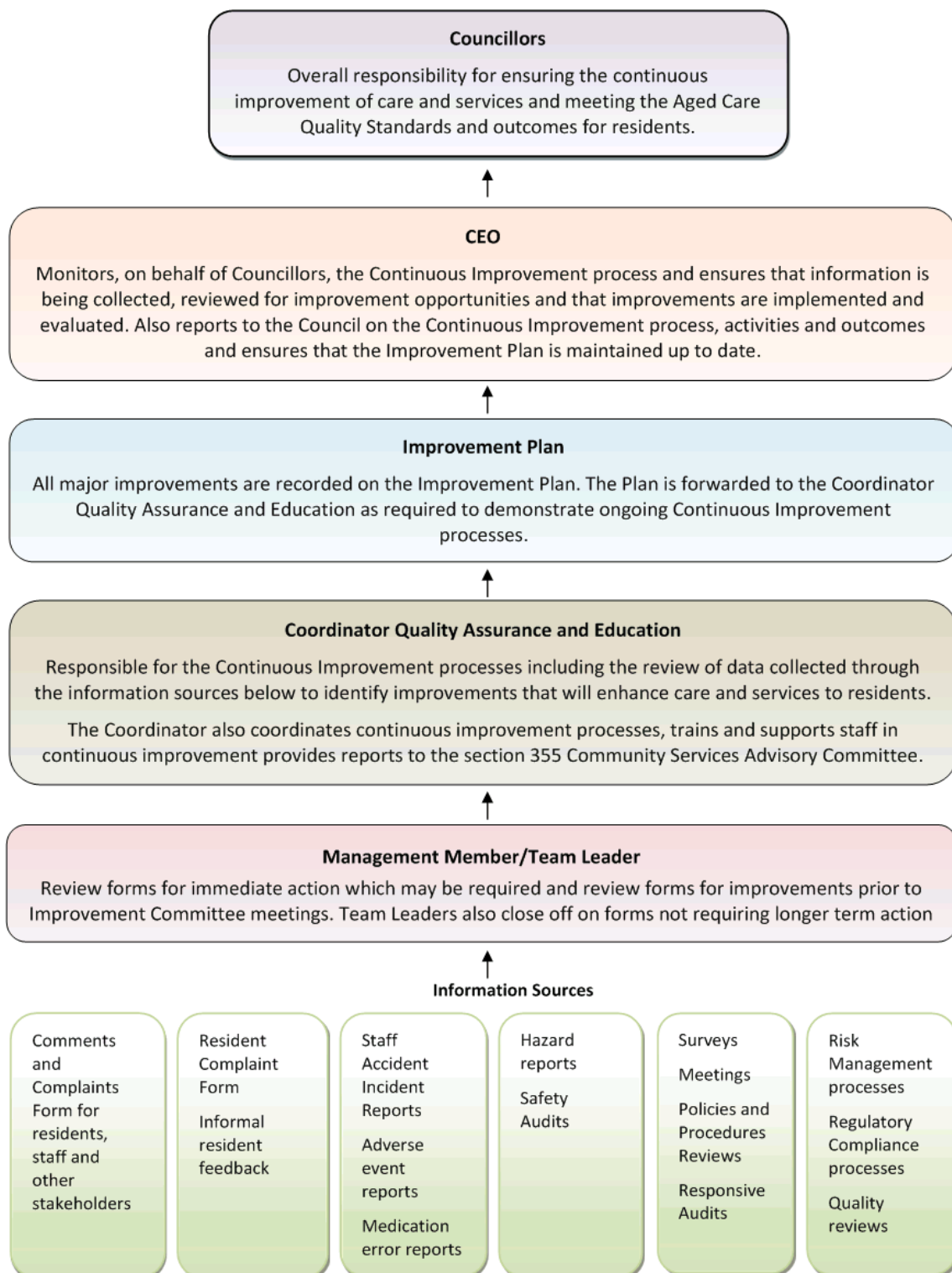
### 10.1 Overview

Council is committed to continuously improving all aspects of its operations with the aim of delivering high quality care and services to residents. They are reviewed and improved on an ongoing basis in order to meet the outcomes for residents specified in the Aged Care Quality Standards.

Our Improvement process is based on partnerships with, and ongoing feedback, from:

- residents and/or their representatives;
- staff;
- management; and,
- other stakeholders including funders, other service providers and the Snowy Monaro community.

**Figure 1.1 Continuous Improvement Information Management Process**



## 10.2 Continuous Improvement and Risk Management

Council has integrated risk management into the Continuous Improvement process by:

- Delegating responsibility for risk management oversight to the Manager Community Services.
- Including the identification and discussion of risks (including clinical risks) on the agenda for the Section 355 Community Services Advisory Committee.
- Including improvements to reduce or control risks in the improvement process and in the Improvement Plan.

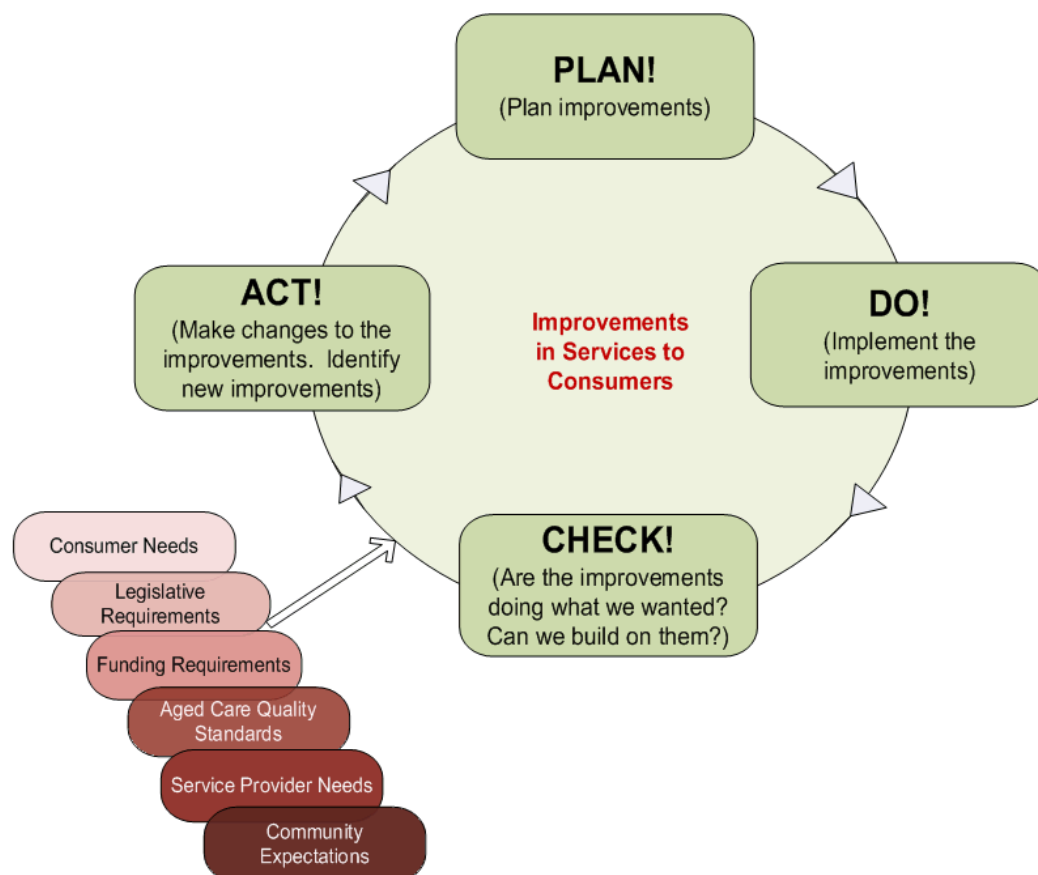
All strategic and operational risks are captured in CAMMS Risk, Council's reporting platform.

## 10.3 Continuous Improvement Plan

## 10.4 Improvement Process

The improvement process used by Council reflects the Plan, Do, Check, Act model shown below.

Figure 2.1 Plan Do Check Act Improvement Cycle



#### 10.4.1 Plan

- Clarify issues or problems.
- Collect and review data or other information related to the issues or problems.
- Identify the causes of the issue or problem.
- Clearly identify improvements that can be made.
- Clarify the outcomes for improvements.
- Develop strategies to implement improvements – consider stakeholders and strategies to get management support.
- Identify how to measure the success of the improvement and identify how to collect the data.
- Identify key tasks.

#### 10.4.2 Do

- Gain approval for improvements.
- Implement the improvements – assign key tasks.
- Monitor the implementation – make sure key tasks are completed.
- Collect data on improvements.

#### 10.4.3 Check

- Did the improvement work? If not, why not?
- Were there any unintended consequences?
- Collect ongoing data on the operations of Council e.g. resident feedback, staff feedback, staff accident/incident reports, adverse event reports, hazard reports, audits, etc. – what does this tell us about the improvements?

#### 10.4.4 Act

- Consider improvements – do they suggest other improvements? e.g. staff training, review of procedures, changes to Council's operations?
- Share evaluation feedback with relevant stakeholders.
- If improvements did not work, what do we need to do?
- If there were unintended consequences to improvements, do we need to do anything about them?
- Consider new data – e.g. resident feedback, staff feedback, staff accident/incident reports, adverse event reports, hazard reports, audits, etc. Do they suggest improvements?
- Look for things to improve – look at problems and consider solutions.



We are committed to ongoing improvement and it is built into Council's culture and practices. This ensures Council continues to change and adapt to the needs of its residents, funders and the wider community.

## **10.5 Continuous Improvement Forms**

The Continuous Improvement forms are described below. The Coordinator Quality Assurance and Education manages the forms and their distribution, and ensures forms are completed when necessary. The Coordinator also manages completed forms ensuring they are completed properly and any appropriate immediate action taken.

### **10.5.1 Comments and Complaints form**

Feedback, both positive and negative, is actively sought from residents, staff, management and other people using a Comments and Complaints form. Staff and residents are encouraged to provide feedback through meetings, newsletters and day to day contact.

Forms are provided to residents on the commencement of services, during meetings their use is promoted throughout our facilities. The facility staff also have forms they can provide to residents.

Completed forms are forwarded to the appropriate staff member for immediate action if required and then forwarded to the Manager Community Services for review and further distribution as necessary. The relevant team member's advice regarding appropriate actions is sought.

The same form is used for more formal complaints or when negative feedback involves a significant issue that requires detailed documentation and action. Staff may complete the form for the resident or may provide a form to them or their representative. If residents write a letter or telephone their complaint, staff complete a Resident Complaint Form on their behalf.

The confidentiality of complaints is maintained per the principles of the Privacy Act.

### **10.5.2 Staff Accident Incident form**

The Staff Accident Incident Report is used to report accidents or incidents that affect staff or volunteers. Forms are completed immediately after the accident or incident and are forwarded to the appropriate Team Leader or relevant team member as soon as possible.

The Team Leader or relevant team member reviews the form making sure it is correctly completed and that any immediately required action is taken, including medical attention, control of hazards and the completion of a Workers Compensation report. The form is forwarded to the Manager Community Services who then forward it to the relevant party; for example, People and Culture or the WHS Coordinator, who are responsible for implementing actions to support staff following a staff accident/incident.

### **10.5.3 Incident Report form**

An Incident Report form is used to report any mishap or incident related to resident medication.

Reports are forwarded to the appropriate Team Leader who carries out any immediate action required and investigates the incident. Advice is sought from the Clinical Support Lead and/or Nurse Advisor in the investigation of the medication error. If there has been an error in care or services, the resident, their family and/or carers are provided with information about what

happened in a timely, open and honest manner, per the open disclosure principles in our Comments and Complaints Policy.

#### **10.5.4 Maintenance Request form**

Maintenance Request information is captured in the Comments and Complaints form and are used to report items requiring maintenance that are not an immediate hazard.

Completed Reports are forwarded to the Manager Community Services who triages the request accordingly.

### **10.6 Other Continuous Improvement Information Sources**

#### **10.6.1 Informal resident feedback**

Informal feedback is captured in the resident's progress notes and file.

#### **10.6.2 Resident and relative meetings**

Resident and relative meetings occur monthly and provide an open forum to engage with management about operational matters relating to a resident's experience. In addition to this, a morning or afternoon tea is scheduled twice a year for Councillors to attend as an opportunity to meet and greet all residents. The Section 355 Advisory Committee is encouraged to also attend meetings.

#### **10.6.3 Audits and reviews**

##### **Scheduled audits**

Scheduled audits are utilised to identify any areas of our operations that may not be operating effectively and efficiently, or in accordance with our documented practices and the Aged Care Quality Standards. The Audit Tools cover the requirements of the Aged Care Quality Standards in addition to operational areas.

The full range of audits are conducted each year. Where the audit identifies issues, a responsive audit may be undertaken to confirm the issues, their extent and appropriate corrective action.

Audits that occur monthly include buzzer audits capturing response times. A number of audits are carried out related to clinical care.

##### **Responsive audits**

Responsive audits are conducted if it is identified that a process may not be working effectively or require improvement. We can be notified through resident, staff or other stakeholder feedback, review of policies and procedures or other activities.

The review process described above is used to conduct responsive audits; they are used to ascertain what is happening and to identify improvements and solutions. Responsive audits are usually of a narrow scope. For example, if residents advise that support workers have been arriving late for their support visit, a responsive audit may include:

- reviewing relevant policies and procedures;
- talking with support workers to identify any barriers preventing them from delivering services at the allocated time;

- reviewing rosters and schedules of the relevant support workers;
- reviewing support plans of residents who have provided feedback and, if necessary, residents who receive services earlier;
- identifying solutions to the issues;
- implementing solutions;
- providing feedback to the residents and support workers on the actions taken; and,
- evaluating whether the actions have been effective.

#### **Policies and procedures reviews**

Each section of our policies and procedures is audited every three years to:

- review that what is written is what occurs in practice;
- identify any improvements to our practices;
- improve the documented procedures; and,
- improve any forms or other documents that support our policies, procedures and practices.

Clinical and care procedures are reviewed with consideration to changes in practice based on evidence-based information by a team of clinicians. Updates can be informed by the Australian Commission on Safety and Quality in Health Care, the Aged Care Quality and Safety Commission, Department of Health and other sources as relevant.

Reviews are coordinated by the Coordinator Quality Assurance and Education and are conducted by a range of staff including the Clinical Support Lead, Registered Nurses and Team Leaders.

#### **Quality reviews**

As part of the Department of Social Services (DSS) Grant Agreement requirements, Council undergoes periodic quality reviews. These can be full quality reviews or unannounced visits with a narrower scope. The review identifies improvements required to meet any unmet expected outcomes and opportunities for improvement.

The improvements identified through the quality review process are summarised on a Survey Audit Report and processed by the Manager Community Services.

## **10.7 Processing Continuous Improvement Forms**

### **10.7.1 Processing forms**

The following process applies to completed Continuous Improvement forms:

- If all required actions are completed the form may be closed out by the Manager Community Services.
- Forms are forwarded to the Coordinator Quality Assurance and Education for review and logging.
- Where a form leads to improvements, any action/s on the improvement is/are recorded on the back of the form. Significant improvements are also recorded on the Continuous Improvement Plan. The form remains open until all action is completed and the improvement/s evaluated.

- Closed out forms are filed and logged online in the H: drive.
- All improvements are provided in a report quarterly to the Section 355 Community Services Advisory Committee.

### 10.7.2 Communication of improvements

An overview of improvements is presented at:

- monthly team meetings; and,
- minutes from the Section 355 Community Services Advisory Committee.

### 10.7.3 Evaluating improvements

An improvement is not closed out until the improvement is evaluated; that is, it has been checked that the improvement achieved what was expected and there were no unintended consequences.

For example, a resident's request for bigger fonts in communication material could be immediately implemented without an evaluation. However, a more complex improvement such as changing all staff commencement and finishing times to fit in with school closing hours, requires consultations with staff and users, information sharing and significant changes to practices. This improvement would need to be evaluated with input from residents, staff and management to ensure it was a positive change with no unintended consequences.

## 10.8 Key Result Areas

Council is focussed on achieving the outcomes for residents specified in the Aged Care Quality Standards (please refer to the "Consumer Outcome" statement at Section 2.1 in each of the policies).

We have identified a range of key result areas to ensure our vision and objectives are achieved. These are measured periodically and reported to the Care Governance Committee monthly and assessed at the end of each year and reported in the Annual Report. These are informed by the Audits and Surveys measuring the extent to which we are meeting the outcomes for residents specified in the Aged Care Quality Standards.

### 10.8.1 Key result one – Ensure continuous improvement

Council strives to continually improve services by seeking ongoing feedback about our services from all stakeholders including residents, their families and advocates and staff. We conduct ongoing reviews of our procedures and processes to ensure that they are meeting the requirements of our residents, Council, and the Aged Care Quality Standards, and to ensure reflective practice. We also monitor and review the care and clinical outcomes for residents to support their health, safety and well-being.

Our success is measured by the following performance indicators:

- number and proportion of improvements by type (e.g. clinical practice, process improvements, equipment updates, staff development, etc.) are implemented each quarter;
- number and proportion of complaints closed to the satisfaction of the complainant; and,

- number and proportion of compliments in resident and staff feedback.

### 10.8.2 Key result two – Funding and other accountability requirements are met

Council is continuously improving systems and processes to monitor and meet the accountability requirements of incorporating and funding providers, including contracted outputs.

Success is measured by the following performance indicators:

#### Skilled and efficient workforce is maintained

A skilled and efficient workforce is essential for the delivery of quality and effective services, and maintaining a stable workforce.

Success is measured by the following performance indicators:

- Proportion of staff with current national police check.
- Proportion of staff turnover by role.
- Proportion of adverse events related to staff performance (non-compliance with policy and procedure).
- Proportion of staff satisfied with the support provided by Council to perform their role.
- Proportion of staff who completed their performance review within the required timeframe.
- Proportion of total staff who completed mandatory training by mandatory training type (e.g. medication competency, hand hygiene, work health and safety training, manual handling, and fire safety).
- Proportion of clinical staff who completed clinical competencies by competency type (e.g. aseptic technique, wound care, catheter insertion, assessment and support planning).

#### Clinical indicator performance

Clinical indicators are measured to demonstrate the safety and quality of care. Success is measured by Council's ability to prevent and minimise harm. The indicators are constructed to allow us to monitor performance and set targets for improvement and to support comparison with other providers with varying numbers of residents and levels of care provided.

#### Residential care

Performance indicators include:

- extent to which Council meets the program and financial requirements for residential care; and,
- proportion of residents whose funding is adjusted following an ACFI audit.

Residential care providers are also required to report on the National Aged Care Quality Indicator Program<sup>20</sup> through submission of data into the My Aged Care Provider Portal. Additional indicators are in the planning stage and include the use of nine or more medicines, and falls and

<sup>20</sup> Australian Government *National Aged Care Mandatory Quality Indicator Program Manual 1.0* June 2019

fall related fractures. All residential care indicators are calculated using the following calculation method:

$$\text{Quality of care indicator rate} = \frac{\text{Raw number of the measure being controlled}}{\text{Occupied bed days for the quarter}} \times 1000$$

The indicators currently requiring submission include:

**Pressure injuries**

There are six measures – Stage One, Two, Three and Four pressure injuries, unstageable pressure injuries and suspected deep tissue injuries.

**Use of physical restraint**

There are two measures – Intent to restrain and Use of physical restraint devices.

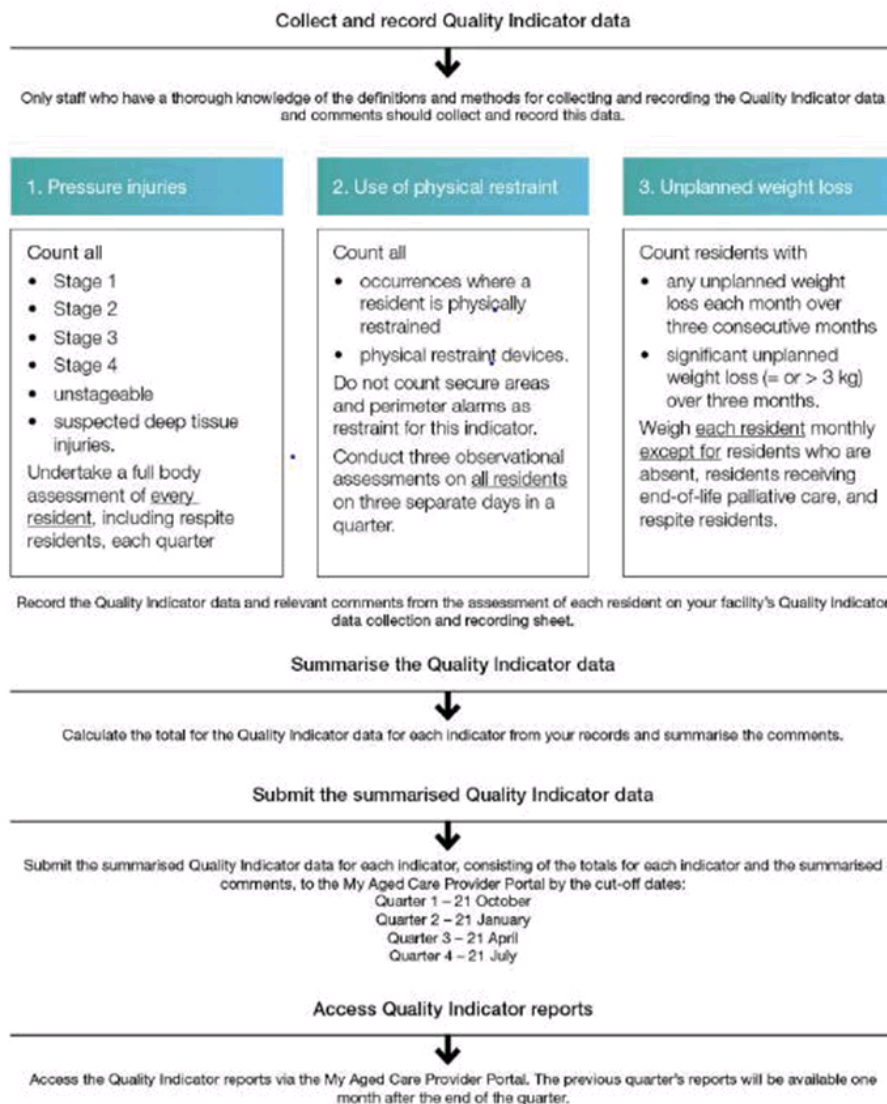
**Unplanned weight loss**

There are two measures – Significant unplanned weight loss and Consecutive unplanned weight loss.

**Additional residential aged care performance indicators (examples)**

- falls – number of falls per month;
- falls resulting in fractures – number of falls resulting in fractures per month;
- number of residents admitted unexpectedly to hospital per month;
- number of wounds that fail to heal in estimated time frame excluding wounds that are assessed as not expected to heal (per month);
- total medication incidents; and,
- medication incidents involving high risk medications (e.g. narcotics, sedatives, chemotherapeutic agents, anticoagulants, or insulin).

Full details on how the indicators are collected and submitted are included in the Australian Government *National Aged Care Mandatory Quality Indicator Program Manual 1.0* June 2019, and summarised below.



## 11 RISK MANAGEMENT

### 11.1 Overview

Council identifies and manages risks appropriate to Council's residential aged care services based on a simplified application of the AS/NZS 31000:2009 Risk Management Standards. Our risk management process is an ongoing process based on:

- regular six monthly (or more often if required) reviews of previously identified risks to improve the strategies to minimise the risk and plans for responding to the risk if it occurs;
- the continuous identification of new risks and strategies to control the risks; and,
- involvement of residents, staff and management in the risk management process.

## 11.2 Risk Management and Continuous Improvement

Council has integrated the Risk Management process into the Continuous Improvement process, and clinical and organisational governance processes by:

- Delegating responsibility for risk management oversight to the Manager Community Services.
- Including the identification and discussion of risks on the agenda for the Section 355 Community Services Advisory Committee including clinical governance risks such as the availability of suitably qualified staff; suitable policies and procedures to guide staff; oversight of care and support services by the Registered Nurses; open and accessible communication with residents' GP's to source advice and decision making related to clinical care; review of adverse events including medication errors; and networking and education opportunities for the Registered Nurses to ensure currency of practice and support.
- Including improvements to reduce or control risks in the improvement process and in the Continuous Improvement Plan.
- Implementation of a simple clinical governance system, led by health professionals, that ensures a review of the safety and quality of our systems and care delivery.

## 11.3 Risk Management Plans

### 11.3.1 Risk management plans

Council's residential aged care service maintains the following risk management plans:

- Residential Aged Care organisational risks including:
  - loss of funding;
  - inability to deliver funded outcomes within budget;
  - pandemic; and,
  - skills' shortages in the region.
- Staff/workforce risks including:
  - staff injury – manual handling risks, workplace accidents and incidents;
  - infection control risks;
  - environment risks;
  - pandemic;
  - lack of suitably qualified staff;
  - high staff turnover;
  - inadequate staff numbers to meet residents' needs;
  - staff industrial action; and,
  - extensive staff absence.
- Resident risks including:
  - environmental risks including falls and accidents;



- poor care outcomes resulting from a lack of suitably qualified staff, a lack of clinical oversight, or inappropriate care processes;
- risk of pressure injury due to lack of assessment, support or provision of equipment;
- risks from infections and anti-microbial resistance; and,
- risk of abuse and neglect.
- Activity continuity risks including:
  - interruptions to, or cessation of, service delivery from natural disasters or other unanticipated events; and,
  - transitioning out of service, such as transferring services to another provider or where funding has been discontinued.

### 11.3.2 Risk management plan information

Our Risk Management Plans include the following information:

- date the risk was identified;
- the specific risk identified – these are risks identified by Council;
- what can go wrong – details of what can go wrong in relation to the risk;
- current controls to reduce risk – the controls or strategies in place to control or reduce the risk;
- date reviewed – the date the risk and controls were reviewed to identify improvements;
- new controls – additional controls necessary to control or reduce risk or changes to existing controls; and,
- Consequence – the consequence of the risk using the Risk Rating Matrix:
  - 1 = Insignificant, 2 = Minor, 3 = Moderate, 4 = Major, 5 = Catastrophic
- Likelihood – the likelihood of the risk occurring using the Risk Rating Matrix:
  - A = Almost certain, B = Likely, C = Possible, D = Unlikely, E = Rare
- Risk Rating – the rating for each identified risk using the Risk Rating Matrix:
  - L = Low, M = Moderate, H = High, E = Extreme

**Figure 3.1 Council's Risk Rating Matrix**

RISK MATRIX		Likelihood				
		Unlikely (1)	Conceivable (2)	Possible (3)	Likely (4)	Almost Certain (5)
Consequence	Insignificant (1)	Low	Low	Low	Medium	Medium
	Minor (2)	Low	Medium	Medium	Medium	High
	Moderate (3)	Low	Medium	High	High	High
	Major (4)	Medium	Medium	High	High	Extreme
	Severe (5)	Medium	High	High	Extreme	Extreme

## 11.4 Identifying Risks

In identifying risks, the Manager Community Services and Coordinator Aged Care and Quality Assurance and Education review:

- resident and staff feedback forms;
- resident and staff informal feedback;
- Staff Accident Incident Reports;
- hazards and maintenance information;
- policies, procedures and processes; and,
- management knowledge and understanding of service delivery and work processes.

Where appropriate, different staff groups are involved directly in the risk management process.

## 11.5 Identifying Controls

Controls are strategies to manage risk balanced against the cost and inconvenience of the control. Common controls include:

- staff training;
- provision of information and guidance for residents;
- the use of safe or safer equipment, furniture, floor coverings;
- changes in procedures or practices including review of clinical care processes;
- personnel, checks including referee checks, driver's licenses, motor vehicle registrations, professional registrations, and criminal history checks; and,
- the development of plans for dealing with risks that occur.

## 11.6 Recording improvements

Improvements implemented as a result of risk management reviews and planning are recorded in the Continuous Improvement Plan, as well as in the Risk Management Plan, to ensure that they are implemented, monitored and evaluated.

## 11.7 Resident Choice and Risk

Council supports residents to live the best life they can and recognises that an important part of this is that they "do the things they want to do" and we support "the dignity of risk". To this end, we encourage and support residents to make choices that may involve a risk to their health and/or safety. When this occurs, we inform the resident about the risks, the potential consequences to themselves and others, and discuss with them ways in which the risks can be managed to support their choice. We use a process for mitigating risk and honouring resident

choice<sup>21</sup>. A Risk Acknowledgement form is completed to ensure a risk is adequately captured in accordance with all significant personnel.

If the choice presents an unacceptable risk to others including our staff and the resident will not modify their choice to mitigate the risk, we may modify or decline to provide any related services until the risk is mitigated.

## 11.8 Abuse and Neglect

Council follows the [NSW Government Guidelines for Elder Abuse](#) to ensure the safety of our residents.<sup>22</sup> The NSW Elder Abuse Helpline and Resource Unit recognises five forms of abuse. These are as follows. Please refer to the Serious Incident Response policy (SIRS) for reporting obligations and management of Incidents:

### 11.8.1 Financial abuse

Financial abuse is the illegal or improper use of an older person's property or finances.

#### Signs

- Unexplained disappearance of belongings.
- Unexplained or inability to pay bills.
- Significant bank withdrawals and/or changes to wills.
- Inability of an older person to access bank accounts or statements.
- Stockpiling of unpaid bills or an empty fridge.
- Disparity between living conditions and money.
- No money to pay for essentials including food, clothing, and utilities.

#### Behaviours

- Threatening, coercion, especially regarding assets or wills.
- Taking control of the older person's finances against their wishes and denying access to their own money.
- Abusing the delegation of Power of Attorney.
- Stealing goods e.g. jewellery, credit cards, cash, food, and other possessions.
- Unauthorised use of banking and financial documents.
- The recent addition of a signature on a bank account.

### 11.8.2 Psychological abuse

Psychological abuse is the infliction of mental stress involving actions and threats that cause isolation, fear of violence, deprivation and feelings of shame and powerlessness. This includes social isolation – this is sometimes referred to as emotional abuse.

<sup>21</sup> Adapted from: The Hulda B and Maurice L Rothschild Foundation *A Process for Care Planning for Resident Choice* February 2015

<sup>22</sup> NSW Government [NSW Elder Abuse Helpline and Resource Unit](#) Accessed May 2019

### Signs

- Resignation or shame.
- Depression or tearfulness.
- Confusion, agitation and social isolation.
- Feelings of helplessness.
- Unexplained paranoia or excessive fear.
- Disrupted appetite or sleep patterns, such as insomnia.
- Unusual passivity or anger.
- Sadness or grief at the loss of interactions with others.
- Withdrawal or listlessness due to people not visiting.
- Changes in levels of self-esteem.
- Worry or anxiety after a visit by specific a person/people.
- Appearing ashamed.
- Social isolation.

### Behaviours

- Pressuring, intimidating or bullying.
- Name calling, and verbal abuse.
- Treating an older person like a child.
- Threatening to harm the person, other people or pets.
- Engaging in emotional blackmail such as threatening to withdraw access to grandchildren, family, friends, services, telephone or placement in an aged care facility.
- Preventing contact with family and friends, or denying access to the phone or computer.
- Withholding mail.
- Preventing an older person from engaging in religious or cultural practices.
- Moving an older person far away from family or friends.

### 11.8.3 Neglect – intentional or unintentional

Neglect is a term used to describe the failure of a carer or responsible person to provide the necessities of life to an older person.

### Signs

- Inadequate clothing, complaints of being cold or too hot.
- Poor personal hygiene, unkempt appearance.
- Lack of medical or dental care, or injuries that have not been properly cared for.
- Absence of required aids.

- Exposure to unsafe, unhealthy, and/or unsanitary conditions.
- Unexplained weight loss, dehydration, poor skin integrity or malnutrition.

#### **Behaviours**

- Failure to provide basic needs e.g. food, adequate or clean clothing, heating or medicines.
- Under or over medicating.
- Exposure to danger or lack of supervision, such as leaving the older person in an unsafe place or in isolation.
- An overly attentive carer in the company of others.
- Refusal to permit others to provide appropriate care.

### **11.8.4 Physical abuse**

Physical abuse involves the infliction of physical pain or injury, or physical coercion.

#### **Signs**

- Internal or external injuries (sprains, dislocations and fractures, pressure sores, unexplained bruises or marks on different areas of the body, or pain on touching).
- Broken or healing bones.
- Lacerations to mouth, lips, gums, eyes or ears, missing teeth and/or eye injuries.
- Evidence of hitting, punching, shaking or pulling e.g. bruises, lacerations, choke marks, hair loss or welts.
- Burns e.g. rope, cigarettes, matches, iron, and/or hot water.

#### **Behaviours**

- Pushing, shoving, or rough handling.
- Kicking, hitting, punching, slapping, biting, and/or burning.
- Restraining – physical or medical.
- Locking the person in a room or tying to a chair or bed.
- Intentional injury with a weapon or object.
- Overuse or misuse of medications.

### **11.8.5 Sexual abuse**

Sexual abuse is a broad term used to describe a range of sexual acts where the victim's consent has not been obtained or where consent has been obtained through coercion.

#### **Signs**

- Unexplained STD or incontinence (bladder or bowel).
- Injury and trauma e.g. scratches or bruises to face, neck, chest, abdomen, thighs or buttocks.
- Trauma including bleeding around the genitals, chest, rectum or mouth.

- Torn or bloody underclothing or bedding.
- Human bite marks.
- Anxiety around the perpetrator and other psychological symptoms.

#### **Behaviours**

- Non-consensual sexual contact, language or exploitative behaviour.
- Rape and sexual assault.
- Cleaning or treating the older person's genital area roughly or inappropriately.
- Enforced nudity of an older person against their consent.

#### **11.8.6 Points to consider when identifying abuse**

- Please refer to the SIRS policy.
- More than one indicator may be present, as well as more than one abuse type. For example, psychological abuse can underpin multiple abuse types.
- The presence of one or more of abuse indicators does not necessarily indicate abuse is occurring, but it does require you to be attentive of the older person.
- Indicators of abuse are often subtle and can vary from person to person, but the relationship between yourself and the older person means that you are best placed to recognise changes that may suggest your patient or client is being abused.
- You should remain observant and aware of the abuse indicators, especially where there is no disclosure or witnessing of the abuse.
- Discussing what you observed with a colleague can help determine the health and safety of the older person.

#### **11.8.7 Minimising the use of restraint**

In residential aged care, restraint may be used when all other options have been considered, trialled and failed. The Medical Practitioner, with input from the resident and health professionals, makes the decision to restrain a resident. Whilst family and representatives of the resident may be engaged in these discussions, they are not the decision makers regarding restraint.

##### **Bed rail as a safety measure**

If a bed rail is to be used as a safety measure to provide reassurance to residents or ensure they have a rail to assist them moving in bed (but not to restrain them), the installation of a one side partial bed rail is discussed with the resident, family, nurse, doctor and other health professionals as required. A partial bed rail, if used, is included in the resident's support plan for regular review and a Safety Rail Consent is completed and signed by the resident/representative, doctor and nurse. A bed rail protector is always used when the partial bed rail is in place.

Please refer to our [Restraint Minimisation and Use Practice](#) procedure and our Personal Care and Clinical Care Policy for further information.

### 11.8.8 Workplace bullying<sup>23</sup>

Council recognises that workplace bullying is a risk to health and safety and that it can occur wherever people work together in all types of workplaces. We take steps to prevent it from occurring and respond quickly if it does occur as we recognise that the longer the bullying behaviour continues, the more difficult it is to address and the harder it becomes to repair working relationships.

Please refer to Council's overarching WHS Policy and Code of Conduct.

## 11.9 Business Continuity Plan

Council has developed a Business Continuity Plan that addresses:

- Risks associated with being unable to continue to deliver services including transitioning out of service provision (e.g. transferring residents to another service provider where, for example, funding has expired or is terminated<sup>24</sup>, residents are deemed to be at high risk, or there are other threatening events).
- Risks for vulnerable residents whose welfare or services may be put at risk from events such as bush fire, heat, cold, flood or other natural disasters (see Monitoring Resident Health and Wellbeing in Severe Weather and Natural Disasters Practice);<sup>25</sup>
  - before the event we assess local risks, ensure we are aware of local emergency plans including liaising with local authorities, collaborate with other providers, encourage residents to make an emergency plan with their families and significant others, and develop a plan (and trial it) to assist residents as necessary;
  - during the event we monitor emergency broadcasts for local warning, liaise with emergency agencies to assess the risk and determine appropriate actions, determine and refer vulnerable residents to emergency agencies if necessary, keep all stakeholders informed, support vulnerable residents if safe to do so and report to the Department of Health regarding the impact to our service and residents if alternate arrangements are required; and,
  - following the event, we assess the impact of the event and take steps to commence services as soon as practicable, liaise with local authorities as necessary, review and update risk plans and communicate with residents and staff.
- Controls to minimise risks including:
  - development of effective and robust systems such as financial management, data systems and resident information;
  - processes to monitor, manage and report incidents or threats to service continuity;

<sup>23</sup> Taken from: Safe Work Australia [Guide for preventing and responding to workplace bullying](#) Website accessed October 2019

<sup>24</sup> Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2018-2020 p 94

<sup>25</sup> Australian Government Department of Health 2019 Home Care Service – Preparing for an Emergency Event. Note: Whilst this guidance is for home care providers, it is applicable to all service provision.



- policies and procedures to support systems;
- strategies in the event that services need to be discontinued (including alternative arrangements for residents, emergency transport, transfer of resident information including assessments, support plans and notes;
- connections with other service providers, emergency services and government agencies to assist in the support of service delivery and resident safety should a serious event occur; and,
- strategies for continuing services after a discontinuation.

## 12 INFORMATION MANAGEMENT SYSTEMS

### 12.1 Communication Strategies

Underpinning the management of information in Council are the following communication strategies:

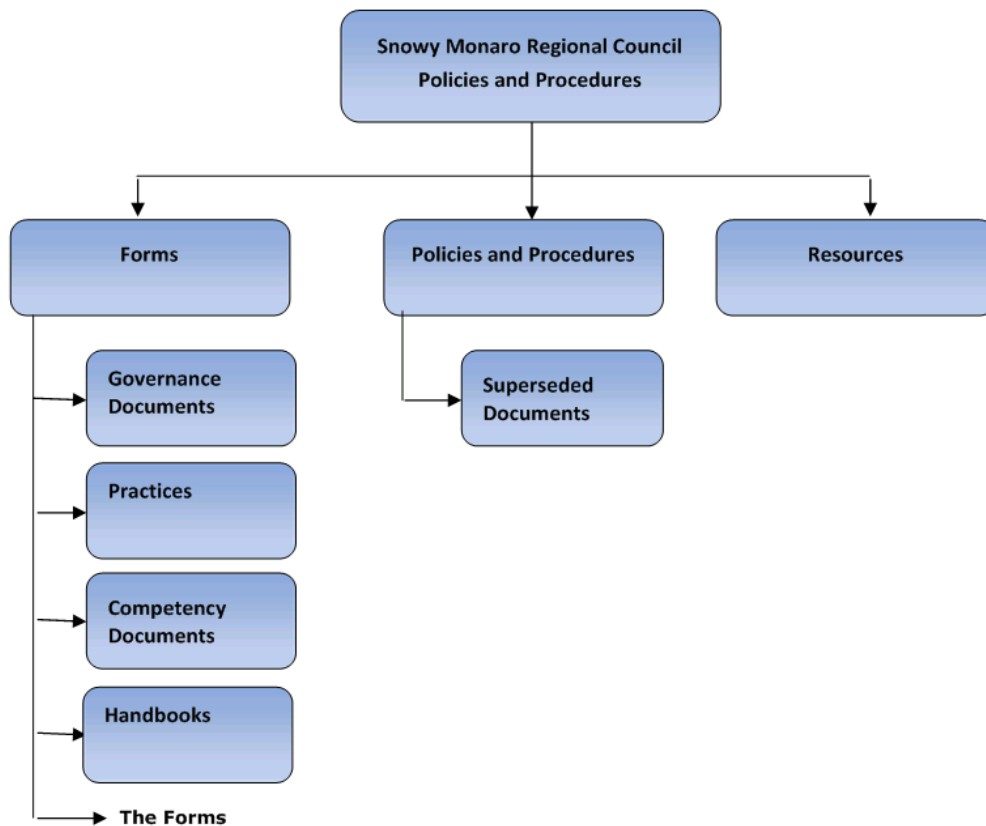
- Regular and structured meetings that involve all staff.
- Regular reporting.
- Training for staff in relevant policies and procedures.
- Involvement of staff and residents in the Continuous Improvement process.
- Involvement of staff in the planning process.
- Emails and memos to staff as required.
- Letters and notices to residents as required.

### 12.2 Policies and Procedures

#### 12.2.1 Structure of the policies and procedures

Our Policies and Procedures include the components shown in the following figure:

Figure 4.1 Policies and Procedures Schema



Our policies and procedures are maintained as read-only documents in the Policies and Procedures folder on the shared drive. The involvement of all staff is encouraged to ensure policies and procedures reflect practice and to foster ownership and familiarity with the material.

Our residential aged care policies relating to the Aged Care Quality Standards are documented as follows:

- Residential Aged Care – Dignity and Choice Policy (Standard One)
- Residential Aged Care – Assessment and Planning Policy (Standard Two)
- Residential Aged Care – Medication Administration Policy (Standard Three)
- Residential Aged Care – Personal Care and Clinical Care Policy (Standard Three)
- Residential Aged Care – Services and Supports for Daily Living Policy (Standard Four)
- Residential Aged Care – Service Environment Policy (Standard Five)
- Residential Aged Care – Comments and Complaints Policy (Standard Six)
- Residential Aged Care – Human Resources Policy (Standard Seven)
- Residential Aged Care – Governance Policy (Standard Eight)
- Residential Aged Care – Serious Incident Report Policy (Standard 8 and 1)

### 12.2.2 Forms

A copy of each form used by Council is maintained on the shared drive in the subfolder “Forms” and referenced accordingly within the policies and procedures.

### 12.2.3 Access to policies and procedures

All staff can access our policies and procedures in a hard copy at each facility.

### 12.2.4 Updating the policies and procedures

The need to update the policies and procedures, forms or other material may occur through:

- changes in legislation or regulations;
- changes in funding or funding guidelines and requirements;
- feedback;
- management decisions;
- Adverse Event Reports; and,
- audits and reviews.

The process for updating the policies, procedures, form and other relevant documentation is:

- When the need for changes is identified these are discussed with the Manager Support and Operations (Facility Manager) and Manager Community Services.
- Manager Community Services delegates an appropriate person/s to draft changes.
- The Policy and/or procedure/s are updated including forms and the table of contents – previous versions are archived.
- Note that any new form is referenced in the revised Policy and/or procedure/s.
- Staff are advised of changes to the Policy and/or procedure/s either through a staff meeting, email, memo or training session. Residents are advised, as appropriate and necessary, through staff, the newsletters, letters or flyers.
- Major changes to any policy and/or procedure/s are recorded as an improvement in the Improvement Plan.
- Major changes are reviewed after an appropriate time to ensure they have achieved the required outcome.

### 12.2.5 Control of the policies and procedures

- Hard copies of our policies and procedures are accessible to staff.
- Managers and Coordinators can initiate changes to the original files and only within the specified process.
- Printed pages of our policies and procedures can be made for staff to refer to, but are uncontrolled documents once printed (other than the authorised printed copy/copies). These must be kept to a minimum.

### **12.2.6 Review of policies and procedures**

Our policies and procedures, including forms, are reviewed every three years.

## **12.3 Resident Information**

### **12.3.1 Management of resident information**

#### **Paper records**

Generally, all resident information is recorded in a paper format however a copy of pertinent information is contained in a secure cabinet in the Manager Support and Operations' (Facility Manager) Office. All residents have an office-based paper file that includes assessment information, correspondence, financial information and any other relevant information.

#### **Office files**

Office files are stored in the filing room in lockable filing cabinets. Office files are created as required by authorised personnel.

#### **Electronic records**

Resident information is stored electronically on the H: drive. Caveats are in place to ensure the information is secure and only accessible to relevant personnel. Council's IT Department manage the use of caveats.

Information is restricted by passwords to relevant staff.

### **12.3.2 Resident access to information**

Please refer to Section 7.3 Residents' Rights to Access Information in our Dignity and Choice Policy.

## **12.4 Recording Service Delivery Information**

Information on the support services delivered to residents is recorded through progress notes that are locked in the records room.

## **12.5 General Information**

The Administration Team are responsible for organising and maintaining the filing of general information up to date.

### **12.5.1 Staff information**

Staff files are kept in a filing cabinet in the Manager Support and Operations' (Facility Manager) Office. The filing cabinet is locked when the office is unattended. Full personnel files are located within Council's People and Culture Department.

### **12.5.2 Staff access to files**

Resident's information is accessible to staff through the Person Centred Software. Privacy and confidentiality of privileged information such as financial information is preserved and only

Management has access to this. They are secured in a locked area of the Coordinator Support and Operations (Facility Manager)

### 12.5.3 Minutes of meetings

Minutes of meetings are maintained on the shared drive and folder in the records room.

### 12.5.4 Other administrative information

All other administrative information including funding information, financial information and general filing is maintained in the filing cabinets in the relevant team member's office. The cabinets are locked out of hours or when the office is unattended for a lengthy period of time.

## 12.6 Archiving

### 12.6.1 Archive management

The Administration Team is responsible for archive management. Archived files are stored in the archive storeroom at Council. Archives are sorted by year and grouped in accordance with Council's Records Management Policy.

All archived information is entered in the archives index. The index records the date of archiving, the file contents, the archive box name and number and the file number and date of destruction.

### 12.6.2 Timeline for maintaining records

Records are securely destroyed after the time periods shown in the following table:

**Table 1.1 Timelines for Maintaining Records**

<b>Employment applications unsuccessful</b>	6 months.
<b>Staff records</b>	7 years after the staff person ceases employment.
<b>Resident records</b>	7 years after the resident ceases receiving services except for Aboriginal and/or Torres Strait Islander residents, whose records are kept indefinitely and records of children aged under 18 years, whose records are kept until 7 years after they turn 18 years of age.
<b>Financial records</b>	7 years.
<b>General administrative records</b>	7 years.
<b>Policies and procedures</b>	7 years.

### 12.6.3 Archiving resident paper records

Please refer to Council's Records Management Policy.

## 12.7 Information Technology and Cyber Security<sup>26</sup>

Our information technology systems ensure we can meet the needs of Council, ensure the protection of resident, staff and organisation information and support the collection of service delivery data and reporting obligations outlined in our Grant Agreements.

### 12.7.1 Cyber security

Strategies to ensure the safety of Council's residential aged care data include:

- We are server based with a backup system in place.
- All computers are password protected.
- We employ a user access policy where users are only granted access to data that they need to do their job. Access to data is further restricted by the assignment of usage levels including administrator, user and read only.
- Service delivery staff only have access to the data of residents they are working with or likely to work with. Access is limited to information directly related to their work such as the support plan and notes.
- A backup cycle to removable disk, with an off-site copy, is maintained as another level of safety in the event of data loss on the server and the cloud.
- All server equipment is maintained in a secure room that is locked when physical access to equipment is not required.
- Data cannot be copied to a laptop without the permission of the IT and Data Support Coordinator. Preferred access is remote login to the server as this is controlled.
- Complex passwords are created randomly by the system administrators only and are changed yearly or whenever a staff person leaves Council. Under no circumstances are staff permitted to disclose their password to any other person.
- An anti-virus program including anti anti-ransom-ware is maintained on every device connected to the server.
- All staff receive information on our IT system requirements on commencement with the service.
- All internet access is logged and is auditable.
- No programs, external data or utilities can be installed onto any workstation or other device without the permission of the system administrators.
- All systems software is maintained up to date.

### 12.7.2 Email

Staff may send and receive minimal personal emails.

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<sup>26</sup> Please note: This Section will vary greatly depending on the size of your organisation. The processes will be much simpler for smaller organisations. We recommend all providers consult with their IT specialist in customising this Section

All emails are filed in the appropriate folders set up by the system administrators. Emails documenting service feedback and information relevant to the operation of Council are forwarded to the relevant staff person.

Pornographic, sex related, or other junk email is deleted without viewing it. Under no circumstances are staff to respond to it. For further information please refer to Council's overarching policies and procedures available on the intranet.

### 12.7.3 Internet access

Internet access is restricted to work related purposes and is monitored and audited.

### 12.7.4 External Portal access

External portal access such as Medicare or My Age Care are considered on an individual basis.

### 12.7.5 Getting help and reporting problems

If a staff member experiences any problems with a program, computer or other piece of equipment, they can contact Helpdesk via email ([helpdesk@snowymonaro.nsw.gov.au](mailto:helpdesk@snowymonaro.nsw.gov.au)) or Council on 1300 345 345.

### 12.7.6 Social media

We are aware that social media (i.e. social networking sites such as Facebook or Twitter, video and photo sharing sites, blogs, forums, discussion boards and websites) promote communication and information sharing. Staff who work at Council are required to ensure the privacy and confidentiality of Council's information and the privacy and confidentiality of resident information, and must not access inappropriate information or share any information related to their work through social media sites.

Staff are required to seek clarification from their supervisor if in doubt about what is information related to their work.

## 12.8 Responding to data breaches

A data breach occurs when personal information that an entity holds is subject to unauthorised access or disclosure or is lost. Data breaches include:

- Loss or theft of physical devices (such as laptops and storage devices) or paper records that contain personal information.
- Unauthorised access to personal information by an employee.
- Inadvertent disclosure of personal information due to 'human error', for example an email sent to the wrong person.
- Disclosure of an individual's personal information to a scammer, as a result of inadequate identity verification procedures.<sup>27</sup>

<sup>27</sup> Australian Government Office of the Australian Information Commissioner Data Breach Preparation and Response (A Guide to Managing Data Breaches in Accordance with the Privacy Act 1988 (Cth)) p.8.

### 12.8.1 Notifiable data breach

Under the Notifiable Data Breaches (NDB) scheme Council is required to notify any individual whose data is breached and the Australian Information Commissioner of data breaches where:

- There is unauthorised access to or disclosure of personal information held by Council (or information is lost in circumstances where unauthorised access or disclosure is likely to occur).
- This is likely to result in serious harm to any of the individuals to whom the information relates.
- Council has been unable to prevent the likely risk of serious harm with remedial action.

Council also reports the breach, when it is relevant to do so, to other organisations such as:

- Police or law enforcement bodies.
- The Australian Securities & Investments Commission (ASIC).
- The Australian Prudential Regulation Authority (APRA).
- The Australian Taxation Office (ATO).
- The Australian Transaction Reports and Analysis Centre (AUSTRAC).
- The Australian Cyber Security Centre (ACSC).
- The Australian Digital Health Agency (ADHA).
- The Department of Health.
- State or Territory Privacy and Information Commissioners.
- Professional associations and regulatory bodies.
- Insurance providers.

Please also refer to Chapter 7 Privacy and Confidentiality in our Dignity and Choice Policy for further information on how we protect our residents' privacy.

### 12.8.2 Data breach response plan – Key roles

#### Councillors

- Responsible for ensuring the security of Council data.
- Are advised of all data breaches and actions taken to resolve and to prevent future breaches.
- Approve the procedures for security of data and responding to data breaches.

#### Staff

- All staff are responsible for minimising the chances of a data breach occurring.
- Staff are required to take particular care of any documents or devices, such as phones or laptops, that connect to or contain information related to residents or Council.
- In the event that a device or document is lost it must be reported immediately it is known to be lost, to a supervisor or IT.



- In the event of, or threat of, unlawful access to data (i.e. phishing or a virus) on the computer system, the IT or designated system administrator is advised immediately, the system is immediately isolated and our computer consultant is requested to immediately attend, deal with the access or threat, identify the extent of the breach, how it occurred and how to prevent it in the future.

#### IT

- Receives and manages reports of data breaches.
- Takes any immediate necessary action to contain or resolve the breach.
- Investigates the breach if appropriate.
- Refers the breach to the Senior Management Team (SMT).

#### Executive Leadership Team (ELT)

- Actions significant data breaches referred by an IT or designated system administrator.
- Review all data breaches.
- Review any immediate action taken.
- Identify and implement additional action required.
- Determine if the breach must be reported to the Commissioner under the Notifiable Data Breaches (NDB) scheme.
- Determine if it is likely that any person's data is at risk of being viewed or utilised by others and advising the affected persons.
- Consider on an ongoing basis how to improve the protection of data.
- Testing of the data breach response plan.

### 12.8.3 Procedure for dealing with a data breach

In the event of a data breach or suspected breach the following steps apply as appropriate to the breach:

- Immediately advise a supervisor of the breach and complete an Adverse Event Report with an attached Data Breach Report.
- The supervisor determines if any immediate action can be taken to contain or resolve the data breach (e.g. delete mobile phone, advise Police) and implements the action. The Adverse Event Report is updated.
- The supervisor advises the IT or designated system administrator of the breach and of any action taken.
- The IT or designated system administrator considers whether any other immediate action should be taken. The IT or designated system administrator also considers whether the breach must be reported to the Executive Leadership Team to action. This is determined on:
  - the number of people affected by the breach or suspected breach;
  - whether there is a risk of serious harm to affected individuals now or in the future;

- whether the data breach or suspected data breach may indicate a systemic problem with our practices or procedures; and,
- other issues relevant to the circumstances, such as the value of the data or issues of reputational risk.<sup>28</sup>
- If the breach does not need to be reported to the Executive Leadership Team (ELT), IT investigates how the breach occurred, what information was breached, how the breach can be ameliorated and how to prevent future breaches.
- IT report to the ELT for review.
- The ELT determines if the breach must be reported to the Commissioner under the Notifiable Data Breaches (NDB) scheme. This is determined on the factors noted above in Notifiable Data Breaches<sup>29</sup>.
- The ELT determines if the breach must be reported to any other authorities and lodges the report/s. (See Notifiable Data Breaches above for a list of possible agencies to be notified.<sup>30</sup>)
- If the ELT determines that it is likely that any person's data is at risk of being viewed or utilised by others, a member of the ELT ensures that the person/s are advised of the type of data breached, action taken, potential consequences and what we have done to ensure it does not occur again. Advice may be written, verbal or face to face or a combination, depending on the breach and consequences.
- In the event of unlawful access to data on the IT system, the system is immediately isolated and IT is requested to immediately attend and identify the extent of the breach, recover lost information if possible, secure the system, determine how the breach occurred and how to prevent it in the future.
- The Data Breach Report is updated by IT and processed and closed out.
- The CEO reports all data breaches at the next Council meeting.

<sup>28</sup> These items are included on the Data Breach Report.

<sup>29</sup> These items are included on the Data Breach Report.

<sup>30</sup> These agencies are included on the Data Breach Report.

## 13 REFERENCES

- Australian Commission on Safety and Quality in Health Care National Model Clinical Governance Framework 2017
- Australian Government Aged Care Act 1997 and Principles
- Australian Government Aged Care Quality and Safety Commission Guidance and Resources for Providers to Support the Aged Care Quality Standards September 2019
- Australian Government Carers Recognition Act 2004
- Australian Government Competition and Consumer Act 2010
- Australian Government Department of Health Aged Care Sector Statement of Principles 2015
- Australian Government Department of Health Becoming an Approved Provider/What are Key Personnel
- Australian Government Department of Health Changes to Financial Reporting Arrangements for Residential and Home Care Providers 26 May 2017
- Australian Government Department of Health Charter of Aged Care Rights (Effective 1 July 2019)
- Australian Government Department of Health Email Advice Means not Disclosed in Aged Care 3 October 2018
- Australian Government Department of Health My Aged Care Financial Hardship Assistance Website April 2019
- Australian Government Department of Health My Aged Care Steps to Enter an Aged Care Home Current as at June 2018
- Australian Government Department of Health Schedule of Fees and Charges for Residential and Home Care (updated quarterly)
- Australian Government National Aged Care Quality Indicator Program Resource Manual for Residential Aged Care Facilities September 2016
- Alliance for the Prevention of Elder Abuse: Western Australia
- Your Call website accessed April 2019 Whistleblowing Program Checklist
- NSW Government WorkSafe NSW
- NSW Government Guidelines for Elder Abuse
- NSW Government NSW Elder Abuse Helpline and Resource Unit Accessed May 2019
- NSW Government Fair Trading About Associations Web Information Accessed May 2019
- NSW Government NSW Associations Incorporation Act 2009 and Associations Incorporation Regulation 2010.

## 14 DEFINITIONS<sup>31</sup>

Term	Meaning
Antimicrobial stewardship	Antimicrobial stewardship is when organisations take ongoing actions to reduce the risks related to increasing antimicrobial resistance and to extend the effectiveness of antimicrobial treatments. It can include a broad range of strategies, such as monitoring and reviewing how they use antimicrobials.
Carer	A person who provides personal care, support and help to a resident. This does not include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the <i>Carer Recognition Act 2010</i> .
Clinical governance	The set of relationships and responsibilities established by our organisation between its governing body, executive, clinicians, residents and other stakeholders to ensure good clinical outcomes. <sup>32</sup> An integrated set of leadership, behaviours, policies, procedures, responsibilities, relationships and monitoring and improvement mechanisms that are directed towards ensuring good clinical outcomes. Effective clinical governance systems ensure that everyone – from unregulated care providers, to employed or external regulated health practitioners, to managers and members of governing bodies such as boards – is accountable to residents and the community for the delivery of clinical care that is safe, effective, integrated, high quality and continuously improving.
Consumer/resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Consumer-centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between residents and health care providers.
Cultural safety	Culturally safe care and services are those that are planned and delivered in a way that is spiritually, socially, emotionally and physically safe for residents. It is also how a person's identity is respected so that who they are and what they need, is not questioned or denied.
Dignity of risk	Dignity of risk is the concept that all adults have right to make decisions that affect their lives and to have those decisions respected, even if there is some risk to themselves. Dignity of risk means respecting this right. Care and services need to strike a balance between respect for the individual's autonomy and the protection of their other rights (such as safety, shelter), unless it is unlawful or unreasonably impinges on the rights of others.
Diversity	Diversity refers to residents' varied needs, characteristics and life experiences. Residents may have specific social, cultural, linguistic, religious,

<sup>31</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019

<sup>32</sup> Australian Commission on Safety and Quality in Health Care 2017 National Model Clinical Governance Framework

Term	Meaning
	spiritual, psychological, medical, and care needs. The term also refers to peoples' diverse gender and sexuality identities, experiences and relationships, including lesbian, gay, bisexual, transgender or intersex (LGBTI).
Infection prevention and control	Strategies to support the goal to create safe care environments through the implementation of practices that minimise the risk of transmission of infectious agents.
Respectful	Being respectful includes understanding a person's culture, acknowledging differences, and being actively aware of these differences. It is about understanding that each resident is unique and has a right to be treated in an inclusive and respectful way.
Special needs groups	<p>People with special needs, defined at section 11-3 of the <i>Aged Care Act 1997</i>, are listed below:</p> <ul style="list-style-type: none"> <li>• People from Aboriginal and Torres Strait Islander communities</li> <li>• People from culturally and linguistically diverse backgrounds (CALD)</li> <li>• People who live in rural or remote areas</li> <li>• People who are financially or socially disadvantaged</li> <li>• Veterans</li> <li>• People who are homeless or at risk of becoming homeless</li> <li>• Care leavers</li> <li>• Parents separated from their children by forced adoption or removal</li> <li>• Lesbian, gay, bisexual, transgender and intersex people (LGBTI).</li> </ul>
Support staff	All staff involved in delivering services and care to residents.
Support worker	Unregulated healthcare workers.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

## Policy



<b>Title of Policy</b>	<b>Residential Aged Care – Services and Supports for Daily Living</b>		
<b>Responsible Department</b>	Community Services	<b>Document Register ID</b>	250
<b>Policy Owner</b>	Community services	<b>Review Date</b>	Date June 2021
<b>Date of Council Meeting</b>	Date Approved 04 June 2020	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"><li>Aged Care Act 1997</li></ul>		
<b>Aim</b>	The aim of this policy is to provide staff and residents with a framework in regards to the services and supports for daily living provided by our residential aged care facilities.		

### Record of Revisions: Services and Supports for Daily Living

Date	Section/s Revised and Notes	Authorisation
January 2020	Policy and procedures implemented	CEO

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## 1 PREAMBLE

This policy reflects Aged Care Quality Standard 4 – Services and Supports for Daily Living.

The terms “consumer” and “resident” are interchangeable.

## 2 SERVICES AND SUPPORTS FOR DAILY LIVING GUIDE

### 2.1 Consumer Outcome<sup>1</sup>

*“I get the services and supports that are important for my health and wellbeing and that enable me to do the things I want to do.”*

### 2.2 Organisation Statement<sup>2</sup>

Snowy Monaro Regional Council’s (Council) residential aged care facilities provide safe and effective services and supports that optimise the resident’s independence, health, wellbeing and quality of life.

### 2.3 Our Policy<sup>3</sup>

Each resident receives safe and effective care, and services and supports for daily living that meet the resident’s needs, goals and preferences, and optimises their independence, health, wellbeing and quality of life.

Services and supports for daily living promote each resident’s emotional, spiritual and psychological wellbeing.

Services and supports for daily living assist each resident to:

- participate in their community within and outside the service;
- have social and personal relationships; and,
- do the things of interest to them.

Information about the resident’s condition, needs and preferences is communicated within the facility, and with others where responsibility for care is shared. Timely and appropriate referrals are made to other providers, organisations and individuals.

Where meals are provided, they are varied and of adequate quality and quantity, and it captures the resident’s preferences, likes and dislikes.

Where equipment is provided it is safe, suitable, clean and well maintained.

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission April 2019 *Guidance and Resources for Providers to Support the Aged Care Quality Standards*

<sup>2</sup> Ibid., p.71. Note that Ibid means ‘in the same source last referenced in the footnote above.’

<sup>3</sup> Ibid., p.71.

## **2.4 Responsibilities**

### **2.4.1 Management**

Management develops processes and practices that achieve safe and effective care and services delivered in accordance with the resident's needs, goals and preferences. Management is also responsible for ensuring the employment of staff who are qualified and experienced in all aspects of the provision of personal and clinical care.

### **2.4.2 Staff**

Staff follow policies and procedures, participate in regular development opportunities, and deliver services that are safe and effective, and in accordance with the resident's needs, goals and preferences.

### **2.4.3 Residents**

Residents and/or their representative/s provide ongoing input on their needs and preferences for care and services.

## **2.5 Monitoring Services and Supports for Daily Living**

The processes and systems supporting care, services and supports for daily living are regularly audited as part of our audit program. Staff, residents and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made. A robust continuous improvement plan is in place reflecting all areas identified for a need of improvement. Please refer to Chapter 10 Continuous Improvement in our Governance Policy for more information.

## **3 ENSURING SAFE AND EFFECTIVE SERVICES**

Council's residential aged care facilities provide supports for daily living for residential aged care residents. The following sections apply to all services and care provided, subject to funding program requirements.

The requirements for the Aged Care Quality Standards applicable to this Chapter are discussed in the sections referred to below.

### **3.1 Delivering Safe and Effective Services**

Please refer to Section 4.4 Delivering Safe and Effective Services and sub-section 4.7.1 Service commencement meeting in our Assessment and Planning Policy.

### **3.2 Promoting Resident's Cultural, Spiritual and Emotional Wellbeing**

Please refer to Sections 4.3 Spiritual Support and 4.4 Emotional and Psychological Support in our Dignity and Choice Policy.

### **3.3 Resident Participation in the Community**

Please refer to Section 5.4 Inclusion in the Community in our Dignity and Choice Policy.

### 3.4 Communication of Resident Information

Please refer to Section 5.5 Resident Communication in our Dignity and Choice Policy, and Section 7.5 Information Sharing in our Assessment and Planning Policy.

### 3.5 Resident Referrals

Please refer to sub-section 5.4.3 Referrals to other agencies in our Dignity and Choice Policy.

### 3.6 Quality Meals

Please refer to Chapter 5 Food Services in this Policy.

### 3.7 Equipment Safety and Maintenance

Please refer to Section 5.7 Monitoring and Maintaining Equipment and Facilities in our Service Environment Policy.

### 3.8 Laundry Services

Our residential aged care facilities provide an in-house linen and personal items laundry service. If required during an outbreak, laundry can be outsourced.

#### 3.8.1 Linen management

AS/NZS 4146 provides guidelines for correct laundry practice. Infection prevention and control standard precautions should be followed. The basic principles of linen management (including personal items) are as follows:

- Place soiled linen or personal items in appropriate bags at the point of generation.
- Contain linen heavily soiled with body substances or other fluids within suitable impermeable alginate bags (red) bags and close the bags securely.
- Do not rinse or sort linen.
- Separate clean linen from soiled linen and transport/store separately.

#### 3.8.2 Linen handling

In line with the above principles the following procedures apply to linen handling:

- Smoking, eating or drinking is not permitted in the work area.
- All soiled linen is handled carefully and never put on the floor or benches. Soiled linen is handled as little as possible to prevent contamination of the air and the staff handling it.
- Soiled linen is put straight into the appropriate colour-coded and impermeable laundry bag.
- Staff ensure that sharps and other objects are not inadvertently discarded into linen bags.

- Bags should not be overfilled as this may prevent closure, and increase the risk of rupture of the bags in transit and/or injury to waste handlers.
- Linen containing faeces is handled using protective eye wear and other appropriate PPE (see [Use of Personal Protective Equipment Procedure](#)).
- Faeces are immediately flushed down the toilet (if practicable).
- Soiled linen is never placed near clean linen.
- Clean linen is not sorted in the laundry area if unwashed linen is in the vicinity. Two metres of separation is always maintained between soiled and clean linen.
- If bedding is wet, the vinyl mattress protector is sprayed with detergent and wiped dry and further sanitized with antimicrobial wipes.
- A chemical disinfection detergent product appropriate for cleaning all laundry items is utilised.

### 3.8.3 Personal items

Staff collect personal items from residents on a schedule and return it clean and folded to the resident. Staff put away clothing if required and assist the residents to keep clothing storage neat for ease of finding their clothing. The following procedures apply:

- Residents are encouraged to place personal items for laundering in the laundry bag in their room and to never place any items of clothing on the floor.
- The linen handling procedures above apply to the handling of personal items.

### 3.8.4 Washing of personal items

- All residents' washing is completed by laundry staff or RSA.
- Soiled laundry is washed within 24 hours on the appropriate cycle, except on some weekends.
- A hot wash (>60 degrees Celsius) is used for all items. Underwear and soiled items are pre-soaked prior to washing.
- The laundry powder provides chemical disinfection of soiled clothing.
- The linen bags are washed and replaced regularly.
- Clean washing is dried in the dryer on the appropriate setting.
- Delicate or large items are washed and dried on the line if required.
- Before hanging clean washing on the line, or folding clean linen, laundry staff take off their apron and gloves and wash their hands.
- The lint filter is checked and cleaned daily by the staff and checked prior to starting every load in the dryer.
- Dry cleaning can be arranged at the resident's cost.

### 3.8.5 Unclaimed personal items

Whilst residents and/or their representative/s are requested, and reminded, to mark their clothing, some remain un-marked and unclaimed. We offer a clothing marking service on

admission. Unclaimed items are stored for a period of one year before being donated. Any residents and/or their representative/s seeking unreturned items are asked to examine unclaimed items.

## 4 PROGRAMS AND SERVICES

Key to providing services and supports that meet the needs of the individual is our approach to consumer-centred care: a focus on developing partnerships between the resident and the staff who support them, with a focus on shared decision-making. Consumer-centred care ensures people can actively participate in their own care in close cooperation with staff and health professionals. The four principles of consumer-centred care<sup>4</sup> are:

- care is personalised;
- care is coordinated;
- care is enabling; and,
- the person is treated with dignity, compassion and respect.

If the resident wishes, prior to their entry into one of our residential aged care facilities, a staff member will meet with the resident and their family/significant other (if applicable) to discuss the transition to residential aged care. This is an opportunity to discuss the resident's wishes and preferences and provide an overview of life in the facility. This meeting also provides an opportunity to discuss the resident agreement and any other relevant administrative issues.

On entry to one of our facilities, all the resident's lifestyle choices, social history and activity preferences are considered and used to inform staff about the individual and their choices.

Other strategies we use to promote consumer-centred care are discussed below.

### 4.1 Emotional support

In addition to the support outlined in Section 4.4 Emotional and Psychological Support in our Dignity and Choice Policy, we recognise that transition to living in a residential aged care facility is life changing for both the resident and their family. All staff are responsible for ensuring that residents and, where relevant, their family receive the emotional support required. This is achieved through:

- Residents are welcomed into the facility, introduced to staff and other residents and shown around.
- The resident agreement is again explained to the resident and/or their representative/s and any further questions answered.
- The resident is interviewed on admission to the service to ensure that their interests, preferences and needs are cared for by staff, helping the resident to feel more settled. Background information is collected to make sure cultural needs are respected.
- The resident's linguistic, cultural and religious needs are considered and strategies put in place to meet them.
- We ensure our staff members make a deep connection with the new resident and are available regularly during the first four weeks following primary contact. This

<sup>4</sup> Adapted from The Health Foundation 2016 *Person-centred care made simple*

can be any staff member; their role is to visit the resident each shift and check in with the resident and/or their family. Any concerns are escalated to the Registered Nurse, Manager Support and Operations (Facility Manager) and/or Coordinator Quality Assurance and Education to follow up.

- We only complete essential assessments to meet the resident's needs (e.g. falls risk assessment, nutrition and hydration, mobility, skin assessment, pain assessment, medication management, etc.) in the first two weeks of entry to the facility. During this time, staff document at each shift how the resident is settling in and any concerns or issues. This information is used to assist in getting to know the resident before the full suite of assessments are completed.

## 4.2 Independence, Choice and Self Determination

Please refer to Chapter 5 Resident Choice and Independence in our Dignity and Choice Policy, and Section 11.7 Resident Choice and Risk in our Governance Policy.

## 4.3 Leisure interests and activities

Each resident and family are encouraged to complete a Lifestyle Assessment to ascertain what activities within and outside of the facility the resident would like to participate in. This assists in the planning of appropriate lifestyle choices and activities programs.

The Physiotherapist conducts an initial mobility assessment and develops a plan to suit each resident's needs, or recommends mobility aids appropriate to assist residents in maintaining their independence. This assessment determines both the care needs and activities and leisure interest preferences by the resident, to promote socialisation and cognitive and functional wellbeing.

A range of activities and leisure interests are offered at the facility including:

- Physical: exercise, dancing, gardening, indoor and outdoor games, yoga, noodle club.
- Passive: reading, news talk, videos, music appreciation, guest speakers.
- Social: outings, bingo, entertainment shows, demonstrations, themed meals, happy hour, school visits.
- Crafts: knitting, embroidery, tapestry, crafts, writing, painting, colouring in, puzzles.
- Personal/spiritual: beauty treatments, massage, podiatry, meditation, religious celebrations (e.g. Mass).
- Cognitive/intellectual: table games, quizzes, computer games, memory games, reminiscence, story-telling, charades, health promotion talks by the nursing staff.

We also promote inclusion in the community through supporting residents to maintain existing links and develop new links through community-based activities. Please refer to Section 5.4 Inclusion in the Community in our Dignity and Choice Policy.

Other activities are arranged to suit the individual as requested, and as we are able.

Activities are posted on a monthly planner throughout the facility for residents to see and are communicated to those who are unable to read or access the planners. Activities are further communicated in our weekly newsletter. All programs are evaluated regularly, including review and evaluation of individual plans as required to meet resident needs.

Resident, comments and suggestions on the activities program are sought at resident meetings, formally through surveys, and informally during activities on an ongoing basis. Resident feedback is used to ensure the programs are meeting individual needs – please refer to sub-sections 10.6.1 Informal resident feedback and 10.6.2 Resident and relative in our Governance Policy for further information.

Visitors can stay as long as they like and are encouraged to visit regularly. We have private areas for visitors and residents to socialise and can arrange for larger functions as requested.

#### 4.4 Security of tenure

Residents may continue to live at the service until they require a greater level of care that the service is able to provide, or unless his/her behaviour places staff, other residents or themselves at risk, and this behaviour cannot be managed effectively or for any other reason under the security of tenure.

In this case, alternative options will be discussed with the resident and his/her next of kin and with their permission, suitable alternative accommodation will be arranged. Before any decision is made to transfer a resident, a re-assessment of their medical and social needs will be undertaken by their medical practitioner, Registered Nurse and other health professionals as required.

The Resident Handbook and resident agreement outline the resident's rights including their right to security of tenure.

These are explained to the resident on admission and at annual case conference. The resident's rights are not affected if he/she does not wish to sign the resident agreement. Room changes are only entertained should the resident request a change or care needs necessitate a move and only when possible. Residents and their representatives are consulted about any room changes. Changes are not made without permission from the resident or their representative.

### 5 FOOD SERVICES

#### 5.1 Overview

Council's residential aged care meals service has a food safety program that meets the requirements of Food Safety Standards contained in Chapter 3 of the Australia New Zealand Food Standards Code including:

- Standard 3.3.1 Food Safety Programs for meals to Vulnerable Persons;
- Standard 3.2.2 Food Safety Practices and General Requirements;
- Standard 3.2.3 Food Premises and Equipment; and,
- Other Local Government requirements.

These policies and procedures provide an overview of the program to guide staff providing food services.

Our facilities provide on-site cooked meals to our residents. Refer to Sections 5.4 Meals – Onsite Production and 5.5 Delivering Meals in this Policy.



## 5.2 Menus and Meals

Residents are offered a well-balanced meal plan that is developed with input from residents and/or their representative/s, obtained by way of surveys. In developing the meal plan:

- Residents are advised of the type of menu choices available and make their selections.
- Individual dietary needs and preferences are considered, including allergies, need for assistive cutlery and modified diets and foods in accordance with the IDDS.
- Cultural preferences are explored and we endeavour to ensure meals are tailored to meet preferences.
- Communication supports are identified and provided if possible.
- Potential hazards for delivery staff are identified.

Menus are reviewed regularly and take into consideration resident's preferences, seasonal ingredients and regional serviceability.

All meals are provided within the framework of Dignity and Choice detailed in our Dignity and Choice Policy. Residents are encouraged to provide feedback either verbally to staff, using a Comments and Complaints form, completing surveys, or lodging complaints – see Chapter 10 Continuous Improvement in our Governance Policy for more information.

### 5.2.1 Meal plan reviews

Please refer to Chapter 5 Resident Reviews and Reassessment in our Assessment and Planning Policy for further information.

## 5.3 Meals

### 5.3.1 Kitchen records

As our residential aged care facilities only provide pre-prepared food, Standard 3.3.1 Food Safety Programmes for meals to Vulnerable Persons does not apply [Subclause 1 (3b)]. However, the Team Leader Food and Transport ensures that records of food temperatures for storage, heating and delivery of meals are maintained. A Kitchen Record Sheet records the temperature of the refrigerator, freezer, warmed food (centre), temperature of foods put into the insulated bags (meal delivery), and cleaning tasks completed each day.

Frozen meals are heated in the warming oven to above 60 degrees Celsius prior to serving and cooled in the blast chiller. Deserts and juice bottles are served cold direct from the refrigerator. The temperatures of meals are recorded on the Kitchen Record Sheet prior to serving.

### 5.3.2 Environmental processes<sup>5</sup>

Please refer to Section 8.7 Environmental Controls in our Assessment and Planning Policy.

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<sup>5</sup> Australian Government National Health and Medical Research Council Australian Guidelines for the Prevention and Control of Infection in Healthcare 2010

## 5.4 Meals – Onsite Production<sup>6</sup>

### 5.4.1 Food service staff management

Team Leader Hospitality manages the catering staff and the Wellness Team manages the volunteer staff.

### 5.4.2 Temporary staff shortages

If Team Leaders or kitchen staff are not available for a day, the Team Leader Hospitality will ensure all shifts are covered in their absence. Trained auxiliaries or volunteers assist in the kitchen as these staff and volunteers have had food handling training and are familiar with the kitchen processes. If the Cook or kitchen staff are due to be off for a greater length of time, Agency staff are employed to replace staff.

Where Agency staff are employed in the kitchen, the Team Leader Hospitality orientates the Agency staff person prior to them working in the kitchen and ensures that the Agency staff person is familiar with Council's processes relevant to their role. Agency staff are supervised by Council's Residential Aged Care staff at all times when working in the kitchen.

### 5.4.3 Staff and volunteer access to support

All of our staff and volunteers have access to support, information and advice from the Team Leader and other residential aged care staff as required.

### 5.4.4 Staff skills

All cooks and staff who prepare meals have the necessary skills to carry out their roles. The Team Leader and the coordinator Quality Assurance and Education work together to identify any additional skills or training needs. Staff and volunteers are provided with relevant training and support to provide the meals service.

Specifically, all kitchen staff (and staff providing food and drinks to our residents) have received food handling training, and receive ongoing training and instruction on maintaining food safety and hygiene practices, including the use of hair nets, gloves, hand hygiene and safety considerations in the kitchen.

### 5.4.5 Meal preparation<sup>7</sup>

Our residential aged care meals service has a food safety program that meets the requirements of the Food Safety Standards contained in Chapter 3 of the Australia New Zealand Food Standards Code including:

- Standard 3.3.1 Food Safety Programs for meals to Vulnerable Persons.

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<sup>6</sup> This section applies to service providers who prepare the meals in their own facilities. Service providers who purchase prepared meals from an external provider such as a commercial kitchen or hospital and distribute them to the residents should delete this section and apply Section 4.6.3 Meals – Purchased Meals. **Please note:** Providers are responsible for ensuring they are complying with the latest requirements around food safety in their State or Territory and at a Commonwealth level. The information provided is a guide only.

<sup>7</sup> Information in this section is based on: Australia New Zealand Food Standards Code Food Safety Programs for Food Service to Vulnerable Persons: A Guide to Standard 3.3.1 Food Safety Programs for Food Service to Vulnerable Persons Chapter 3 First edition February 2008

- Standard 3.2.2 Food Safety Practices and General Requirements.
- Standard 3.2.3 Food Premises and Equipment.

Our meals service also meets the requirements of:

- NSW Government NSW Food Authority Guidelines for Food Service to Vulnerable Persons – How to Comply with the Vulnerable Persons Food Safety Scheme of Food Regulation 2015, and Standard 3.3.1 of the Food Standards Code.
- Local Government requirements.

Our food safety program is audited by a contractor on an annual basis, and our premises are audited by the NSW Food Authority, also on an annual basis. Records of these audits are maintained by the Manager Support and Operations (Facility Manager).

Our food service recognises that food preparation, storage and delivery may pose the following hazards:

- Biological: bacterial, viral, fungal.
- Chemical: cleaning agents, pesticides and natural toxins present in foods.
- Physical: glass, metal, plastics, jewellery, insects.

Our food service has processes in place to manage these hazards through safe food handling practices, cleaning and sanitising procedures and staff training (see Section 8.7 Environmental Controls in our Assessment and Planning Policy).

Potentially hazardous foods include meat, poultry, fish/seafood, soups, gravies, pasta, rice, potato and custard. The following food handling of potentially hazardous foods is followed:

- Potentially hazardous food that has been kept between 5°C and 60°C for a total of *less than* two hours must be refrigerated or used immediately.
- Potentially hazardous food that has been kept between 5°C and 60°C for a total of *longer than* two hours, but *less than* four hours, must be used immediately.
- Potentially hazardous food that has been kept between 5°C and 60°C for a total of four hours or longer must be thrown out.

#### 5.4.6 Food suppliers

Our residential aged care facilities only use food suppliers who can guarantee the delivery of fresh, frozen and dry goods that meet our quality requirements. Each supplier is chosen based on their ability to provide quality products reliably and at a suitable cost. We have documented processes to ensure a high quality of service from our suppliers (see Chapter 5 Asset Management in our Service Environment Policy).

#### 5.4.7 Receiving goods

When receiving goods, kitchen staff check the temperature of the food and conduct a visual check of packaging and the delivery vehicle. Fresh food must be fresh, within use-by dates; frozen foods must be frozen solid; and packaging must be intact with no damage.

#### **5.4.8 Storing goods**

Food goods are stored appropriate to need: fresh foods are stored in the refrigerator, frozen foods in the freezer, and dry goods in the pantry. Stock rotation is used to ensure that goods that have been stored the longest are used first. Staff who receive and store goods are responsible for stock rotation and notifying the Cook if any goods are nearing expiry date. No foods are used if they are past their expiry or use-by date. The Temperature Control Log details the twice daily checks conducted in the kitchen. The Cook checks this sheet at the end of the day to ensure that it is completed. Decanting procedures are in place.

#### **5.4.9 Fresh goods storage**

Food in the refrigerator is stored covered (except for fresh vegetables) and food types such as dairy, meat, seafood and vegetables are stored separately. Cooked foods are stored in food grade containers, covered and dated, and placed above raw foods in the refrigerator. Manufactured foods are stored per the manufacturer's instructions and always kept below 5°C.

#### **5.4.10 Frozen goods storage**

Frozen foods are maintained below -15°C and stored in food grade containers or covered and dated. Cooked frozen foods are clearly marked with contents and expiry dates.

#### **5.4.11 Dry goods storage**

Dry goods are stored in the pantry in food grade containers per the manufacturer's instructions in a cool and dry environment. Expiry dates and decanting dates (if applicable) are noted on goods.

Chemicals are stored separately. Staff observe the area for pests when restocking, and food is stored as least 15cm off the floor.

#### **5.4.12 Preparing meals (including menus, thawing, cooking, cooling, reheating and freezing)**

Meals are prepared to a menu that is developed with input from a dietitian, with consideration to resident needs including dietary preferences, allergies, and the need for modified diets and fluids. Kitchen processes to limit the risk of allergens (such as nuts and gluten) contaminating other foods and all prepared foods are labelled with their ingredients and a use by date.

Frozen foods are thawed in the cool room (refrigerator) and are only cooked when they are no longer frozen. Goods are prepared using food safety principles that ensure that colour-coded boards are used, meats and vegetables are prepared separately, and staff wear personal protective equipment (including hair covering and aprons). Gloves are worn when preparing ready-to-eat foods such as sandwiches and salads. Single use cloths are used for specific food types, and/or cloths (such as tea towels) are washed daily after use. Fruits and vegetables are washed before use and salads are sanitised if necessary.

After food has been cooked (above 75°C, cooked through or to boiling point) it is plated immediately into the meal packaging containers or bain marie as applicable. The Cooked Food Temperature Log is completed. Hot items are maintained above 60°C and placed in the warming oven prior to moving them to insulated bags/meal trolley as applicable. Cold items are cooled

quickly in the refrigerator and maintained below 5°C before being moved to insulated bags with ice bricks/served as applicable.

Hot meals that are to be frozen are cooled from above 60°C to below 21°C within two hours (room temperature initially) and to below 5°C in a maximum of four hours (refrigerator) and transferred to the freezer. Refrigerated cooked foods are stored for a maximum of 48 hours before use. Food is covered during this cooling process. The Temperature Cooling Log is completed on food that is cooled.

Meals that are reheated are heated to above 60°C on the stove top, stirred and then plated and stored in the warming oven. No foods are reheated more than once.

## 5.5 Delivering Meals

### 5.5.1 Residents with special requirements

Special requirements regarding eating utensils, food texture modifications or special diet are recorded in the care and services plan, a copy forwarded to the kitchen and a copy kept in the resident's file.

### 5.5.2 Uneaten food

If food is not eaten, staff ask residents if the meal was okay. Negative comments are written on a Comments and Complaints Form and directed to the Coordinator Quality Assurance and Education and Manager Support and Operations (Facility Manager) who will liaise with the Team Leader Hospitality for actioning.

Staff monitor residents' eating and drinking habits and if any eating concerns are identified, these are reported to the Registered Nurse and noted in the resident's file. Specialist advice is sought from the dietitian, occupational therapist or speech therapist as required, and as soon as possible due to serviceability in the area.

### 5.5.3 Eating areas

Residents can choose to eat in the communal dining area or in their rooms, as well as in the main dining room.

Residents are allocated dining table seating on admission with consideration to their wishes. Staff also observe the seating arrangement to ensure any new residents find the company convivial. If a resident indicates a desire to change seating arrangements, the staff will advise the Manager Support and Operations (Facility Manager) who will address the matter.

Noisy practices and procedures are not undertaken at meal times whenever possible. Carers are available at meal times to assist residents who need help.

Residents are generally discouraged from eating in their rooms as meal times are a social event and walking to the dining area provides exercise. This is however, balanced with resident choice.

A resident requiring meals in their room has their meal served on a tray. Residents who have a swallowing impairment are supported by staff during meals to ensure they are safe.

Staff who support or assist resident's to eat their meals do so seated next to the resident and at a pace that encourages the enjoyment of food.

#### 5.5.4 Meal times

Meals are served at set times however, arrangements can be made for a resident who prefers to eat at an alternative time. Usual meal times are:

- Breakfast: from 07.30 – 9.00am
- Morning tea: from 10:00am
- Lunch: from 12:00noon
- Afternoon tea: from 2.45pm
- Dinner: from 5:30pm
- Supper: from 7:00pm

In between meals, water bubblers are provided in the communal areas and in each residential aged care house<sup>8</sup>. Extra fluids are served in hot weather. Residents are welcome to help themselves to tea and coffee making facilities in the dining/communal area.

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<sup>8</sup> Yallambee Lodge has five house with eight rooms in each. Water bubblers are placed within each house. Snowy River Hostel has 14 rooms within the entire facility. Water bubblers are conveniently located throughout the premises.

## 6 REFERENCES

- Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* September 2019
- Australian Government Department of Health *Aged Care Quality Standards* June 2018
- Australian Government Federal Register of Legislation *Quality of Care Principles* 2014
- Australian Government National Health and Medical Research Council Australian *Guidelines for the Prevention and Control of Infection in Healthcare* 2010
- The Health Foundation *Person-centred care made simple* 2016
- Australia New Zealand *Food Standards Code Food Safety Programs for Food Service to Vulnerable Persons: A Guide to Standard 3.3.1 Food Safety Programs for Food Service to Vulnerable Persons Chapter 3 First edition* February 2008
- NSW Government *NSW Food Authority Guidelines for Food Service to Vulnerable Persons - How to Comply with the Vulnerable Persons Food Safety Scheme of Food Regulation 2015 and Standard 3.3.1 of the Food Standards Code.*

## 7 DEFINITIONS<sup>9</sup>

Term	Meaning
Carer	A person who provides personal care, support and help to a resident. This doesn't include members of the organisation's workforce, or people the organisation contracts or pays to provide those services, or people who provide the services as a volunteer. This definition is in line with the <i>Carer Recognition Act 2010</i> .
Consumer/resident	A person we provide or intend to provide aged care and services for and their guardian and/or their representatives nominated by them.
Consumer-centred care	Consumer-centred care is health care that is designed around an individual's needs, preferences and background. It includes a partnership between consumers and health care providers.
Cultural safety	Culturally safe care and services are those that are planned and delivered in a way that is spiritually, socially, emotionally and physically safe for consumers. It's also how a person's identity is respected so that who they are and what they need, isn't questioned or denied.
Dignity of risk	Dignity of risk is the concept that all adults have right to make decisions that affect their lives and to have those decisions respected, even if there is some risk to themselves. Dignity of risk means respecting this right. Care and services need to strike a balance between respect for the individual's autonomy and the protection of their other rights (such as safety, shelter), unless it is unlawful or unreasonably impinges on the rights of others.
Diversity	Diversity refers to residents' varied needs, characteristics and life experiences. Residents may have specific social, cultural, linguistic, religious, spiritual, psychological, medical, and care needs. The term also refers to peoples' diverse gender and sexuality identities, experiences and relationships, including lesbian, gay, bisexual, transgender or intersex (LGBTI).
Special needs groups	People with special needs, defined at section 11-3 of the <i>Aged Care Act 1997</i> , are listed below: <ul style="list-style-type: none"> <li>• People from Aboriginal and Torres Strait Islander communities</li> <li>• People from culturally and linguistically diverse backgrounds (CALD)</li> <li>• People who live in rural or remote areas</li> <li>• People who are financially or socially disadvantaged</li> <li>• Veterans</li> <li>• People who are homeless or at risk of becoming homeless</li> <li>• Care leavers</li> <li>• Parents separated from their children by forced adoption or removal</li> <li>• Lesbian, gay, bisexual, transgender and intersex people (LGBTI).</li> </ul>

<sup>9</sup> Adapted from Australian Government Aged Care Quality and Safety Commission *Guidance and Resources for Providers to Support the Aged Care Quality Standards* January 2019



Term	Meaning
Support staff	All staff involved in delivering services and care to residents.
Support worker	Unregulated healthcare workers.

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Name of Document here

250.2016.#.1 Name of Document here

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

# Policy



<b>Title of Policy</b>	<b>SMRC Serious Incident Response Scheme (SIRS) Policy</b>		
<b>Responsible Department</b>	Community Services- Aged Care	<b>Document Register ID</b>	250.2021
<b>Policy Owner</b>	Community Services	<b>Review Date</b>	Date April 2021
<b>Date of Council Meeting</b>	N/R	<b>Resolution Number</b>	N/R
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"> <li>• Aged Care Act 1997</li> <li>• Work Health and Safety Act 2011 and relevant state/territory legislation</li> <li>• Privacy Act 1988 – Australian Privacy Principles</li> </ul>		
<b>Aim</b>	The aim of this policy is to outline the practices to effectively manage incidents, hazards and near misses associated with the operations of SMRC Residential Aged Care Facilities (RACF)		

## 1 Overview

### 1.1.1 Purpose

This policy outlines the practices at our organisation to effectively manage incidents, hazards and near misses. It aims to ensure their impact is minimised and appropriate actions are taken to improve systems, work practices and the working environment to reduce the possibility of the incident recurring. This policy:

- defines the methods for notifying and investigating incidents so causes are identified and actions can be taken in a timely and coordinated manner
- ensures any external reporting requirements are met to appropriate regulators
- ensures data from incidents is recorded to enable trends to be identified and acted on
- applies a formal, consistent and auditable system for reporting and investigation, and
- ensures the lessons learnt from incidents are shared across the whole organisation and improvement actions taken

### 1.1.2 Applicability

- Any person attending an organisational site for business purposes including work as an employee, contractor/subcontractor, trainee, employee of a labour hire company or volunteer
- Governing body
- Consumers, their family, representatives and visitors

### 1.1.3 Definitions

An incident is an unplanned event directly involving our organisation which results in or had the potential to result in:

- injury or harm to one or more people
- business interruption
- equipment, property or environmental damage
- public liability exposure
- legal or financial loss

Incident types may include but are not limited to:

- physical or psychological injury
- missing person
- physical, verbal or other form of abuse
- medication incident
- a fall
- an episode of aggression
- biohazard exposure
- damage to an asset or property
- a product failure
- a security breach
- a near miss that alerts of a potential serious situation

A hazard is an object or situation that has the potential to cause harm to a person.

A near miss is an incident that could have resulted in an injury, illness or danger to health and/or damage to property or the environment.

Open disclosure is an open discussion with a consumer and/or their representatives about an incident that resulted in harm to them while they were receiving care and services. The elements of open disclosure are an apology or expression of regret, a factual explanation of what happened, an opportunity for those involved to relate their experience and an explanation of the steps being taken to manage the event and prevent recurrence.

#### **1.1.4 Consumer Outcome**

I am confident the organisation is well run. I can partner in improving the delivery of care and services.

#### **1.1.5 Organisation Statement**

The organisation's governing body is accountable for the delivery of safe and quality care systems.

#### **1.1.6 Related Documents.**

- Standard 8 (3)(c)(iv) Effective risk management systems and practices for managing and preventing incidents, including the use of an incident management system

### **1.2 Policy**

#### **1.2.1 Policy Commitment**

SMRC takes a proactive and systematic risk management approach to minimising the likelihood and impact of incidents and issues that could cause harm to our consumers, workers, visitors and the organisation. However, where an incident, hazard or near miss of any type or level of severity occurs, we will respond accordingly through:

- ensuring staff have the skills and knowledge required to respond appropriately thereby minimising the impact to those involved and potential of the situation escalating
  - ensuring designated staff have the necessary skills to investigate incidents and determine the causes including in appropriate methods such as 'root-cause-analysis'
  - providing appropriate support and assistance and/or treatment to those affected by an incident to protect their safety, health and wellbeing
  - engaging affected residents in an open discussion about the incident and involving them in its management and resolution (refer Open Disclosure Policy)
-

- investigating incidents fairly and in a timely manner
- monitoring, analysing and acting on trends identified through incident reports, and supporting consistency in responding to as well as managing incidents and issues, and
- reporting incidents to external agencies as regulated.

Incidents can affect the organisation in a number of ways including harm to people, financial or reputational loss, disruption to operations or property or environmental damage. The management process applies to all incident types to ensure they are responded to and managed appropriately, including within legislative guidelines and requirements.

We use the incident management process to improve the quality of our care and operations by:

- maintaining central registers of incidents and improvement opportunities, this can be done at an onsite level or at an organisational level, e.g. WHS incidents
- discussing all incidents in relevant meetings while protecting confidentiality. We keep an incident on the agenda until all parties are satisfied the issue has been resolved
- analysing incident, hazard and near miss records to identify system and process issues, trends and improvement opportunities without seeking to lay blame on individuals or teams and
- investigating incidents through an appropriate method such as root-cause-analysis to learn and improve the quality of care and services thus reducing the likelihood of them happening again and/or becoming more serious .

Our process for managing incidents and near misses follows the steps of:

- Identification – a range of methods are used to identify incidents including direct observation, team discussions, reports or complaints/feedback from service users.
- Response – staff make an initial assessment and take any appropriate actions including ensuring people's safety and welfare, minimising the risk of further harm or injury, and providing any first aid.
- Notification – management is informed of the incident along with any external party/ies as required and the incident is recorded in the incident register.
- Assessment and prioritisation - the nature and action determined based on impact (including potential impact) and regulatory obligations.
- Investigation – undertaken in a manner appropriate to the event in order to determine the causes particularly where it may indicate a systemic issue. Investigation is undertaken using the principles of impartiality, confidentiality and transparency.
- Corrective action – outcomes of investigation are acted on to develop better systems and improve practice.

### **1.3 Communication**

Communication occurs throughout the incident management process to ensure key stakeholders such as residents and/or their substitute decision maker, staff, managers and the governing body remain informed. When the incident results in harm to a consumer the principles of open disclosure are applied in line with the Open Disclosure Policy. An appropriate communication strategy is developed during response planning with frequency, format and recipients dictated by the nature and scale of the occurrence.

### **1.4 Reportable incidents**

The organisation understands and complies with all external reporting requirements including to the Aged Care Quality and Safety Commission, Public Health Units, Office of the Australian Information Commissioner (in case of a data breach) and state and territory work health safety or other regulators.

Consumer Incidents (Serious Incident Response Scheme)

Under the Serious Incident Response Scheme (SIRS) there are explicit obligations to report all incidents that have occurred or are alleged or suspected to have occurred to a resident in connection with residential care services to the Aged Care Quality and Safety Commission (Commission). These include but are not limited to

- unreasonable use of force e.g. hitting, pushing, kicking, threatening or rough handling
- unlawful sexual contact or inappropriate sexual conduct e.g. sexual threats or stalking, sexual activities without consent, any sexual conduct inflicted by a staff member or volunteer
- psychological or emotional abuse e.g. yelling, name calling, ignoring a resident, threatening gestures or refusing access to care or services as a means of punishment
- unexpected death e.g. following a fall, untreated pressure injury, poor or delayed care or actions of another consumer (this will additionally require reporting to the police or coroner according to local requirements)
- stealing from a consumer or financial coercion by a staff member e.g. forcing them to change their will to the staff member's advantage or to disclose their bank account details, stealing money or valuables
- neglect e.g. withholding personal care, untreated wounds, insufficient assistance during meals or inappropriately modified meals, inappropriate clothing for conditions,
- use of physical or chemical restraint e.g. where the restraint is used without consent, in a non-emergency situation or a drug is used to influence behaviour (refer to the Restraint Policy) and
- unexplained absence from the service that has been reported to the police or there are reasonable grounds for reporting it to the police.

The incident must be reported even if action to remedy the situation is underway and/or the resident has not consented to the notification. SIRS covers incidents occurring outside the services that are related to care e.g. attending appointments or participating in excursions and includes those committed by a resident with a cognitive or mental impairment such as dementia.

Reportable incidents resulting in physical or psychological harm (e.g. cuts, burns, fractures treated by a nurse or other health professional, bruising, death or distress requiring emotional support or counselling) must be reported to the Commission within **24 hours**. All other incidents must be reported within 30 days.

Under the SIRS people disclosing reportable incidents are protected from civil or criminal liability and from a contractual or other remedy being enforced against them and are not liable for defamation where:

- the disclosure was made to the provider or one of its staff members, the Commission or police
- they have identified their name to the person receiving the disclosure
- they have reasonable grounds to suspect the incident occurred and
- the disclosure was made with honest intentions.

Incidents involving consumers are to be reported to the police when:

- it is suspected or alleged that it involves a criminal offence against Commonwealth, State or Territory laws or there are other reasonable grounds for reporting it or
- the absence from the service is unexplained and all reasonable efforts to locate the consumer have been made.

Outbreaks of infections including gastroenteritis and influenza are to be reported to the local Public Health Unit immediately in line with state requirements.

Employee, contractor, visitor incidents (Work health and safety)

Under work health and safety legislation the relevant state or territory work health and safety authority are required to be notified of serious safety incidents involving employees, contractors or members of the public. Notifiable incidents include death, serious injury or illness or a dangerous incident that exposes a person to serious risk even if no one is injured. The regulator must be notified immediately and the incident site preserved until an inspector arrives for directs otherwise.

Data breach (Notifiable Data Breach)

A data breach happens when personal information is accessed, disclosed without authorisation or is lost. The Notifiable Data Breaches scheme requires the individuals affected and the Office of the Australian Information Commissioner (OAIC) to be advised when the breach is likely to result in serious harm to one or more individuals and remedial action hasn't prevented this likelihood. An assessment of impact is required within 30 days and if serious harm is likely the OAIC notified via their website and an appropriate method implemented to inform the affected individuals e.g. letter or email.

### **1.5 Responsibilities**

Snowy Monaro Regional Council as the provider:

- Ensure systems and processes for managing incidents are maintained
- Monitor incident data including trends and outcomes to quality improvement actions taken
- Understand the external reporting obligations

Management

- Ensure all staff receive initial and refresher training on identifying incidents reportable under SIRS and responding to and recording incidents and appropriate staff are trained on incident investigation, continuous improvement and evaluation methodologies
- Practice open disclosure when consumers are impacted with harm were receiving care and services
- Take a 'no-blame' approach when responding to and managing incidents
- Review all incidents and conduct investigations using methods appropriate to the nature and impact of the incident
- Understand the obligations for external reporting, ensure adequate staff are designated, trained and have access to external reporting processes and undertake such reporting as required within regulated timeframes
- Develop and act on plans when an incident requires a disaster recovery or business continuity response
- Provide consumers, the governing body and workforce with monthly analysis on relevant incidents
- Use incident data to decide how to improve systems and reduce risk
- Review and improve the effectiveness of the incident management system

Workers, consumers and visitors

- Understand the incident management process and know how to assess, respond appropriately to and report an incident, hazard or near miss
  - Report all incidents to their manager or a senior person on duty
  - Offer feedback to management if they can suggest an improvement
  - Take immediate action to ensure people's safety and welfare following an incident or near miss
-

### Serious Incident Reporting Matrix

**There are strict timeframes for the reporting of all serious incidents involving consumers – no exceptions permitted**

Severity Level	Serious – Priority 1	Serious – Priority 2	Other consumer incidents
Description	<ol style="list-style-type: none"> <li>1. <b>Unexpected death</b></li> <li>2. <b>Unexplained absence from the service</b> that has been reported to the police or there are reasonable grounds for reporting it to the police</li> <li>3. <b>Any incident suspected or alleged to involve a criminal offence or reasonable grounds to report it to the police</b></li> <li>4. <b>Physical or psychological injury or discomfort requiring medical or psychological treatment as a result of:</b> <ol style="list-style-type: none"> <li>a. <b>Unreasonable use of force</b> e.g. hitting, kicking, rough handling</li> <li>b. <b>Unlawful sexual contact, or inappropriate sexual conduct</b> e.g. non-consensual sexual activity, inappropriate touching of genitals, any sexual conduct by a staff member</li> <li>c. <b>Psychological or emotional abuse</b> e.g. yelling, name calling, threatening, ignoring or refusing access to services as punishment</li> <li>d. <b>Neglect</b> e.g. withholding personal care, untreated wounds, insufficient assistance during meals or inappropriately modified meals, inappropriate clothing for conditions</li> <li>e. <b>Use of physical or chemical restraint</b> outside permitted circumstances (refer to ...)</li> <li>f. <b>Stealing from or financial coercion of a consumer by a staff member</b> e.g. forcing them to change their will to the staff member's advantage or disclose their bank account details, stealing money or valuables</li> </ol> </li> </ol>	<p><b>Low level of physical or psychological injury or discomfort as a result of:</b></p> <ol style="list-style-type: none"> <li>a. <b>Unreasonable use of force</b> e.g. hitting, kicking, rough handling</li> <li>b. <b>Unlawful sexual contact, or inappropriate sexual conduct</b> e.g. non-consensual sexual activity, inappropriate touching of genitals, any sexual conduct by a staff member</li> <li>c. <b>Psychological or emotional abuse</b> e.g. yelling, name calling, threatening, ignoring or refusing access to services as punishment</li> <li>d. <b>Neglect</b> e.g. withholding personal care, untreated wounds, insufficient assistance during meals or inappropriately modified meals, inappropriate clothing for conditions</li> <li>e. <b>Use of physical or chemical restraint</b> outside permitted circumstances (refer to ...)</li> <li>f. <b>Stealing from or financial coercion of a consumer by a staff member</b> e.g. forcing them to change their will to the staff member's advantage or disclose their bank account details, stealing money or valuables</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Infectious Outbreak/notifiable infections</b> – (gastro/flu) include infections notifiable as per state/territory requirements (pertussis)</li> <li>2. <b>Self-harm</b> e.g. attempted suicide</li> <li>3. <b>Psychiatric</b> - severe episode requiring external intervention</li> <li>4. <b>Medication incidents</b> e.g. adverse drug reaction, administration, pharmacy or charting errors, non-reconciliation of S8 drugs, lost or missing drugs etc</li> </ol>
Internal Action	<ol style="list-style-type: none"> <li>1. Notify Senior Management immediately <ul style="list-style-type: none"> <li>• (insert contact details)</li> </ul> </li> <li>2. Complete and submit Incident Form or record in Incident Management System</li> <li>3. On direction of management, undertake formal investigation and provide report using a method such as Root Cause Analysis within 21 days.</li> <li>4. Review for Open Disclosure guided by management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Notify Management time frame subject to assessment <ul style="list-style-type: none"> <li>▪ (insert contact details)</li> </ul> </li> <li>2. Complete and submit Incident Report or record in Incident Management System</li> <li>3. Review for Open Disclosure guided by management</li> </ol>	<ol style="list-style-type: none"> <li>1. Notify team leader/Management time frame subject to assessment (insert contact details) <ul style="list-style-type: none"> <li>• (insert contact details)</li> </ul> </li> <li>2. Complete and submit Incident Report or record in Incident Management System</li> </ol>
External reporting	<ol style="list-style-type: none"> <li>1. All: ACQSC within 24hrs via My Aged Care Service Provider Portal with final report within 84 days</li> <li>2. Abscond/criminal offence: Police plus ACQSC within 24hrs.</li> <li>3. Death: ACQSC within 24 hours plus Coroner and/or Police according to state/territory guidelines</li> <li>4. Consumer representative and Medical Officer – as per assessment.</li> <li>5. Emergency Services as indicated 000.</li> </ol>	<ol style="list-style-type: none"> <li>1. All: ACQSC within 30 days</li> <li>2. Consumer representative and Medical Officer – as per assessment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Refer to Schedule 8/Controlled Drug policy for external notification details</li> <li>2. Infectious outbreaks/notifiable diseases – PHU immediately.</li> </ol>

**Incident forms must be completed and submitted on the same shift**

#### Documentation

List the name and document reference number of any other document referred to in this document, including any related policies and procedures

250.2016.#.1 Different Incident Registers, SIRS, WHS, VAULT

250.2016.#.1 Continuous Improvement Register

250.2016.#.1 Completed Incident Reports

#### Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.



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**9.1.2 MINUTES FROM THE BOMBALA EXHIBITION GROUND MANAGEMENT, BREDBO HALL  
AND ADAMINABY HALL S355 COMMITTEES**

Record No:

Responsible Officer:	Chief Strategy Officer
Author:	Governance Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	1.3 Recreation, sporting and leisure facilities encourage all ages to live in an active and healthy lifestyle
Delivery Program Objectives:	1.3.3 Council's recreational facilities, parks and public open spaces are safe, well managed and accessible
Attachments:	<ol style="list-style-type: none"><li>1. Minutes of Bombala Exhibition Ground Committee 10 March 2021</li><li>2. Minutes of Bombala Exhibition Ground Committee 10 February 2021</li><li>3. Minutes of Bredbo Hall 24 March 2021</li><li>4. Minutes of the Adaminaby Hall 19 March 2021</li></ol>

**EXECUTIVE SUMMARY**

Council has received minutes of the meetings from the following management committees:

- Bombala Exhibition Ground, meeting held on 10 February 2021
- Bombala Exhibition Ground, meeting held on 10 March 2021
- Bredbo Hall, meeting held on 24 March 2021
- Adaminaby Hall, meeting held on 19 March 2021

These minutes are attached for Council's information.

The following officer's recommendation is submitted for Council's consideration.

**OFFICER'S RECOMMENDATION**

That Council receive the minutes of Bombala Exhibition Ground, Bredbo Hall and Adaminaby Hall management committees meetings.

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### Minutes Bombala Exhibition Ground Section 355 Management Committee Meeting

Address: CWA Room, Wellington Street, Bombala NSW 2632

Date: 10<sup>th</sup> March, 2021

Time: 7.30

#### Present:

Position	Member (Name)	Present/Apology
Chair	Neil Hennessy	Present
Secretary	Anne Caldwell	Present
Treasurer	Graham Hillyer	Present
Bookings Officer		
Committee Member	Clare Trevanion	Present
Committee Member	Richard Peadon	Present
Committee Member	Colin Ryan	Absent
Committee Members	Bronwyn Podger	Present
Committee Members	George Power	Present
Committee Members	Michael Sullivan	Absent
Committee Members	Calli Kidman	Absent
Committee Members	Anita Walder	Present

#### 1 Opening of the Meeting

The Chair, Neil Hennessy opened the meeting at 7.30pm.

#### 2 Apologies

Apologies for the meeting were received by Neil Hennessy from Colin Ryan and Anne Caldwell received apologies from Calli Kidman and Michael Sullivan.

#### Adoption of Previous Minutes

Minutes from the meeting held on 10<sup>th</sup> February, 2021 are confirmed as a true and accurate record of proceedings.

**Moved:** Clare Trevanion **Seconded:** Richard Peadon **Carried**

#### 4. Business Arising from Previous Minutes

1. The pump is working well. Keep checking sand level.
2. Under 18 sport fees free, who will pay?
3. Touch Football grand final this Friday.
4. Neil has been offered a coin operated meter but is still looking into it.

**Moved:** Richard Peadon **Seconded:** Bronwyn Podger **Carried**

#### 5. Correspondence

**In:** Netball Draw

Email from Calli Kidman advising three weeks of netball, confirming details and meeting apology.

Email from John Graham booking for Exhibition Hall for April 15.

Email from Michael Sullivan meeting apology and confirming details.

**Out:** Email to Glen Hines attaching copies of electricity accounts for the ground

**Moved:** Clare Trevanion **Seconded:** Richard Peadon **Carried**

Treasurer's Report (Management Committee Bombala Exhibition Ground) 01/02/2021 – 28/02/2021			
Income		Expenditure	
3/2/21	Bristle Brush Arts \$162.00	10/02/21	Bombala Cycles & Chainsaws \$28.00
26/02/21	Club Bombala \$2368.19		Nylon cord
	Reimbursement half new water pump	10/02/21	Village Ford ULP fuel \$38.45
		03/02/21	Bombala Electrical \$9.95
	Balance as at 01/02/21 \$10123.88		Unpresented cheque previous month
	Income \$ 2530.19		Total \$9.95
	Expenditure \$ 9.95		Unpresented cheques
		10/02/21	Bombala Cycles \$28.00
		10/02/21	Village Ford \$38.45
	Total \$12644.12		
	Balance as at 28/02/21 \$12644.12		Term Deposit \$14239.69
<b>Moved by Treasurer:</b> Graham Hillyer		<b>Seconded:</b> Bronwyn Podger <b>Carried</b>	

#### 6. General Business

1. A request from Calli Kidman for an account for netball. Three weeks left and they have not used the lights.
2. More information required for the Netball Under 18 teams. Anne to let Graham know.
3. Cricket pitch will be removed prior to the show.
4. When the pitch is removed it will either be covered with dirt or sawdust until after the show, when the turf goes down.
5. African Love Grass has been sprayed and other weeds will be sprayed when found.
6. A horse group will be camping on Sunday night.
7. Sheep panels have been moved out of the pavilion.
8. Cricket Club looking for funds for a permanent cricket practice pitch.
9. Cricket matting may be put on netball courts for a short time.
10. Committee need to have a discussion with Council with regard to the direction they are going with these committees. Neil will speak with Erin.
11. No need to mow the grass before the show however, a working bee is needed.

**Moved by** Anita Walder **Seconded:** George Power **Carried**

#### 7. Date of next Meeting

The next meeting will be held at 7.00pm on 14<sup>th</sup> April, 2021 in the CWA Rooms.

#### 8. Close of Meeting

There being no further business the meeting concluded at 8.35pm.

CHAIRPERSON 14-4-21 DATE

14<sup>th</sup> April, 2021

### Minutes Bombala Exhibition Ground Section 355 Management Committee Meeting

Address: CWA Room, Wellington Street, Bombala NSW 2632

Date: 10<sup>th</sup> February, 2021

Time: 7.30

#### Present:

Position	Member (Name)	Present/Apology
Chair	Neil Hennessy	Present
Secretary	Anne Caldwell	Present
Treasurer	Graham Hillyer	Present
Bookings Officer		
Committee Member	Clare Trevanion	Present
Committee Member	Richard Peadon	Present
Committee Member	Colin Ryan	Present
Committee Members	Bronwyn Podger	Present
Committee Members	George Power	Absent
Committee Members	Michael Sullivan	Present
Committee Members	Calli Kidman	Present
Committee Members	Anita Walder	Absent
Committee Members	George Power	Absent

#### 1 Opening of the Meeting

The Chair, Neil Hennessy opened the meeting at 7.30pm.

#### 2 Apologies

Apologies for the meeting were received by Anne Caldwell from Anita Walder

#### Adoption of Previous Minutes

Minutes from the meeting held on 11<sup>th</sup> November, 2020 are confirmed as a true and accurate record of proceedings.

**Moved:** Clare Trevanion

**Seconded:** Colin Ryan

**Carried**

Minutes from the meeting held on 12<sup>th</sup> December, 2020 are confirmed as a true and accurate record of proceedings.

**Moved:** Colin Ryan

**Seconded:** Graham Hillyer

**Carried**

#### 4. Business Arising from Previous Minutes

1. House demolition still before Council.
2. Bookings for ground to be done on-line.
3. Huge difference in pump quotes ordered from Western Australia. Club Bombala will pay for half.
4. Alfie happy to be inducted for mowing, unable to commit for permanent days. Neil and Council workers doing the mowing at the moment.
5. Neil purchased bags for one of the vacuum cleaners, the rest have been disposed off. \$561 for a new double motor vacuum cleaner. Neil investigating other cleaners.
6. Show Committee has once again approved the purchase of a new stove, the same type as they presently have.
7. Swallows still a problem.

**Moved:** Richard Peadon

**Seconded:** Bronwyn Podger

**Carried**

## 5. Correspondence

**In:** email Snowy Monaro Regional Council 2021 Fees and Charges.

**Out:** email supporting submission by SMRC to Bushfire Recovery Fund.

**Moved:** Richard Peadon **Seconded:** Michael Sullivan **Carried**

## 6. Treasurer's Report (Management Committee Bombala Exhibition Ground) 1/11/2020 – 30/11/2020

Income		Expenditure		
	NIL	4/11/20	Origin Energy Electricity Blaze Aid	\$13,065.89
Balance as at 1/11/20	\$32,579.37	4/11/20	SMRC Garbage	\$ 1,259.75
Income	NIL		Total	\$14,325.64
Expenditure	\$14,325.64			
Balance as at 30/11/20	\$18,253.73		Term Deposit	\$14239.69

## Treasurer's Report (Management Committee Bombala Exhibition Ground) 1/12/2020 – 31/12/2020

Income		Expenditure		
17/12/20	Bristle Brush Arts \$198.00	14/12/20	MRC Garbage	\$ 77.50
	Total \$198.00	14/12/20	Origin Energy Blaze Aid	\$1,093.37
Balance as at 01/12/20	\$18,253.73	23/12/20	Neil Hennessy for grounds	\$4,817.43
Expenditure	\$ 5,988.30	Total		\$5,988.30
Total	\$12,463.43	Term Deposit		\$14239.69
Balance as at 31/12/20	\$12,463.43			

## Treasurer's Report (Management Committee Bombala Exhibition Ground) 1/01/2021 – 31/01/2021

Income		Expenditure		
	NIL	18/01/21	Origin Energy Electricity	\$2,267.53
Balance as at 01/01/21	\$12,463.43	18/01/21	Murphy's Transport & Building repair material CWA Rooms	\$ 72.02
Income	NIL			
Expenditure	\$ 2,339.55			
Total	\$10,123.88	Total		\$2,339.55
		29/01/21	Bombala Electrical Key cut Unpresented	\$ 9.95
Balance as at 31/01/21	\$10,123.88			
		Term Deposit		\$14239.69

**Moved by Treasurer:** Graham Hillyer **Seconded:** Clare Trevanion **Carried**

**General Business**

1. Burnt out heater in the hall.
2. Fill in acquittal for garbage removal.
3. Football Club query on charges as Council has halved costs for lights. Other grounds are subsidised. Graham and Neil letter to Council advising previous year's costs for football.
4. Under 18 sport is free. Who picks up the tab?
5. User groups to be given a key.
6. Netball using grounds on Mondays, commenced 08.02.21 competition concludes 29<sup>th</sup> March.
7. Football training on Tuesdays and Thursdays. Colin will keep a record of light usage.
8. Touch Footy has booked the ground for their grand final.
9. Bombala Show will be held over two days. Will have to pay more.
10. Neil to look into coin operated meter /credit card /token for power usage.
11. Neil to speak with the police with regard to the hall being used by the homeless.
12. Framed certificate of appreciation for Rusty's Family in recognition of his contribution to the maintenance and mowing of the grounds.
13. Concern for the ongoing cleaning. Neil has been doing it. Who will do it? Speak to Council. Can't employ anyone unless they have accreditation and insurance cover.
14. Request Committee Members for their updated details. One representative from each user group. Community members to be appointed by Council
15. CWA Rooms - Neil has replaced the broken toilet seat. Heater is broken. Neil to cost picture rail.

**Moved**

Clare Trevanion

**Seconded:**

Bronwyn Podger

**Carried**

**6. Date of next Meeting**

The next meeting will be held at 7.30pm on 10<sup>th</sup> March, 2021 in the CWA Rooms.

**7. Close of Meeting**

There being no further business, the meeting concluded at 9.35 pm.



**CHAIRPERSON**

10<sup>th</sup> March, 2021

**DATE**

**Bredbo Hall Section 355  
Management Committee**



**General Meeting**

**To be held at the Bredbo Hall, Monaro Highway, Bredbo**

**On Wednesday, 24 March 2021**

**Commencing at 7pm**

**Agenda Items**

1	Opening of the Meeting	2
2	Apologies	2
3	Adoption of Previous Minutes	2
4	Reading of Reports from Chairperson, Secretary, Treasurer	2
5	Business Arising from Previous Minutes	2
6	Other Business	2
7	Items for Council action	2
8	Date of next Meeting	3
9	Close of Meeting	3



- 1 Opening of the Meeting**
- 2 Apologies**
- 3 Adoption of Previous Minutes**
- 4 Reading of Reports from Chairperson, Secretary, Treasurer**
- 5 Business Arising from Previous Minutes**

Blaze Aid contributions for use of the Hall.

Blaze Aid contributions for use of the electricity for the Hall.

Essential Energy grant progress by Muriel Stockheim and Michelle Henkel.

Working bee debrief Muriel Stockheim.

RFS funding for items as per items below 7.1.3 and 7.1.4 Louise Bowerman followup.

**6 Other Business**

Change to meeting time, from once a month to once every two months

**7 Items for Council action**

The s355 Committee has rated the items requiring action and is referring the items for Council attention as below. The S355 recommend that Council staff place the urgent items onto the next Council agenda or their attention:

**7.1 High Priorities:**

**7.1.1 The external kitchen door and step needs work**

17 Feb 21. Council's builder is meeting with a supplier at the site in order to progress awning options for the kitchen entry point.

**7.1.2 Downpipes need connection to a water tank or a better place to drain**

17 Feb 21. Council's maintenance staff attended Bredbo Hall on Monday of this week to scope options for rectifying the roof stormwater/downpipe run off and suitable treatment options for the kitchen greywater disposal. Development of these plans will inform cost estimates to guide future budget planning (grant sourcing etc)

**7.1.3 Back door to supper room on Cosgrove Street needs to be looked at.**

17 Feb 21. As confirmed to the S355 Committee in October 2020, as a result of Bredbo Hall's designation as a Neighbourhood Safer Place (NSP), a range of upgrades are scheduled - including draft seals at the base of external doors, filling of gaps, gauze screens for vent openings and some eave flashing installs. This week we've again sought confirmation from the RFS as to the delivery timing for these works, which will be funded by the RFS

**7.1.4 Internal Walls need repairing and gap filling between boards**

17 Feb 21. As confirmed to the S355 Committee in October 2020, as a result of Bredbo Hall's designation as a Neighbourhood Safer Place (NSP), a range of upgrades are scheduled - including draft seals at the base of external doors, filling of gaps, gauze screens for vent openings and some eave flashing installs. This week we've again sought confirmation from the RFS as to the delivery timing for these works, which will be funded by the RFS

**7.2 Low Priorities:**

**7.2.1 Concertina doors need replacing**

These doors have been damaged for a long time and mean that we can't heat the supper room adequately.

7.2.2 The Hall needs to be painted inside and out.

7.2.3 The heat lamps need to be replaced.

7.2.4. Solar panels to be placed on the hall or the toiled block roof.

7.2.5 Hall Roof inspection and investigation on cost.

**All of the above items are what the Section 355 Committee's recommendation and would like Council to come out and review these items as soon as possible to provide us with a plan to ensure the health, safety and security of our community members in the use of our wonderful Bredbo Hall.**

**8 Date of next Meeting**

**9 Close of Meeting**

## Minutes of the meeting of the Adaminaby Hall s355 Committee

Held in the Meeting Room Adaminaby Hall  
on  
Friday 19/03/2021 commencing at 4pm

**ATTENDANCE:** Deputy Mayor Clr Linley Miners, Chair Jan Leckstrom, Secretary Mark Thomas, Assistant Hall Manager Ross Hassall, Pam Brayshaw, Ed Potter, Marwa Hudson and Joan Fogarty

**1. WELCOME:**

The Chair:

1.1. Welcomed Clr Miners, committee members and visitor Philippa Dodd, attending as a member of the Curtain Sub-Committee.

1.2. Welcomed Joan Fogarty and Marwa Hudson who were attending via Zoom

1.3. Hall Broadband:

1.3.1. She thanked the Secretary, Mark, who was donating his own data as the Hall broadband router could not be activated.

1.3.2. She undertook to raise this matter with the Hall Manager to have it investigated and rectified by next meeting is possible.

**2. APOLOGY:** Bill Fogarty, Treasurer and Hall Manager

**3. MINUTES OF THE PREVIOUS MEETING:** 13/08/2019

3.1. Acceptance as a true record:

3.1.1. Clr Miners noted that the correct name of the Project Manager of the Hall upgrade is Mark Wiggins;

3.1.2. With this amendment the Minutes, having been previously circulated, were taken as read and accepted as a true record.

Moved: Ros Hassall, seconded Ed Potter. Carried.

3.2. Business arising:

3.2.1. Joan Fogarty, on behalf of the Hall Manager, Bill Fogarty, reported that:

3.2.1.1. PA System:

3.2.1.1.1. No action has been taken.

3.2.1.1.2. Ian Ware who was to give a quote for the PA system has been busy.

3.2.1.1.3. He will be in touch with Bill and get back to us at a later date.

3.2.2. Curtain Post Cards:

3.2.2.1. They are ready and the cost is \$330 for 500.

3.2.2.2. A motion to accept and pay, moved: Linley Miners, seconded by Pam Brayshaw. Carried.

3.2.3. Hall Curtains window and blinds/curtains quote:

3.2.3.1. Enquiries ongoing and a report will be brought to the next meeting.

3.2.4. Hall painting:

3.2.4.1. Bill will raise this with Erin Donnelly Governance Officer SMRC when she returns from leave.

3.2.5. Hall cleaning:

3.2.5.1. Linley will request Council to employ professional contractors to clean Hall as there is residual soot after the bushfires which requires specialist management.

3.2.6. End of Business arising.

**4. CORRESPONDENCE:**

4.1. Correspondence: Nil

## Minutes of the meeting of the Adaminaby Hall s355 Committee

Held in the Meeting Room Adaminaby Hall  
on  
Friday 19/03/2021 commencing at 4pm

### 5. TREASURER'S REPORT:

- 5.1. Joan Fogarty reported on behalf of Bill Fogarty:
  - 5.1.1. The balance in the CBA's current account is \$8203.62c as of 19/03/21
  - 5.1.2. Invoice payment to South East Printing for curtain post cards
    - 5.1.2.1. Refer above to 3.2.2 point 3.2.2.1
  - 5.1.3. Joan Fogarty moved that the Treasurer's report be accepted, seconded by Mark Thomas.  
Carried
- 5.2. Business arising: Nil

### 6. REPORTS:

- 6.1. Councillor Clr Linley Miners:
  - 6.1.1. Council had received \$11M from the Federal and State governments for an extensive upgrade to the Adaminaby Sewerage system. Work will commence soon.
  - 6.1.2. The commencement of work to upgrade and asphalt the remaining section of the Bobeyan Road was close.
  - 6.1.3. Work on trails around Lake Eucumbene is in the planning stage.
  - 6.1.4. Signs to be installed at Old Adaminaby.
- 6.2. Chair: Jan Leckstrom reported that the new Hall Committee Secretary is working out well.
- 6.3. The Hall Manager reported that the CWA meeting in the Hall went well and there were no issues.
- 6.4. Easter Fair:
  - 6.4.1. The Adaminaby Art Group is to have an Art display in the Hall.
  - 6.4.2. Philippa Dodd has volunteered to man the door and collect money for Curtain viewing.
- 6.5. A Council Workshop will be held on the 29th April from 4:30 to 6:30pm  
Moved by the Joan Fogarty and seconded by Mark Thomas that the Reports be accepted. Carried

### 7. GENERAL BUSINESS

- 7.1. Continuation of bus tours to the Museum visiting the Hall and viewing the Curtain:
  - 7.1.1. Mark Thomas to talk to 'Life of Riley' bus tours to include the Hall Curtain in their schedule.
- 7.2. Hiring of the Hall for Funerals and Wakes, plus cost to view the Curtain:
  - 7.2.1.1. At the Committee's meeting on Tuesday 30<sup>th</sup> April 2019 page 2, Item 5 in the Hall Manager's Report: Motion: *that a charge of \$50 (which includes \$30 for curtain viewing and \$20 for cleaning) be charged*. Carried.
  - 7.2.1.2. After discussion it was agreed that this was to remain.
  - 7.2.1.3. There is no Hall hiring fee for Funerals and Wakes.
- 7.3. The Hall Manager will contact Phillipa re the CWA hire of the Hall.

### 8. NEXT MEETING: TBC Friday 28<sup>th</sup> May at 4pm

### 9. MEETING CLOSE: 5.20pm

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### 9.1.3 DESIGN FOR TRUCK PARKING AREA AT ADAMINABY

Record No:

Responsible Officer:	Manager Corporate Projects
Author:	Project Specialist
Key Theme:	1. Community Outcomes
CSP Community Strategy:	3.1 Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all
Delivery Program Objectives:	3.1.1 Public and community spaces are regulated and managed to be safe and equitable for all abilities
Attachments:	1. Design for Truck Parking Area at Adaminaby
Cost Centre	Corporate Projects Office (WO 1767)
Project	Design for Truck Parking Area at Adaminaby

#### EXECUTIVE SUMMARY

Council Officers have secured “in-principle” approval from Transport for NSW for proposed designs for truck parking and light vehicle parking at Adaminaby. More recently Council has been advised that it has been successful in gaining grant funding for this project.

The following officer’s recommendation is submitted for Council’s consideration.

#### OFFICER’S RECOMMENDATION

That Council

- A. Approves the proposed designs for the truck parking area and light vehicle parking area at Adaminaby.
- B. Places the proposed designs on display to allow for public consultation.

#### BACKGROUND

Council was requested to undertake investigations into providing designated truck parking area near the Big Trout at Adaminaby, to facilitate safe truck parking and additional patronage of local businesses by transport workers involved in the Snowy 2.0 project as well as the tourist traffic on the Snowy Mountains Highway. The final “in-principle” approved plans are attached.

Estimated construction cost would be in the order of \$ 860,000 (Ex GST). Funding has been gained through the Bushfire Local Economic Recovery Package (Round 2).

Costs incurred for the design work to date are approximately \$32,041 (ex GST), which have been funded from within existing budgets.

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## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

It is hoped that with improved amenities for both heavy vehicles and light vehicles in the Adaminaby area, it will lead to an increased level of economic activity in the town.

This project would also provide an appropriate rest area for drivers to manage fatigue, therefore improving road safety on the Snowy Mountains Highway.

### 2. Environmental

Environmental factors will be addressed through the Part 5 environmental assessment to be undertaken as part of the project.

### 3. Economic

Estimated Expenditure	Amount	Financial year	Ledger	Account string
Truck Parking	\$ 447,931	TBA		
Light Vehicle Parking	\$ 297,283	TBA		
Project Management & Contingency (15%)	\$ 111,782	TBA		
<b>TOTAL</b>	<b>\$ 856,996</b>	<b>-</b>		
Funding (Income/reserves)	Amount		Ledger	Account string
Grant Funding	\$ 1,000,000	TBA		

### 4. Civic Leadership

This project would allow Council to show leadership in responding to the needs of the local community, addressing issues arising from the increase in traffic due to Snowy 2.0 and being proactive in the road safety area.



**VLA**

**Consulting Engineers**  
Van Leeuwen and Associates Pty Ltd  
ABN 66 328 801 288

Structural	Buildings	Bridges	Towers	Equipment	
Civil	Roads	Drainage	Water Supply	Sewerage	Subdivisions
Geotechnical	Site Assessment	Soil Testing and Stability			
Environmental	Contamination	Erosion	Water Management	Water Quality	
Construction	Project Managers	Inspections	Supervision	Plans	

**MAIN OFFICE**  
P.O. Box 8110  
Wolumla NSW 2550  
Email : [wvl1211@gmail.com](mailto:wvl1211@gmail.com)  
Ph : 0437 597 774

Date: 6<sup>th</sup> May 2021

## REPORT FOR CONSTRUCTION OF TRUCK AND LIGHT VEHICLE STOP & PARKING AREAS IN ADAMINABY VILLAGE FOR SNOWY MONARO REGIONAL COUNCIL

### 1.0 Brief

Snowy Monaro Regional Council is investigating the provision of a formal truck stop and light vehicle parking facility near the central Adaminaby shops. The areas depicted below and shown in the attached photographs in Appendix A illustrate how passing vehicles are currently utilising an existing gravel surfaced area adjacent to the public toilet facilities near the Adaminaby central business area. By providing both facilities, safety for stopping vehicles will be improved, local businesses are likely to benefit from passing traffic and damage to the gravelled surface near the big trout park will be removed. (see site location plan below and drawings in Appendix C attached)



SITE LOCATION PLAN

truck stop area

light vehicle, caravans, boats trailers

### 2.0 Design Requirements of Truck Stop

**Safety** – Formalising properly designed paved areas for trucks will remove these vehicles from the roadside potentially eliminating collision zones. Cars and light vehicles towing caravans will have a safe parking area near public toilets to rest and recuperate. A large Telstra pit exists in the current parking area with a damaged lid and exposes vehicles using the current parking area to a potentially dangerous drop and formalising the parking area will result in fitting a proper load bearing pit lid.

**Access/Egress/Proximity** - The current area is being utilised by passing traffic due to easy access and egress from the Snowy Mountains Highway, the availability of a public toilet and access to the local business area for food, coffee or other items.

**Environment** - The current park was grassed but due to excessive use of this area as an informal stopping and parking area grass has diminished or removed by traffic and exposed underlying gravelled surfaces are subject to scour and erosion. Large puddles also are likely to form in the roadside drain area so providing a sealed pavement scour will not occur and drainage will be improved.



### **3.0 Specific Design Criteria**

Attached in Appendix C are plans of the proposed truck and light vehicle parking and stop areas. These plans are preliminary only and are subject to detailed survey and have been devised from site measurements. A traffic analysis report has also been prepared by ML Traffic Engineers.

The purpose of the information contained in Appendices C and D are to illustrate the following;

- location of the truck and light vehicle stop and parking areas in the village of Adaminaby
- layout recommended to accommodate B-Double Trucks, light vehicles including cars and light vehicles towing caravans and boats. Swept truck paths have been plotted to ensure safe access and egress into and out of the parking areas. By default other vehicles will safely enter and exit the site.
- existing site features that may impose restrictions and limitations on the development
- kerbs, islands and drainage lines for proper serviceability of the facility

Basic access and egress turning lanes from the Snowy Mountains Highway have been included in this preliminary design report and costing however these designs are subject to further review by Transport NSW and the results of a traffic study in the coming weeks.

### **4.0 Cost Estimate**

Attached in Appendix B are cost estimates for the construction of each facility based on the plans in Appendix C. Specifically the costs allow for the following;

- parking for 2 B-Double trucks (extended)
- 3 light vehicles towing caravans or boats and 6 standard cars (with 1 disabled space)
- 50mm thick polymer modified asphaltic pavements in truck access areas and 30mm thick asphalt for standard vehicles
- concrete kerbs and gutters plus reinforced concrete V-drain crossovers into and out of the parking area
- grated concrete pits and reinforced concrete pipes for drainage

The total cost for the construction of the truck stop is \$492,724 and vehicle parking area is \$327,011 including gst as described in this report.

### **5.0 Further Work**

Should the truck stop and vehicle parking area be endorsed by Council further work will be required summarised below;

- Full feature survey with levels and accurate dimensions
- Full design based on survey and environmental constraints

Report Prepared by



Will Van Leeuwen  
(Chartered Professional Engineer, C.P.Eng. M.I.E.Aust.)  
(Bach.Civ.Eng., Hons. Municipal.Eng., Geomech Soc.)

APPENDIX A – PHOTOGRAPHS



Truck Stop/Parking Area approach from West



At proposed Truck Stop looking West



West View of Truck stop / parking area



Road and embankment of opposite (southern)side of road



West view of truck stop



Existing Drainage outlet pipe opposite proposed truck stop area



PHOTOGRAPHS (continued)



View of existing gravelled area proposed to be developed into a light vehicle stopping and parking area



Access from the west (Kiandra end) showing existing drainage pit



Access from the west (Kiandra end) showing existing k&g



Approach from the east (Cooma end)



Turn off into Adaminaby village area to west of truck stop



Existing stop and toilet showing gravelled surface



## APPENDIX B – COST ESTIMATES

### COSTING for ADAMINABY TRUCK STOP (6MRC)

Sealed Pavement, Truck Area =	2446 m2	Pavement Depth =	0.40 m		
Traffic Island =	45 m2	Concrete Depth =	0.25 m		
Earthworks =	976 m3	Bulk Factor = 1.3	unbulked - need to allow at least 30% for bulking		
Road Base =	976 m3				
Kerb Length =	300 m				
Pipes 375mm diameter =	65 m				
Pits 1.2x1.2 graded =	3				
Concrete V Drain at entry & Exit =	30 m				
ACTIVITY		no. items	cost	TIME REQD (days) PRODUCTION (prod. rate) (units/day) BASIS	
Preliminaries (applications, approvals)			\$5,000		
Survey			\$4,000		
Engineering Design (stormwater, pavements)			\$12,000		
			\$21,000		
<b>Soil Conservation</b>					
plant item	lay rate	length	width	no. items cost	
Silt fencing	\$20/m	150	-	\$3,000	2 75 m/day (1miner/mat truck = \$1500/day)
				\$3,000	
<b>Stripping/Clearing/Grubbing@1600m2/day</b>					
		Area m2 = 2440			
plant item	rate/hr	day portion	-daily rate	no. days cost	
Grader & Operator	\$250	1	\$2,000	3.00 \$6,000	
roller & Operator	\$150	1	\$1,200	3.00 \$3,600	
loader & Operator	\$200	1	\$1,600	3.00 \$4,800	
water truck & Operator	\$200	1	\$1,600	3.00 \$4,800	
Foreman + Ute	\$100	1	\$800	3.00 \$2,400	
Survey crew(2)+ute	\$200	0.25	\$1,600	0.75 \$1,200	
Quality (2) crew+ute	\$150	0.25	\$1,200	0.75 \$900	
traffic cont. (crew/ute)	\$150	0.5	\$1,200	1.50 \$1,800	
supervision(PM/PE)	\$200	0.25	\$1,600	0.75 \$1,200	
				\$26,700 \$10.94m2 3 1000 m2/day	
<b>Earthworks@400m3/day</b>					
		Nett Earthworks m3 = 976			
plant item	rate/hr	day portion	-daily rate	no. days cost	
Dozer & Operator	\$250	1	\$2,000	3.00 \$6,000	
roller & Operator	\$150	1	\$1,200	3.00 \$3,600	
loader & Operator	\$200	1	\$1,600	3.00 \$4,800	
water truck & Operator	\$200	1	\$1,600	3.00 \$4,800	
Foreman + Ute	\$100	1	\$800	3.00 \$2,400	
Survey crew+ute	\$200	0.25	\$1,600	0.75 \$1,200	
Quality crew+ute	\$150	0.25	\$1,200	0.75 \$900	
traffic cont. (crew/ute)	\$150	0.5	\$1,200	1.50 \$1,800	
supervision(PM/PE)	\$200	0.25	\$1,600	0.75 \$1,200	
				\$26,700 \$27.36m3 3.00 400 m3/day	
<b>Shaping @400m3/day</b>					
		Boxing Volume = 976			
plant item	rate/hr	day portion	-daily rate	no. days cost	
Grader & Operator	\$250	1	\$1,600	3.00 \$4,800	
roller & Operator	\$150	1	\$1,200	3.00 \$3,600	
loader & Operator	\$200	1	\$1,600	3.00 \$4,800	
water truck & Operator	\$200	1	\$1,600	3.00 \$4,800	
Foreman + Ute	\$100	1	\$800	3.00 \$2,400	
Survey crew+ute	\$200	0.25	\$1,600	0.75 \$1,200	
Quality crew+ute	\$150	0.25	\$1,200	0.75 \$900	
traffic cont. (crew/ute)	\$150	0.5	\$1,200	1.50 \$1,800	
supervision(PM/PE)	\$200	0.25	\$1,600	0.75 \$1,200	
				\$25,500 \$26.13m3 3.00 400 m3/day	
<b>DGB road base@160m3/day</b>					
		Road Base m3 = 1268.8			
plant item	rate/hr	day portion	-daily rate	no. days cost	
Grader & Operator	\$200	1	\$1,600	7.00 \$11,200	
roller & Operator	\$200	1	\$1,600	7.00 \$11,200	
loader & Operator	\$200	1	\$1,600	7.00 \$11,200	
water truck & Operator	\$200	1	\$1,600	7.00 \$11,200	
Foreman + Ute	\$100	1	\$800	7.00 \$5,600	
Survey crew+ute	\$200	0.25	\$1,600	1.75 \$2,800	
Quality crew+ute	\$150	0.25	\$1,200	1.75 \$2,100	
traffic cont. (crew/ute)	\$150	0.5	\$1,200	3.50 \$4,200	
supervision(PM/PE)	\$200	0.25	\$1,600	1.75 \$2,800	
				\$62,300 \$63.83m3 7.00 160 m3/day	
<b>DGB road base(including haulage)</b>					
		total volume m3 = 1268.8			
(ref. SMSC)	win+load	transport	no. m3		
\$31/T+\$4/T delivery x 1.60(T>=1m3)	rate/m3	rate/m3	add 30%		
	\$51.50	\$0.05	1268.8	\$73,781	
				\$73,781 \$58.15m3 \$35/tonne	
<b>Asphalt @ 750m2/day</b>					
		rate/m2	no. m2		
@ 50mm thick (added polymer) for trucks		\$50	2440	\$122,000	
<b>Concrete @ 100m2/day</b>					
		rate/m2	no. m2		
@ 250mm thick for trucks		\$300	45	\$13,500	
				\$135,500 \$55.53m2 4.00 750 m2/day	
<b>Drainage</b>					
Unit Rate	length	width	no. items	total cost	
Pipe (375D concrete)	\$200/m	65	supply & lay	1 \$13,000 3.25 20 m/day	
Metal Grated Concrete Pits	\$3,000	1.2mx1.2m	supply & lay	3 \$9,000 3.00 1 per day	
Kerb and gutter 600 wide	\$75/m	300	supply & lay	\$22,500 3.00 100 m/day	
Concrete V drain 600 wide	\$75/m	170	supply & lay	\$12,750 1.70 100 m/day	
Sub-surface drain 100mm	\$25/m	300	at back of kerb	\$7,500 3.00 100 m/day	
Headwall	\$3,000	suit 375 pipe	supply & lay	1 \$3,000 1.00 1 per day	
			subtotal =	\$67,750	
<b>Other</b>					
Unit Rate	length or no.				
Linemarking	\$2	allow (m)	500	\$1,000 1.00 500 m/day	
Landscaping	\$12/m2	allow (m2)	100	\$1,200 1.00 500 m2/day	
Rock Bollards/Barrier	\$100/T	supply&place	35	\$3,500 1.00 100 m/day	
Signage	1000	supply&place	allowance	7 \$7,000 2.00 4 per day	
				\$5,700	
				sealed road	
				\$447,031 183.58m2	
				add contractors margin @ % = 0 \$0	
				TOTAL = \$447,031	
				add gst @ % = 10 \$44,793	
				FINAL TOTAL = \$491,824	
				Total Construction time	
				41.95 days	
				9 weeks	



**COSTING for ADAMINABY LIGHT VEHICLE STOP (SMRC)**

Sealed Pavement Light Vehicle area =	1600 m2	Pavement Depth =	0.30 m
Concrete Pavement =	110 m2	Pavement Depth =	0.15 m
Earthworks =	496.5 m3		
Road Base =	496.5 m3	Bulk Factor = 1.3	unbunked - need to allow at least 30% for bulking
Kerb Length =	410 m		
Pipes 375mm diameter =	92 m		
Pits 1.2x1.2 grated =	4		
Concrete V Drain at entry & Exit =	15		

ACTIVITY	no. items	cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Preliminaries (applications, approvals)		\$5,000			
Survey		\$4,000			
Engineering Design (stormwater, pavements)		\$12,000			
		<b>\$21,000</b>			

**Soil Conservation**

plant item	Unit Rate	length	width	no. items	cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Silt fencing	\$20/m	150	-		\$3,000	2	75 m/day	(Green small truck - \$1500/day)
					<b>\$3,000</b>			

**Stripping/Clearing/Grubbing@1000m2/day**

Area m2 = 1710

plant item	rate/hr	day portion	daily rate	no. days	cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Grader & Operator	\$250	1	\$2,000	2.00	\$4,000			
roller & Operator	\$150	1	\$1,200	2.00	\$2,400			
loader & Operator	\$200	1	\$1,600	2.00	\$3,200			
water truck & Operator	\$200	1	\$1,600	2.00	\$3,200			
Foreman + Ute	\$100	1	\$800	2.00	\$1,600			
Survey crew+ute	\$200	0.25	\$1,600	0.50	\$800			
Quality (2) crew+ute	\$150	0.25	\$1,200	0.50	\$600			
traffic cont. (crew/ute)	\$150	0.5	\$1,200	1.00	\$1,200			
supervision(PM/PE)	\$200	0.25	\$1,600	0.50	\$800			
					<b>\$17,800</b>	\$10.41/m2	2	1000 m2/day

**Earthworks@400m3/day**

Net Earthworks m3 = 496.5

plant item	rate/hr	day portion	daily rate	no. days	cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Dozer & Operator	\$250	1	\$2,000	2.00	\$4,000			
roller & Operator	\$150	1	\$1,200	2.00	\$2,400			
loader & Operator	\$200	1	\$1,600	2.00	\$3,200			
water truck & Operator	\$200	1	\$1,600	2.00	\$3,200			
Foreman + Ute	\$100	1	\$800	2.00	\$1,600			
Survey crew+ute	\$200	0.25	\$1,600	0.50	\$800			
Quality crew+ute	\$150	0.25	\$1,200	0.50	\$600			
traffic cont. (crew/ute)	\$150	0.5	\$1,200	1.00	\$1,200			
supervision(PM/PE)	\$200	0.25	\$1,600	0.50	\$800			
					<b>\$17,800</b>	\$35.05/m3	2.00	400 m3/day

**Shaping @400m3/day**

Boxing Volume = 496.5

plant item	rate/hr	day portion	daily rate	no. days	cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Grader & Operator	\$250	1	\$2,000	2.00	\$4,000			
roller & Operator	\$150	1	\$1,200	2.00	\$2,400			
loader & Operator	\$200	1	\$1,600	2.00	\$3,200			
water truck & Operator	\$200	1	\$1,600	2.00	\$3,200			
Foreman + Ute	\$100	1	\$800	2.00	\$1,600			
Survey crew+ute	\$200	0.25	\$1,600	0.50	\$800			
Quality crew+ute	\$150	0.25	\$1,200	0.50	\$600			
traffic cont. (crew/ute)	\$150	0.5	\$1,200	1.00	\$1,200			
supervision(PM/PE)	\$200	0.25	\$1,600	0.50	\$800			
					<b>\$17,000</b>	\$34.24/m3	2.00	400 m3/day

**DGB road base@160m3/day**

Road Base m3 = 645.45

plant item	rate/hr	day portion	daily rate	no. days	cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Grader & Operator	\$200	1	\$1,600	4.00	\$6,400			
roller & Operator	\$200	1	\$1,600	4.00	\$6,400			
loader & Operator	\$200	1	\$1,600	4.00	\$6,400			
water truck & Operator	\$200	1	\$1,600	4.00	\$6,400			
Foreman + Ute	\$100	1	\$800	4.00	\$3,200			
Survey crew+ute	\$200	0.25	\$1,600	1.00	\$1,600			
Quality crew+ute	\$150	0.25	\$1,200	1.00	\$1,200			
traffic cont. (crew/ute)	\$150	0.5	\$1,200	2.00	\$2,400			
supervision(PM/PE)	\$200	0.25	\$1,600	1.00	\$1,600			
					<b>\$35,600</b>	\$71.70/m3	4.00	160 m3/day

**DGB road base(including haulage)**

total volume m3 = 645.45

(ref. SMSC)	win+load rate/m3	transport rate/m3	no. m3 add 30%	total cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
\$31/T+\$4/T delivery x 1.66(T->m3)	\$51.50	\$6.65	645.45	\$37,533			
				<b>\$37,533</b>	\$58.15/m3		\$35/tonne

**Asphalt**

@ 750m2/day

	rate/m2	no. m2	total cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
@ 30mm thick for light vehicles	\$30	1600	\$48,000			
			<b>\$48,000</b>	\$28.07/m2	3.00	750 m2/day

**Drainage**

	Unit Rate	length	width	no. items	total cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Pipe (375D concrete)	\$200/m	92	supply & lay	1	\$18,400	4.60	20 m/day	trunch, lay & backfill
Metal Grated Concrete Pits	\$3,000	1.2mx1.2m	supply & lay	4	\$12,000	4.00	1 per day	
Kerb and gutter 600 wide	\$75/m	410	supply & lay		\$30,750	4.10	100 m/day	
Concrete V drain 600 wide	\$75/m	170	supply & lay		\$12,750	1.70	100 m/day	
Sub-surface drain 100mm	\$25/m	410	at back of kerb		\$10,250	5.00	100 m/day	(Green backhoe+truck@2000/day)
Headwall	\$3,000	suit 375 pipe	supply & lay	1	\$3,000	1.00	1 per day	
					<b>\$87,150</b>			

**Other**

	Unit Rate	length	allow (m)	length or no.	total cost	TIME REQD (days)	PRODUCTION (prod. rate)	BASIS (units/day)
Linemarking	\$2		allow (m)	100	\$200	1.00	500 m/day	allow \$2/mx0.1m line
Landscaping	\$12/m2		allow (m2)	100	\$1,200	1.00	500 m2/day	(allow bobcat+3mm (100topsoil+grass seed \$8/m2)
Pole Relocation	\$2,500		allowance 2 poles	2	\$5,000	1.00	1 per day	
Signage	\$1,000		allowance 6 signs	6	\$6,000	1.00	1 per day	
					<b>\$12,400</b>			

sealed road								
<b>SUB-TOTAL =</b>	\$297,283							
add contractors margin @ % = 0	\$0							
<b>TOTAL =</b>	\$297,283							
add gst @ % = 10	\$29,728							
<b>FINAL TOTAL =</b>	<b>\$327,011</b>							
						Total Construction time		
						39.40 days		
						8 weeks		

**APPENDIX C – PRELIMINARY DRAWINGS AND DESIGNS**



Structural Buildings Bridges Towers Equipment  
Civil Roads Drainage Water Supply Sewerage Subdivisions  
Geotechnical Site Assessment Soil Testing and Stability  
Environmental Contamination Erosion Water Management Water Quality  
Construction Project Managers Inspections Supervision Plans

**Consulting Engineers**

Van Leeuwen and Associates Pty Ltd

ABN 66 328 801 288

**Main Office**

P.O. Box 8110 Wolumla NSW 2550

Ph : 0437 597 774 Email : [wvl1211@gmail.com](mailto:wvl1211@gmail.com)

# PROPOSED TRUCK & CAR STOPS CIVIL ENGINEERING DESIGN

## FOR SNOWY MONARO REGIONAL COUNCIL AT SNOWY MOUNTAINS HIGHWAY ADAMINABY

**APPROVED BY**

.....  
**Will Van Leeuwen**

(Chartered Professional Engineer, C.P.Eng. M.I.E.Aust.)

(Bach.Civ.Eng., Hons. Municipal.Eng., Geomech Soc.)

**DATE : 3rd MAY 2021**

**ISSUE 5 - CONCEPT**

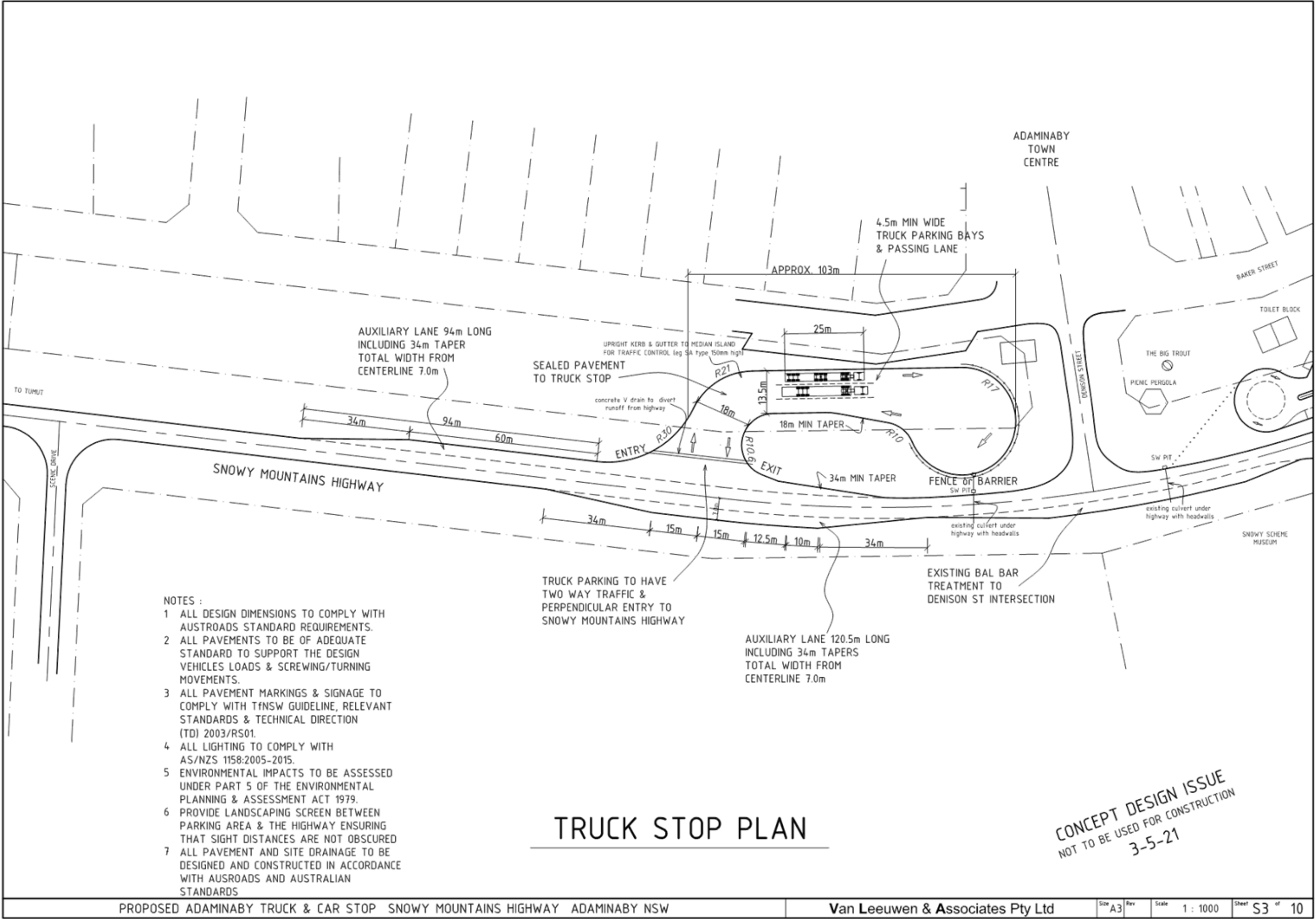
**CONTENTS ENGINEERING DESIGN SHEETS**

SHEET 1	TITLE SHEET
SHEET 2	GENERAL SPECIFICATION SHEET
SHEET 3	TRUCK STOP PLAN
SHEET 4	TRUCK STOP AERIAL VIEW
SHEET 5	CAR & CARAVAN STOP PLAN
SHEET 6	CAR & CARAVAN STOP AERIAL VIEW
SHEET 7	TRUCK STOP 'B' DOUBLE 1 SWEPT PATH PLAN
SHEET 8	TRUCK STOP 'B' DOUBLE 2 SWEPT PATH PLAN
SHEET 9	TRUCK STOP SEMI TRAILER SWEPT PATH PLAN
SHEET 10	CAR & CARAVAN STOP SWEPT PATH PLAN

CONCEPT DESIGN ISSUE  
NOT TO BE USED FOR CONSTRUCTION  
3-5-21



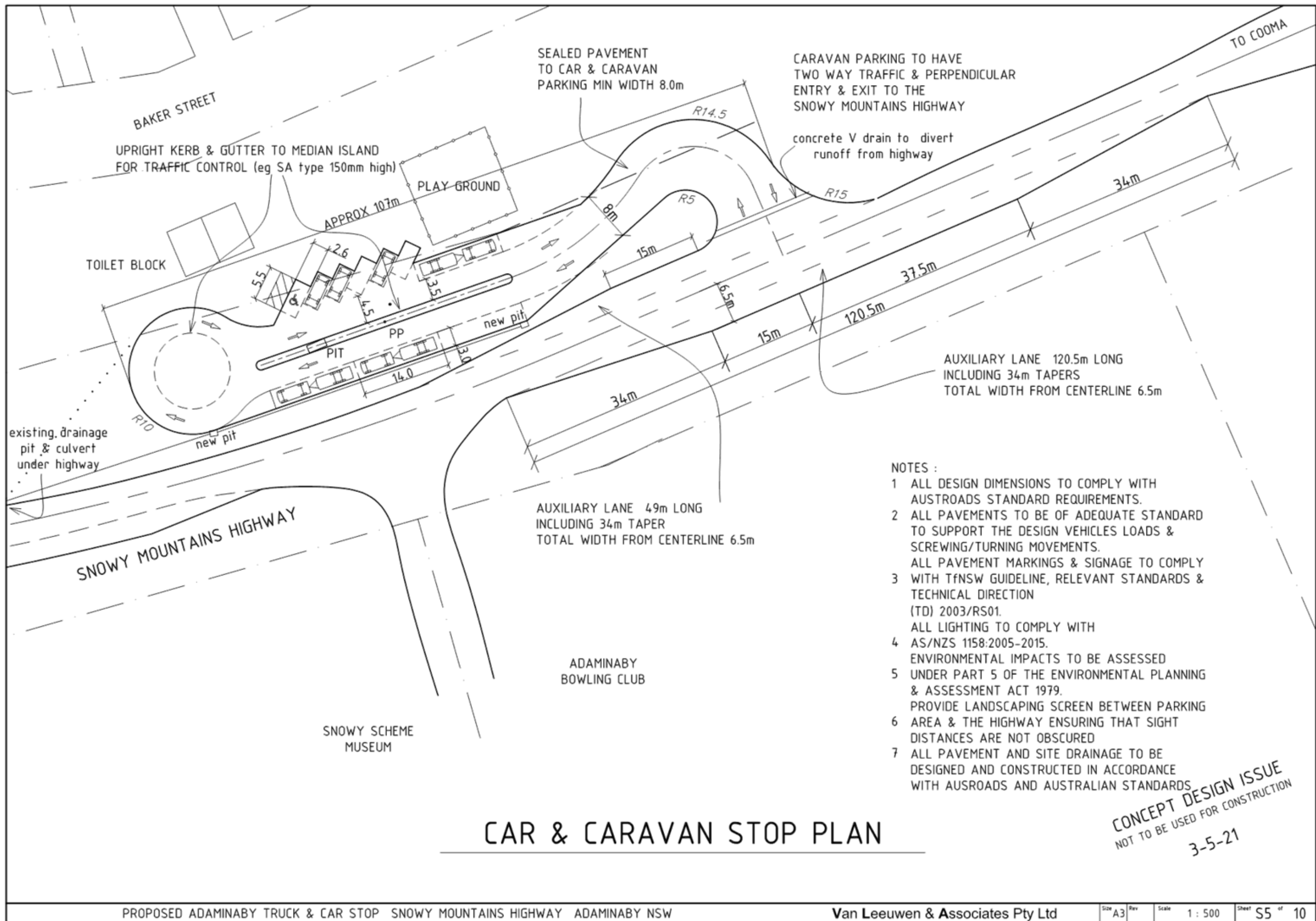








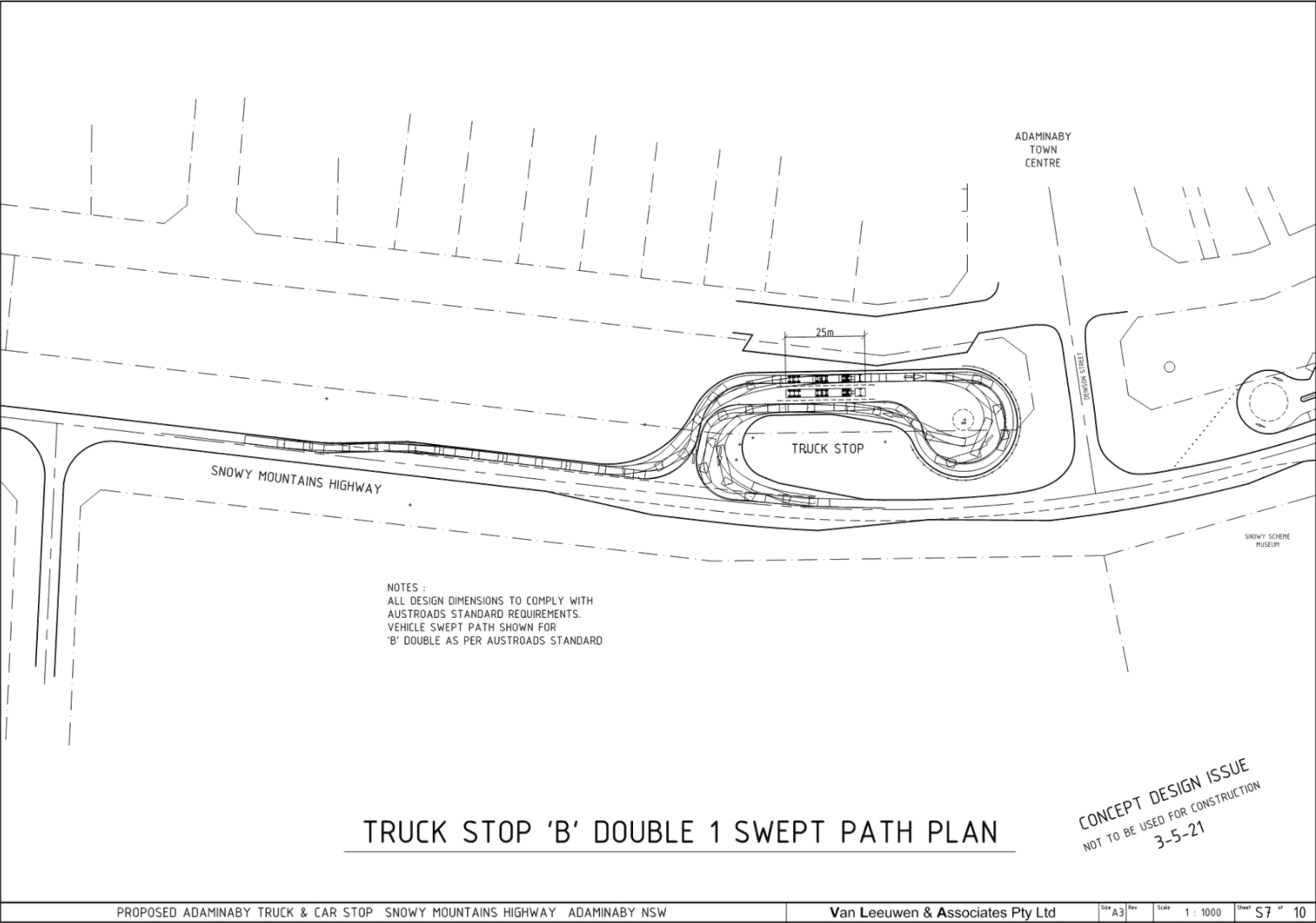


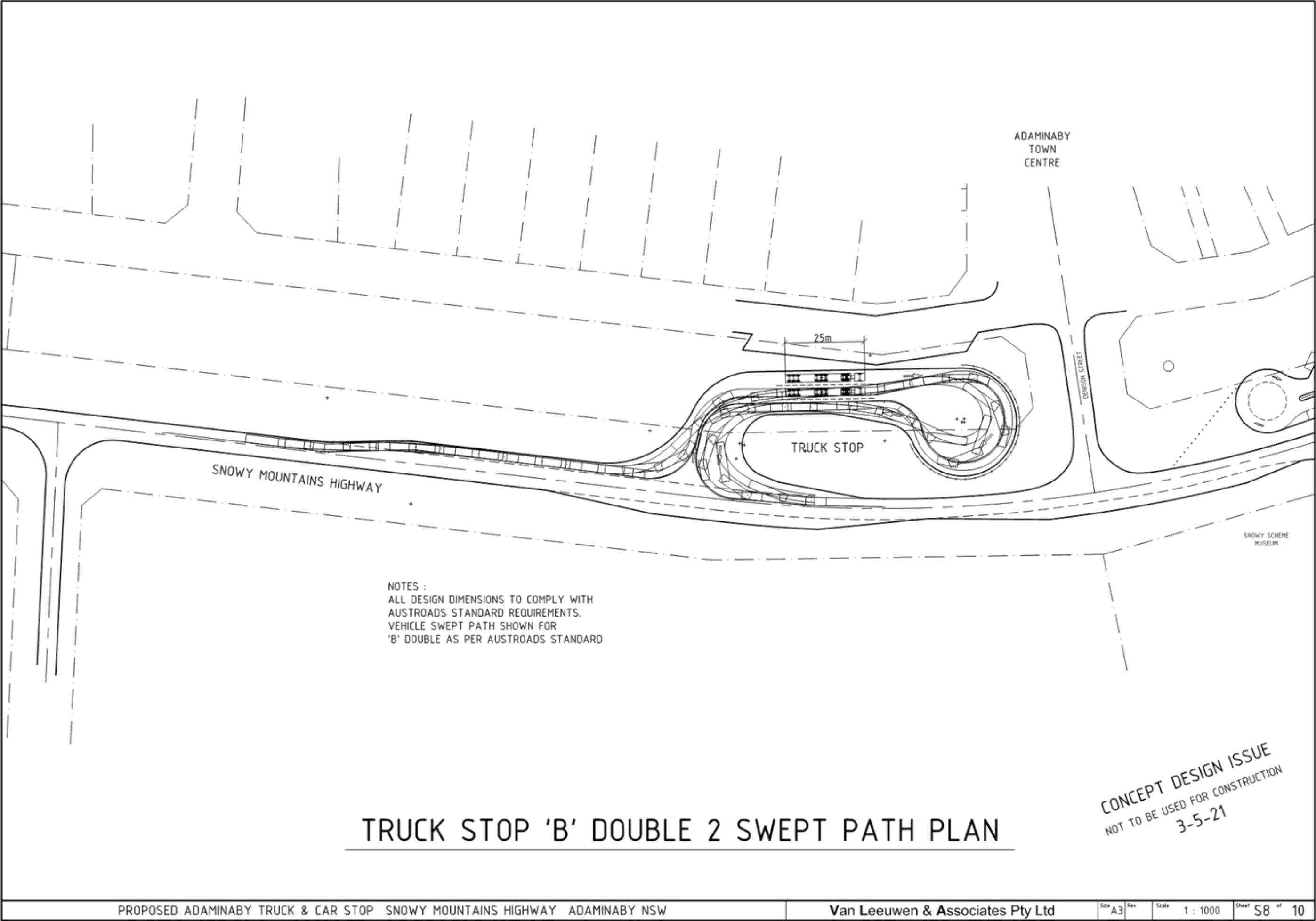


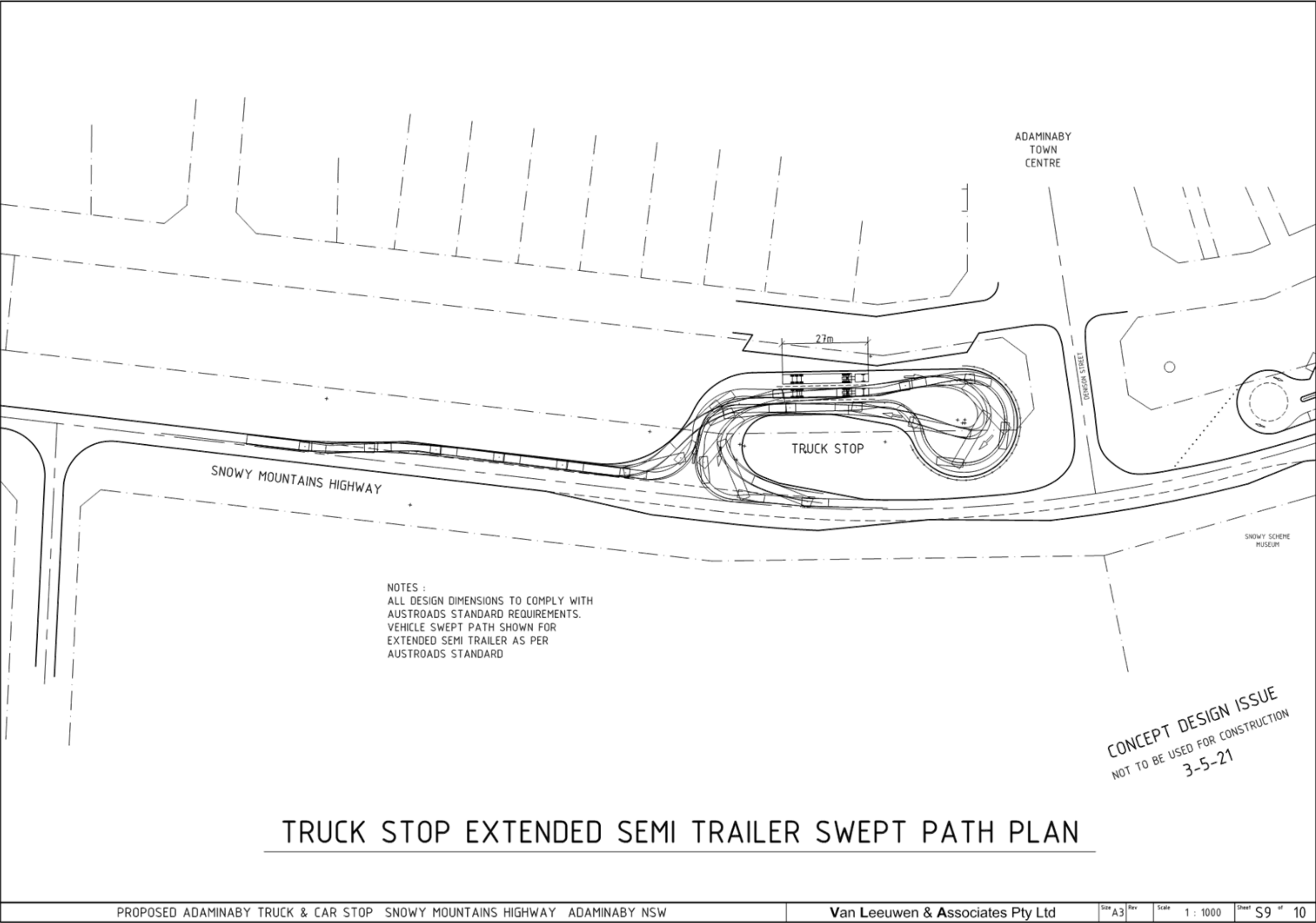


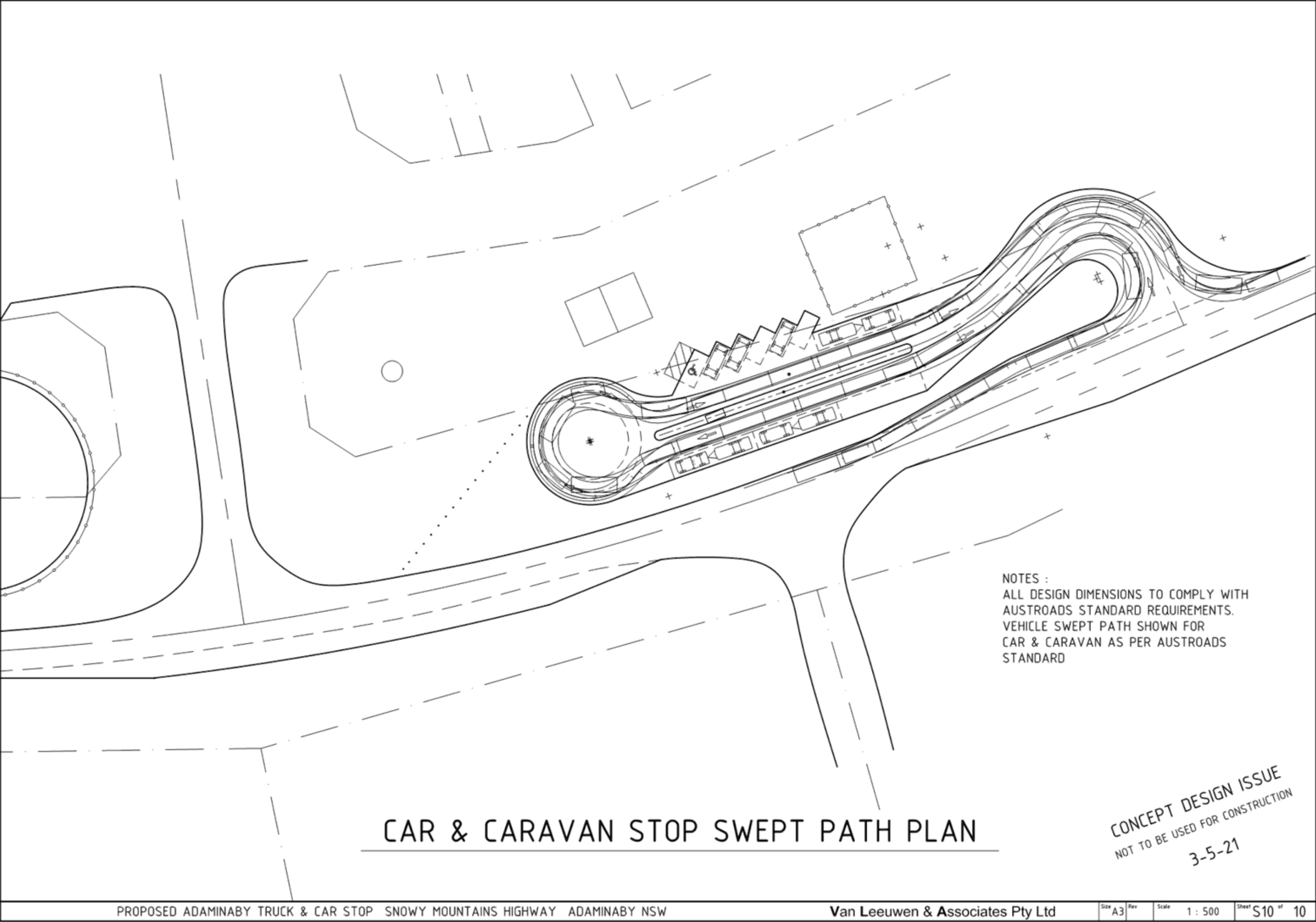














**APPENDIX D – TRAFFIC REPORT BY ML TRAFFIC ENGINEERS**



# **TRAFFIC IMPACT ASSESSMENT OF A PROPOSED TRUCK AND LIGHT VEHICLE STOP**

## ***Adaminaby Town Centre***

### Traffic Impact Report

Prepared for: Snowy Monaro Regional Council

By : Benny Chen (Traffic Engineer from ML Traffic Engineers)

A211711N (Version 1a)

February 2021

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ABN 69 981 485 197



## **1. INTRODUCTION**

Motion Traffic Engineers was commissioned by Snowy Monaro Regional Council to undertake a traffic impact assessment of a proposed truck and separate light vehicle parking stop in Adaminaby town centre.

This traffic report assesses the suitability of the proposed truck and separate light vehicle stop.

The assessment includes the analysis traffic of counts and accident data of the various vehicle movements (including B-double and semi-trailer truck, cars towing caravans or boats, motorcycles) passing through Snowy Mountains Highway in Adaminaby town centre.

In order to collect the traffic data for the various vehicle movements, a 24 hours tube counters are placed at various locations near the site from 08/02/2021 to 01/03/2021

The truck and light vehicle stop is located off Snowy Mountains Highway in Adaminaby for both trucks and light vehicles (cars and cars towing a caravan or boat).

This traffic report focuses on the proposed development and assessment of the existing traffic conditions and accidents records. Recommendations are given in this report to identify the type of traffic control infrastructure that is suitable for this development.

In the course of preparing this assessment, the subject site and its environs have been inspected, plans of the development examined, and all relevant traffic and parking data collected and analysed.

## **2. BACKGROUND AND EXISTING CONDITIONS OF THE PROPOSED SITE LOCATION**

### **2.1 Location and Land Use**

The proposed truck and light vehicle stop is located in Adaminaby village town centre adjacent to the intersection of Snowy Mountains Highway with Denison Street. The site is in a public recreation zone (RE1). North of the site is Adaminaby village town centre and surrounding land uses are a mix of residential and commercial. Adaminaby village is a small town centre with a population of 301 people (2016 census).



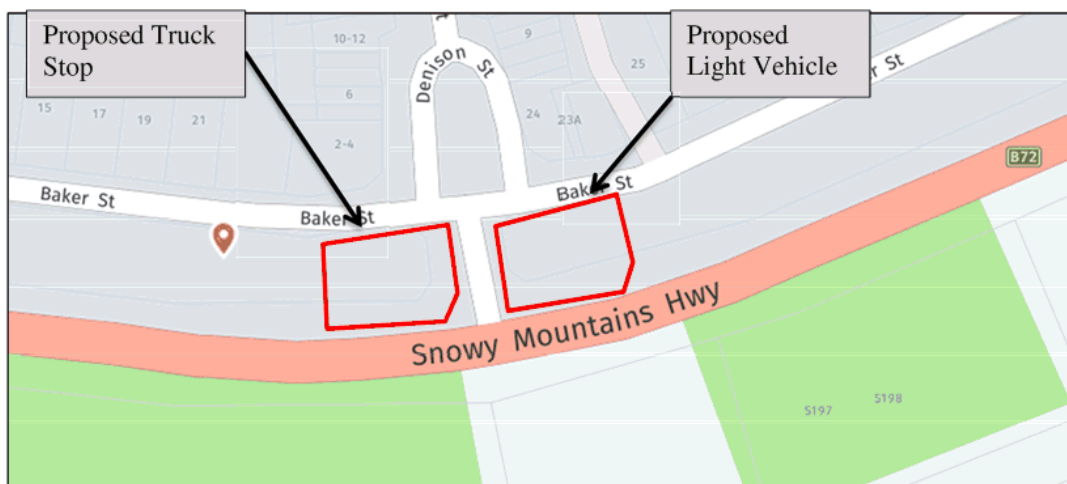
The proposed truck and light vehicle stop consists of two parts: A truck stop and parking area on the west side of Denison Street cornering Snowy Mountains Highway, and a light vehicle (car, caravan and boat trailer stop) on the east side of Denison Street cornering Snowy Mountains Highway as well.

Figures 1 and 2 show the location of the development site from an aerial and street map perspective respectively.

Figures 3a and 3b shows photographs of the truck and light vehicle stop.



Figure 1: Location of the Subject Site on Aerial





**Figure 2: Street Map of the Location of the Development Site**



**Figure 3a: Photograph of proposed Truck Stop Site at Adaminaby town centre along Snowy Mountains Highway**







**Figure 3b: Photograph of proposed Light Vehicle Site at Adaminaby town centre along Snowy Mountains Highway**

Currently the location of the light vehicle stop is informally used by vehicles parking in this area to park and use the nearby public toilets.

## 2.2 Road Network

This section describes the roads near the proposed development.

Snowy Mountains Highway is part of the NSW Highway Network with one lane each way near Adaminaby Town Centre and the sign-posted speed limits of 70km/hr. On-street parking is not permitted on this road at any time. A road shoulder is available on this road for emergency parking. This road connects the south coast of New South Wales to Monaro region. Figure 4a shows a photograph of Snowy Mountains Highway.

Denison Street is a town centre/access road with one lane each way and a default speed limit of 50 km/hr. Adaminaby village town centre has access to Snowy Mountains Highway via Denison Street. Figure 4b shows a photograph of intersection of Snowy Mountains Highway with Denison Street. Figure 4c shows a photograph of Denison Street.





**Figure 4a: Photograph of Snowy Mountains Highway adjacent to the Light Vehicle Stop site**



**Figure 4b: Photograph of intersection of the Snowy Mountains Highway with Denison Street**





**2.3 Figure 4c: Photograph of Denison Street looking South at Snowy Mountains Highway  
Existing Traffic Volumes**

As part of this assessment, traffic counts were carried out in the form of automatic tube counters for a seven day week. The traffic counts were organised by Council and undertaken at the following locations:

- Snowy Mountains Highway west of Denison Street
- Snowy Mountains Highway east of Denison Street
- Bowling Club Entry
- Denison Street

Tube counters were placed in these locations. Truck and light vehicle movement data was recorded from 10<sup>th</sup> February 2021 to 1<sup>st</sup> March 2021. Figure 5 presents the approximate locations of the tube counters



**Figure 5: Approximate locations of the tube counters**

After reviewing the traffic count data at the above-mentioned locations, the peak hours of the road network near the proposed development site are as follows:

- 10:00 AM to 11:00 AM for weekday AM peak hour
- 12:00 PM to 1:00 PM for weekday PM peak hour
- 11:00 AM to 12:00 AM on Sunday representing the weekend peak hour





Figures 6, 7 and 8 show traffic volumes and corresponding traffic classes at the identified locations for the weekday AM, PM and Sunday peak hours respectively.

Traffic volumes are shown for both directions. Light Vehicle includes vehicle class 1 and class 2. Heavy Vehicle includes vehicle class 3 to class 12 (as per Austroads Vehicle Classification).

The traffic counts show low volumes on the Bowling Club driveway. Heavy vehicles represent a high proportion of traffic on the Snowy Mountains Highway and is possibly a consequence on Snowy Mountains Hydro upgrade. All three peak hours show a higher traffic volume eastbound (travelling towards Canberra) than westbound.

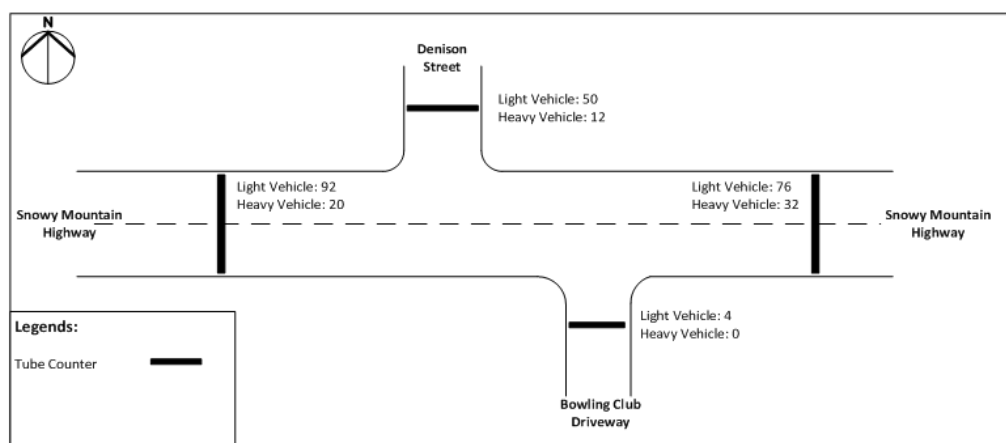


Figure 6: Weekday Traffic Volumes AM Peak Hour

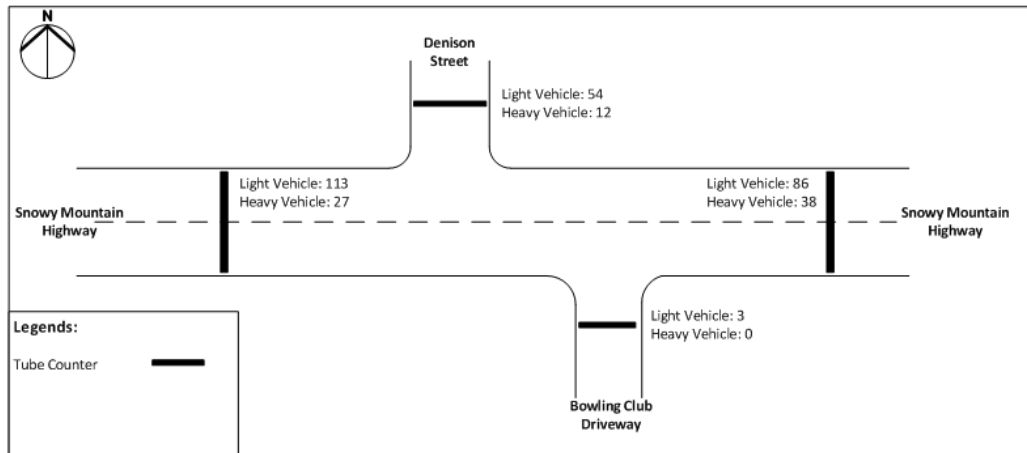


Figure 7: Weekday Traffic Volumes PM Peak Hour

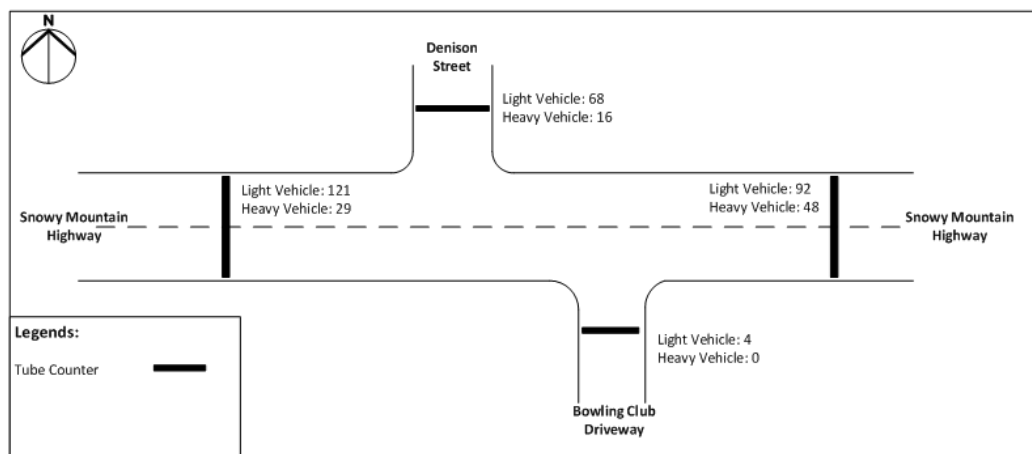


Figure 8: Sunday Traffic Volumes Peak Hour



## 2.4 Reported Accident Data

This section assesses the reported accidents near the proposed truck and light vehicle stop.

The NSW Centre for Road Safety have recorded two crashes on the section of Snowy Mountains Highway at Adaminaby between Cosgrove Street and Lett Street from 2010 to 2019. Details of the accidents are as follows:

Crash ID	Date	Location	Rum Code	Speed of the Vehicles (km/hr)	Injury
843321	30/05/2013	Lett Street	11	20 turning right 60 proceeding in lane	1× Serious 1× Minor
1010604	05/02/2014	Denison Street	32	60 proceeding in lane 50 turning right	1× Minor

RUM Code 11 represents vehicle turning right collision with vehicle proceeding in lane. RUM Code 32 represents vehicle proceeding in lane hitting the rear of right turning vehicle.

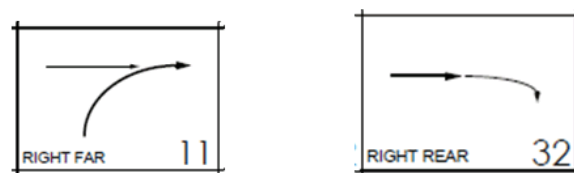


Figure 9: RUM Code Demonstration Graph

Overall there is a low occurrence of accidents. It is recognised that the first accident is considered a serious accident.



## 2.5 Speed Survey

Vehicle speed data was collected by the tube counters at the locations presented in Section 2.4 of this report. The speed survey shows the following:

- *Denison Street:* The 85% percentile speed is 26.6 km/hr with a median speed of 22 km/hr
- *Bowling Club Driveway :* The 85% percentile speed is 18 km/hr with a median speed of 14.8 km/hr
- *Snowy Mountains Highway East of Bowling Club Road:* The 85% percentile speed is 73.4 km/hr with a median speed of 64.8 km/hr.
- *Snowy Mountains Highway West of Denison Street:* The 85% percentile speed is 73.8 km/hr with a median speed of 66.2 km/hr.

The speed survey shows that there is no trend of excessive speeding.

## 2.6 Conclusions on the Existing Conditions

The road network near the proposed site location has relatively low traffic flow during weekday and weekend peak hours. There is a high proportion of trucks.

Two accidents were recorded for the past 10 years on the section of Snowy Mountains Highway at Adaminaby between Cosgrove Street and Lett Street. Overall the local area shows a low accident occurrence over nine years.

The 85% percentile vehicle speed on Snowy Mountains Highway is approximately 74 km/hr and is slightly greater than the speed limit of 70km/hr. The speed survey shows that there is no trend of excessive speeding.



### 3. PROPOSED TRUCK STOP AND LIGHT VEHICLE STOP

Details of the truck, and light vehicle stop are present below.

#### *Truck Stop*

The truck stop has parking for two large trucks but depends upon truck combinations. The truck stop is proposed to accommodate trucks (B Doubles, Semi-Trailers etc.) up to 25 metres long. A deceleration lane with a taper is proposed.

A turn around is provided for trucks to exit the stop in a forward manner as well as trucks to turn around if all spaces are occupied.

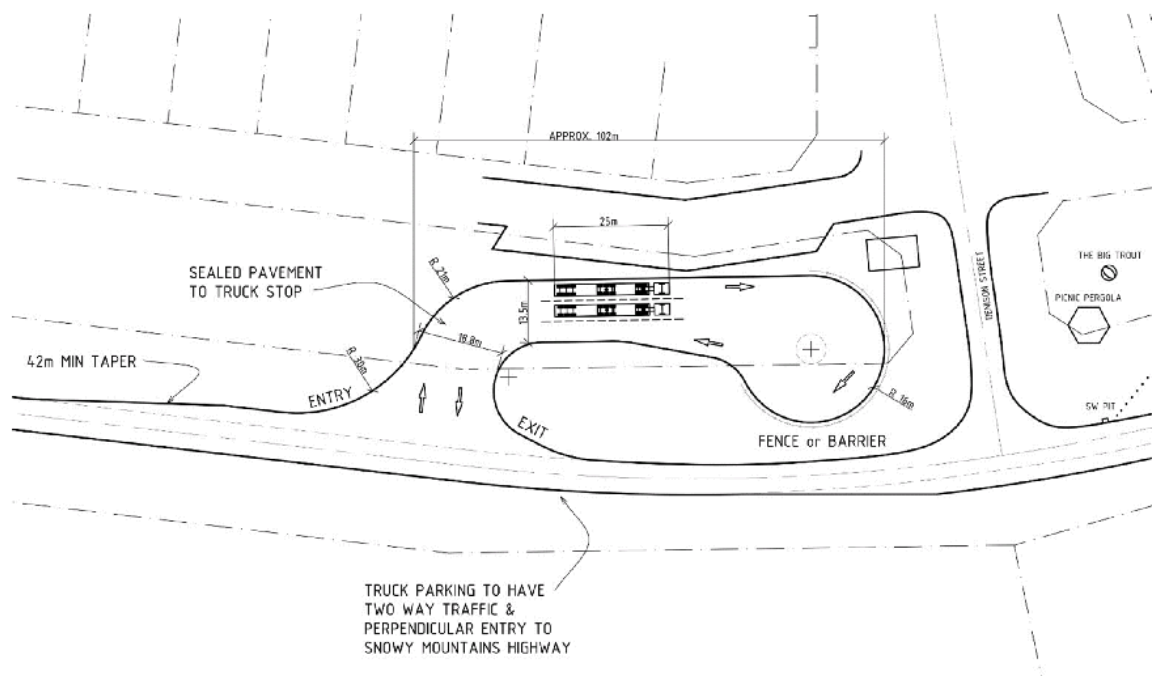


Figure 10: Preliminary Illustration of the Truck Stop



### ***Light Vehicle Stop***

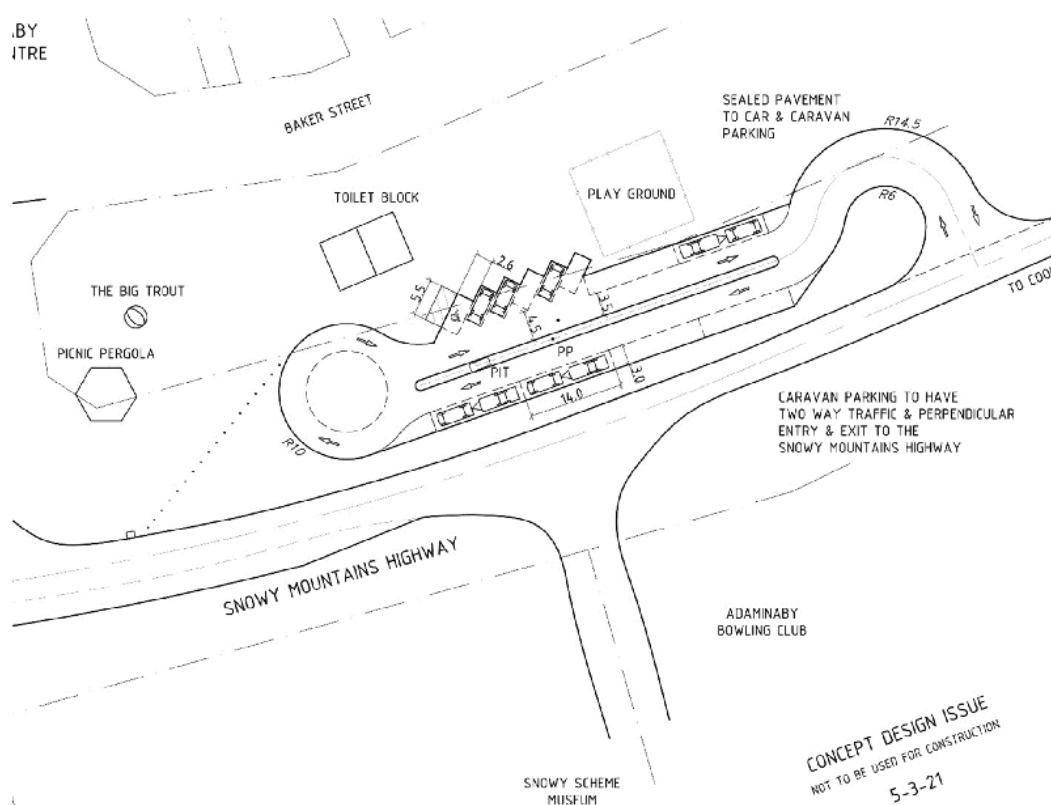
The light vehicle stop is proposed to accommodate cars, cars towing caravans or boats and motorcycles. A splayed entry and exit driveway is provided.

Up to four cars can use the light vehicle stop or caravan/boat trailers. An existing toilet block is located nearby.

A turn around is provided for cars to exit the stop in a forward manner as well as cars to turn around if all spaces are occupied.

This section assesses the light vehicle stop in the following categories:

- Adequate vehicle sight distance
- Assessment of the auxiliary lanes



**Figure 11: Preliminary Illustration of the Light Vehicle Stop**



Right turn auxiliary lanes have not been proposed. A driver travelling westbound is able to take a rest break in Cooma and hence there would be lower demand than drivers heading eastbound. The traffic counts show low traffic volumes and there is sufficient time and distance gaps in the westbound traffic to undertake the right turn. The expected truck volumes would not warrant a right lane as set out in Austroads. The lane can be widened if there are issues with the right turn to facilitate the turn movement.

A full scaled plan of the proposed site is provided as part of the Application.



### 3.1 Vehicle Sight Distance

As part of the traffic impact report, car and truck vehicle sight distance are assessed below.

#### *Exiting Sight Distance*

The car and truck driver sight distance requirement to enter the external road is stated in Figure 3.2 of AS2890.1 and Figure 3.3 of AS 2890.2 respectively.

The sight distance varies according to the speed of the external road. Snowy Mountains Highway has a sign-posted speed limit of 70km/hr.

According to an external road speed of 70km/hr, the minimum sight distance required for a car is 85 metres and for a desirable 5 second gap is 97 metres.

According to an external road speed of 70km/hr the minimum sight distance required for a truck is 97 metres and for an 8 second gap is 156 metres.

Site measurements shows that the desirable exiting sight distance for both car and truck is met without permanent obstruction.

#### *Approaching Sight Distance*

Drivers approaching the site from both directions should have good visibility to see the entrance and have sufficient distance to slow down to enter the site.

Site investigation shows that the trucks and cars have sufficient approaching sight distance and excellent visibility. The Figures below are photographs taken on-site, showing the approaching sight distance and visibility.

Figure 11a shows a photograph of the Truck Stop site and Snowy Mountains Highway looking west

Figure 11b shows a photograph of Snowy Mountains Highway looking east from the Light Vehicle Stop site.





Figure 11a: Truck Stop and Snowy Mountains Highway looking west



Figure 11b: Light Vehicle Stop and Snowy Mountains Highway looking east



#### 4. AUXILIARY LANES

The truck stop has a deceleration lane with a taper. This section assesses the deceleration lane length and taper.

Snowy Mountains Highway has a sign posted speed limit (adjacent to Adaminaby) of 70km/hr. The design speed for assessment is 80km/hr. This design speed is 10 km/hr higher than the surveyed 85% percentile speed on Snowy Mountains Highway and is thus sufficient for the purpose of this preliminary design.

Reference is made to *Austroads: Guide to Road Design Part 4A* for the assessment.

The entry taper length needs to be 25 metres long minimum. The length of the taper should be sufficient to permit easy diverging of traffic with the slower traffic moving to the left and the faster traffic proceeding in lane.

Trucks are proposed to decelerate to enter the truck stop. Given an entry curve radius of 35 metres and crossfall of 3 %, according to Figure 5.2 of *Austroads: Guide to Road Design Part 4A*, the design turning speed is 30km/hr.

The deceleration length of at least 85 metres including taper should be provided as presented as presented Table 1.

The total minimum length required is 85 metres. The design meets these requirements.

Design speed of approach	Length of deceleration D – including diverge taper T										Diverge length Ld3 for lane widths	
	Stop condition1		Design speed of exit curve (km/h)2									
	Road (km/h)	0	0	20	30	40	50	60	70	80	90	3.5 m <sup>4</sup>
	Comf. 2.5 m/s <sup>2</sup>	Max. 3.5 m/s <sup>2</sup>	Comfortable average rate of deceleration 2.5m/s <sup>2</sup>									
50	40	30	30	25	15						33	27
60	55	40	50	40	30	15					40	33
70	75	55	70	60	50	40	20				47	40
80	100	70	95	85	75	60	45	25			54	44
90	125	90	120	110	100	85	70	50	25		60	50
100	155	110	150	140	130	115	100	80	55	30	67	57
110	185	135	180	175	160	150	130	110	90	60	74	62

**Table 1: Length of Deceleration lane** (Table 5.2 of *Austroads: Guide to Road Design Part 4A*.)



Truck Swept paths analysis should be carried out to confirm the geometry of the design.

### ***Light Vehicle Stop***

The following recommendations are made for the light vehicle stop

- Currently the left lane is 2.7 metres wide. The road shoulder needs to be 3.3 metres for 15 metres. The road shoulder and lane needs to have a combined width of 6 metres. That is the wider the lane, then the shoulder can have a lower width.
- Refer to Table 8.1 in *Austroads: Guide to Road Design Part 4A*)
- The minor road pavement should be widened to accommodate light vehicles. This should be designed according to vehicle swept paths

Design speed of major road approach (km/h)	Minimum length of parallel widened shoulder P (m)
50	0
60	5
70	10
80	15
90	20
100	25
110	35
120	45

**Table 2: Minimum length of widened parallel shoulder**

Auxiliary lanes are not required for the light vehicle stop.

The design meets these requirements.

## **5. SIGNAGE**

This section presents the signage required for the truck and light vehicle stop.

Signage is required to manage the vehicle movements and to inform drivers of the stop suitable for their vehicle.

The truck stop and light vehicle stop intersections with Snowy Mountains Highway should be controlled with stop signs on the minor road. The sign posted speed limit within the stop areas should be 10km/hr.



Drivers are also warned to watch out for pedestrians. Signs should be placed at appropriate locations to tell the drivers that a stop and rest area is coming up.

The following Figures present the recommended signage.

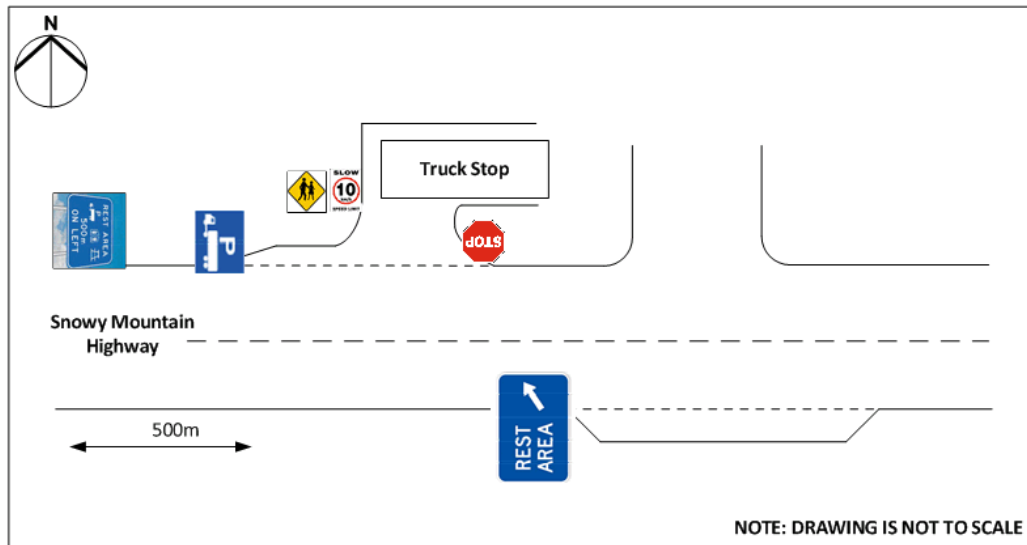


Figure 11: Preliminary Illustration of the Truck Stop

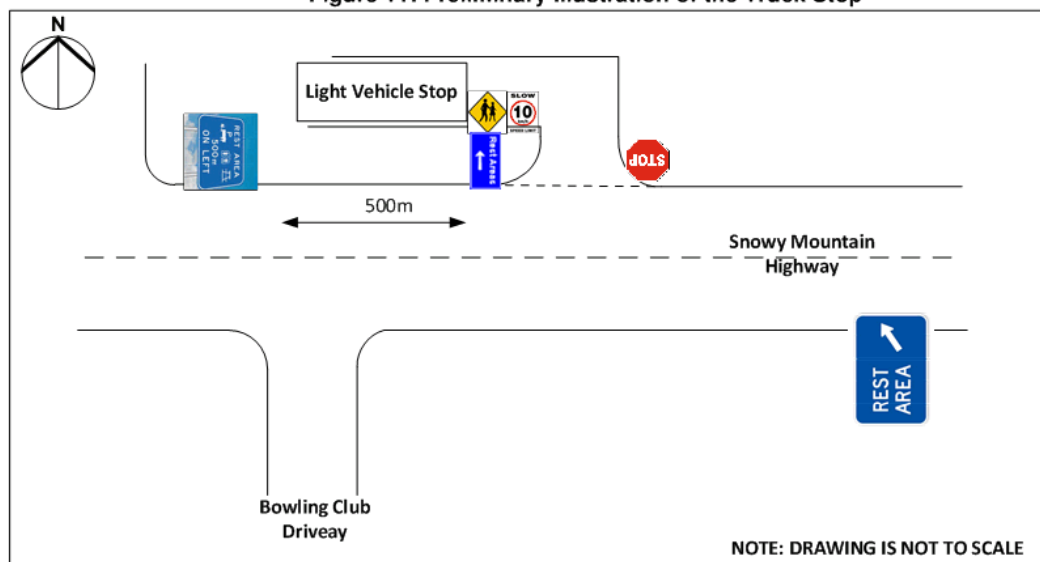


Figure 12: Preliminary Illustration of the Light Vehicle Stop



## **6. CONCLUSIONS AND RECOMMENDATIONS (WORK IN PROGRESS)**

Based on the considerations presented in this report, it is considered that:

- The auxiliary lanes overall meet the Austroads guidelines
- Signage plan is required for both stops

Consideration should be made that Adaminaby Town Centre on the Snowy Mountain Highway speed limit be designated as 50km/hr. The lower speed limit will improve the road safety environment for the town centre and the proposed truck and light vehicle stop.

#### 9.1.4 MONTHLY FUNDS MANAGEMENT REPORT - JUNE 2021

Record No:

Responsible Officer: Chief Financial Officer  
Author: Finance Officer  
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation  
Delivery Plan Strategy: DP7.6 Increase and improve Council's financial sustainability.  
Operational Plan Action: OP7.18 Effective management of Council funds to ensure financial sustainability.

Attachments:

Cost Centre Financial Services  
Project Funds Management  
Further Operational Plan Actions: OP7.2 Completion of reporting requirements in accordance with legislation.

#### EXECUTIVE SUMMARY

The following report details the funds management position for the reporting period ending 30 June 2021.

Cash and Investments are \$76,009,615.

#### Certification

I, Nicholas Byrne, Responsible Accounting Officer of Snowy Monaro Regional Council hereby certify, as required by Clause 212 of the Local Government (General) Regulation 2005, that investments as detailed in this report have been invested in accordance with Section 625 of the *Local Government Act 1993*, the Regulations and Council's Investment Policy.

#### OFFICER'S RECOMMENDATION

That Council:

- A. Receive the report indicating Council's cash and investments position as at 30 June 2021; and
- B. Receive the Certificate of the Responsible Accounting Officer.

#### BACKGROUND

##### Council's Cash and Investments 30 June 2021:

Cash at Bank	\$208,827
Investments	\$75,800,788
Total	\$76,009,615

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The cash at bank figure is not an indication of the long term available cash to fund the Council's operations, instead only what was held at that point in time to manage the short term cash flows. This report provides information on how the overall cash held is being managed.

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

Total cash and investments are available to provide services and infrastructure to the community in accordance with the 2021 budget, Council resolutions and other external restrictions.

### 2. Environmental

It is considered the recommendations contained herein will not have any environmental impacts.

### 3. Economic

Total investments for Snowy Monaro Regional Council were \$75,800,788 on 30 June 2021.

#### Investment Register – 30 June 2021:

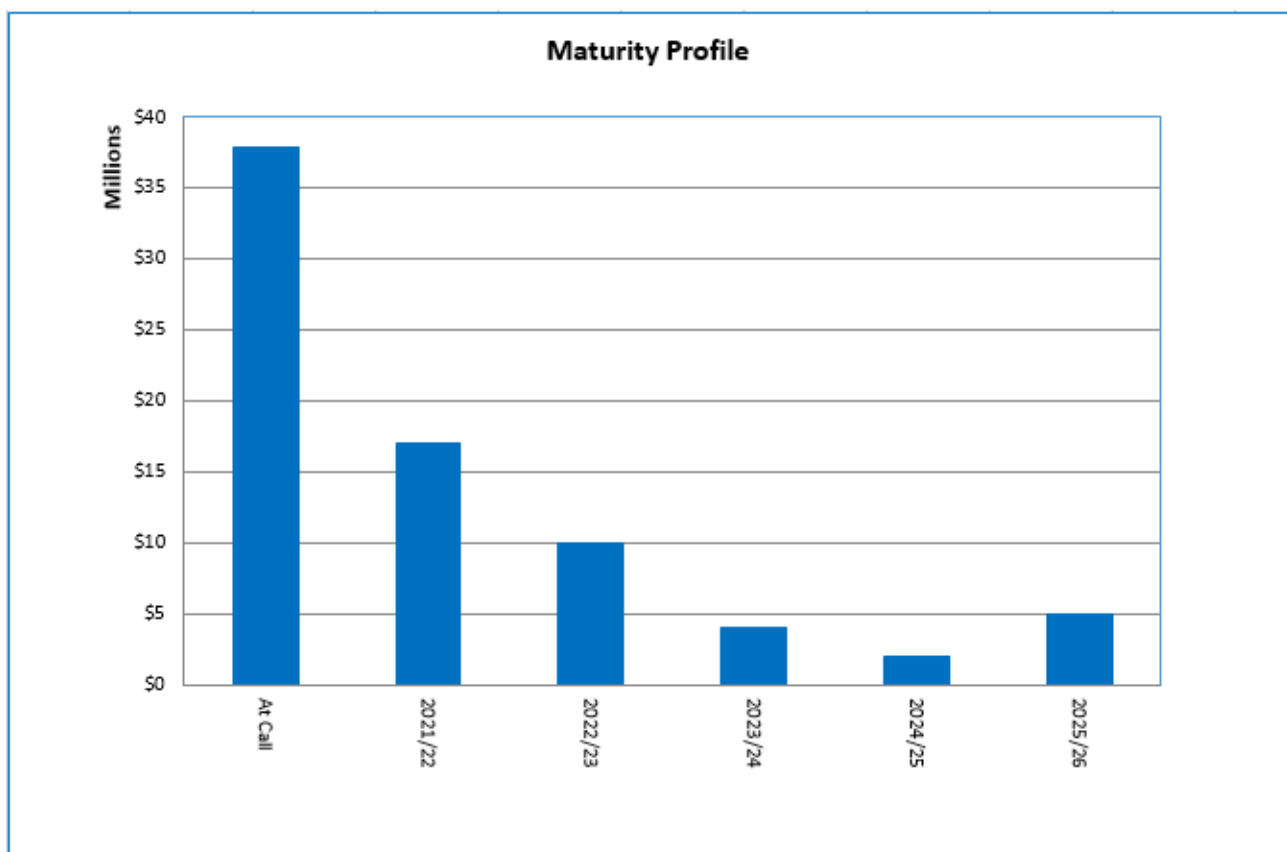
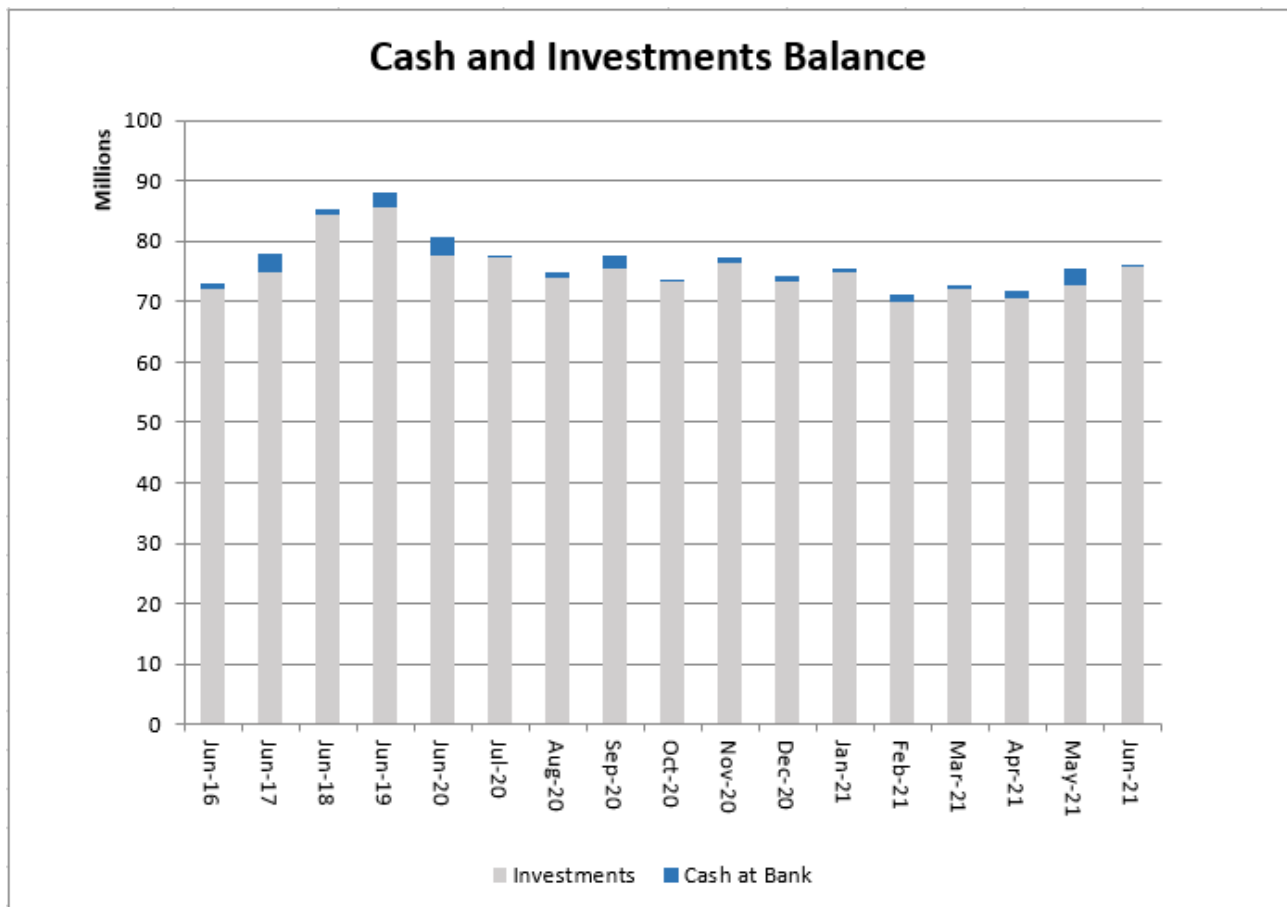
DATE INVESTED	FINANCIAL INSTITUTION	Short-Term Rating	Long-Term Rating	TYPE	CURRENT INVESTMENT	INTEREST RATE	MATURITY
n/a	National Australia Bank - At Call*	A1+	AA-	At Call	37,800,788	0.65%	At Call
29-Aug-17	Westpac Bank	A1+	AA-	TD	4,000,000	0.99%	29-Aug-22
15-Sep-17	Westpac Bank	A1+	AA-	TD	1,000,000	0.92%	15-Sep-21
29-Jun-18	National Australia Bank	A1+	AA-	TD	4,000,000	0.93%	29-Jun-23
11-Sep-18	RaboDirect	A1	A	TD	2,000,000	3.33%	08-Sep-23
17-Dec-18	Rabobank Australia	A1	A	TD	2,000,000	3.15%	16-Dec-22
27-Aug-19	ING Bank	A1	A	TD	3,000,000	1.44%	31-Aug-21
17-Sep-19	Bank of Queensland	A2	BBB+	TD	1,000,000	1.85%	19-Sep-23
23-Oct-19	Bank of Queensland	A2	BBB+	TD	1,000,000	1.80%	23-Oct-23
03-Dec-19	Australian Military Bank	A2	BBB+	TD	1,000,000	1.72%	02-Dec-21
12-Mar-20	Rural Bank Limited	A2	BBB+	TD	4,000,000	1.20%	17-Mar-22
17-Mar-20	ING Bank	A1	A	TD	1,000,000	1.63%	17-Mar-25
20-Mar-20	Bank of Queensland	A2	BBB+	TD	1,000,000	1.85%	19-Mar-25
22-Jun-20	National Australia Bank	A1+	AA-	TD	4,000,000	0.95%	22-Jun-22
09-Sep-20	National Australia Bank	A1+	AA-	TD	3,000,000	0.75%	09-Sep-21
27-Jan-21	National Australia Bank	A1+	AA-	TD	5,000,000	0.80%	27-Jan-26
05-Mar-21	ING Bank	A1	A	TD	1,000,000	0.30%	04-Mar-22
					<b>75,800,788</b>		

\*National Australia Bank - At Call with the added loyalty bonus of 0.60% p.a. is generally higher than short to medium term deposits currently on offer.



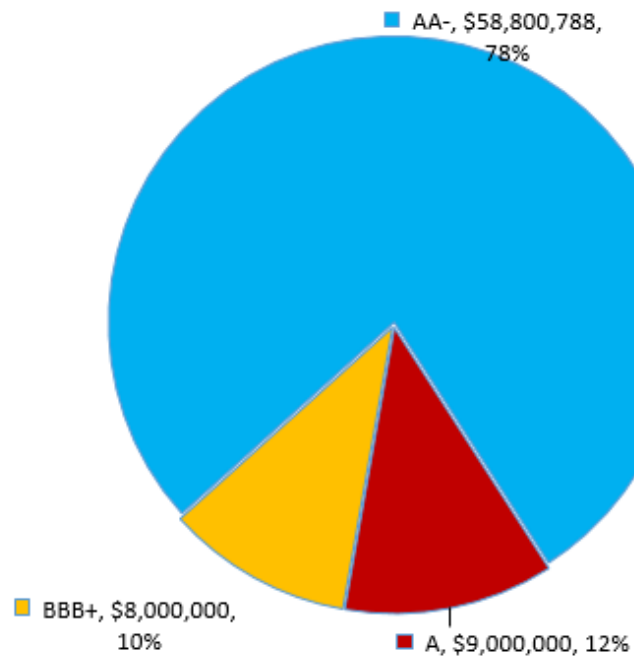
9.1.4 MONTHLY FUNDS MANAGEMENT REPORT - JUNE 2021

**Cash and Investments Charts:**

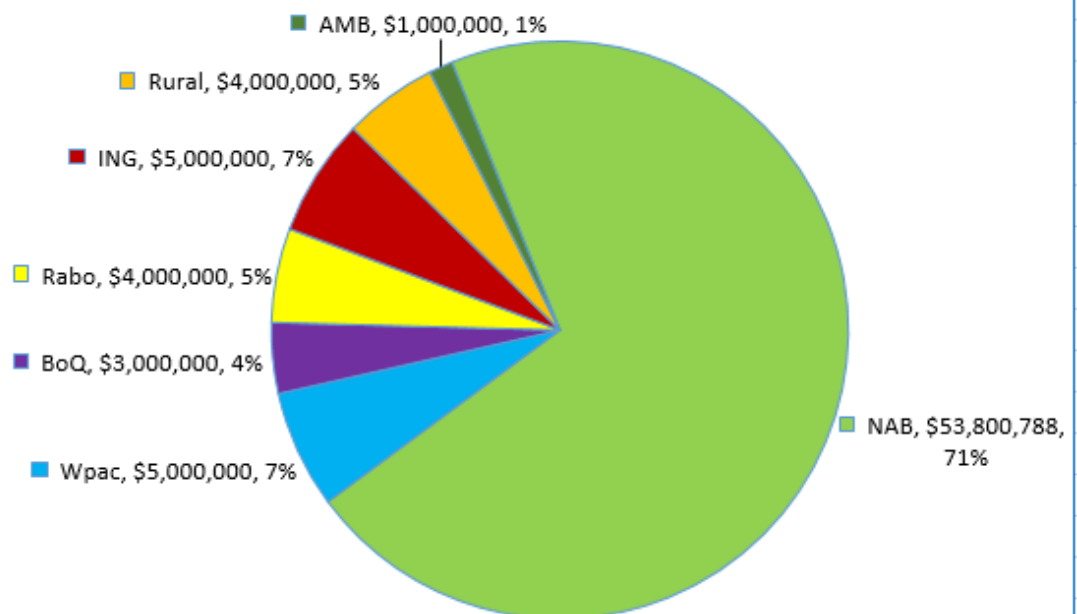




**Credit Risk Profile**



**Diversity Profile**



### Investment Portfolio Return:

Benchmarking is used by Council as a gauge for the performance of its portfolio against its investing universe (*universe*: securities sharing a common feature – liquidity, return patterns, risks and ways to invest). A suitable benchmark to review the return on Council's portfolio is the Bank Bill Swap Rate (BBSW), or Bank Bill Swap Reference Rate – a short-term interest rate used as a benchmark for the pricing of Australian dollar derivatives and securities – most notably floating rate bonds.

Month	YTD Annualised Return	Monthly Average Interest Return	90 Day Bank Bill*	Margin
June	1.27%	1.13%	0.03%	1.10%
May	1.29%	1.10%	0.04%	1.06%
April	1.31%	1.14%	0.04%	1.10%
March	1.33%	1.19%	0.04%	1.16%
February	1.35%	1.24%	0.02%	1.23%
January	1.35%	1.19%	0.01%	1.18%
December	1.38%	1.23%	0.01%	1.22%
November	1.41%	1.31%	0.02%	1.29%
October	1.44%	1.37%	0.06%	1.31%
September	1.46%	1.29%	0.09%	1.20%
August	1.55%	1.47%	0.09%	1.38%
July (2020)	1.62%	1.62%	0.10%	1.52%

**\*The Australian Financial Market Association (AFMA)**

### Understanding Ratings:

Credit ratings are one tool used by Council when making decisions about purchasing fixed income investments. Credit ratings are opinions about credit risk.

Standard & Poor's ('S&P') is considered one of the Big Three credit-rating agencies, which also include Moody's Investors Service and Fitch Ratings. S&P publishes financial research and analysis on stocks, bonds and commodities. S&P is known for its stock market indices such as the U.S. based S&P 500, the Canadian S&P/TSX, and the Australian S&P/ASX 200. S&P ratings express their opinion about the ability and willingness of an issuer, such as a corporation, to meet its financial obligations in full and on time. Credit ratings are not absolute measure of default probability. Since there are future events and developments that cannot be foreseen, the assignment of credit ratings is not an exact science.

Credit ratings are not intended as guarantees of credit quality or as exact measures of the probability that a particular issuer will default. S&P issues both short-term and long-term credit ratings. Below is a partial list based, on Council's Investment Register.

### Short-term credit ratings (term less than 1 year)

S&P rates the issuer on a scale from A1 to D. Within the A1 category it can be designated with a plus sign (+). This indicates that the issuer's commitment to meet its obligation is very strong.

**A1:** obligor's (*a person or corporation who owes or undertakes an obligation to another by contract or other legal procedure*) capacity to meet its financial commitment on the obligation is strong.

**A2:** is susceptible to adverse economic conditions however the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

#### **Long-term credit ratings (term greater than 1 year)**

S&P rates the issuer on a scale from AAA to D. Intermediate ratings are offered at each level between AA and CCC (for example; BBB+, BBB).

**AA:** has very strong capacity to meet its financial commitments. It differs from the highest-rated obligors (rated AAA) only to small degree. Includes AA-.

**A:** has strong capacity to meet its financial commitments but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligors in higher-rated categories.

**BBB:** has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitments.

Ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

*Source:* S&P Global Ratings

#### **4. Civic Leadership**

In accordance with Regulation 212 of the Local Government (General) Regulation 2005, a report setting out details of money invested must be presented to Council in the following month.

Council's fund management reporting meets the requirements of Council's investment policy (SMRC258) and exceeds minimum regulatory requirements and demonstrates a commitment to accountability and transparent leadership. It provides the Council, executive and community with timely, accurate and relevant reports on which to base decisions.

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### 9.2.1 HOW CAN COUNCIL BEST LEVERAGE THE STATE GOVERNMENT'S RECENTLY ANNOUNCED POLICY ON TEMPORARY SUPPORTIVE ACCOMMODATION

Record No:

Responsible Officer:	Chief Communications Officer
Author:	Coordinator Economic Development
Key Theme:	2. Economy Outcomes
CSP Community Strategy:	4.3 Capitalise on the region's proximity to Canberra and bordering NSW and Victorian regions to attract industry and investment
Delivery Program Objectives:	4.3.1 Council has advocated for increased regional outcomes that support the Snowy Monaro local government area
Attachments:	Nil
Cost Centre	N/A
Project	
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

This report considers the NSW Housing Strategy, Action Plan 2021-22 and temporary supportive accommodation (TSA) initiative by the state government.

Council should continue to work with state agencies towards further developing state land particularly in Cooma, and review and respond to the discussion paper on the TSA initiative once it is released.

The following officer's recommendation is submitted for Council's consideration.

#### OFFICER'S RECOMMENDATION

That Council

- A. Continue to work with the NSW Government to identify any current opportunities.
- B. Review the temporary supportive accommodation discussion paper when it is released and develop an action plan to ensure the regions issues are identified and addressed in any action plans that are developed.

#### BACKGROUND

Council has been working with the Executive Director Regional Housing Supply, Department of Regional NSW and their consultants to investigate some existing pieces of state owned land around Cooma for future new housing. This activity aligns with Action 5.1 of the recently released NSW Housing Strategy. If new land is developed by the state as a result it would only be of assistance in the medium-term as the development of land inevitably takes time.

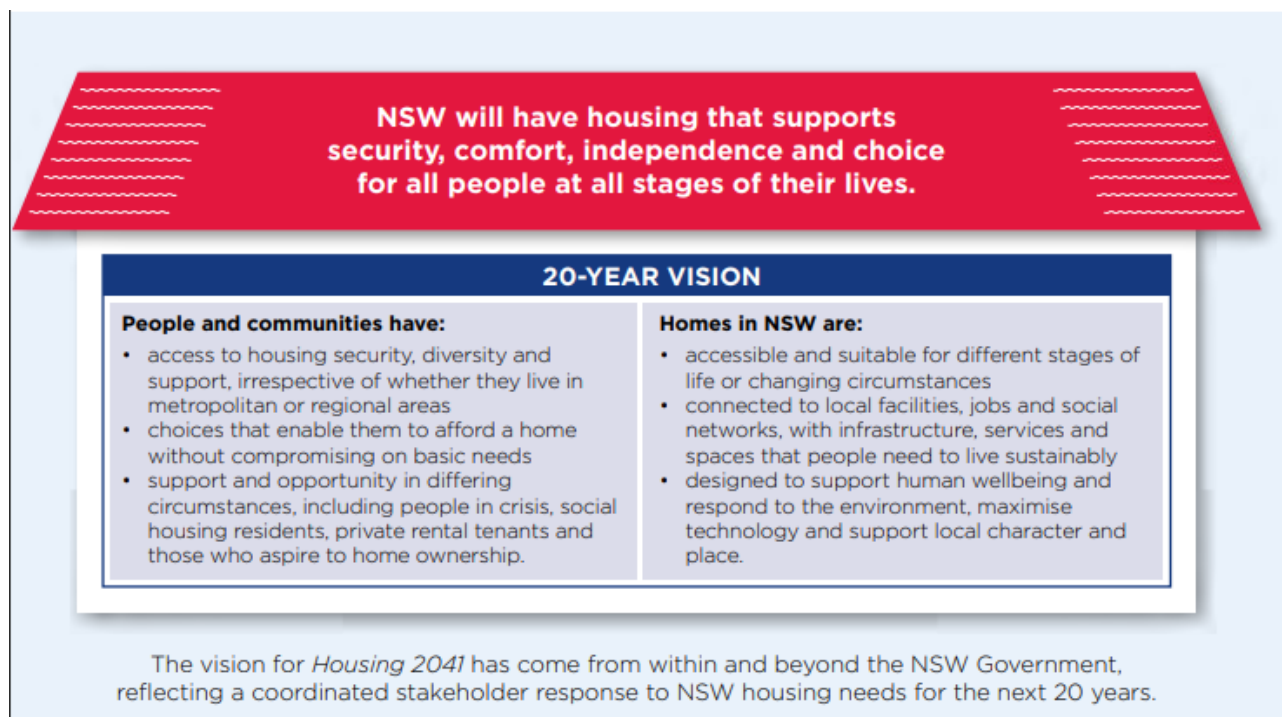
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9.2. HOW CAN COUNCIL BEST LEVERAGE THE STATE GOVERNMENT'S RECENTLY ANNOUNCED POLICY ON TEMPORARY SUPPORTIVE  
1 ACCOMMODATION

At the beginning of May 2021, Minister Pavey announced the NSW Government is partnering with Wollongong City Council to pilot the Temporary Supportive Accommodation (TSA) initiative to attempt to address more immediate needs. The TSA pilot will investigate the use of vacant buildings and land in the Wollongong area to deliver a safe home for those who more desperately need it. A discussion paper is also due to be released on the TSA for feedback from NSW Councils.

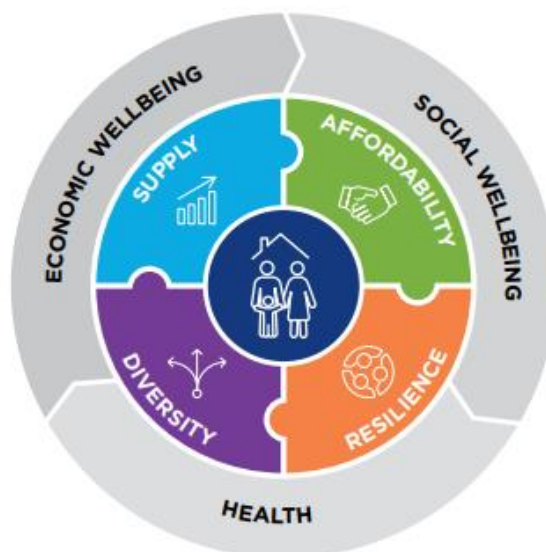
Council should consider the TSA discussion paper when it is released and be actively involved in ensuring that the issues faced in this region are included and actions identified to assist with the current housing stress.

The NSW Housing Strategy has the following 20 year vision:



The vision is supported by four pillars for the housing system – supply, diversity, affordability and resilience. These are reflected in the following diagram from the policy:

9.2. HOW CAN COUNCIL BEST LEVERAGE THE STATE GOVERNMENT'S RECENTLY ANNOUNCED POLICY ON TEMPORARY SUPPORTIVE  
1 ACCOMMODATION



Accompanying the housing strategy is an Action Plan for 2021-22. The vision and pillars have been translated into five priority areas in the action plan. These are shown below:

2021-22 Action Plan				
<b>Priority Area 1</b> Enabling access to and promoting the use of data and evidence-based decision making	<b>Priority Area 2</b> Providing planning, regulation and guidelines to support the NSW Government housing objectives	<b>Priority Area 3</b> Maximising the impact of government-owned land, investment or assets, and government-led development projects or funding to achieve the housing vision	<b>Priority Area 4</b> Establishing a research agenda that invests in best practice and new ways of building and living	<b>Priority Area 5</b> Working with local governments and communities to achieve the NSW Government housing objectives
Future action plans - Informed by our inaugural action plan				

It is noted that Priority Area 5 concerns working with local governments and communities. There are two broad actions to be undertaken in this space that are stated as follows:

Action
<b>5.1 Work in partnership with local governments to:</b> <ul style="list-style-type: none"> <li>support the development and endorsement of local housing strategies through the sharing of data and strategic knowledge about future trends and demands for housing to better inform the planning, design and delivery of housing in both metropolitan and regional areas of NSW</li> <li>better develop social and affordable housing on Land and Housing Corporation land that support local housing strategies</li> <li>strengthen opportunities for the redevelopment of under-used land for housing. NSW councils manage and maintain considerable lands that, with appropriate community support, could be used for broader environmental, social and economic outcomes, including the provision of housing</li> <li>improve social, economic and environmental benefits for local housing developments through better design.</li> </ul>

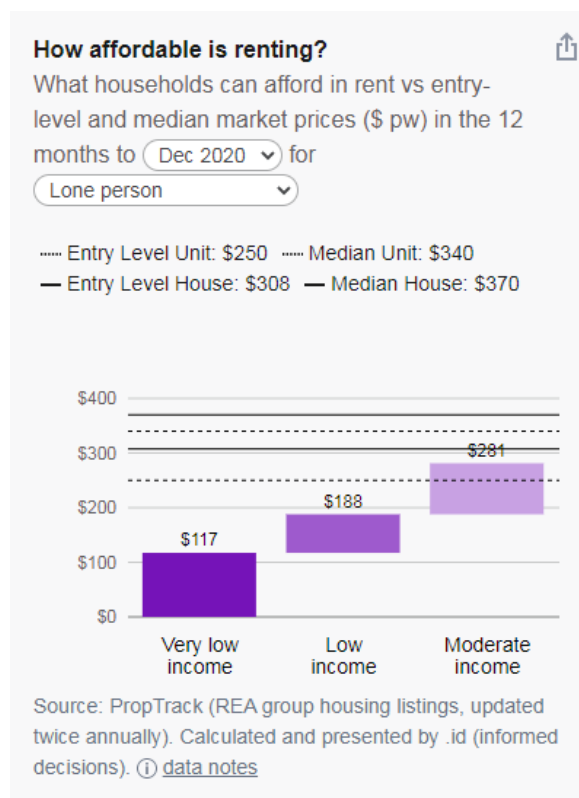
9.2. HOW CAN COUNCIL BEST LEVERAGE THE STATE GOVERNMENT'S RECENTLY ANNOUNCED POLICY ON TEMPORARY SUPPORTIVE  
1 ACCOMMODATION

**5.2 Support local governments in updating their policies**

- As communities continue to face housing affordability challenges, increasing the provision of affordable housing will be imperative to supporting improved housing outcomes across NSW.

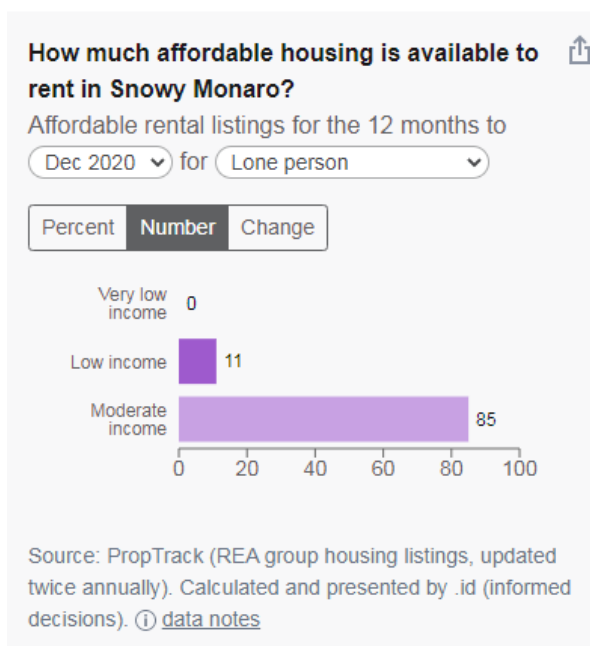
The NSW Housing Strategy, 2021-22 Action Plan and the TSA pilot are all positive developments in the effort to address the housing problems in NSW. The need for affordable housing could be interpreted as a market failure in the housing system which is fundamentally driven by economics, not social considerations. The market will never of itself decide to supply affordable housing on the scale that is required. It appears inevitable that government intervention in the market is required to address the concern.

Using the results of the 2016 Census, ID Consulting have estimated that there are 373 households in need of affordable housing in Snowy Monaro, representing 4% of all households. This includes 145 lone person households and 74 family households. The graph below shows that in the 12 months to December 2020 entry level units and houses at median prices in Snowy Monaro are now beyond the affordable reach of lone persons on low to very low income.



During this same period there were only 96 properties available for rent for a single person household. If the 2016 Census figures remained constant and all people in need of affordable housing were renting, it would indicate that in 2020 there was a deficit of approx. 50 houses available to rent for single person households in need of affordable housing in Snowy Monaro. This is not considering the need for affordable housing for other household types.

9.2. HOW CAN COUNCIL BEST LEVERAGE THE STATE GOVERNMENT'S RECENTLY ANNOUNCED POLICY ON TEMPORARY SUPPORTIVE  
1 ACCOMMODATION



## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

The lack of affordable housing causes a number of social problems including homelessness. Rural and regional areas are struggling to deal with this issue at present partly because these areas have traditionally been much more affordable places to live than city or coastal areas. In Snowy Monaro this has meant that the region has not been well prepared to respond to the problem in a collective and coordinated way.

### 2. Environmental

There are no direct environmental consequences associated with this report.

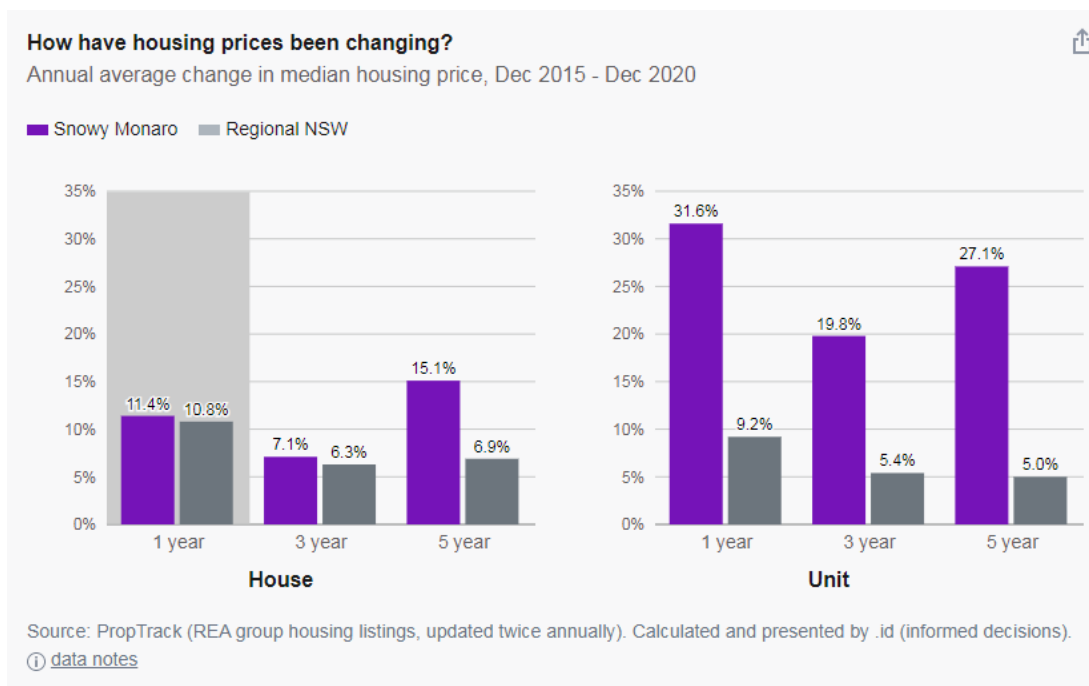
### 3. Economic

Contributing economic factors to housing affordability problems in Snowy Monaro include:

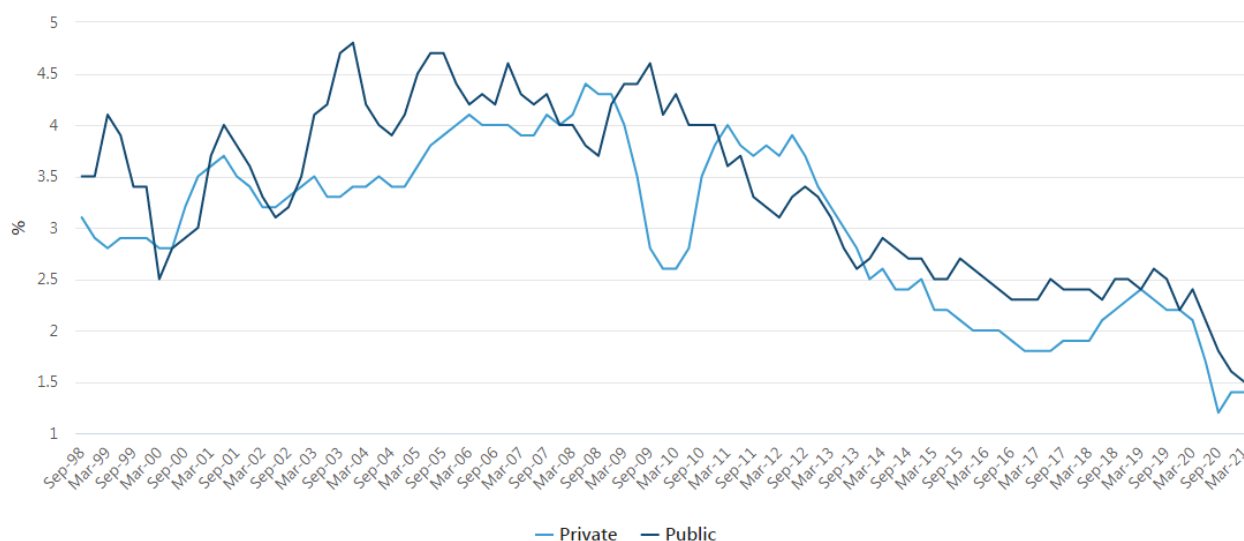
- the individual income of resident workers (Snowy Monaro has a lower proportion of resident workers with high incomes than the rest of NSW)
- slowing wages growth in the broader Australian economy (the diagram below shows wages growth has been declining significantly in recent years); and
- rising house prices (the diagram below shows house and unit prices continuing to rise over the last 1, 3, and 5 years terms and far outpacing regional NSW)



9.2. HOW CAN COUNCIL BEST LEVERAGE THE STATE GOVERNMENT'S RECENTLY ANNOUNCED POLICY ON TEMPORARY SUPPORTIVE  
1 ACCOMMODATION



Annual wage growth by sector, seasonally adjusted, 1997-2021



Source: Wage Price Index Australia, March 2021

#### 4. Civic Leadership

It remains important that Council continue to work with other level of government and the private sector to address affordable housing problems in Snowy Monaro. Only a collective coordinated response between the public, private and not-for-profit sectors will ultimately be able to solve this issue, and a medium- to long-term approach needs to be taken.

9.2. HOW CAN COUNCIL BEST LEVERAGE THE STATE GOVERNMENT'S RECENTLY ANNOUNCED POLICY ON TEMPORARY SUPPORTIVE  
1 ACCOMMODATION

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At its meeting on 20 May 2021, Council resolved:

**COUNCIL RESOLUTION**

**116/21**

That Council receive a report at the July Council meeting concerning how we can best leverage the State Government's recently announced policy on temporary supportive accommodation to relieve the strain on current access to affordable and emergency housing within our region.

**Moved Councillor Castellari**

**Seconded Councillor Rooney**

**CARRIED**

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### 9.3.1 DRAFT MICHELAGO MASTER PLAN

Record No:

Responsible Officer:	Chief Strategy Officer
Author:	Team Leader Strategic Planning
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	8.1 Plan for rural, urban and industrial development that is sensitive to the region's natural environment and heritage
Delivery Program Objectives:	8.1.2 Land use is optimised to meet the social, environment and economic needs of the region
Attachments:	1. Draft Michelago Master Plan
Cost Centre	WO441
Project	Michelago Master Plan
	Further Operational Plan Actions: 8.1.1 New development and land use in appropriate locations with areas of environmental values protected.8.1.3 Development assessment processes are streamlined to support regional development and growth.
	7.1.2 The significance and protection of the region's natural assets along with the efficient and equitable planning of public services, infrastructure and amenities is provided for in Council's Local Environmental and associated plans.

### EXECUTIVE SUMMARY

The options for consideration in the Michelago Master Plan have been on public exhibition. The consultation on scenarios resulted in significant input from a wide range of the Michelago community. While the community expressed a variety of views, there were some clear trends in terms of density, services and character.

The trends extracted from this consultation have led to the development of a combination of the preferred scenarios A and B. The draft master plan also identifies some employment opportunities, expanded tourism offerings and recreation/community facilities.

The following officer's recommendation is submitted for Council's consideration.

#### OFFICER'S RECOMMENDATION

That Council place the draft Michelago Master Plan on public exhibition for a period not less than 28 days.

---

## **BACKGROUND**

On 21 May 2020 Council adopted the Snowy Monaro Local Strategic Planning Statement (LSPS). The LSPS outlined Michelago as a strategic centre that requires careful planning due to development pressure and its impacts due to its proximity to Canberra. Action 8.7 of the LSPS identified the need to develop a master plan for Michelago.

In late 2020 community consultation was undertaken with the community to establish the scope and vision for Michelago to be reflected in the master plan. The consultation included a community workshop on 15 December at the Michelago Hall, a survey, ideas board and an interactive map. On 3 December 2020, a visioning and scoping workshop was held with councillors.

Based on the feedback received during this consultation period, four (4) development scenarios were prepared for the communities' consideration. The four (4) scenarios considered the growth of 130 additional people to approximately 2,500 people with densities varying from 1,800sqm lots with onsite sewerage management to 800sqm with reticulated services.

These scenarios were publically exhibited from 9 April 2021 until 10 May 2021. Throughout this time, 133 surveys were completed, 26 formal submissions were received and approximately 80 community members attended drop-in sessions. A summary of the consultation outcomes is provided below, and a more detailed report is contained in Appendix A of the draft master plan.

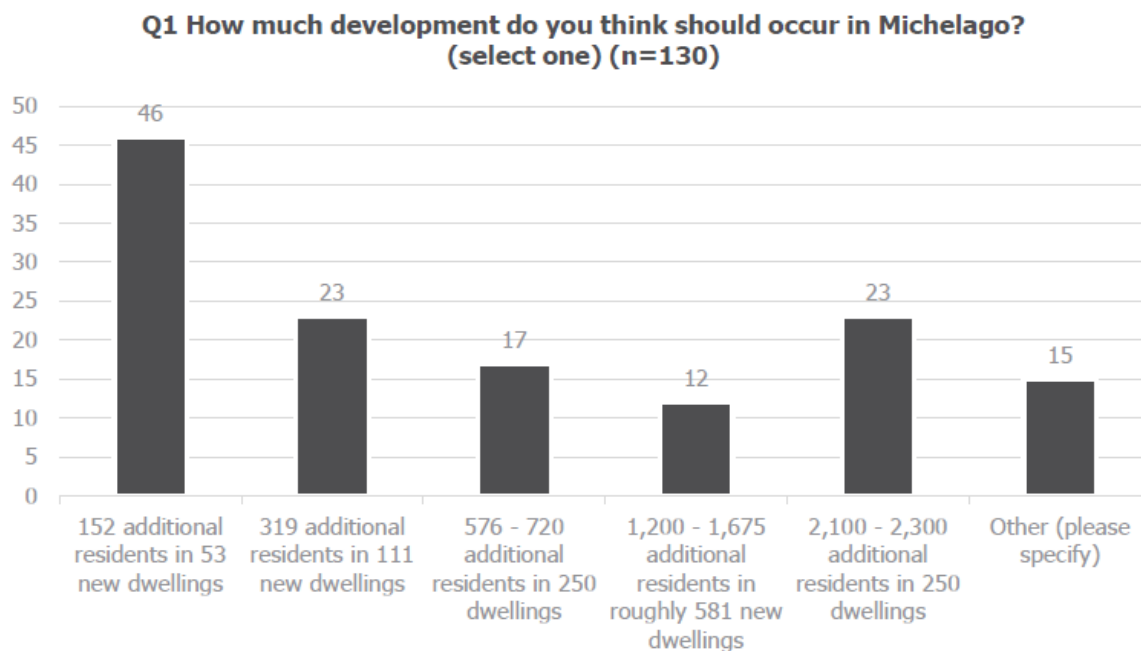
## **CONSULTATION OUTCOMES**

Of the draft growth scenarios outlined, there were various views throughout the community, as is to be expected. The most popular option selected in the survey was effectively to retain the status quo option that allows for limited growth, with 46 responses. 75 respondents identified that they supported more growth to varying degrees, however there was a clear trend towards the lower end of the scale of growth. Some who did support the status quo scenario did suggest they supported more growth, as long as it was in keeping with existing village character on lots not smaller than 1,800sqm.

Eight responses wanted no or minimal additional development. Four mentioned it would depend on improvements to infrastructure and block size, and three respondents favoured high growth between 5,000 and 10,000 additional residents.

---

**FIGURE 1 – RESULTS FROM SCENARIOS SURVEY QUESTION 1**



While some respondents favoured significant growth, most community members believed that significant growth and particularly the density of this growth, would fundamentally change the character of Michelago. The community drop-in sessions heard similar views. Most were of the view growth is inevitable, but it should be consistent with the existing character and density of the village.

In considering that the provision of more and improved services is tied to population and population density, there was a general view that maintaining the Village's character was more important than more or better services.

Some community members did express that they supported the status quo scenario. They would have supported additional growth if it was clear that this would not be on smaller blocks sizes than those currently created (1,800sqm).

### **Water and sewerage services**

Questions 3-4 were simple yes or no questions designed to gather information regarding water and sewerage services support.

In answer to Q3, Do you support a fully sewerer Michelago (Noting it would allow for significant growth in the village) 57% of responses did not support a fully sewerer Michelago and 43% were in support.

There was a more apparent disparity in responses to Q4, on whether there was support for an increase in fees and changes to partially fund the cost of the new infrastructure for water services to be expanded in Michelago. 70% of respondents were unwilling to accept fees and charges. It should also be noted that several additional comments provided from question 7 emphasised water and sewerage fees should not be charged to property owners outside of the village.

There was also concern expressed verbally and in submissions regarding the environmental impact of taking water from the Murrumbidgee River. These concerns were echoed by the ACT and NSW Government in their submissions. Of particular concern was the potential to cause further stress to the river system and the biodiversity impacts any physical infrastructure would have.

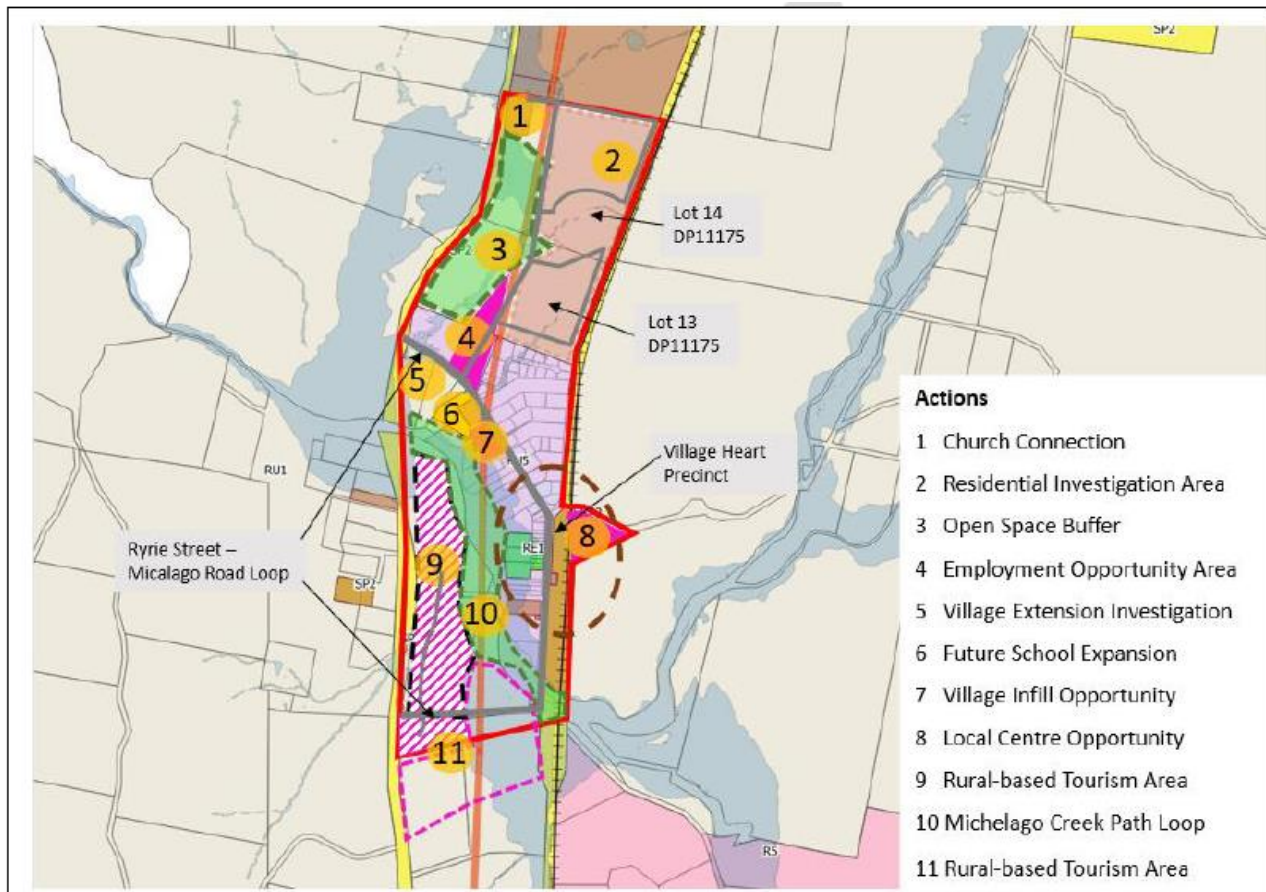
#### **DRAFT MICHELAGO MASTER PLAN**

Given the general lack of community support for water and wastewater provision, particular lack of support for the associated costs and the evident concern over the density of future 'served' development. The draft master plan recommends Council does not provide reticulated water and wastewater services to the village of Michelago at this stage.

Scenario A identified a status quo growth scenario. This was the single scenario with the most support. Scenario B identified 28 ha in village expansion, with different densities based on services provided. This scenario was equal second in terms of community support. Given the support for these two scenarios, a combined scenario A and B form the basis of the draft master plan. Given the general lack of support for water and sewerage infrastructure, it is recommended that new lots created are no less than 1,800sqm, to provide onsite services.

Scenario B considered an expanded village to the north on lot 13 DP11175, which makes up approximately 28ha. Upon further investigation, the western portion of this lot is constrained by stormwater depressions and flood constraints, along with amenity concerns due to proximity to the highway. The area has been reconfigured into 30ha spread across lots 13 and 14 of DP 11175, as shown in figure 2 below.

FIGURE 2 – DRAFT MICHELAGO MASTER PLAN MAP



The area identified, based on a minimum lot size of 1,800sqm, would potentially see approximately 160 new dwellings created, if fully developed. The new growth area north of the village would be subject to the planning proposal process and meeting relevant requirements set out by that process. It is also considered that 2 Ryrie Street, identified by number 5, could be rezoned to village provided it can demonstrate compliance with the planning proposal requirements. This may result in additional commercial and residential development along with an expanded school.

Further economic development opportunities are identified, including a commercial centre represented by number 8 east of the railway tracks, which would form part of the central village precinct. Some tourism opportunities have been identified to the south of the village, represented by numbers 1 and 9; this area has an opportunity to provide some rural tourism offerings, such as a market garden and tourist and visitor accommodation. Designs will need to be carefully considered due to the proximity to the Monaro Hwy.

Expanded and improved recreation facilities have been identified, including upgrading the existing oval precincts to accommodate a more diverse range of activities, a creek walk/path, and the potential for some facilities within the buffer area north of the village, including agisting horses and a potential option to relocate the pony club.



## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

The draft Michelago Master Plan has been developed, giving careful consideration to community feedback received throughout the project. The draft plan considers positive social outcomes through improved infrastructure and recreation services for the growing village. The draft master plan will be publically exhibited for at least 28 days to provide the community with further opportunity for input.

### **2. Environmental**

The draft master plan is designed to guide future development for a positive environmental outcome. Positive environmental outcomes are achieved by locating development in places of lower biodiversity value, providing guidance on service provision and controls on development to protect the character and the landscape.

### **3. Economic**

The economic impacts and benefits to Michelago have been considered as part of the plan. The plan outlines the demand for growth and the needs for capitalising on employment and economic opportunities for Michelago.

The Michelago Master Plan has been budgeted within Councils 2020/21 budget and is progressing as per the amount budgeted.

### **4. Civic Leadership**

Council has demonstrated leadership in creating a Local Strategic Planning Statement (LSPS) which identifies the core planning priorities for the region. The Michelago Master Plan delivers on action 8.6 of the LSPS. The draft master plan allows Council to provide the community with an early opportunity to provide informed input into the process.

---

SNOWY MONARO REGIONAL COUNCIL

# MICHELAGO MASTER PLAN

## DRAFT

JUNE 2021

PUBLIC



# Question today *Imagine tomorrow* Create for the future

## Michelago Masterplan Draft

Snowy Monaro Regional Council

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REV	DATE	DETAILS
B	25/06/2021	Final draft issued to Council

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## GLOSSARY AND ABBREVIATIONS

DCP	Development Control Plan
DPIE	Department of Planning, Industry and Environment
LEP	Local Environmental Plan
LSPS	Local Strategic Planning Statement
MRCA	Michelago Region Community Association
SEPP	State Environmental Planning Policy
SMRC	Snowy Monaro Regional Council
SETRP	South East and Tablelands Regional Plan
TfNSW	Transport for NSW

## ACKNOWLEDGEMENT OF COUNTY

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*We acknowledge the Ngarigo people as the first people of this land and traditional custodians of the region around Michelago. We pay respect to knowledge holders and community members of the land and to Elders past, present and future.*

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## EXECUTIVE SUMMARY

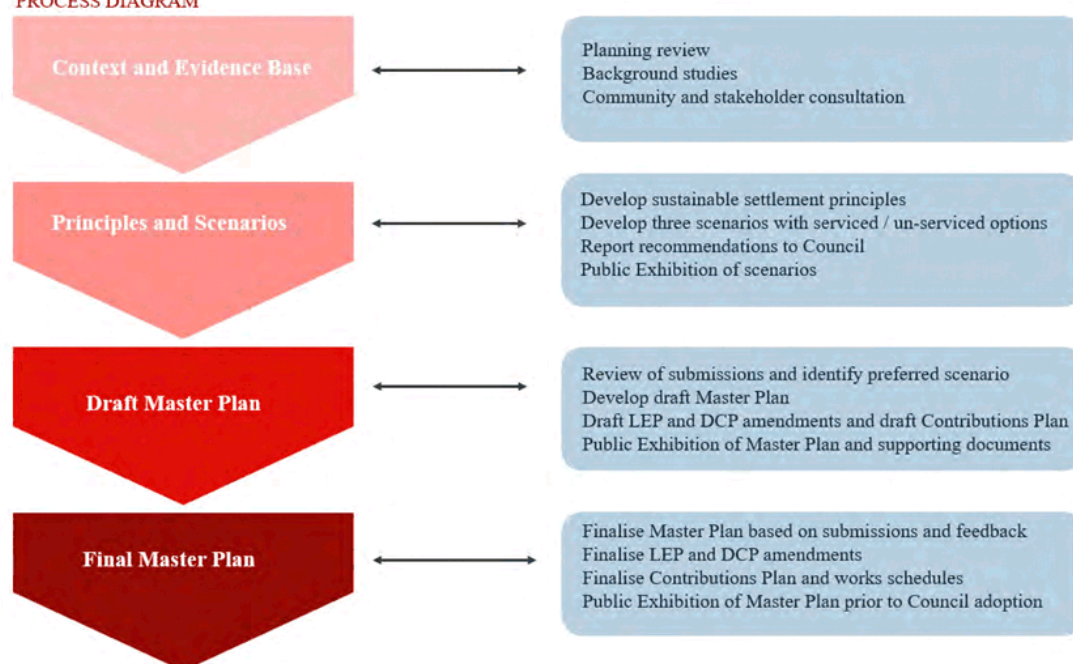
The draft Michelago Master Plan has been prepared by WSP Australia for the Snowy Monaro Regional Council (Council) in consultation with the Michelago community and key stakeholders.

The project brief required investigation in to whether substantial new growth is appropriate, serviceable and supported by community, and to provide a clear planning basis to guide planning proposals received by Council in the future.

Sustainability is a key consideration: Michelago village is already seen as self-sufficient in many ways, with potential for enhancements through appropriate levels of servicing and infrastructure, streetscaping, and new community facilities such as active recreation, local employment opportunities and a flexible work hub space.

The diagram below sets out the four stages in the development of the master plan for Michelago and outlines the timing and types of consultation activities undertaken by the project team and Council.

### PROCESS DIAGRAM



The issue of servicing emerged as a critical consideration for Michelago and Council, it was decided to publicly exhibit a range of scenarios to gather additional community and stakeholder feedback during development of the draft Master Plan. A number of options for the reticulated supply of water have been investigated, and there is yet to be a workable solution. Similarly, the provision of reticulated sewer is contingent on a sustainable water supply and irrigation areas impact on terrestrial biodiversity.

The development of the Draft Master Plan has involved an examination of status quo, low growth and medium growth scenarios over the next 20 years. These were developed in response to constraints and opportunities analysis, specialist investigations and community and stakeholder consultation.

On the 4 March 2021, Council considered the growth scenarios and decided to obtain more community feedback before selecting the preferred growth scenario. The scenarios were publicly exhibited in April–May 2021 and responses demonstrated a majority preference for a combination of Scenarios A and B, being the un-serviced options, as an appropriate direction for the Draft Master Plan. This document has been prepared on this basis.

This document sets out the principles, spatial arrangement and implementation measures to guide the sustainable development of Michelago. It references residents' and Council's aspirations for the village and is intended to guide the delivery of Council's planning and decision making for Michelago in the short and medium terms. LEP and DCP provisions will promote the appropriate scale of development in Michelago.

The plan aims to ensure that the things people love about Michelago – its village feel, open rural vistas and views to the Tinderry Range, heritage buildings and sense of community – are preserved and enhanced into the future. The purpose of the Master Plan is to provide a vision and framework that allows for the future sustainable growth of Michelago while retaining the unique character and identity of the existing settlement.

At time of preparation, a rail trail in Michelago appears to be likely in the long term, however, the design does not preclude the railway re-opening should the NSW Government decide either way. Council have written a letter of support to the NSW Government regarding the rail trail and could consider applying for relevant state/federal government grant programs for the Michelago south section of the rail trail to assist detailed design and planning. A rail trail will enhance Michelago in terms of local access and tourism potential along the Monaro Highway corridor.

The Master Plan incorporates an introduction to the village, a spatial plan, recommended planning controls and measurement criteria in the following sections:

#### **1. Introduction**

The site context and location, demographics and purpose of the draft Master Plan

#### **2. Evidence Base**

The planning and policy framework, constraints and opportunities.

#### **3. Growth Scenarios**

Overview of preferred scenarios based on Public Exhibition responses

#### **4. Consultation**

Key messages and next steps

#### **5. Sustainable Settlement Principles**

Features of the draft Master Plan

#### **6. Place Based Actions**

Spatial draft Master Plan and explanatory table

#### **7. Delivery and Implementation**

Advocacy opportunities and draft recommendations for LEP, DCP and Contributions Plan amendments.

The draft Master Plan does not replace the need for a Planning Proposal process to be undertaken as identified in the *Environmental Planning and Assessment Act 1979*. This should be supported by site specific studies confirming the suitability or otherwise of the proposed development, and once adopted by Council, will also need to demonstrate consistency with the draft Master Plan.

Development applications which do not require rezoning will need to demonstrate consistency with Environmental Planning Instruments and DCP.

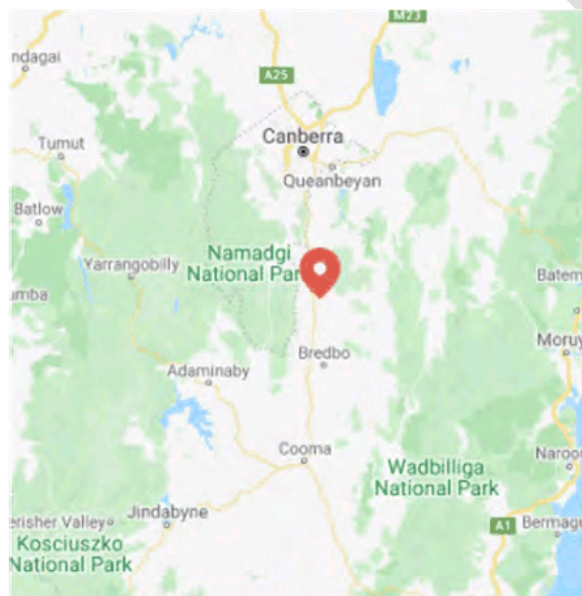
# 1 INTRODUCTION

## 1.1 MICHELAGO CONTEXT

Michelago is located in the north of the Snowy Monaro LGA, approximately 50 km to the south of Canberra and is situated between the Murrumbidgee River to the west and the Tinderry Range to the east. The Monaro Highway is the key transport corridor linking Michelago with surrounding settlements as shown in Figure 1.1.

Although the ACT border is approximately 6 km to the east of Michelago, the Murrumbidgee River and topography is a significant barrier. Public road access to the Smiths Road area and Clear Range/Namadgi National Park is either to the north of Tharwa (ACT) or the south of Bredbo NSW, and the Smiths Road community does not identify as part of Michelago despite being located nearby 'as the crow flies'.

Michelago village is located between the Monaro Highway and the disused Goulburn-Bombala Railway Line. The village is currently accessed from the Monaro Highway along Ryrie Street. Burra Road south and Tinderry Road are accessed via Ryrie Street, while Micalago Road is accessed from the Monaro Highway, with no direct connection to Michelago village. A crossing of Michelago Creek linking Ryrie Street with Micalago Road is planned by Council as a separate project to rectify this.



Urban Area	Population (2016 ABS – State Suburbs)	Travel Time/ Distance
Canberra Airport	103	42min/55.6km
Tuggeranong, ACT	85,154 (SA3, no SS option)	31min/42km
Cooma	6,681	45min/65km
Googong	2,690	30min/40km
Jindabyne	2,629	1hr 27min/127km
Braidwood	1,651	1hr 27min/122km
Goulburn	22,419	1hr 35min/146km

Source: Google Maps, 2021

Figure 1.1 Regional context

---

## 1.2 STUDY AREA

Council had previously identified land for staged growth to the north of Michelago, adjacent to the highway and railway line<sup>1</sup>. This was reviewed as part of the constraints analysis and planning policy background studies and a more modest footprint identified. The original brief from Council included Smiths Road area across the Murrumbidgee, however during consultation and investigation it was found that the community do not identify with Michelago and prefer to remain separate rather than be connected by a bridge or other crossing. For this reason, Smiths Road does not appear in the draft Master Plan.

The physical extent of the village (see Figure 1.2) has been identified is the area currently zoned RU5, part of the RU1 area to the north and the current RU1 area between Michelago Creek and the Monaro Highway. In order to shape a more compact, walkable village centre through the draft Master Plan growth scenarios, the area zoned R5 Large Lot Residential to the south is considered as Michelago Surrounds.

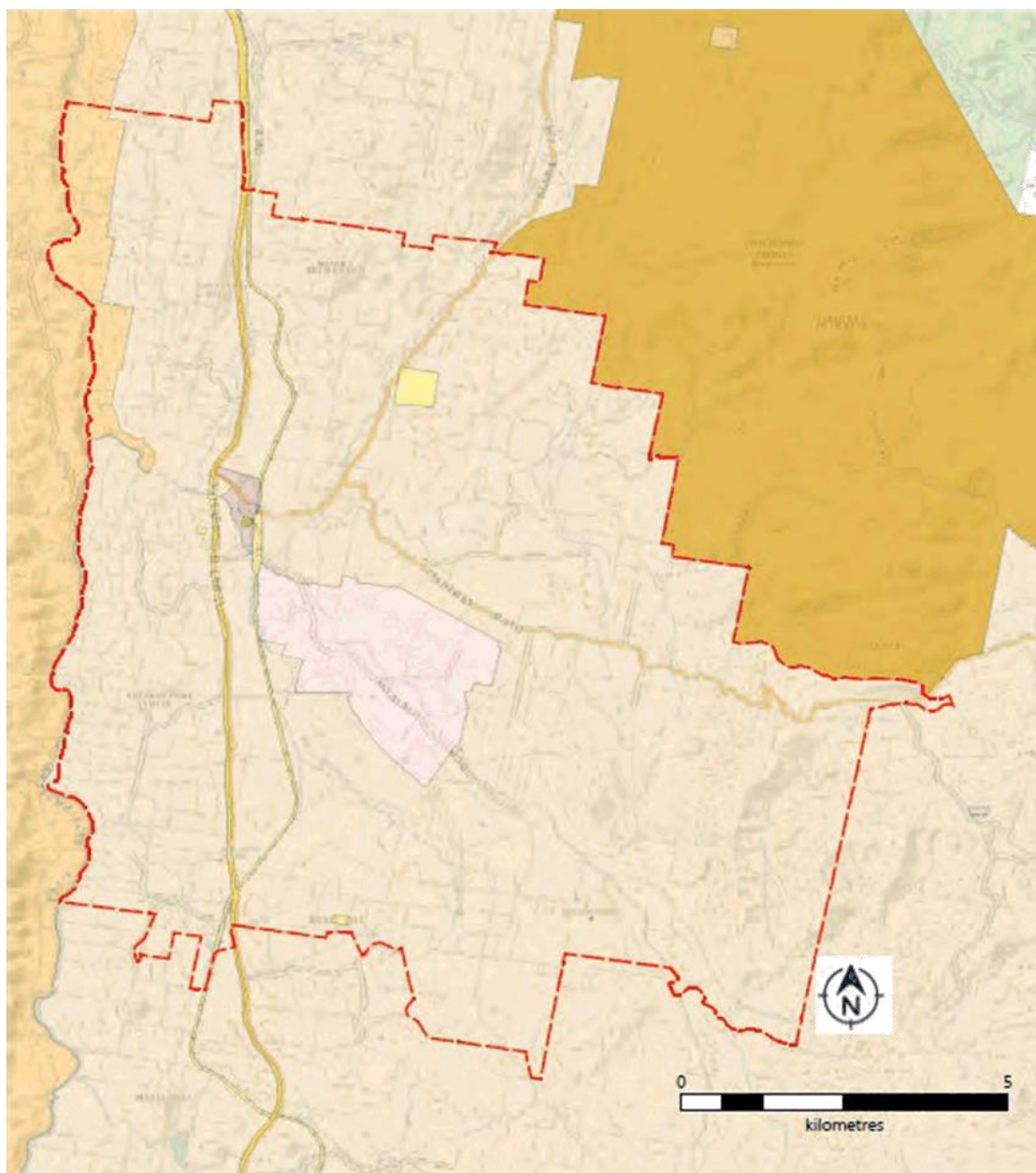
Michelago village currently has one general store that also functions as a post office, and one service station as the extent of currently operating commercial services. There is a local rural fire station, town hall, local police station, de-commissioned train station (still used by the community for events) and a public school within the village. Michelago Primary School is a public school and had 40 (K-6) students across two multi-stage classrooms at the end of 2020.

The village has a large RE1 zoned open space area in the southern part of Ryrie Street, opposite the Railway Station. This includes Tennis Courts and club house, a Cricket Oval and a Playground. There are several local Heritage Items and State Heritage Listed items within the Village and Surrounds, and these are highly valued by the community.

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<sup>1</sup> Michelago Structure Map in Snowy Monaro Local Strategic Planning Statement





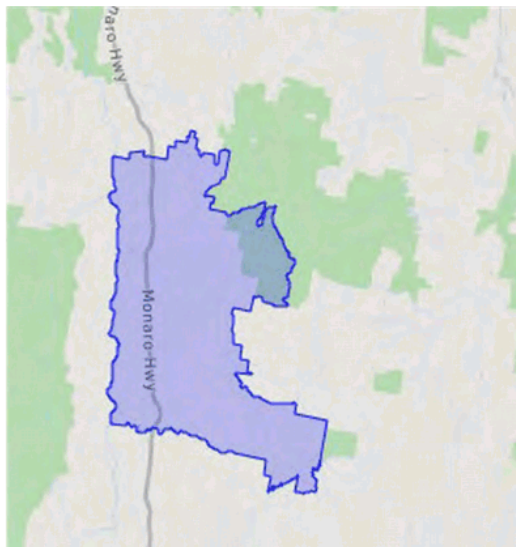
Source: SMRC

Figure 1.2 Michelago village extent and surrounds

## 1.3 DEMOGRAPHICS

The Michelago area (SSC12598) had a population of 562 people at the 2016 Census made up of 139 families with an average of 2 children per couple<sup>2</sup>. This population includes both the village and surrounding areas as shown in Figure 1.3, while the current population within the village itself is estimated at between 200–300 people.

Within the Michelago and surrounds area the 2016 Census found there were 213 dwellings of which 171 dwellings (98.3%) were single dwellings. There were 86.6% occupied dwellings and 13.4% unoccupied and family households made up 78.5% (139 households) of the population with single or lone households being 19.8% (35 households). The ratio of people per dwelling at the 2016 Census was 2.88 and this is used as an assumption throughout this report.



Source: ABS QuickStats, 2016

Figure 1.3 The Michelago ABS catchment, 2016 Census

The population of Snowy Monaro Regional LGA is projected by the Department of Planning, Industry and Environment to gradually decline from around 20,000 to 17,600 over the period 2016–2040. These projections, prepared in 2019 do not account for recent trends such as COVID-19 and uplift in regional housing markets, nor do they provide detailed information by sub-locality. Council population projections (reproduced in Table 1.1) suggest that the area known as the Canberra Corridor could experience a population increase of almost 1,500 residents in the next 20 years (*draft Snowy Monaro Development Vision 2019*).

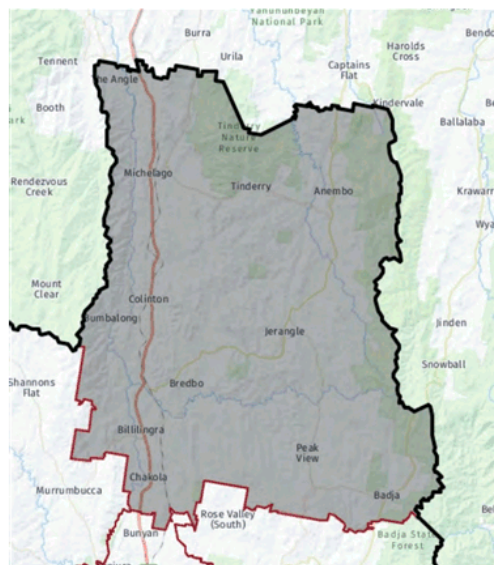
Table 1.1 Snowy Monaro Regional Population Projections for Canberra Corridor (2019)

2016 Population	2041 High Projection	2041 Main Projection	2041 Low Projection
1,081	5,106	2,660	1,854
Change	4,025	1,579	773
Proportional Growth	372%	146%	72%

Source: *Draft Snowy Monaro Development Vision (2019)*, SMRC

<sup>2</sup> 2016 Census QuickStats ABS, Michelago SSC12598  
[https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC12598?opendocument](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC12598?opendocument)

This will create local induced demand for commercial, industrial and general employment needs. It has been estimated that a further 13.3 ha is required to accommodate new non-residential development by 2041<sup>3</sup>. It should be noted that the Canberra Corridor includes the localities of Anembo, Bredbo, Badja, Colinton, Michelago, Williamsdale and The angle as shown in Figure 1.4. The combined population of these areas was 1,081 in 2016, and the range of potential population growth over the next 20 years varies from a low of 773 additional people (72% increase) to a high of 4,025 people or a 372% increase.



Source: Profile.id

Figure 1.4 Canberra corridor

## 1.4 OVERVIEW OF THE DRAFT MASTER PLAN

The draft Master Plan sets out the short and medium sustainable and appropriate growth in response to the identified constraints, village character and input from community and other stakeholders. The objectives of the draft Master Plan are to:

- Provide a more sustainable and adaptive development pattern guided by the NSW Government's South East and Tablelands Regional Plan.
- Expand nature-based adventure and cultural tourism in appropriate locations and enhance visitor experiences.
- Protect and enhance the high value environmental and agricultural land around Michelago.

The draft Master Plan as illustrated in Figure 1.5:

- Identifies the areas and extent of future growth, catering for a population increase of up to an additional 470 people in an additional 160 new dwellings.
- Promotes development that contributes to the unique character of the village.
- Describes the form of new development including enhancements to public realm and streetscapes and suggests appropriate locations for non-residential uses that support village life and provide amenity.
- Avoids areas that are constrained by flood, stormwater flow, easements and such and preserves views to the Tinderry Range.
- Protects important resources and land that supports primary production, value adding, environmental assets and tourism.

<sup>3</sup> Rural and Employment Lands Study for SMRC, 2019, Elton Consulting



- Makes recommendations for LEP amendments to facilitate change.
- Identifies sustainable design measures that can be implemented in new and infill development areas in Council's DCP.
- Provides a framework for Council to allocate funds to providing and enhancing public assets and infrastructure including open space, and recreation areas for residents and visitors.

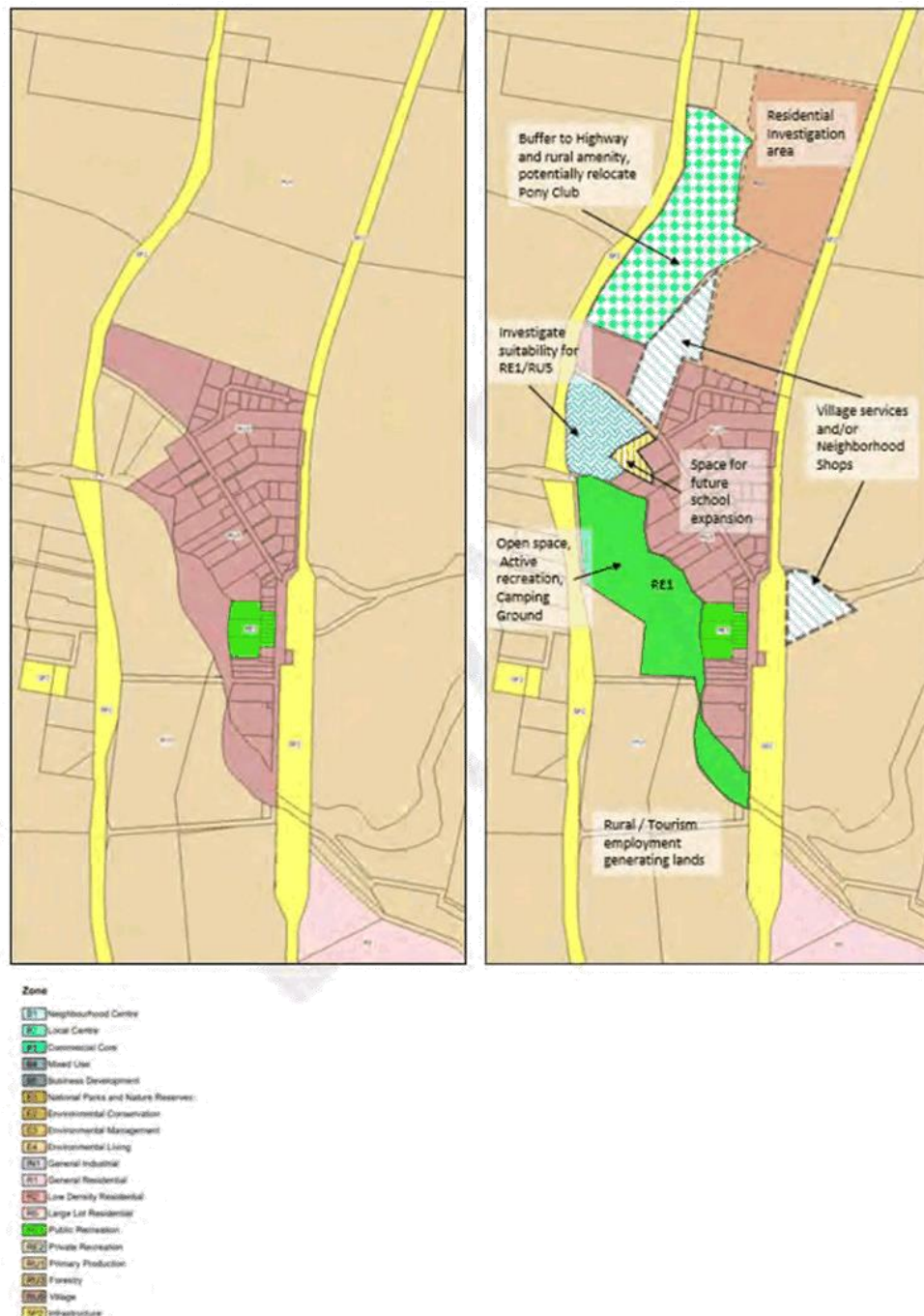


Figure 1.5 Existing land use zones and proposed investigation areas



## 2 EVIDENCE BASE

This section outlines the evidence base from which the principles, development scenarios and draft Master Plan have been developed.

During preparation of the draft Master Plan, the following activities were undertaken:

- Site visit and inception meeting, assessment of village character.
- Desktop studies of heritage, ecology, infrastructure, planning and policy, transport, economics and demographics.
- Consultation with community, Council and key stakeholders.
- Preparation of three growth scenarios.

A summary of the context and consultation activities follows with further information provided in Appendix A.

---

### 2.1 THE PLANNING FRAMEWORK

Local planning is guided by a hierarchy of plans and strategies. Since the amalgamation of three LGAs into Snowy Monaro Regional Council there are still three LEPs operating. Council is in the process of preparing a comprehensive suite of planning instruments to inform an amalgamated LEP. For the purposes of this draft Master Plan, it is recommended that the current Cooma Monaro LEP 2013 and DCP are amended as an interim measure.

#### 2.1.1 STRATEGIC PLANNING FRAMEWORK

##### 2.1.1.1 SOUTH EAST AND TABLELANDS REGIONAL PLAN

At a regional level, the Department of Planning, Industry and Environment has prepared a regional plan for growth in the south east of NSW around the ACT, the *South East and Tablelands Regional Plan 2036*. Within this there are some key principles for Snowy Monaro Regional Council:

- Cooma is the strategic centre, with new housing to be directed to Jindabyne, Cooma and Bombala
- Agricultural land is to be protected from fragmentation
- Appropriately leverage proximity of Michelago to Canberra.

##### 2.1.1.2 LOCAL STRATEGIC PLANNING STATEMENT (LSPS)

Council's LSPS reflects the tensions around growing Michelago sustainably while preserving character; also raising non-planning issues of land management in relation to lot sizes around Michelago. Council's LSPS reflects the Regional Plan through best practice planning for Michelago village and surrounds. A 'Sustainable rural lifestyle hub' is suggested, capitalizing on proximity to Canberra.

Draft Settlement Strategy SMRC's 2016 Settlement Strategy Discussion Paper indicates Council's commitment to investigating further growth and extension of water and sewer to Michelago:

- It is suggested that Michelago could be a larger community with the extension of services
- Opportunities are to investigate the potential for enhancement and some growth of Michelago
- Constraints to further growth are natural hazards, servicing costs and inconsistent policy settings.

## 2.1.2 STATE PLANNING FRAMEWORK

### 2.1.2.1 EXEMPT AND COMPLYING STATE ENVIRONMENTAL PLANNING POLICY

*State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* applies to the Cooma Monaro LGA. This policy identifies two categories of development, exempt and complying. Exempt development is that which has minimal or no environmental impact and does not require any approval. Complying development has minimal environmental impact and, provided pre-determined criteria can be met, does not require development consent from Council but rather certification by an accredited certifier. There are a range of complying development criteria for residential, commercial and industrial development.

As there is no requirement for a development application for complying development, there is no 'trigger' to make reference to or to consider development guidelines in a DCP. The Department of Planning, Industry and Environment has recently published a draft guideline for the preservation of Local Character which would possibly operate to lift exempt and complying provisions from applying to special areas, and has recently exhibited a draft clause for a local Character Overlay in the Standard LEP template. Michelago may meet the criteria for preservation of local character. It is recommended that SMRC pursue this exemption – if appropriate – as part of its broader LEP review process.

### 2.1.2.2 PROPOSED DESIGN AND PLACE STATE ENVIRONMENTAL PLANNING POLICY

The draft Design and Place SEPP is part of a broader SEPP review aiming to simplify and consolidate the delivery of good design in NSW. The SEPP will be relevant to all new developments in NSW and will supersede SEPP 65 Design Quality of Residential Apartment Development (2002) and the Building Sustainability Index BASIX SEPP (2004), with the content of these SEPPs relocated to the Design and Place SEPP<sup>4</sup>. The changes to BASIX aim to:

- Improve customer experience and promote innovation through regular tool updates and by recognising emerging technologies
- Include updated sustainability targets and provide flexibility in the available assessment pathways
- Continue to drive energy and water efficiency, and sustainability commitments for housing in NSW<sup>5</sup>.

The EIE also notes that the relationship between the existing Codes SEPP and the new Design and Place SEPP is yet to be determined, and states that *'The types of development currently permitted through the Codes SEPP will remain unchanged, but the requirements will be aligned with the principles of the Design and Place SEPP to enable this type of development to contribute to a greener, well designed built environment.'*<sup>6</sup>

The Design and Place SEPP will also establish a new Urban Design Guide (UDG). This will establish a range of design principles and matters for consideration and application requirements that respond to each of the principles.

The currently proposed principles are as follows:

- **PRINCIPLE 1: Design places with beauty and character that people feel proud to belong to.** Through a considered response to context, character, heritage, culture and Country, well-designed buildings and spaces create places people can engage and connect with. Attractive built environments are attractors, and powerful tools for economic growth.
- **PRINCIPLE 2: Design inviting public spaces to support engaged communities.** High-quality public spaces are inviting, accessible, diverse and comfortable. They encourage a healthy public life for our communities, fostering active lifestyles and social connections.

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<sup>4</sup> Design and Place SEPP Frequently asked questions, NSW DPIE, December 2020

<sup>5</sup> Explanation of intended effect for a Design and Place SEPP, DPIE, February 2021

<sup>6</sup> Explanation of intended effect for a Design and Place SEPP, DPIE, February 2021, p. 39

- **PRINCIPLE 3: Develop productive and connected places to enable thriving communities.** Places with sufficient densities, and sustainable and active transport connections to a wider network of jobs, services and attractors, enhance local economies and communities, enabling them to thrive.
- **PRINCIPLE 4: Design sustainable and greener places for the wellbeing of people and the environment.** Environmentally sustainable places reduce emissions; adopt water, energy and material efficiency; and integrate green infrastructure, including urban tree canopies, to support the health and wellbeing of present and future communities and natural systems, including habitat for biodiversity.
- **PRINCIPLE 5: Design resilient and diverse places for enduring communities.** Resilient places are designed with adaptive capacity to respond to shocks, chronic stresses, and climate change. Diverse, compact neighbourhoods support inclusive, socially resilient communities and ageing in place.

The Design and Place SEPP will also introduce different requirements for different scales of development including precincts and significant development. The new SEPP is draft only and may change prior to finalisation. However, the key relevant requirements are set out below.

#### *PRECINCTS AND SIGNIFICANT DEVELOPMENT*

Precinct considerations will apply in the following circumstances:

- Wherever a requirement for 'precinct plan', 'precinct study' or 'master plan' is specified in another instrument
- To any planning proposal under s.3.33 of the EP&A Act greater than 10 ha or 1,000 people
- To any community scheme subdivision or subdivision into more than 50 lots
- To areas identified for local strategic planning including amendments to LEPs (that are not planning proposals)
- To any other similar plan or spatial arrangement greater than 10 ha or 1000 people.

Significant development considerations will apply to:

- Development on a parcel of land
  - Within a precinct or on a site bounded by streets on all sides
  - On a site greater than 4,000 m<sup>2</sup> or 500 people
  - On a site greater than 1,500 m<sup>2</sup> in a metropolitan centre
- State significant development (SSD), as declared in the State and Regional Development SEPP, on urban land
- Regionally significant development, as declared in the State and Regional Development SEPP, on urban land
- State significant infrastructure (SSI) on or adjacent to urban land.

A precinct structure plan will be required for all precincts and significant development – including a green infrastructure map, public spaces map, heritage map, movement and place map and local character area map, and design documentation and phasing or staging plans (where applicable).

### **2.1.3 LOCAL PLANNING FRAMEWORK**

#### **2.1.3.1 COOMA-MONARO LEP 2013**

The principal planning controls for Michelago are in the Cooma Monaro LEP 2013, and DCP 2014. As Snowy Monaro Regional Council is an amalgamated Council, a range of studies are being prepared to inform and prepare a comprehensive LEP and DCP for the new Council area. The relevant provisions for Michelago are:

- The RU5 village zone applies to Michelago, with the exception of Michelago Park being zoned RE1 and the railway line and infrastructure being zoned SP2 Infrastructure.
- The RU5 village zone provides for a range of development being a mix of residential and retail/commercial land uses. The zone is broad providing enough flexibility to enable the range of permissible uses to be located throughout the village rather than be directed to certain localities.

- The RU5 zone is applied using merit assessment to determine the appropriateness of development on a case by case basis. Also, the minimum lot size (MLS) for housing is 1,800 m<sup>2</sup>. This lot size minimum reflects the requirements for on-site effluent disposal. The R5 Large Lot Residential zone applies to the 'Tinderry Estate' Micalago Road subdivision, with an 8 ha MLS.
- Specific controls for particular development apply through the LEP, such as flood planning, preservation of views to the Tinderry Range, groundwater vulnerability, terrestrial biodiversity and environmental heritage. These local provisions include mapping to illustrate areas that have special requirements or constraints.

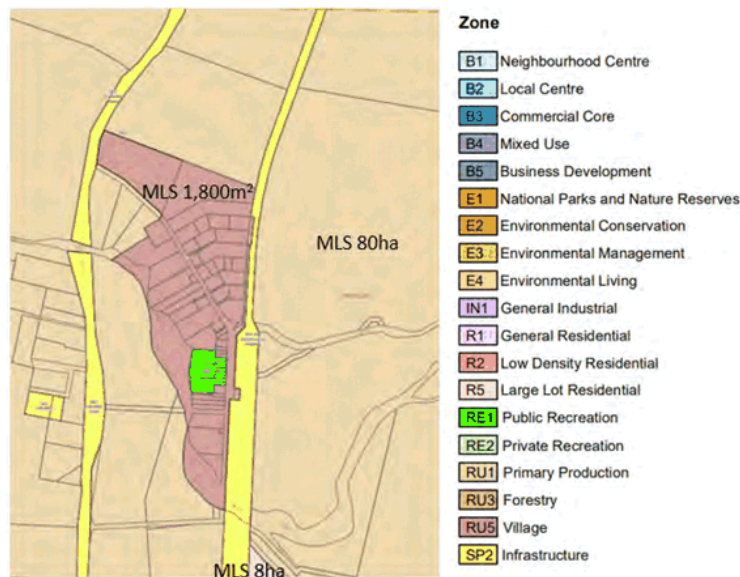
#### ZONING AND MINIMUM LOT SIZE

As noted the village is zoned RU5 village, with the 'Tinderry Estate' zoned R5 Large Lot Residential by the Cooma Monaro LEP 2013, as shown in Figure 2.1 The following table briefly describes each land use zone, lot sizes where applicable, land use tables and relevant local provisions. Figure 2.2 shows the current minimum lot size.

Table 2.1 Cooma Monaro LEP 2013 Land Use Zones

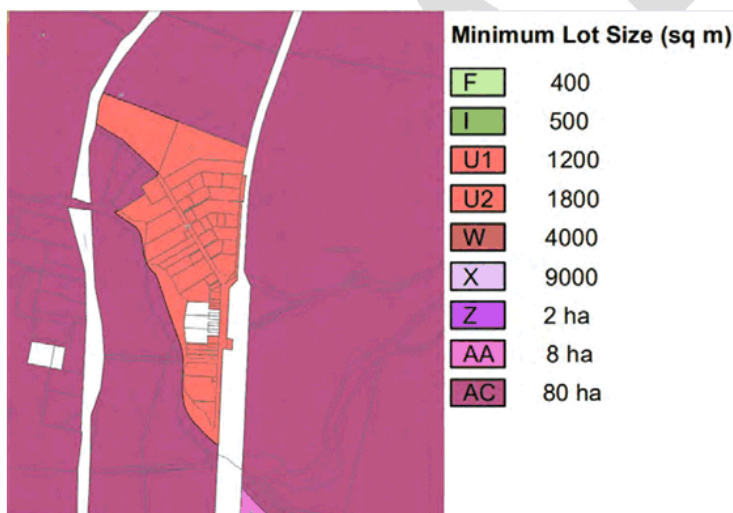
Zone	Lot Sizes	Land Use permissibility and additional comments
RU1 Primary Production	80 ha  'lot averaging' is permitted, enabling minimum area of 20 ha	The Land use table permits a wide range of land uses such as heavy industrial storage establishment, industries, registered clubs, retail premises, service stations, tourist and visitor accommodation as well as uses associated with primary production and housing (dwelling houses, dual occupancies, rural workers dwellings, secondary dwellings).
RU5 village	1,800 sqm	Applies to Michelago and permits a wide range of urban residential, recreation, industrial and commercial development typical to rural villages.
R5 Large Lot Residential	8 ha  Lot averaging clause applies to minimum of 2 ha	Applied over the Micalago Road estate to the south east of Michelago. Permits a range of residential accommodation as well as agricultural produce industries, eco-tourist facilities, freight transport facilities, industrial retail outlets, retail premises.
SP2 Special use zone	No MLS	Applies over railways land, classified roads, telecommunications, cemetery, gas facility.
RE1 Public recreation	No MLS	Recreation land including oval and parklands
E1 National parks and nature reserves	No MLS	Applied over Tinderry Nature Reserve
E3 Environmental management	80 ha	The E3 zone is more restrictive than the RU1 zone; permitted development includes dwelling houses, secondary dwellings, extensive and intensive agriculture. Applied to land west of the Murrumbidgee River in the Smiths Road area.
Local provisions	6.9 Scenic protection area – refers to the Scenic Protection Map. Considerations for consent authority concerning visual impact. Applies to the Monaro highway corridor near Michelago.	





Source: Cooma-Monaro LEP 2013

Figure 2.1 Michelago land use zones



Source: Cooma-Monaro LEP 2013

Figure 2.2 Minimum lot size

### 2.1.3.2 DEVELOPMENT CONTROL PLAN 2014

The Cooma Monaro DCP provides further guidelines for particular development in certain areas. In assessing an application for development, Council is required to consider the DCP before determining the outcome. Council is in the process of preparing a new DCP as part of the amalgamated LGA. For Michelago, the Cooma Monaro DCP has specific controls regarding scenic view protections to the Tinderry Range from the highway; and requirements for flood assessment and access to land on Ryrie Street.

The draft Master Plan makes recommendations for amendments to the DCP to incorporate further provisions for Michelago.

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## 2.2 TRANSPORT ROADS AND ACCESS

- The main road network consists of the Monaro Highway, Ryrie Street, Micalago Road, Burra Road and Tinderry Road.
- Constraints to access are topography, flood prone land, the railway corridor and the Murrumbidgee River.
- Public transport, formal parking, pedestrian and cycling activity are limited.
- There are road safety issues at the Monaro Highway intersection.
- The rail corridor can be seen as a constraint or an opportunity for the future.
- It can be expected that there will be conflicting priorities between different transport modes if Michelago grows.
- The construction of a causeway or bridge over the Michelago Creek at Ryrie Street and Micalago Road is seen as an important way to improve access between the village and rural residential area<sup>7</sup>.

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## 2.3 ECONOMY

- Snowy Monaro Regional Council has a diversified economy and a significant infrastructure pipeline; it is more resilient than many other regional LGAs.
- COVID-19 has caused disruptions, but has introduced potential benefits in economic restructuring.
- Most feasible industries are freight transport, professional services and small manufacturing or engineering services – automated and high-technology.
- Key sectors are agriculture, accommodation and food services, tourism and utility infrastructure.
- Population increase alone will not drive meaningful employment or value-add activity due to proximity to Canberra.
- Michelago is expected to generate demand for over 7 ha of employment land in the immediate term (*Snowy Monaro Employment Lands and Rural Lands Analysis*)\*.
- Council should provide incentives to maintain and attract small and medium enterprises (SMEs). Such as artisan food and drink premises, distillery/brewery, and food and fibre processing<sup>8</sup>.

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## 2.4 OPEN SPACE, RECREATION AND COMMUNITY FACILITIES

Open space and recreation facilities are currently centred primarily on Michelago Park, which supports a cricket ground, tennis courts, clubhouse and play equipment, and services the village and surrounds. There are also pony club grounds and a yoga studio located on the western side of the Monaro Highway.

Community facilities at Michelago are:

- Primary school
- Church
- Memorial hall
- RFS shed
- Police station
- Cemetery
- Railway station precinct.

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<sup>7</sup> WSP Transport review 2020

<sup>8</sup> Sustainable East Background Review, Michelago Master Plan, and *Snowy Monaro Employment Lands and Rural Lands Analysis*

\*This is unlikely to be as high as 7 ha now that an unserviced lower growth scenario has been identified.

There are opportunities to enhance existing infrastructure and facilities to improve amenity for example:

- Extend paths and link elements of the village with a walking track or loop incorporating the Michelago Creek
- Tree establishment along streets, improve the entrance to the village and the village heart around the General Store
- Potentially utilise rail infrastructure for tourist activities including a rail trail.

**Constraints** will be managing the flood hazard and obtaining access to Crown land.

The draft Master Plan seeks to enhance existing facilities and infrastructure to improve liveability for residents and tourism experience for visitors.



Source: Nita Scott, November 2020

Photo 2.1 Playground and Cricket Oval at Michelago Park

## 2.5 CONSTRAINTS

The Michelago area is affected by physical constraints which are set out in Figure 2.3 below. The constraints are generally flooding, groundwater vulnerability and bushfire risk. High biodiversity values are found in the locality as grasslands on slopes and remnant vegetation along watercourses and upper slopes. Much of this land is zoned RU1 Primary Production and is managed by private landholders. The Tinderry Range is zoned E1 National Parks and Nature Reserves and is managed by the NSW Government. The Tinderry Range is also a valued scenic asset for Michelago, and the LEP and DCP contain provisions to protect views to the Tinderry Range from Michelago.



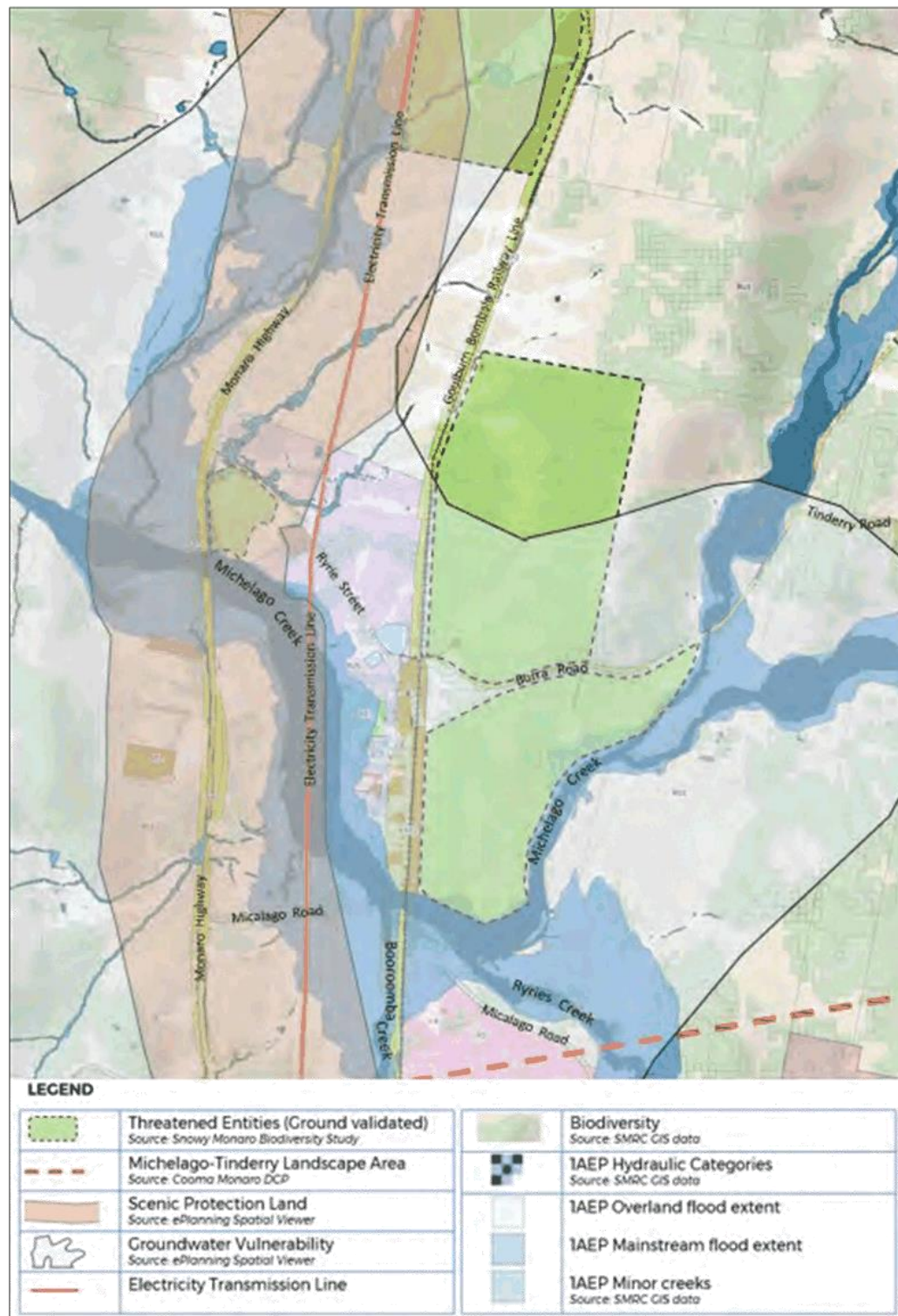


Figure 2.3 Key constraints



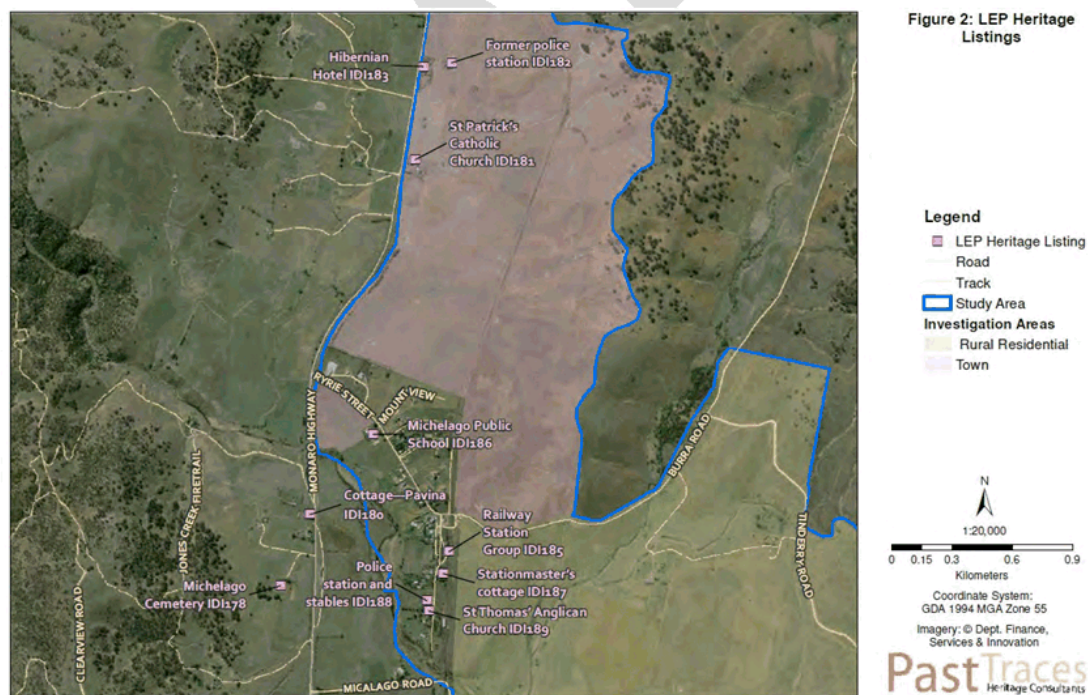
### 2.5.1 HERITAGE

A desktop heritage study was undertaken by Past Traces Heritage Consultants for the Michelago area to inform the draft Master Plan development. It is acknowledged that a whole of LGA Aboriginal Cultural Heritage study to assess Regional Landscape scales would be a valuable addition, however this is beyond the scope for the Master Plan project.

#### 2.5.1.1 HISTORICAL HERITAGE

There are a number of local heritage items in and around Michelago. These present opportunities for restoration and reuse and are highly valued by the local community. In summary:

- There are 15 heritage listings within the investigation area (including LEP listings shown in Figure 2.4).
- Existing heritage items provide an opportunity to highlight Michelago's character in any new development.
- There are historical items listed on the State Heritage Register (SHR) which will trigger the requirements of the NSW Heritage Act should redevelopment occur in the vicinity. These are:
  - Michelago rail bridge over Ingelara Creek (SHR listing number 01048)
  - Michelago Railway Station Group (SHR listing number 01192).
- Heritage items provide an **opportunity** to highlight Michelago's character in any new development, for example the Hibernian Inn and former police station.
- There is an opportunity for a village Heritage Trail and redevelopment of the railway and buildings into a rail-trail.
- There is potential for a heritage precinct in Michelago, with DCP controls to guide the look and feel of the area.
- Creek lines are predictive with moderate to high potential for aboriginal sites<sup>9</sup>.



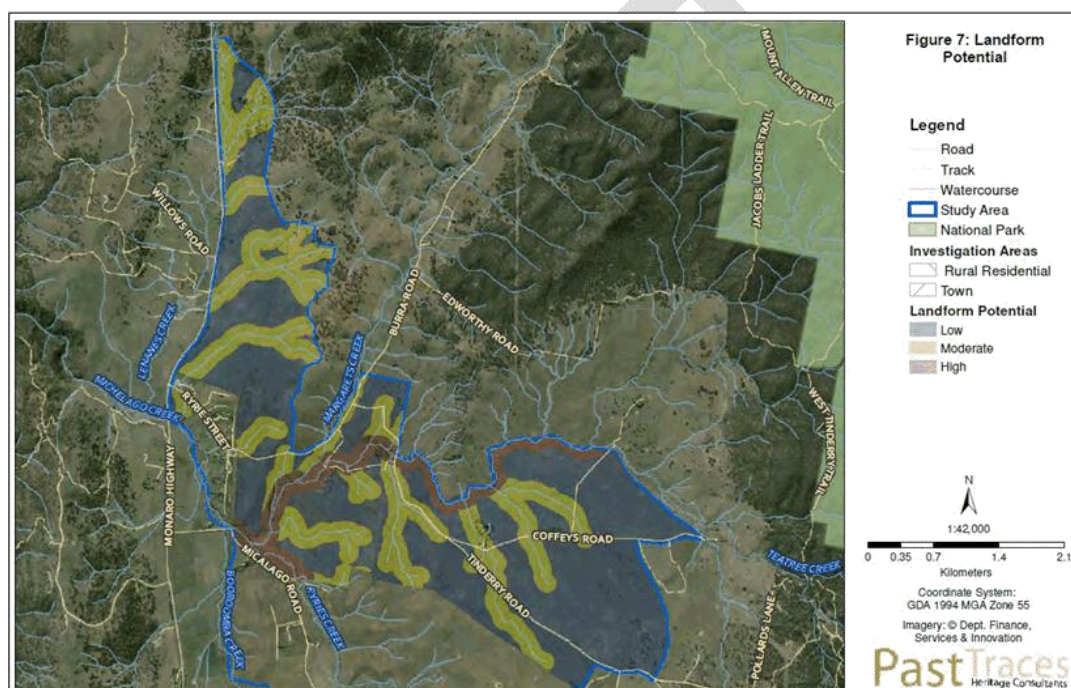
Source: Figure 2: LEP Heritage Listings, Past Traces Heritage Consultants, 2020  
Figure 2.4 Cooma-Monaro LEP 2013 Heritage Listings at Michelago

<sup>9</sup> Past Traces Heritage Consultants, 2020

### 2.5.1.2 ABORIGINAL CULTURAL HERITAGE

Michelago is located on Ngarigo country which covers most of the Monaro Tablelands and extends into the Australian Alps covering the area of Mt Kosciuszko and Jindabyne.

- No known Aboriginal heritage sites are present within the investigation area and no known areas of Potential Archaeological Deposit (PAD) were identified within the project area based on a review of previous reports and landform modelling.
- Areas of moderate and high potential for unrecorded Aboriginal sites are present within the investigation area along creek lines based on landform modelling and are shown in Figure 2.5. This model focuses on the use of the intermittent 1st order creek lines and more permanent water sources within the investigation areas and the lower slopes and terrace forms which have been identified from previous heritage studies to have a higher incidence of site presence.
- As areas of historical heritage constraint and potential for unrecorded Aboriginal heritage sites are present within the investigation area detailed field survey will be required prior to any planning approvals or construction.



Source: Figure 7: Landform Potential, Past Traces Heritage Consultants, 2020

Figure 2.5 Assessment of landforms for potential Aboriginal Cultural Heritage

### 2.5.2 BIODIVERSITY

- There are areas of high environmental value surround Michelago including Threatened Ecological Communities which were ground-validated during the *Snowy Monaro Biodiversity Study* (Molonglo Consulting).
- It is important to protect and enhance, avoid and minimise impacts on areas with high environmental values.
- The valley floor including Michelago village once supported Monaro Dry Grassland.
- There are areas of high condition grassland that may be consistent with Natural Temperate Grasslands (Critically Endangered Ecological Community).
- The Box-Gum Woodland Threatened Ecological Community may also occur.
- Field verification of the extent and condition is recommended.

- Removal of significant native vegetation should be avoided<sup>10</sup>.

### 2.5.3 FLOODING

Flood studies and floodplain risk management studies were undertaken for several towns within the Snowy Monaro LGA including Michelago by SMEC and GRC Hydro. The draft was available during preparation of the draft Master Plan and found that Michelago:

*'has relatively little flood affectation compared to other towns with most areas of Michelago Creek's floodplain away from dwellings and roads. While in very rare events (e.g. 0.2% AEP) very few dwellings are directedly affected by creek flooding, there is potential for severe inundation across the town in the Probable Maximum flood (PMF). Flooding issues are limited to areas of overland flow adjacent to Ryrie Street, and isolation of properties outside of Michelago due to roads cut off due to flooding. The Average Annual Damage for Michelago is estimated to be \$137,000.'*<sup>11</sup>

Key considerations from the Study include:

- Michelago does not have an existing warning system or flood intelligence specific to the town.
- SES primarily carry out the emergency response during a flood. The closest SES Regional Operations Centre is in Queanbeyan, and the closest Centre in the LGA in Cooma at Polo Flat.
- Creek flooding and overland flow can occur simultaneously or separately.
- Overland flow paths to Michelago Creek could limit infill opportunities within the village.
- Michelago School is flood free for events up to and including the 0.2% AEP event, however is affected with high hazard and depths exceeding 2 m during the PMF event and would require evacuation during extreme flood events.
- Several roads experience hazardous flow (i.e. knock over pedestrians or transport cars off the road) during a 5% AEP flood event. These are Ryrie Street near Monaro Highway and petrol station, Micalago road at Booroomba Creek, and Micalago Road at Michelago Creek (near the railway track).
- Consideration is required to avoid creating dwellings and sensitive receivers (e.g. children and elderly) on land that is isolated during a flood event.

The key constraints map shows the 1AEP (1 in 100 year flood) extent. Within the flood extent, darker areas signify higher hydraulic velocity (and flood hazard) during a 1AEP flood event.

The extents of the Probable Maximum Flood (PMF) is extensive and includes much of the existing village.

Recreational and agricultural uses are proposed on the main flood plain areas.

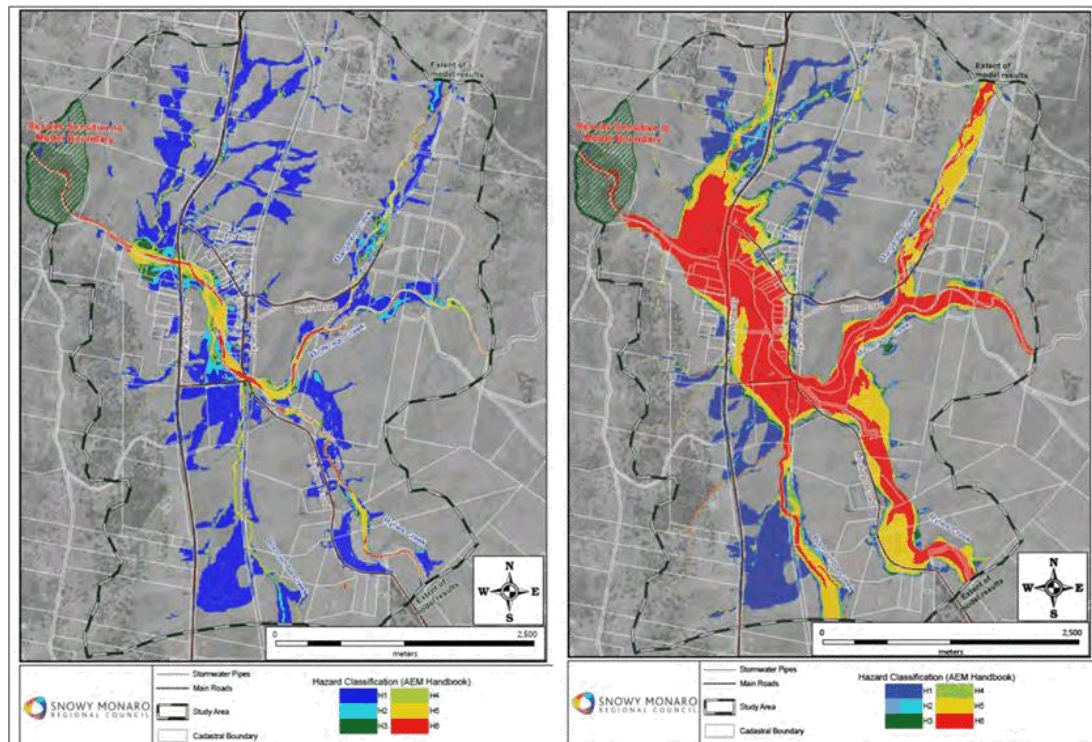
Cumulative impact assessment was undertaken to determine the flood behaviour impact on changed catchment conditions (using 30% imperviousness for residential areas and 80% imperviousness for industrial/commercially zoned land). This found that on-site stormwater detention (OSD) development controls to manage the cumulative impact on flooding are unlikely to be required, however Michelago may benefit from an OSD strategy to manage downstream erosion and water quality.

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<sup>10</sup> WSP Biodiversity Report

<sup>11</sup> SMEC and GRC Hydro, Floodplain Risk Management Studies and Plans Draft Report March 2020





Source: Appendix D: Michelago Maps, showing hydraulic hazard classification, Snowy Monaro Regional Council Flood and Floodplain Risk Management Studies Draft Report 2020, SMEC and GCR Hydro

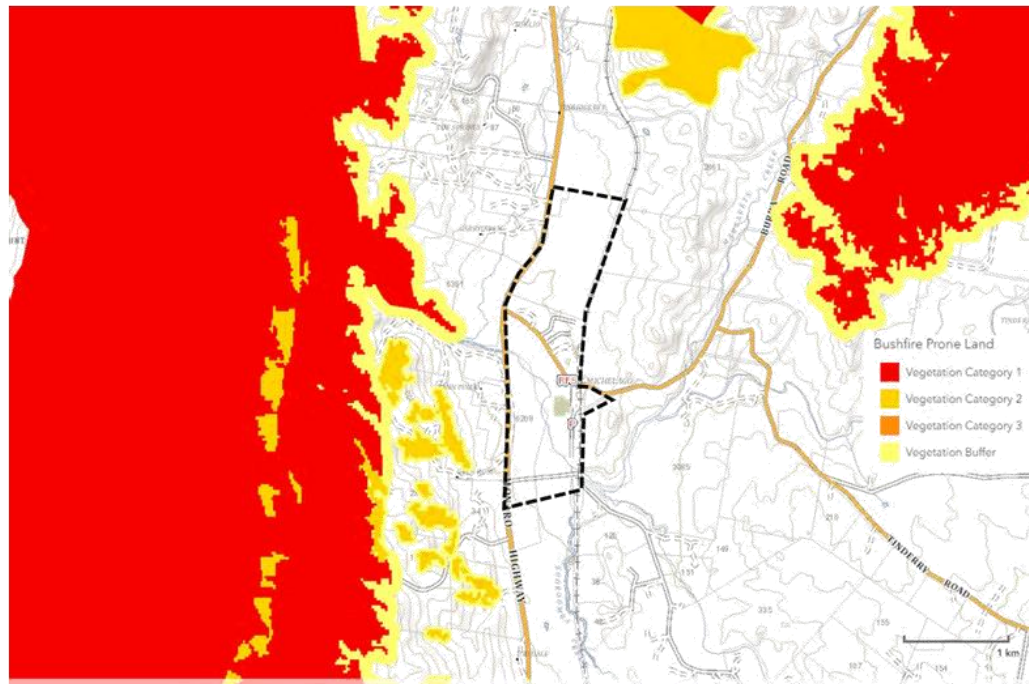
Figure 2.6 Comparison of the 1%AEP and PMF event hazard classifications

#### 2.5.4 BUSHFIRE

The Michelago Surrounds are impacted by bushfire, particularly the area to the south and west of Smiths Road shown as Vegetation Category 1 on the following images from the DPIE Spatial Viewer. The core village area of Michelago is not considered bushfire prone. The Final Report of the NSW Bushfire Inquiry (2020) sets out recommendations for a more strategic approach to land use planning and the management of bushfire prone land, particularly in peri urban areas. Council will need to prepare a Bushfire Strategic Study under the guidelines set out in Section 4.2 of Planning for Bushfire Protection 2019 to assess whether new development via intensification of settlement is appropriate in the context of bushfire hazard.

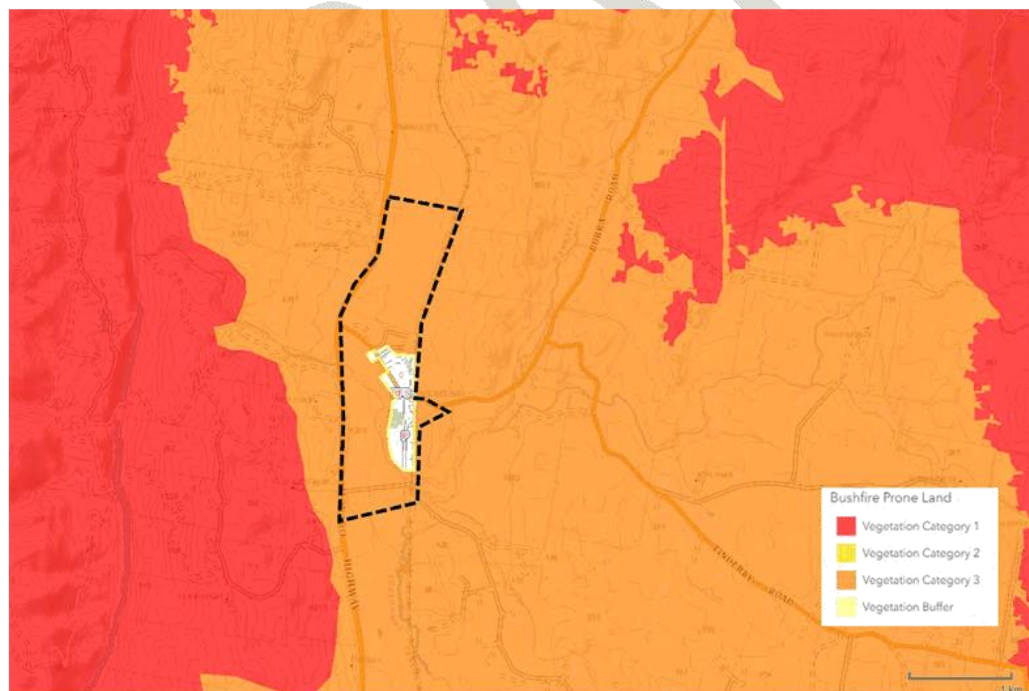
A revised Bushfire Prone Land (BFPL) Map for the Snowy Monaro LGA was certified by the Commissioner of the NSW RFS on 1 June 2021<sup>12</sup>. This map recognises the bushfire risk posed by grasslands as per the categorisation in 'Planning for Bushfire Protection 2019' and identifies all land outside of the core village area as BFPL. Any development (including minor works) on properties impacted by the BFPL mapping will require an assessment under Planning for Bushfire Protection Guidelines and relevant construction standards. Any future development will also need to be part of a coordinated response to regional fire management.

<sup>12</sup> Snowy Monaro Civic Alerts, Bush Fire Prone Lands Mapping Update, 17 June 2021  
<https://www.snowymonaro.nsw.gov.au/CivicAlerts.aspx?AJID=1064>



Source: ePlanning spatial viewer, February 2021

Figure 2.7 Previous bushfire prone land around Michelago



Source: ePlanning spatial viewer, 21 June 2021

Figure 2.8 Current Michelago bushfire prone land

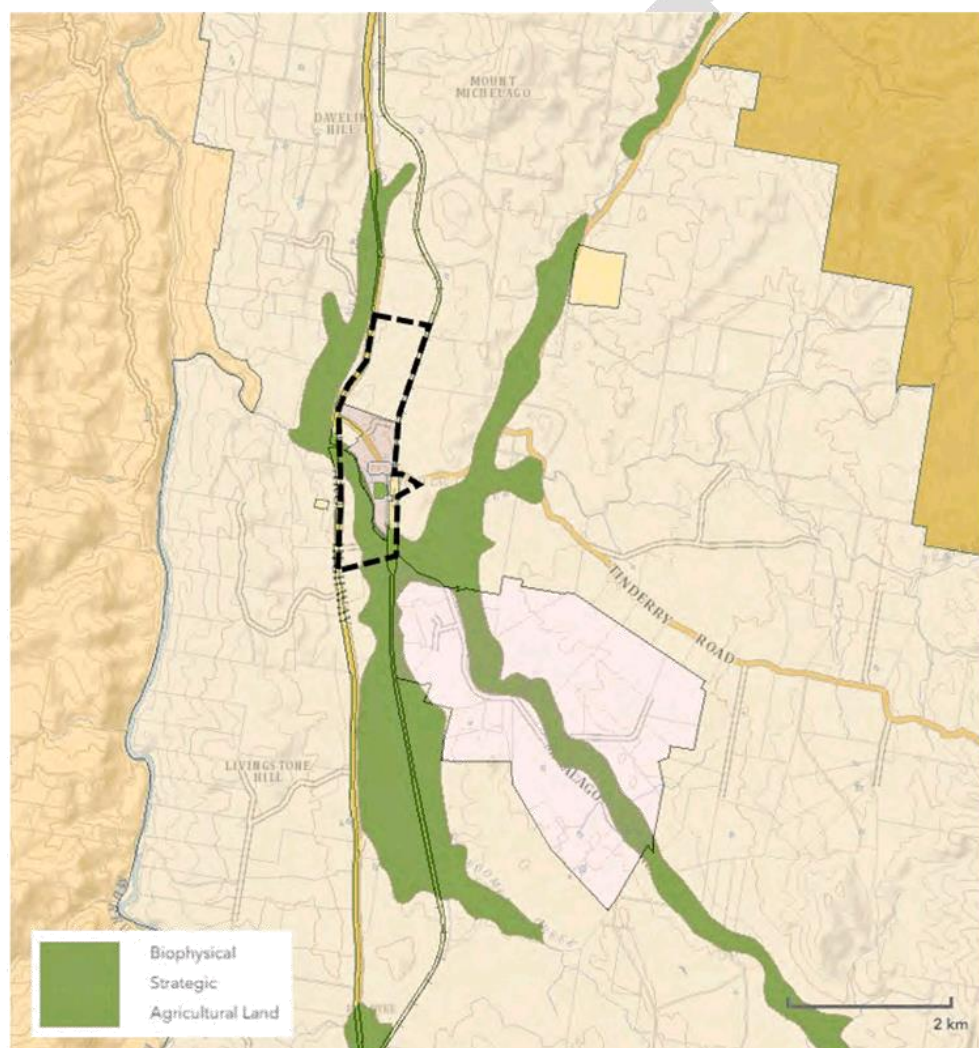


### 2.5.5 GROUNDWATER VULNERABILITY

The Cooma Monaro LEP map CL1\_010 shows most of the land at Michelago with groundwater vulnerability. This has development implications and the purpose of the mapping is to make better informed judgements on where to locate potentially polluting activities so as to minimise the risk to groundwater. This is particularly relevant when lots are unserviced as there is potential for on-site effluent disposal to contaminate groundwater. Impacts can also be cumulative and both greenfield and infill development will need detailed on-site land and water capability assessments to determine suitability of systems and appropriate lot sizes.

### 2.5.6 BIOPHYSICAL STRATEGIC AGRICULTURAL LAND

Biophysical Strategic Agricultural Land (BSAL) is defined under the NSW Mining SEPP and is mapped to guide development to avoid adverse impacts to valuable agricultural land. Michelago has a limited amount of BSAL land shown in Figure 2.9. This should be preserved for rural use and not used for residential development.



Source: ePlanning Spatial Viewer SEPP (Mining, Petroleum Production and Extractive Industries) 2007, and Land Zoning layers  
Figure 2.9 Biophysical Strategic Agricultural Land

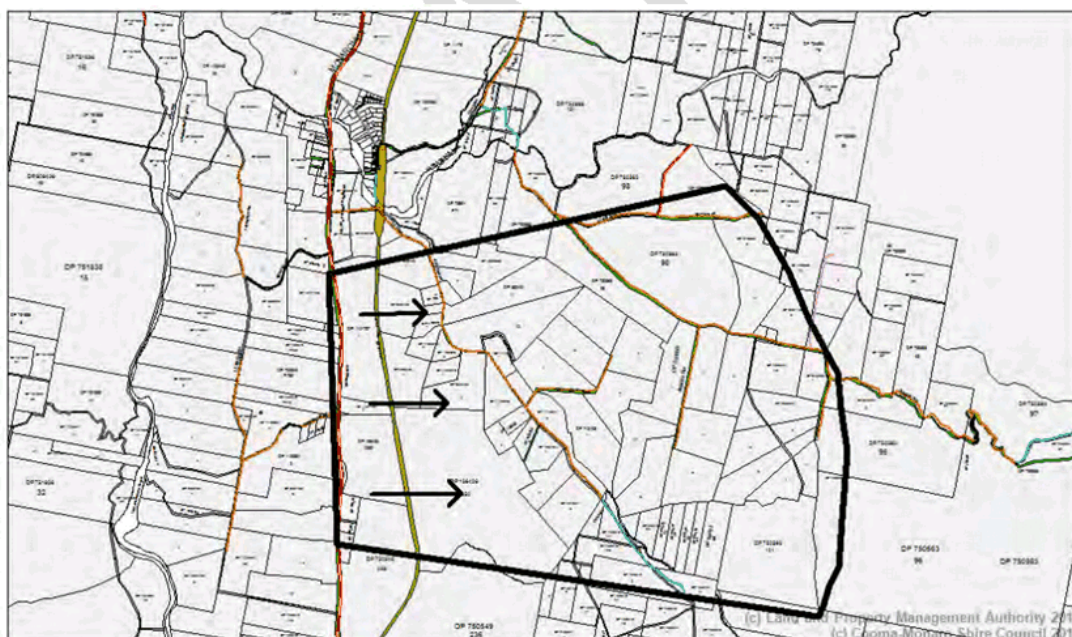
### 2.5.7 RURAL LAND USE CONFLICT

At this stage the Cooma Monaro LEP zones the land around Michelago for primary production purposes using the RU1 Primary Production zone (sheets LZN\_101 and LZN\_010A). The benefit of this is that there is a 'hard' boundary between rural and village development, which reduces potential for issues associated with encroachment of urban land uses onto productive rural land. For example, there have been reports of dog attacks and fences being cut on rural properties around the region and ongoing issues with the spread of weeds. It is important that clearly defined boundaries and separation of land uses continue to maintain and separate potentially conflicting land uses. This is achieved by the implementation of appropriate minimum lot sizes and allocation of zones. Council is preparing a comprehensive LEP which addresses the issue of rural land management. This draft Master Plan recommends for the continuation of the current lot size and zone allocation around Michelago.

### 2.5.8 VIEWS ALONG MONARO HIGHWAY AND TO TINDERRYS

There is an 800 m wide view corridor identified in the LEP along Monaro highway (Sheet SCP\_010), with a buffer extending approximately 370 m each side of the road. Development can occur within this buffer, with considerations for maintenance of visual amenity contained in clause 6.9 of the Cooma Monaro LEP.

There is a vista between the Monaro Highway and Tinderry Range protected in the DCP (6.10 Important Views and Vistas – areas with high landscape value). The vista extends from approximately 800 m south of the Michelago Road intersection with the Monaro Highway, a further 3,500 m south along the highway and extends toward the east in a slightly fanned shape overlooking the railway line, Michelago Road, and Tinderry Road. The entire vista area is south of the identified Michelago village extent.



Source: Figure 15, Cooma Monaro DCP

Figure 2.10 Michelago-Tinderry landscape area



## 2.6 CHARACTER

Michelago does not have a consistent streetscape and has been described as ‘having a personality’.

The existing lot layouts along Ryrie Street make infill difficult, particularly flood-affected lots west of Ryrie Street. The lot layout also constrains road and pedestrian/bicycle linkages to the north and along/across the Railway line.

The entrance to Ryrie Street from Monaro Highway was improved with some tree plantings – generally smaller deciduous species, however is not obviously a main tourist entrance to the Snowy Monaro Region, and does not immediately indicate its Main Street status, being open and grassy, with overhead power lines, no footpaths, and scattered trees.



*Photos: Nita Scott, November 2020*

Photo 2.2 Ryrie Street Character – Highway approach to Michelago School

Heritage buildings are a key character aspect for Michelago, with the Railway Precinct buildings at the heart of the village.





Photos: Nita Scott, November 2020

Photo 2.3 Heritage Listed Michelago Railway Station



Photos: Nita Scott, November 2020

Photo 2.4 Micalago Road Character – Highway approach to Railway Bridge and future Ryrie Street link  
Tall poplars line Micalago Road and draw the eye to the historic railway bridge and dramatic view of Tinderry Range beyond.

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## 2.7 CIVIL INFRASTRUCTURE

Council has planned to upgrade infrastructure in Michelago as follows:

- Causeways at Ryrie Street and Tinderry Road along with upgrades to Burra, Michelago and Tinderry Roads to be incorporated into a development contributions plan for Michelago (LSPS, 2020).
- Implement flood planning controls based on a flood risk management plan.
- Investigate a water and wastewater options study for Michelago<sup>13</sup>.

As noted, Michelago is constrained by topography, flooding, the Murrumbidgee River, and physical barriers such as the Monaro Highway and railway corridor.

Currently Michelago is not serviced with reticulated water supply or sewerage. Options around sourcing and funding water supply are set out in a study prepared by GHD (2020) and included rainwater harvesting, the Murrumbidgee River and Googong Dam. This report was reviewed by WSP as part of the background research for this project, with the finding that the preferred option to supply raw water to Michelago was from the Murrumbidgee River. It is noted that the water supply from the Murrumbidgee may only be suitable for a 'low to medium' growth strategy. An environmental study of the available water draw from the Murrumbidgee in this area should be undertaken to examine the limits of this water supply option.

A Growth Scenarios Report was prepared by WSP in early 2021 which set out a range of static, low and low-medium growth scenarios for Michelago based on assumptions for servicing. This report is found in Appendix C.

The report found that water and sewer are both possible in Michelago, with a range of costs involved that generally decreased with higher land yields as expected. However, it has been decided by Council and the community to adopt a growth scenario that did not include extension of services for the purposes of the draft Master Plan.

Rainwater harvest, as per the existing system in Michelago may remain suitable for low growth scenarios, but may be unsuitable for medium to larger growth within the village, particularly with further development of any commercial hubs.

It is important that any future rezoning of land in Michelago considers the potential cumulative impact of an increased number of on-site effluent disposal systems, particularly in the areas of groundwater vulnerability.

Other matters for consideration are stormwater runoff to downstream catchments, with opportunities to formalise existing overland flow paths and flood prone land as drainage reserves, potentially coordinated with open space and ecological buffers<sup>14</sup>.

The GHD report suggests a hybrid solution of wastewater re-use and rainwater harvesting, but states that extensive community consultation should be undertaken in the first instance. A submission from Michelago Region Community Association (MRCA) prepared in response to Council's Draft Settlements Strategy in January 2021 indicates that investigation of innovative alternative eco-friendly methodologies for wastewater would be welcomed and 'consistent with the eco-village vision described by Michelago and region residents in consultation with Council'.

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## 2.8 OPPORTUNITIES FOR MICHELAGO

Community consultation and engagement activities in 2020 combined with the specialist desktop reports and input from the planning team have been distilled into the following opportunities for Michelago. Implications for the draft Master Plan are provided as guidance for the development of sustainable settlement guidelines in Chapter 5.

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<sup>13</sup> LSPS

<sup>14</sup> WSP Civil Infrastructure Report for Michelago

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## 2.9 ECONOMY AND FUTURE GROWTH

- The leading economic contribution in the Michelago comes from primary production. The area has a diverse economy that represents the significant environmental values, recreation and tourism as well as agricultural productivity.
- Michelago can attract enabling industries to support wider growth. Opportunities are in freight transport, professional services to support infrastructure development as well as potential small manufacturing engineering services.
- Long term structural changes could allow Michelago to capitalise on less commuting and more remote work.
- The community is generally supportive of further economic development.
- The General Store locality in Ryrie Street provides a base for further small businesses to co-locate.
- Michelago is in close proximity to Canberra and being located in the 'Canberra Corridor' positions the village between current and future economic anchors.
- Future opportunities in small and medium sized businesses (SMEs) should be explored.
- Traffic flow to ski fields is an opportunity.
- Providing for appropriate development in locations that will enhance Michelago for residents and visitors.
- The existing RU5 village land use zone under the Cooma Monaro LEP 2013 permits a range of commercial activities such as light industries, neighbourhood shops, tourist and visitor accommodation etc.

The Employment Lands study recommends identifying 7 ha of land for industrial development for immediate needs.

### 2.9.1 IMPLICATIONS FOR THE DRAFT MASTER PLAN

- The area around and near the General Store provides a village focus or 'heart' for intensification of development. A Free wifi/hub for remote work is provided in the village centre.
- Access to a range of open space and recreational opportunities in the village and more broadly with the Snowy skifields and surrounding landscape offering options for 'nature tourism'.
- There needs to be strengthened protections for adjoining rural land for continued economic, amenity and environmental contribution.
- The Michelago Park, Railway buildings, Michelago Hall, RFS sheds, church, police station and General Store precinct are preserved and enhanced as part of the village centre and focal point for enterprise and cultural activities, creating a 'spill out' area for community activities and events.
- Opportunities to provide land for industrial and/or employment generating uses are investigated, potentially to the south of the village.
- Nature-based tourism opportunities are pursued to capitalise on the ski fields, mountain sports and proposed rail trail, such as artisanal food and beverage producers, accommodation providers, cafes, pubs, etc.

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## 2.10 COMMUNITY AND VILLAGE LIFE

- A growing but aging population is dispersed within the village and immediate surrounds including the Tinderry Estate and Burra Road.
- Housing is predominantly detached single dwellings on large lots, with recent village style development located in 'battle axe' subdivisions.
- Both the Community and Council support some population growth while maintaining character, particularly focused on the 'railway precinct' near the General Store and RFS sheds.
- Ideally more community services are provided such as childcare and aged care in proximity to the village centre.
- People live and work in the village centre, using remote working opportunities to support existing and future businesses.



- The RU5 village zone permits a range of residential development including seniors housing and dual occupancies that can already cater for changing household size and requirements.
- The Smiths Road community to the north west is physically close but identifies with Canberra, being unable to formally cross the Murrumbidgee River.

#### 2.10.1 IMPLICATIONS FOR THE DRAFT MASTER PLAN

- Increased housing choice can be provided in Michelago's existing RU5 zoned area and new growth front (possibly RU5 or change to R2 Low Density zones) if services are economically available.
- Important factors are proximity to social and cultural infrastructure such as the school and general store. The formalising of a village heart in the 'railway precinct' can be a central community space.
- Lot sizes and dwelling types provide diversity as permitted with servicing limits.
- Transport links are provided such as a formalised bus stop in Michelago near the railway station.
- Recreation opportunities can be enhanced along Michelago Creek; improved walkability around streets and potentially using the 'rail trail'.
- It is suggested that Council initiate and fund road upgrade from main users and limit future rural residential development.
- Urban and rural boundaries need to be clearly defined; the existing zone boundary provides demarcation along major infrastructure routes.

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## 2.11 ACCESS AND MOVEMENT, INFRASTRUCTURE AND ASSETS

- Existing essential infrastructure provided is electricity, roads, telecommunications.
- Michelago school, Community Hall, RFS sheds and railway station precinct are valuable community assets. Heritage items provide opportunities to capitalise for tourism and local cultural benefit. Rail trail investigations are in progress.
- Large parcels of Crown Land along the Michelago Creek corridor and west of the Monaro Highway provide potential for community use including a vantage point to view the Tinderry Range.
- The Tinderry Estate is located to the south east on Michelago Road. The estate is over 800 ha in area and zoned R5 Large Lot Residential with an 8 ha minimum lot size. There is a large amount of potential supply for future subdivision. Access to Michelago however could be improved with a crossing over the Michelago Creek to Ryrie Street and road upgrade.
- Murrumbidgee River and Michelago Creek provide water supply and amenity. Public access to the Murrumbidgee is restricted.
- The village is not serviced by town water or sewerage. Water supply options identified in GHD's Water and Wastewater Scoping Study range from possible to prohibitively expensive. Groundwater vulnerability will constrain development density and typology if servicing is not provided.
- Flood prone areas of village restrict both access and development potential.
- RFS sheds are located in the centre of the village in a prime position for community use, however, it is noted that one of these sheds is proposed to be used for a 'bank of bins' for waste management. This use is incompatible with the desired village heart character.

#### 2.11.1 IMPLICATIONS FOR THE DRAFT MASTER PLAN

- New infrastructure is necessary to bring basic and expected services to Michelago such as water supply, reticulated sewerage, and a bridge over the Michelago Creek at the northern end of Ryrie Street near the railway bridge. The entrance to the village can be enhanced to attract visitors.
- Formalising of parking and traffic management in the 'heart' of Michelago is required to allow safe traffic flow for increased visitors, and when events and gatherings occur.

- There are a range of plausible commercial opportunities available to Michelago as the result of location and access to 'nature based tourism' including a rail trail.
- The electricity easement will restrict development under the power lines but may permit other activities such as active travel pathways.
- Connecting Michelago village with a network of walking and cycling paths through open space and along streets. Pedestrian safety should be prioritised and a formalised pedestrian crossing of Ryrie Street provided near the school.
- Investigate opportunities to create a loop walking track around Ryrie Street and the Michelago Creek corridor and linking to the village heart precinct via Michelago Park.
- Accessing the disused railway reserve land and buildings for tourism purposes as well as local pedestrian and cycling access in the event a rail trail is developed. In the long term, pedestrian and cycling access will also be provided to future greenfield areas along the rail corridor.
- The southern end of Ryrie Street will be connected to Micalago Road via a crossing over the Michelago creek (Council initiative/funding bid in place).

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## 2.12 LANDSCAPE AND PUBLIC DOMAIN

- There is a demand for improvements in the central heart of Michelago, bringing people together to work, visit, relax, be active, shop and socialise, most likely around the General Store within close proximity to the railway precinct.
- The current RU5 zoned land extent enables walkability and cycling.
- There are active community groups and members in Michelago.
- The character of the built environment is increasingly unique in close proximity to a capital city.
- As with all rural communities, there is a range of ages, but also a generally ageing population.
- More shade, trees, greenery, seating to improve the amenity of public and open spaces and streets is required.
- The entrance to Michelago at the Monaro Highway and along Ryrie Street can be enhanced with landscaping.
- Preservation of significant buildings, trees, railway structures and landscape elements that contribute to Michelago's unique rural heritage character is important.

### 2.12.1 IMPLICATIONS FOR THE DRAFT MASTER PLAN

- Potential to substantially enhance the public domain, built and natural environment with landscaping, more facilities in community spaces, walkable neighbourhoods, joint use of public space.
- Housing diversity needs to cater for all stages of life, with the services to support seniors ageing in place.
- Potential for landscaping to improve the built environment and create cool, shaded places.
- New housing should be provided largely through infill development and carefully planned, location-appropriate new releases, limiting urban sprawl and maintaining walkability and avoiding constraints.
- Michelago's rural heritage is expressed within the public realm through well integrated landscape design, infrastructure and signage. There should be appropriate integration between old and new structures, respecting the heritage values of the village centre and railway precinct and the buildings on the Monaro highway.
- Walkability should be enabled through a relatively compact urban form.
- Upgrade to key building form and function desirable especially for existing disused hotel building at the entrance to Michelago – privately owned.

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## 2.13 ENVIRONMENT AND SUSTAINABILITY

- Conserving and protecting natural and cultural heritage, high environmental values and important biodiversity corridors and views are critical.
- Protecting agricultural land from urban encroachment is essential.
- Avoiding or mitigating the impacts of natural hazards such as bushfire and flooding and the implications of climate change through locating new growth in the right location.

- Bushfire is a constraint and needs to be carefully managed. Planning for Bushfire Protection (RFS) guides best practice land use allocation and should be applied.

#### 2.13.1 IMPLICATIONS FOR THE MASTER PLAN

- Clear land use zones and provisions should be in place to protect agricultural land from village activities and vice versa.
- Constraints are avoided or managed, guided by best practice planning.
- Views of the Tinderry range from the Monaro highway and village are protected by restricting development on the eastern side of the railway reserve.
- Green corridors within and around Michelago are enhanced, allowing native fauna to move through the landscape from the Tinderrys, Michelago Creek to the Murrumbidgee River.

### 3 GROWTH SCENARIOS

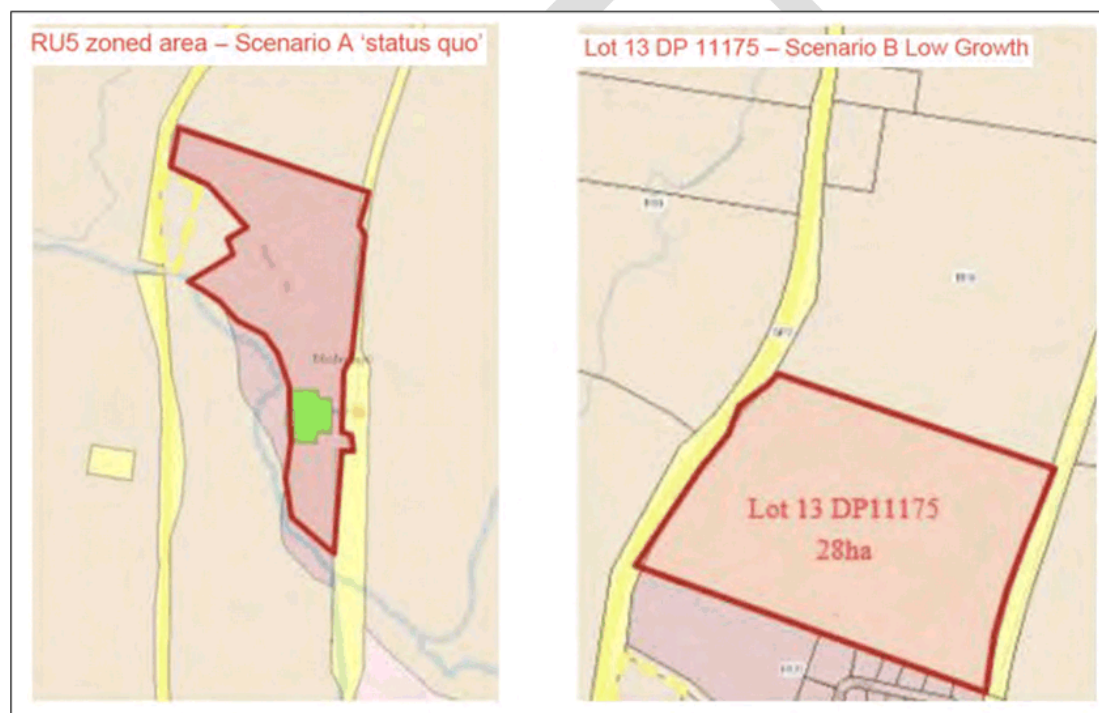
As part of the brief to prepare a Master Plan for Michelago, Council required the preparation of three growth scenarios as options for consideration. Development of the scenarios was guided by the government's policy framework, and logically fall into the following categories:

- 1 Status quo/infill
- 2 Low growth (detailing both serviced and un-serviced options)
- 3 Moderate growth.

The scenarios and costings are available at Appendix C.

#### 3.1 PREFERRED SCENARIO

During consultation on the scenarios a preference emerged for the Status Quo scenario combined with the Low Growth un-serviced scenario option. The areas identified in Scenarios 1 and 2 are shown in the figure below.



Source: Michelago Master Plan: Development Principles and Growth Scenarios Briefing Paper, WSP 2021

Figure 3.1 Location of Scenarios 1 and 2

A summary of the **preferred combination of Scenarios 1 and 2** (un-serviced) and considerations for the draft Master Plan is outlined below.



### 3.1.1 SCENARIO 1: STATUS QUO – INFILL EXISTING ZONED LAND

Under this option, development would be contained to the RU5 zoned area of Michelago village. In this scenario, you could expect roughly 152 new people in 53 new dwellings. This is in line with the current projected growth rate for Michelago:

- Dwellings would most likely be of similar size to existing homes. The types of houses you could expect to be developed would likely be two to four-bedroom detached family homes.
- The costs associated with connecting water and sewer services would be borne by the landowner, with no associated increase to rates by Council.
- Given there is limited growth in this scenario, there would be limited visual impacts on the Tinderry Range and surrounding rural land.
- However, opportunities for improvements to recreational facilities and the village centre would be limited, with the potential for small upgrades to existing facilities.

#### 3.1.1.1 RISKS AND CONSIDERATIONS

- Groundwater vulnerability may preclude further development with onsite effluent disposal.
- Riparian land restrictions may limit lot yield further than estimated.
- The linear layout of most lots may not be appropriate for ‘battle axe’ style subdivision.
- Non-residential development is also permissible in the zone, and if realised could reduce the residential yield.
- Intensification of residential land use and efficient use of services is government policy. However, the current lack of servicing also restricts housing diversity such as seniors housing, semi-detached (not permissible in RU5 zone) and multi dwelling housing, as well as tourist and visitor accommodation such as backpacker’s accommodation, eco tourist facilities and caravan parks.

### 3.1.2 SCENARIO 2: LOW GROWTH OPTION (UN-SERVICED)

This scenario presented two low growth development options, but only the un-serviced option is summarised here. Access to new residential developments would be via Ryrie St, with a new road between the service station and Mount View Road. This can be seen at Figure 3.3.

#### UN-SERVICED GREENFIELD RELEASE

- In this scenario, you could expect 319 additional people in 111 new dwellings. This would still be classified as ‘low density residential development’.
- Rainwater collection and onsite effluent disposal would be the responsibility of each new dwelling owner.
- The new dwellings likely to be a similar type and size to existing homes.

Opportunities for improvements in this scenario could include:

- Small improvements to the public domain and formalisation of the village centre (near the general store).
- Potential for limited new recreational facilities such as a walking loop.
- Improvements to existing recreation facilities.

#### 3.1.2.1 RISKS AND CONSIDERATIONS

- This option presumes that the most logical new area for residential growth that is contiguous with Michelago on RU1 Primary Production zoned land directly adjoining the village (Lot 13 DP11175, being approximately 28 ha in area).
- When services are **not available** issues for consideration are the same as Scenario 1: constraints from groundwater vulnerability, flooding, access routes, electricity easement and continued preservation of views, as well as appropriate scale and density. In keeping with the current style of development, the RU5 zone would be extended north.

- It will be critical for un-serviced lot sizes, to be of a size that maintains village character, particularly in the event that subdivision into dual occupancy development is permitted. An LEP clause requiring a minimum lot size of 5,000 m<sup>2</sup> and 1 ha for dual occupancy development where reticulated sewerage and sustainable water supply are not provided should be applied.
- Access to Lot 13 will need to be gained from Ryrie Street and not the Monaro highway. Internal roads should be designed to a single lane standard that allows landscaping in the reserve, and relatively informal construction that allows shared use for pedestrians and cyclists.
- Heritage items need to be protected with substantial buffers around curtilages. Development controls for building setbacks and landscaping should be implemented through the DCP.
- The electricity easement provides a constraint but also a potential opportunity to use the land for open space and pedestrian access.

## 3.2 FROM SCENARIO TO DRAFT MASTER PLAN

Upon review of comments and submissions collected during consultation, the low growth un-serviced opportunity area has been re-shaped to better meet identified principles, and community and stakeholder objectives. An example of this design process is shown in Figure 3.2 below.

The re-scoped low growth scenario area comprising part Lots 13 and 14 DP11175 has an approximate area of 30 ha, so the estimated population increase of 319 more people in 111 dwellings (based on approximately 28 ha) is considered to remain valid.

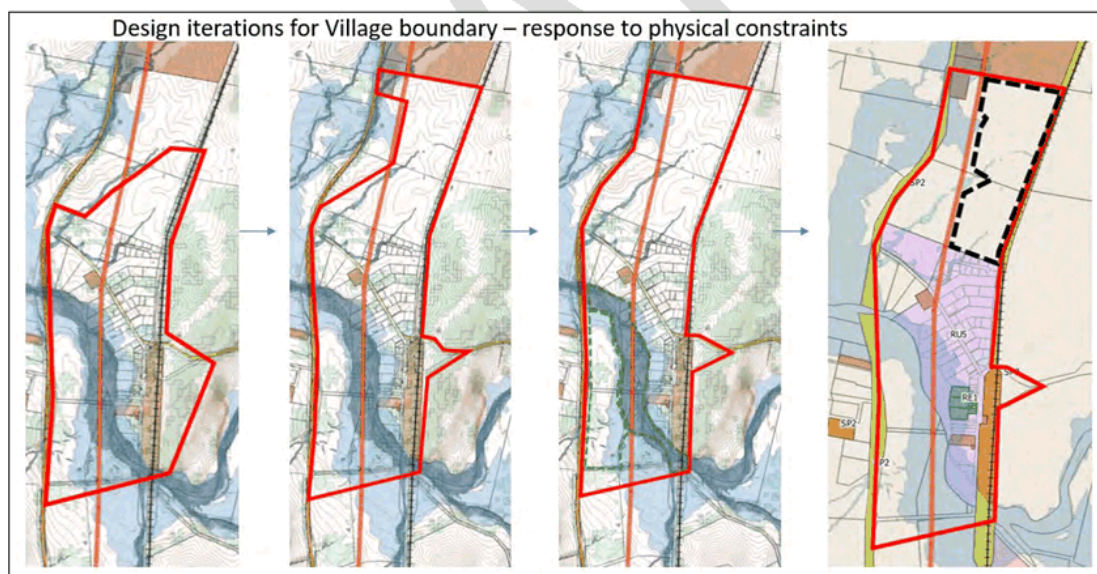


Figure 3.2 Design drafting process for preferred scenarios

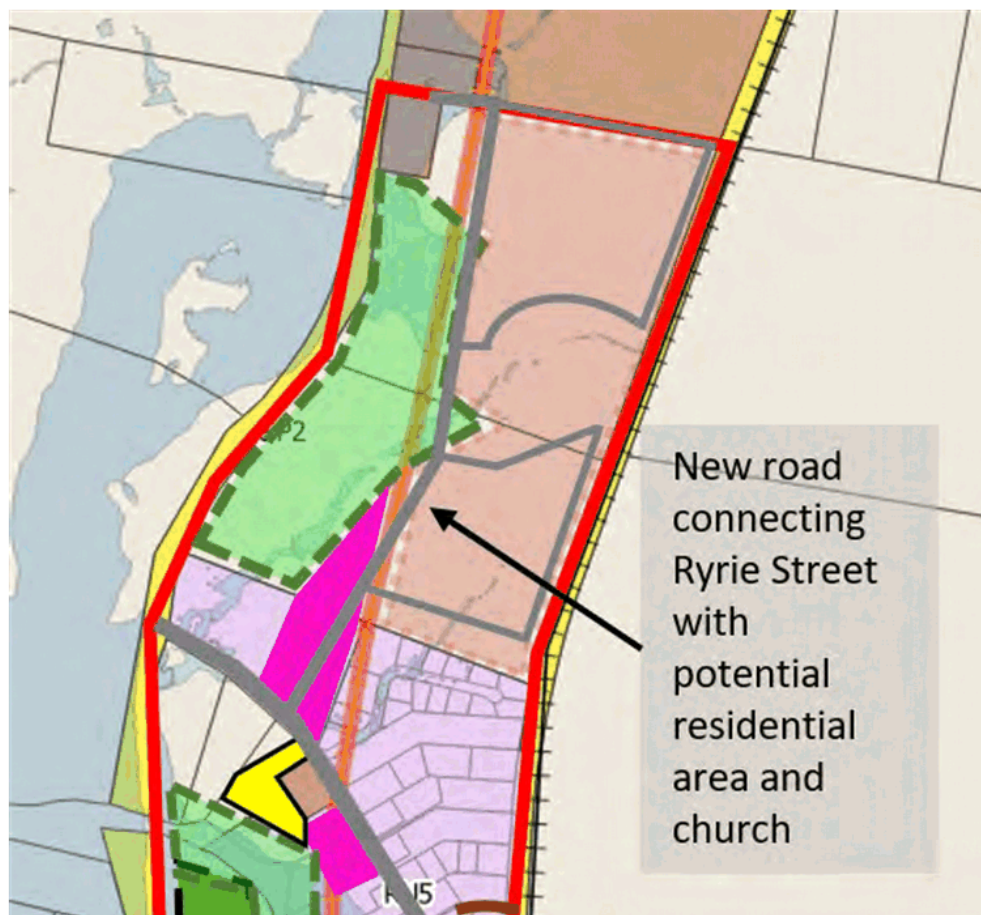


Figure 3.3 Indicative road alignment and intersection with Ryrie Street

### 3.3 SPECIFIC AREAS WITHIN MICHELAGO SURROUNDS

#### 3.3.1 EASTERN SIDE OF GOULBURN-BOMBALA RAILWAY RESERVE

Looking at Michelago holistically, it appears logical to incorporate land to the east of the Railway Station to consolidate the form of Michelago village around a central 'heart' and provide for some economic land uses such as low density business or other community uses. This is broadly not recommended for a range of reasons, mainly ecological constraints and slope, aside from the identified 4 ha (approx.) triangular parcel between the RFS Shed and Burra Road (#8 on the Action Map and Plan).

It is possible under the current Cooma Monaro LEP RU1 Primary Production zone to develop Eco-tourist facilities and some tourist and visitor facilities. There may be potential to locate this type of development near the railway line and the village boundary as part of the promotion of nature based tourism opportunities.

#### 3.3.2 RURAL RESIDENTIAL – MICALAGO ROAD R5 ZONE

It is noted that the R5 Large Lot Residential zoned land on Micalago Road is 821ha in area and currently supports 36 rural residential properties of varying size. The Cooma Monaro LEP 2013 minimum lot size for the R5 zone is 8 ha, ostensibly permitting (conservatively) 80 new lots. At this stage there is no justification to provide more land for rural residential style development.



## 4 CONSULTATION

Community engagement has informed the vision for Michelago. Consultation activities undertaken to date were:

- Early Consultation - online survey, Councillor workshop, and face to face workshop with community members during November – December 2020.
- Scenarios Consultation – online survey, public exhibition of scenarios briefing paper, kitchen table discussion guide, two face to face community workshops (run by Council) during April-May 2021.

A brief overview of the key messages received from the community, Council and stakeholders so far are set out in this section. The draft Consultation Outcomes Report can be viewed in full at Appendix A and will be updated at each stage of the project to provide an oversight of the Master Plan development process.

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### 4.1 KEY MESSAGES FROM CONSULTATION

#### 4.1.1 COMMUNITY

- Maintain rural village look and feel, protect heritage buildings, increase services and provision/upgrades of amenities.
- Improve access and connectivity of village (including Michelago Creek crossing) and create a town centre.
- Keep growth low and un-serviced, with larger lot sizes.

#### 4.1.2 COUNCIL

- Does not appear to be financially feasible to service Michelago, and no acceptable alternative water source identified.
- Support small un-serviced growth with associated upgrades to roads (including flood access) and community facilities.
- Improve the entrance to the town (and region) from the highway; attract people in transit.

#### 4.1.3 NSW GOVERNMENT

- Growth at Michelago is only supported with a viable water source. Drawing water from the Murrumbidgee is unlikely to be supported due to ecological impacts.
- Comprehensive ecological and Aboriginal Cultural Heritage assessments required.

#### 4.1.4 ACT GOVERNMENT

- Drawing water from the Murrumbidgee is unlikely to be supported due to ecological impacts.
- Concerns about a dormitory commuter settlement and the transport burden to ACT, support self-contained growth where employment and services accompany population increase.

#### 4.1.5 RURAL FIRE SERVICE

- Growth requires consideration of Regional Fire Management.

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### 4.2 NEXT STEPS

The draft Master Plan has been prepared for public exhibition and makes recommendations for future amendments to the LEP and DCP. The draft Master Plan also makes recommendations for a future Contributions Plan. Submissions will be reviewed and incorporated into the final version prior to adoption by Council. This is anticipated to occur later in 2021 following the Snowy Monaro Regional Council elections.

## 5 SUSTAINABLE SETTLEMENT PRINCIPLES

The Michelago Master Plan is guided by the consultation outcomes and relevant documents and policies, including Snowy Monaro Regional Council's (SMRC) *Draft Settlement Strategy*, *Local Strategic Planning Statement* and associated evidence base, the Department of Planning, Industry and Environment's *South East and Tablelands Regional Plan* and *Neighbourhood Planning Principles*. The most appropriate benchmarks and principles have been incorporated into the basis for the draft Michelago Master Plan, summarised below:

### MANAGING FUTURE CHANGE AND GROWTH:

- Design new residential releases so they are environmentally sustainable, socially inclusive, and accessible.
- Support jobs growth and local business; attract investment that complements Michelago.
- Provide housing choice for different needs, ages and incomes, facilitated by innovation in design, purpose-designed lots and dwellings.
- Mandate lot sizes that enhance village character, permit onsite effluent disposal or enable future infill development if servicing is provided.
- Prioritise new release areas that are an extension of and contiguous with Michelago.

### COMMUNITY AND VILLAGE LIFE:

- Provide the right mix of housing, open space, commercial and community facilities within a sustainable, inclusive and compact urban form.
- Respect and support the local village character through built form controls and public realm design that are uniquely 'Michelago'.
- Strengthen the village heart with a range of facilities, open space and services to reinforce the place and feel of the village including upgrades to public facilities.
- Attract visitors with new tourism opportunities for economic stimulus and employment generation.

### LANDSCAPE AND THE PUBLIC REALM:

- Enhance the visual amenity of the Ryrie Street entrance to Michelago from the Monaro Highway.
- Encourage streetscaping and landscaping of public open space for amenity and climate comfort.
- Retain views and vista corridors to the Tinderry Range and surrounding agricultural land.
- Protect and enhance indigenous and non-indigenous heritage items.
- Provide for active and passive recreation opportunities near and along Michelago Creek.

### ACCESS AND MOVEMENT:

- Upgrade local roads and creek crossing over Michelago Creek to improve access and safety.
- Provide a public transport link and connections in the village and improve traffic circulation and parking.
- Upgrade the Micalago Road entrance to Michelago from the Monaro Highway.
- Promote active recreation and wellbeing with walking and cycling links allowing people to shop, attend school, work and community events.
- Consider using Crown land along Michelago Creek for active recreation.

### ENVIRONMENT AND SUSTAINABILITY

Manage the impacts of natural hazards, including climate change:

- Protect areas with high environmental values and/or cultural heritage value and important biodiversity corridors.
- Protect the region's surface and groundwater water supply and the environmental qualities of rivers and streams.
- Identify a sustainable water supply and reticulated servicing.

- Protect important agricultural land to capitalise on its potential to produce food and fibre for the current and future generations and minimise potential for land use conflict.
- Avoid exposure to natural hazards of flooding and bushfire, incorporate responses to climate change impacts in design.

The Action Plan for Michelago in Chapter 6 provides the place-based recommendations based on the preferred growth scenario. It is noted that the Sustainable Settlement Principles refer to some matters that are not being pursued due to the lower growth scenario.

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## 5.1 FEATURES OF THE DRAFT MASTER PLAN

The framework for the draft Michelago Master Plan is based on:

- Ensuring that Michelago continues to develop into the future as an environmentally sustainable, and economically and socially resilient village.
- Identifying initiatives and opportunities to enhance the natural and built environment and unique character based on the Michelago community's and Council's views.
- Ensuring flexibility to accommodate change, consistent with the community's aspirations, based on sustainable settlement guidelines and planning best practice.
- The rural landscape is protected by keeping working lands viable and conserving natural lands, avoiding natural hazards and constraints.
- Ensuring that new growth and development is located and constructed to preserve and enhance the unique rural character of Michelago.
- Providing actions for implementation through Council's strategic and statutory policy and plans and other informal means.
- Ensuring that the costs of new growth are fairly distributed.

The NSW Planning system generally requires that any expansion of new development to be justified by a land use strategy. The draft Master Plan will provide the justification for the expansion of Michelago in accordance with the planning policy framework and outlines the principles to guide future development. Any planning proposal for the extension of the village will need to include detailed investigations into the cumulative impacts on groundwater following the decision to not provide services.

### 5.1.1 CRITERIA FOR SITE IDENTIFICATION AND DEVELOPMENT

In addition to addressing the Ministerial Directions and information required to be provided in a Planning Proposal as set out by the Department of Planning and Environment in the Guideline to Preparing Planning Proposals, the following criteria must be applied for site identification and development across all zones.

#### **Location**

The site is within the area identified for expansion in the Michelago Village Master Plan as adopted by Council.

The site location supports a logical and contiguous development with the existing Village settlement.

The area can be connected to the existing sealed road network by sealed roads but not directly access the Monaro Highway.

The site has potential be connected to water and sewer infrastructure if available in the future.

The site has minimal or limited impact on matters of biodiversity or heritage.

The site will not result in the fragmentation of biodiversity corridors.

The site is unconstrained by flood and has flood free access out of the locality.

The development should avoid Biostrategic Agricultural Land.

The proposal will preserve and enhance riparian corridors as open space networks and utilise for active travel connections. Development around riparian corridors is to be in accordance with guidelines for waterfront land defined by the NSW Office of Water DPI.

Avoid residential development on the eastern side of the railway reserve and western side of the Monaro Highway.

The site can be managed to reduce bushfire hazard and provides for evacuation in accordance with the NSW Planning for Bushfire Protection Guideline.

The proposal considers the requirements of Primary Production and Rural Development SEPP.

Any unserviced development needs to demonstrate that it will not adversely impact on the groundwater system.

New development should have regard to the surrounding agricultural land use and must provide a buffer to avoid land use conflict.

#### **Housing and Use**

The development reinforces and enhances the existing residential character.

Development should contribute to housing affordability, choice and diversity appropriate for the anticipated demographic profile of the LGA.

Development will not result in land use conflicts particularly with agriculture and primary industries.

Development must have access to a sustainable water supply.

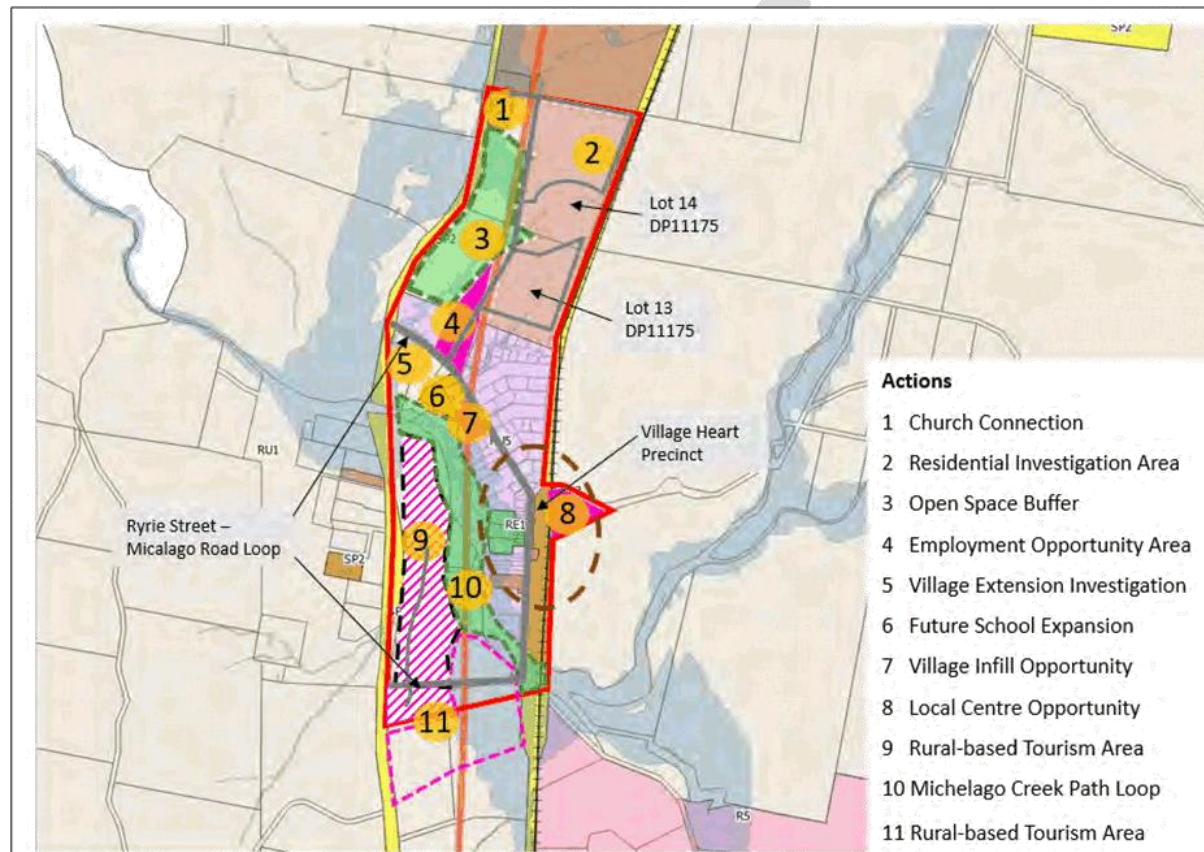


## 6 DRAFT MASTER PLAN PLACE-BASED ACTIONS

Actions for the draft Master Plan are presented in the following draft Action Map and Action Table.

Recommended implementation measures are addressed in Chapter 7 of the draft Master Plan.

## 6.1 DRAFT MASTER PLAN ACTION MAP



## 6.2 DRAFT MASTER PLAN ACTION TABLE

Sustainable settlement principles and map ref.	Potential opportunity* * Subject to detailed site – specific investigations	Target outcomes
<b>1 Church Connection</b> — Landscape and public realm — Access and movement	— Protection of historic buildings and connection to the village. — Emergency services (only) vehicle access to Highway via current Church driveway. — Indicative road layout to be included in amended DCP. — Retain RU1 zone and ensure heritage curtilage is maintained around Church.	— Pedestrian and road connection between village and historic Catholic Church. — Pedestrian Heritage trail north to Hibernian Inn and former Police Station, with appropriate heritage curtilage around all sites. — Potential to allow adaptive reuse subject to heritage impact assessment.
<b>2 Residential Investigation Area</b> — Managing Future Change and Growth — Environment and sustainability	— Lots 13 and 14 DP11175 (part) potentially approx. 30 ha village-scale residential development. — RU1 zone, propose to rezone to appropriate low density residential zone (subject to landowner initiated planning proposal). — Assumption that railway will not be reopened and rail trail is developed. — Opportunity for a walking path off the rail-trail through Michelago via historic buildings and village heart to re-connect with rail-trail at the Railway Station.	— Village style residential growth, accessed via Ryrie Street (through 1 Ryrie Street). — Low density subdivision and housing, onsite effluent disposal on lots 1,800 sqm. — Riparian restoration and stormwater management. — Open space, active travel and active recreation links through and along eastern and western boundary, potentially utilising rail reserve and rail trail. — Ensure lots situated to mitigate impacts from pedestrian/bike access along rail reserve.
<b>3 Open Space Buffer</b> — Landscape and the public realm — Access and movement	— Lots 13 and 14 DP11175 (part). — Investigate for Pony Club relocation. — RU1 zone, propose dedication to Council to be used for RE1 Public recreation. — Must also function as a vegetated buffer between Monaro Highway and future development. — Must manage flooding through protection and enhancement of riparian corridor. — Opportunity to support rural activities such as horse agistment.	— Open space, active travel and active recreation links. — Flood and stormwater management. — Ecological protection as appropriate (pending detailed site investigation). — Electricity easement has potential for open space/active recreation links.

Sustainable settlement principles and map ref.	Potential opportunity* * Subject to detailed site – specific investigations	Target outcomes
<b>4 Employment Opportunity Area</b> — Managing Future Change and Growth — Community and village life — Landscape and the public realm — Access and movement	— 1 Ryrie Street and part Lot 13 DP111175. — RU5 zone, currently supports Service Station, Motel, Pub. — Approx. 6.5 ha (3.5 ha new development potential). — Street plantings on Ryrie Street to enhance entry. — Investigate appropriateness of proposed new ‘employment zones’ or ‘supporting zones’ currently exhibited by NSW Government to update the Standard Instrument LEP.	— Gateway to Michelago. — Mix of shops, tourist and visitor accommodation. — Residential potential at 1 Ryrie Street. — Investigate for Aged Care/smaller assisted living development opportunities. — Essential to incorporate vehicle access and pedestrian/bicycle link to #2 off Ryrie Street.
<b>5 Village Extension Investigation</b> — Managing Future Change and Growth — Community and village life — Landscape and the public realm — Access and movement	— 2 Ryrie Street (Lots part 27, full 28 & 29). — RU1 zone. — Approx. 6.9 ha (5 ha new development potential) identified as Future Residential Growth Area under Mining SEPP but previously not supported by DPIE for rezoning. — Requires further investigations into ability to support extension of village zone or recreation before rezoning. — Walking loop along Michelago Creek – investigate route.	— Gateway to Michelago. — <b>If</b> rezoning supported to RU5 or appropriate low density zone, important to sensitively manage entry to Michelago as per #4. — Could support tourism and residential uses. — Investigate for low density Aged Care or assisted living housing. — Potential for School expansion into area immediately adjacent (part Lot 27). — Requires pedestrian and bicycle link between Ryrie Street and Creek Path loop.
<b>6 Future School Expansion</b> — Community and village life	— 2 Ryrie Street (part Lot 27), RU1 zone. — Open space buffer around school to reserve space for future expansion if required. — Potential location of pedestrian and bicycle link between Ryrie Street and Creek Path loop.	— Potential for School expansion into immediately adjacent area that is not impacted by Electricity Easement or flooding. — Stormwater management essential to manage flooding.
<b>7 Village Infill Opportunity</b> — Managing Future Change and Growth — Community and village life — Access and movement	— 2 Ryrie Street (Lots 25,26). — RU5 zone. — Approx. 3.2 ha (1.8 ha new development potential), as site is impacted by Electricity Easement and flooding. — Walking loop along Michelago Creek – investigate in flood prone area of Lots.	— Infill development of RU5 subject to site specific investigations. — Investigate for shops and services.

Sustainable settlement principles and map ref.	Potential opportunity* * Subject to detailed site – specific investigations	Target outcomes
<b>8 Local Centre Opportunity</b> — Access and movement — Community and village life	— Part Lot 17 DP 1002934. — Triangular 1.7 ha parcel bounded by Railway reserve, Burra Road and road reserve with potential for ‘local centre’ uses including parking overflow <i>Not intended for light industrial or large scale commercial development.</i> — Zoned RU1; consider rezoning to appropriate zone in the long term such as B1 or proposed new ‘employment zones’ or ‘supporting zones’ currently exhibited by NSW Government to update the Standard Instrument LEP.	— Part of village Heart over railway reserve. — Parking overflow in short term. — Tourist/service business opportunities <b>into long term.</b> — Overflow parking for events/parking for historic and nature walks and rail trail. — Views to Tinderry Range preserved through height at village scale (6 m).
<b>Village Heart Precinct</b> — Community and village life — Access and movement	— Lot 5405 DP 1244970 (SP2 zone), Lots 5-15 DP 11158 (RE1 zone), part Crown Land parcel (RU5 zone), RFS Shed (RU5 and SP2 zones) and Community Hall (RU5 zone). — Existing facilities not well connected, particularly for pedestrian/cycle access. — Opportunity to locate other sports facilities within and immediately adjacent to Michelago Park. — Opportunities to strengthen ‘sense of place’, pride and belonging in Michelago for residents, tourists, school students and new residents. — Retain RU5 zone and ensure desired land uses are facilitated in land use tables OR consider rezoning to B1 Neighbourhood Centre or a new equivalent zone proposed by DPIE. — Rezone the railway corridor from SP2 in accordance with DPIE’s practice note on zoning. — Investigate potential for work/study hub – requires excellent internet service. — Investigate potential for a Heritage Conservation Area extending from the Railway Station to St Thomas’ Church.	— Village Heart, create tourist attractors and places for locals such as hosting markets and events on the railway precinct reserve. — Provides space for local jobs to reduce commutes to Canberra. — Formalise parking, traffic flow, and pedestrian access around the precinct containing the Hall, RFS shed, Michelago Park and General Store. <b>Focus on walking not cars.</b> — Permit a mix of uses in either new or adaptive reuse including an agile workplace, tourist accommodation, residential accommodation, low scale neighbourhood commercial uses. — Connection to Creek Path loop and open space via Michelago Park to increase activity and recreation opportunities.



Sustainable settlement principles and map ref.	Potential opportunity* * Subject to detailed site – specific investigations	Target outcomes
<b>9 Rural-based Tourism Area</b> <ul style="list-style-type: none"> <li>Managing Future Change and Growth</li> <li>Community and village life</li> <li>Landscape and the public realm</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Lot 1 DP 1150315 (RU1 zone).</li> <li>Approx. 8 ha investigation site potential to rezone to RE1 or RE2 for passive and active recreation/rural events use.</li> <li>Grass cover, line of trees along drainage contour; partly mapped BSAL and/or flood affected and should be avoided.</li> <li>Opportunity for somewhere to stay and do adventure day trips to Tinderry Range etc.</li> <li>RU1 zone permits camping grounds and horse agistment.</li> <li><i>Not intended for light industrial or commercial uses.</i></li> <li>Consider using Additional Permitted Use (APU) to confine development types to specific land.</li> <li>Vehicle access via Micalago Road.</li> <li>Investigate long term potential pedestrian/equestrian/bicycle access across Michelago Creek.</li> <li>Opportunity for rural based tourism as described in #11.</li> </ul>	<ul style="list-style-type: none"> <li>Passive and Active recreation facilities and rural events capability.</li> <li>Investigate for potential low impact tourist activities such as camping ground with infrastructure located above flood planning level. Any buildings must not impede view corridor to Tinderry Range.</li> <li>Retain RU1 zone at this stage.</li> </ul>
<b>10 Michelago Creek Path Loop</b> <ul style="list-style-type: none"> <li>Community and village life</li> <li>Landscape and the public realm</li> <li>Access and movement</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Part Crown Land parcel (RU5 zone), Part Lot 1 DP575718, Lot 5 DP131300, Part Lot 1 DP1150315 (private ownership).</li> <li>Opportunity to locate walking path within Crown Land boundaries.</li> <li>Site is flood affected and biophysical strategic agricultural land (BSAL) under Mining SEPP.</li> <li>Opportunity to locate other sports facilities within and immediately adjacent to Michelago Park.</li> </ul>	<ul style="list-style-type: none"> <li>Restore and enhance riparian habitat – Land Care Group, ‘chain of ponds’ concept involving new plantings and removal of weeds.</li> <li>New facilities along Creek Path loop e.g. active recreation including walking and bike track, outdoor fitness, seating, interpretive signage (geology, ACH and local stories, biodiversity)</li> <li>Pedestrian/bicycle/equestrian crossing of Creek to directly link #5, #6, #9.</li> </ul>

Sustainable settlement principles and map ref.	Potential opportunity* * Subject to detailed site – specific investigations	Target outcomes
<b>11 Rural-based Tourism Area</b> <ul style="list-style-type: none"> <li>Managing Future Change and Growth</li> <li>Community and village life</li> <li>Landscape and the public realm</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Part Lot 1 DP 1150315 south of Micalago Rd for rural based tourist/services complementary to landscape.</li> <li>Part Lot 1 DP575718 and part Lot 1 DP653489 for supporting uses e.g. market gardens, farm-stay experience etc.</li> <li>Parts are mapped BSAL and/or flood affected and should be avoided.</li> <li>Currently RU1 zone.</li> <li><i>Not intended for light industrial or commercial uses.</i></li> <li>Consider using Additional Permitted Use (APU) to confine development types to specific land.</li> </ul>	<ul style="list-style-type: none"> <li>Scenic entry to Michelago – avenue of Poplars, views to Tinderry Range.</li> <li>Development screened from Monaro Highway and views to Tinderry Range preserved.</li> <li>Upgraded highway access and sealed road, access #9, #10, #11 via Micalago Road.</li> <li>Tourist/service businesses, opportunities for local employment to reduce commutes to Canberra.</li> <li>Retain RU1 zone – may need to review the range of permissible development in the land use tables.</li> </ul>
<b>Ryrie Street – Micalago Road Loop</b> <ul style="list-style-type: none"> <li>Community and village life</li> <li>Access and movement</li> <li>Landscape and the public realm</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Crown Land/Ryrie Street road reserve.</li> <li>Separate Council project to connect Ryrie Street and Micalago Road.</li> <li>Bridge or Causeway must include safe separated pedestrian/cycle lane.</li> </ul>	<ul style="list-style-type: none"> <li>Road access over Creek creating a loop road for tourists and locals. Opportunity to provide a creek crossing with separated pedestrian/cycle crossing space.</li> <li>New picnic and passive recreation area with formalised parking linked to Creek Path loop.</li> <li>Upgrade amenities in park.</li> <li>Plant trees for shade and shelter along Ryrie Street and in Michelago Park.</li> <li>Maintain oval.</li> <li>Links to Creek Path loop approx. 3 km long including Ryrie Street section, with multiple entry/exit points to enhance usage and accessibility.</li> </ul>



## 7 DELIVERY AND IMPLEMENTATION

Planning controls for LEP and DCP amendments are a crucial part of delivering the vision for Michelago and ensuring that development is not delivered in a way that is inconsistent with the rural character of the locale. There are separate documents containing specific recommendations for amendments to the Cooma Monaro LEP and DCP that will be finalised following public exhibition of the draft Master Plan to capture and respond to submissions.

### 7.1 INFRASTRUCTURE AND SERVICES

#### 7.1.1 COMMUNITY PRIORITIES

The following list of infrastructure, services and facilities has been drawn from the Michelago Resident Community Association (MRCA) draft submission on the Michelago Master Plan Scenarios. The priorities outlined are consistent with feedback received through other consultation activities to date. As a lower growth scenario was preferred, there is unlikely to be sufficient contributions funds available to enable delivery of all community priorities.

Further consultation to identify priorities and timing is recommended once potential costings are known.

##### 7.1.1.1 INFRASTRUCTURE AND SERVICES

Table 7.1 Infrastructure and Services

Works	Rationale	Indicative costings	Recommended implementation mechanism
Connection of Micalago Road to Ryrie Street via a bridge or causeway	The village of Michelago and the rural residential area to the south along Micalago Road are divided. Road, pedestrian and cycling connection can only currently be achieved via the Highway which can be dangerous particularly at busy times or times with low visibility. Providing a connection over Michelago Creek connecting Micalago Road to Ryrie Street will connect Micalago road residents to the social and community infrastructure located in the village and provide a through route for passing motorists.	TBC	Council proceed with this project.  Any shortfall from the grant funding could be re-couped via development contributions.
Sealing Micalago Road from Monaro Highway to Railway Bridge	There is 665 m of unsealed road in this section which forms part of the through loop of Michelago. This section of road is subject to flooding which can isolate residents along Micalago Road and other branch roads.	\$200,000	Sealing this section of Micalago Road should be incorporated into the development contributions plan as a high priority.

Works	Rationale	Indicative costings	Recommended implementation mechanism
Sealing Micalago Road from Railway Bridge to Karinya Plains Road	<p>Micalago Road is an important collector road in the Michelago Road network servicing the rural residential area of Michelago south of the village.</p> <p>While traffic volumes may not currently warrant sealing of the road, its usage and the expectations of residents make this an expensive asset for Council to maintain. The potential increase of up to 80 dwellings in this area over the next 20 years adds to the need to upgrade this section of Micalago Road.</p>	\$1,000,000	Sealing of this section of Micalago Road should be incorporated into a development contributions plan (DCP).
Sealing Burra Road between Tinderry Road and the LGA Boundary at Burra	<p>Burra Road is an important alternative connection north to Googong, Queanbeyan and on to Canberra. As Googong grows it is expected this may offer services which may be desirable to Michelago Residents.</p> <p>Upgrading this connection could potentially contribute to the resilience of this community providing alternative access in case the Monaro Highway north of Michelago is closed or for egress in a bushfire.</p> <p>Of the approximately 15 km of Burra Road in the LGA 13 km is unsealed. It should be noted parts of Burra Road in QPRC are also unsealed.</p>	\$6,000,000	<p>Advocate to the NSW Government regarding the upgrade of this road and seek grant funding to facilitate the staged upgrade of this road.</p> <p>It is not recommended to include this project in a development contributions plan for Michelago at this time as the costs is prohibitive to realistically achieve through this mechanism and there is a limited nexus demonstrated by this project.</p>
A new road and pedestrian connection that connects St Patrick's Catholic Church to the village	As the identified potential village expansion areas extend north to this point it is considered that this road would be provided through the subdivision layout, this should be reflected in the DCP. Access to the highway should then be for emergency services only.	Costs borne by development	<p>It is recommended that this road is incorporated into the site-specific development control plan for Michelago.</p> <p>Once constructed, public access to the highway should be prevented, although it is recommended this access point is maintained for emergency services only.</p>

Works	Rationale	Indicative costings	Recommended implementation mechanism
Traffic calming features provided through design of streets	As noted above the movement and place framework principles should be implemented as Michelago grows. Traffic calming measures such as pedestrian crossings help facilitate positive outcomes.		Best subdivision practice should be followed for all new subdivisions. Controls are contained in DCP.
Improvements to footpath network	Requirements for new footpaths serving the village should be identified in the site specific DCP. Other path projects include the Creek Loop trail and Monaro Rail Trail which should be incorporated into the village's footpath network.	TBC	Specific projects may be incorporated into contributions plan for the provision of local infrastructure. General footpaths requirements form part of the DCP and costs are borne by development.
Provide equestrian access alongside residential streets and through open space areas	Part of the rural village character sought to be maintained is the ability to ride a horse throughout the village. The incorporation of this via a DCP should facilitate this outcome.		Incorporate equestrian access controls in site specific DCP.
Pedestrian crossings of Ryrie Street at the School and Railway Station	Considering the movement and place framework it is important to provide pedestrian infrastructure for the local community in appropriate locations.	\$100,000	Incorporate these projects into a development contributions plan.
Lighting provided to paths likely to be frequented after hours	To provide safety for users and encourage use of the paths in an efficient manner.		Lighting standards outlined in the DCP.
Flood mitigation measures outlined for Michelago in Council's Flood Risk Management Plans	Michelago is subject to flooding from rising waterways particularly from Michelago Creek.  Flooding can leave communities and individuals isolated and in extreme events cause a severe risk to human life and property.  Council with support from DPIE have undertaken a flood study and flood risk management plan (FRMP) for Michelago.  The FRMP recommends flood mitigation and safety measures for Michelago.	\$700,000	Projects identified in the FRMP for Michelago are incorporated into development contributions plan to ensure they are delivered in a timely manner.

Works	Rationale	Indicative costings	Recommended implementation mechanism
Improved waste collection facilities for the Michelago region	<p>As Michelago grows, appropriate waste facilities are vital.</p> <p>It is noted that Council is rolling out kerbside collection in the village and a bank of bins to surrounding rural land owners. It is expected that further development in the village or expansion of the village will be serviced by kerbside collection.</p> <p>Relocation of the bank of bins is likely to be required within the 20 year period of this plan. It is considered that this could be designed and incorporated into the employment lands within the village heart precinct east of the railway line, or if the Pony Club is relocated, the bank of bins could be located at the former Pony Club site west of the Monaro Highway.</p>	TBC	As development occurs identify a suitable location for bank of bins and container deposit schemed design and co-locate these facilities. Incorporate this project into the development contributions plan.
The establishment of a rail trail	Council is exploring options regarding the creation of a rail trail from Queanbeyan to Bombala along a disused rail line. It is anticipated this could have a significant tourism benefit to the region and Michelago would be well positioned to leverage off. It is considered that the section adjacent to the existing village and a potential future expanded village could act as a recreational path to service the town.	TBC	Incorporate rail trail section adjacent to the village and construction of a bridge for the trail over Michelago Creek in development contributions plan.
Upgrades to Highway intersections with Ryrie Street and Micalago Road	The Monaro Highway is a vital connecting route for Michelago connecting many people to employment and services offered in Canberra and Cooma. It is also a vital highway for South East Australia connecting many to the snow and coast. Improving safety is vital to community resilience.		Council advocate for and work with TfNSW to provide safety upgrades to the intersections of the Monaro Highway at Ryrie Street and Micalago Road.

### 7.1.1.2 RECREATIONAL FACILITIES

Table 7.2 Recreation Facilities

Works	Rationale	Indicative costings	Recommended implementation mechanism
Additional sporting codes accommodated within Michelago Park	The Michelago community would like additional recreation facilities to provide for a wider range of sports and a location for events. It is considered that based on expected population an upgrade of the existing oval and surrounding space to support a greater variety of sport and events.	\$900,000	Provide additional elements to Michelago Oval and existing recreational areas part of a development contributions plan.
Re-location of the Pony Club to east of the Monaro Highway	Pony Club is an important recreational asset for Michelago but is currently difficult and dangerous to access as it is the western side of the highway.	TBC	Consider and encourage options to relocate Pony Club east of the Highway. Work with Pony Club to ensure suitability of any new site.
Picnic and bushwalking facilities in the Tinderry Mountains	Tinderry Mountains are a spectacular natural asset and recreational asset for Michelago. Improved facilities in the Tinderry Nature Reserve has the ability to increase nature based tourism.	Council Advocacy Role	Advocate to NPWS to provide facilities for bushwalking in Tinderry Nature Reserve.
Outdoor BBQ facilities with lighting for community use	'Michelago on the Mend' is a program of social engagements and briefing sessions centred on new BBQ facilities at the sports oval. It will bring together the community with the fire brigade to help everyone recover and prepare for future bushfires.	\$78,285	Michelago community work with the MRCA and Council on the delivery of this project from grant funding.
Other sporting facilities, for example: <ul style="list-style-type: none"> <li>— Basketball court</li> <li>— Skateboard park</li> <li>— Pump track for bicycles</li> <li>— Outdoor exercise stations</li> </ul>	<p>Due to the limited expected growth in Michelago the provision of all of these facilities is unlikely to occur over the planning horizon of this document. Limited availability of water and the cost of maintenance means a swimming pool is not viable.</p> <p>Some additional sporting facilities could be provided around the existing oval and by co-locating facilities where possible.</p>	\$1,000,000	<p>It is recommended that sports facilities are co-located where possible.</p> <p>A focus should be on low-maintenance facilities.</p> <p>Leverage funds through development contributions and apply for grants where appropriate.</p>

#### 7.1.1.3 HERITAGE MAINTENANCE AND PROTECTION

Council should consider opportunities to protect and leverage the following heritage items:

- St Patrick's Catholic church
- St Thomas' Anglican church
- The Historic Michelago Railway Station precinct
- The railway bridge over Micalago Road.

#### 7.1.1.4 EMPLOYMENT OPPORTUNITIES AND SERVICES

The following land uses have been identified by the community and should be encouraged within Michelago:

- Retirement village
- Preschool
- Medical facilities e.g. Pharmacy and GP
- Licensed restaurant
- Public bar
- Arts and craft precinct
- Farmers' market precinct.

#### 7.1.2 DEVELOPMENT CONTRIBUTIONS

Local infrastructure development contributions are vital for the efficient and effective provision of local infrastructure to help service new developments. Local infrastructure contributions are levied under sections 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*. These contributions are based on the principle of reasonableness which has two core elements, 'apportionment' and 'nexus'. Apportionment is the principle the development should pay for its proportion of demand for that infrastructure. Nexus is the principle that the money levied from a development should be spent on infrastructure that benefits that development.

A draft development contributions plan is being exhibited separately. As outlined above local infrastructure, such as roads, footpaths, recreation facilities and community facilities may warrant inclusion into a development contributions plan. It is noted based on the growth that occurs only a certain amount works are likely to occur, and the works schedule should reflect what may be achievable over the next 20 years. Only a certain amount (as per the apportionment rate) can be levied on new development and other funding sources make up shortfall.



## 7.2 ADVOCACY OPPORTUNITIES

Some community wishes and priorities for place-based actions in Michelago relate to outcomes or activities that do not fall under Snowy Monaro Regional Council's direct area of control. These priorities call for action and discussions with government, private interests and not-for-profit organisations in delivering projects and initiatives that benefit the community, set out in the Table below:

Table 7.3 Advocacy and support opportunities

<b>Economy and tourism</b>	
Creation of a town centre with tourist attractions, working hub	Council to investigate creating internet and hot desk facility for community and tourist use
Creation of a heritage walk incorporating Ryrie Street	Council to apply for grant funding and link heritage items with other open space initiatives
Cafés/restaurants/wine bar and/or events venues	Council to promote and market Michelago as a tourist destination alongside the Snowy Mountains ski fields attractions
Railway precinct	Advocate to TfNSW for dedication of railway buildings and land as part of a rail trail and repurposing for community events such as markets, working hub etc.
<b>Housing and community</b>	
Preservation of village character – not turning into Googong style development	Council to meet with major landowners to discuss the desired form and scale of development in Michelago
Streetscape Plan	Council to prepare a streetscape and open space plan. Objectives: to provide visual amenity and temperature regulation to mitigate impacts of climate change
Renewable energy initiatives	Council to advocate for identification of opportunities for retrofitting existing public buildings with renewable energy, and investigate opportunities to establish a renewable energy source for Michelago
More health and aged care services	Advocate and facilitate development of aged care and appropriate housing in Michelago for older people and people with a disability
<b>Recreation and events</b>	
Improvements to existing social spaces	Council to prioritise funding for public realm upgrades and promote events in Michelago, formalise parking arrangements around the central core including at the school and kiss-and-ride for public transport at the Railway Station
Access to the Murrumbidgee River and recreation facilities	Investigate feasibility and desirability for formal access to the River and provision of a basic recreation area
<b>Infrastructure and services</b>	
Full time police presence	Advocate for government funding for a permanently staffed police station
Toilets, BBQs and lighting at Michelago Park	Council to apply for grant funding and ensure Plan of Management is up to date for Michelago Park
Upgrade both entrances to town from Monaro Highway	Liaise with TfNSW on options to increase visibility, safety and capacity for residents and visitors



Repurposing Hibernian Inn as a commercial or public space	Council and community liaison with owner to discuss options for redevelopment including a commercial venture such as a pub, restaurant etc.
<b>Crown land</b>	
Walking and cycling loop around town	Liaise with Lands and DPIE (Water) regarding the dedication of a walking track on Crown land along the Michelago Creek. Council to investigate grants for provision of equipment within the corridor e.g. outdoor fitness stations
Michelago Creek Riparian restoration	Council and community liaison with LandCare and DPIE (Environment, Energy and Science) to restore and revegetate the banks and areas adjacent to Michelago Creek in public ownership
West Michelago	Liaise with landowners to investigate potential to establish a lookout to the Tinderry Range

Source: Community consultation December 2020

## 8 LIMITATIONS

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# APPENDIX A

## CONSULTATION OUTCOMES





# Michelago Master Plan Consultation Outcomes Report

Consultation Outcomes Report

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**Elton Consulting is now part of the WSP Group.**

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# 1 The project

## 1.1 Context

Located within the Snowy Monaro Local Government Area, in close proximity to Canberra, Michelago is a small village town with a population of around 564 residents.

The residents of Michelago greatly value the town's low density and rural feel. Many choose to live in the town and commute to work and school in Canberra.

There is a desire not to become over reliant on Canberra's resources and, as such, Michelago is at a crossroads as to whether it remains a rural village or develops into a small, more self-sufficient town.

Whilst development in the village would contribute to improvement in infrastructure and facilities, there is a wish to preserve the inherent character of the town.

A large and crucial part of developing a Masterplan (the Plan) for the town has been community consultation, to ensure future needs are understood and considered, and the cherished, quintessential parts of Michelago are preserved.



## 1.2 Consultation objectives

Consultation activities were completed with the goal of understanding what residents and interested stakeholders would like to see protected and/or improved. More specifically, consultation aimed to:

- » Ensure the community has the opportunity to have a say in Michelago's future
- » Understand what people would like to see protected, improved upon or added in the town
- » Establish clear expectations with the community of what type of change is possible with this Masterplan communicate planning constraints
- » Communicate that Council is seeking a considered, researched Masterplan that aims to retain Michelago's village character.



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## 1.3 Consultation snapshot



## 2 Pre-exhibition consultation outcomes

### 2.1 Website

A Michelago Masterplan page was established on Council's website. This page acted as a touchpoint for the project, including information about projects goals and timeline, key contacts and scheduled consultation activities.

### 2.2 Survey #1

A simple survey was published on Council's webpage to capture people's thoughts on what they would like to see in the Masterplan.

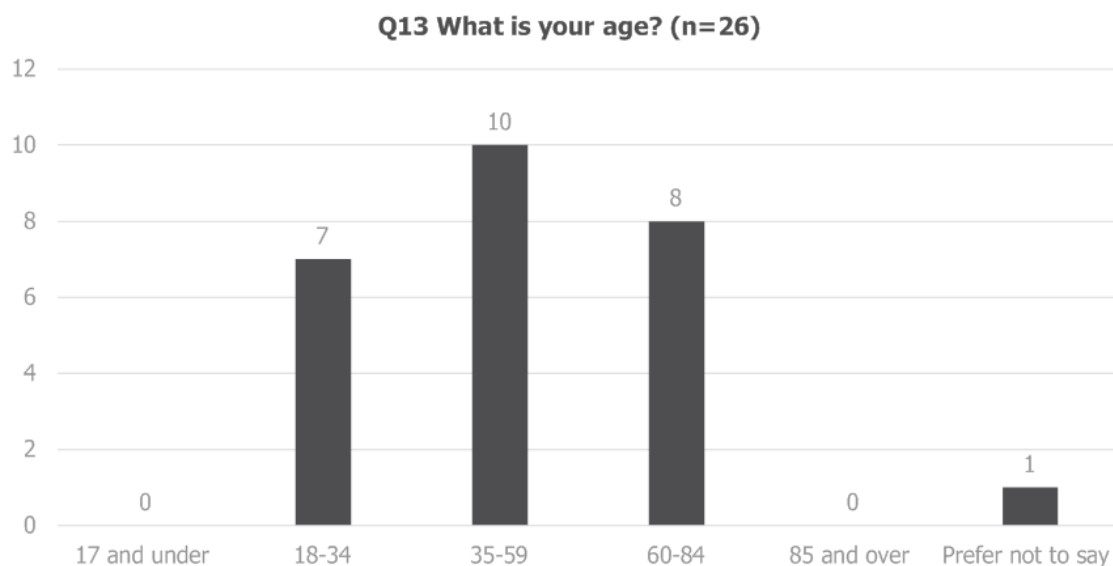
Questions were primarily open-ended and encouraged people to input as much or as little information as they thought necessary.

**26 people completed the survey.**

A copy of the survey questions can be found in Appendix A.

#### 2.2.1 Participant profile

Of the 26 people who completed the survey, 77% identified as either living or working in Michelago.



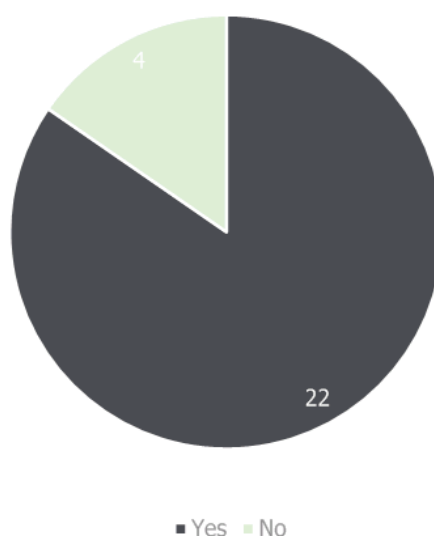
## 2.2.2 Findings

### Working from home

A crucial aspect of master planning for Michelago was gaining an understanding from residents on how COVID-19 has impacted their working conditions, and if working from home has introduced new needs that Council should consider in the masterplan development process.

As shown in the graph below, 85% of respondents were able to work from home during 2020. All of the remaining 15% noted in **Q2 If no, why not? (n=4)** they did not work from home due to their job and/or industry type.

**Q1 Were you able to work from home this year? (n=26)**



In answer to:

**Q3 If yes, do you plan to continue working from home post COVID-19? (n=22)**

77% said they planned to continue working from home, including if only part time. Only 9% of respondents said a definitive 'no' to this question. Remaining responses selected 'other'. All non-responses aligned with those who noted their job and/or industry type does not allow for working from home.

To understand if people who plan to continue working from home post COVID-19 need new services or facilities to assist with this change, survey participants were asked:

**Q9 COVID-19 has seen huge changes to how we live and work. One part of the Masterplan could be to assist people with facilities to work from home, such as creating new spaces to network or meet clients. Do you think this is needed? (n=26).**

Responses were fairly evenly divided, suggesting new working spaces and amenities may not be a significant priority for the community in the context of future development. A majority (54%) of responses said 'Yes,' whilst remaining answers were split between 'No' (35%) and 'Unsure' (12%).

### The present

Questions 4-6 were all open questions and were designed to capture what people like about Michelago as it is now, including what they may want to see preserved but perhaps improved upon, or existing elements thought to exhibit the best qualities of Michelago.

There were several common responses to **Q4 What places, buildings or services in Michelago would you like kept exactly the same as they are now? Why do you like them the way they are? (n=24)** The most popular responses are listed below:

- » General Store: 12 mentions
- » Railway station: 11 mentions
- » School: 8 mentions
- » Churches: 6 mentions
- » Oval: 4 mentions.

Other mentions included the police station, Hibernian Inn, bridges, fire station, natural landscape, core village area, and the community hall. Finally, two responses said 'none' and a further two noted that current sewerage and water system services that should remain unchanged.

Themes observed among questions 4-6 include:

#### **Spaces for gatherings**

Suggestions for improved or new social places and spaces were common among responses answering **Q5 What places, buildings or services in Michelago would you like to see upgraded? Why do they need improvement? (n=25)** and **Q6 Is there anything missing from the village of Michelago? What new places, buildings or services do you wish were there? (n=23)**.

There was a desire for improvements to *existing* social spaces, such as more seating and cooking facilities at the park, and repurposing the railway station as a café/wine bar or events venue. People were also in favour of introducing *new* facilities such as a working hub and more places to eat and drink.

#### **Connection to area**

A commonality in language was revealed among these responses when people described what they liked about Michelago, primarily in answer to **Q4 What places, buildings or service in Michelago would you like kept exactly the same as they are now? (n=24)**.

A connection to and fondness for Michelago was regularly mentioned:

- » "rural village ambience"
- » "rural charm"
- » "village feel"
- » "community spirit."

#### **Repurposing and enhancement**

There was a clear preference for existing areas or facilities to be upgraded or repurposed, rather than removed or redesigned.

Many suggestions were for upgrades to infrastructure (e.g. park toilets), whilst others proposed repurposing some older, more redundant buildings such as the Hibernian Inn; people were fond of the idea of this becoming a restaurant, or museum space.

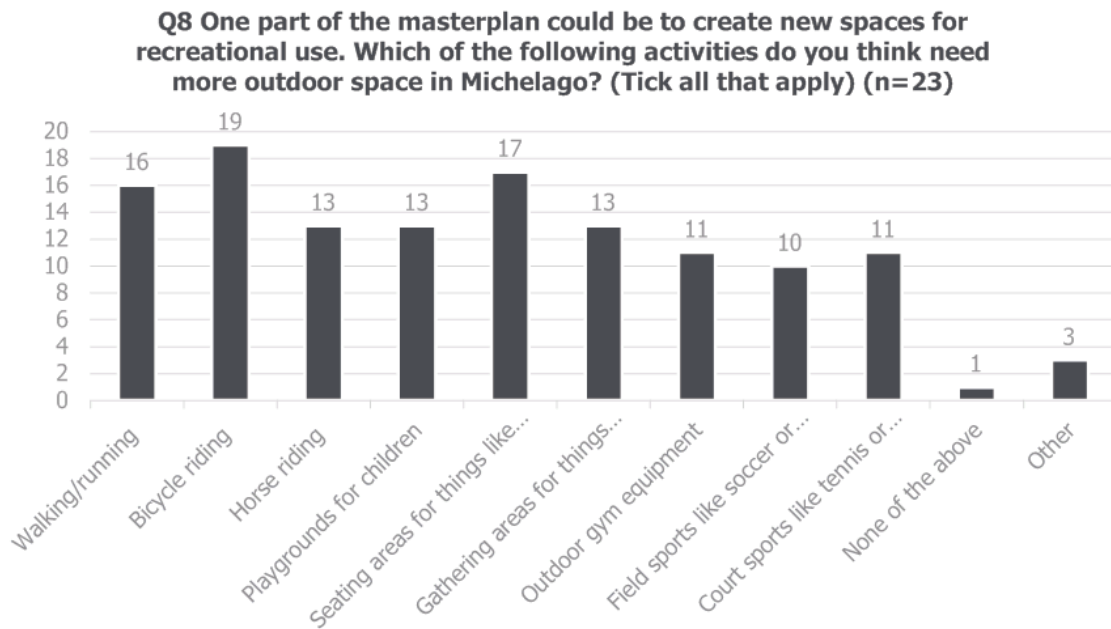
### **The future**

The survey particularly focused on asking participants what Michelago should look like in the future; for example, the type of facilities, buildings, open spaces that people may like to see introduced as a result of a Masterplan.

These questions were a mix of closed and open to help facilitate clear and constructive responses, as answers to these types of questions hold large significance in informing the final Masterplan designs.

People were largely in favour of creating new spaces for recreational use, with each proposed activity receiving several votes. Top three responses were:

- » Bicycle riding
- » Seating areas for things like family picnics
- » Walking/running.



Another question asked participants to select their most important design principle from a list of six options. The following lists each principle and the percentage of responses that listed it in the **top two** ranking:

- » Economic growth and efficiency: 44%
- » Environmental sustainability: 16%
- » Housing diversity: 28%
- » Transport connectivity: 28%
- » Preservation of local character: 44%
- » Heritage protection: 36%.

**Q7 Michelago has many long-standing buildings and heritage sites that contribute to the suburb's village feel, such as the Railway Station and the Hibernian Inn. What could be some future uses for these sites? (n=23)** revealed interesting ideas for potential future uses of these sites. The following ideas were common responses and suggest service gaps in that the Masterplan could address:

- » Events spaces e.g. wedding venues
- » Hospitality venues e.g. wine bar, café or restaurant
- » Museum or gallery space
- » Working hub space
- » Location for new small businesses e.g. arts and crafts store.

## 2.3 Visioning workshops

### 2.3.1 Councillor workshop

A visioning workshop was held via Zoom on 3 December with SMRC Councillors to gain their ideas on how Michelago could and should develop.

The workshop consisted of a short PowerPoint presentation followed by four discussion activities using the program Mural. Activities were simple and councillors were asked to nominate what they like about Michelago now, what they would like to see changed, and how this change could be implemented.

*A copy of the presentation and mural can be found in the Appendix B and C.*

A key observation from the discussion was no one was opposed to growth itself; all were in favour of growth and enhancement in a way that was considered and appropriate to the area. Suggestions included:

- » Infrastructure upgrades to support population growth
- » Creation of a town centre with more food/beverage services, arts and craft stores, tourist attractions, and a main street
- » Improve the entranceway to the town from the highway to attract people in transit
- » Facilitate growth but retain character to avoid mass development; councillors often used the example of Googong as what they did not want to see in Michelago.

### 2.3.2 Community Workshop

A second visioning workshop was held at Michelago Hall on 15 December for community members and interested stakeholders. The activities and format were designed to mirror those of the councillor Workshop.

**18 people attended the session.**

The workshop setup included table groups equipped with town maps and worksheets. The session was attended by two members of the Elton Consulting team, and a Council representative.

*A copy of the worksheet can be found in the Appendix D.*

Many comments and suggestions reflected those captured in the survey and the discussion with councillors, suggesting a level of consensus about Michelago's present and its future.



**COVID-19** has introduced new challenges to community engagement, specifically concerning accessibility. To help ensure accessible and inclusive engagement, efforts were made to provide both in-person and online options for engagement. An online community information session was offered, however, only one community member expressed interest and noted they would also attend the in-person session. The online event was cancelled due to lack of interest.

Key discussion themes observed:

#### Character

Participants felt strongly about preserving the character and community feel of Michelago, with one person describing it as "having a personality." There was a strong desire to retain the area's existing character in any new development through flexible strategies, rather than being too prescriptive.

#### Inclusive services and amenities



Growth or improvement was often framed in terms of what new services or facilities would improve the liveability of Michelago.

Many suggestions centred on leisure or social spaces and included a rail trail, food/beverage facilities including restaurants and pubs, and play areas for children and families such as a pool. There were also several requests for more health services and aged care facilities.

Equity in development and design was deemed important to a number of attendees. Some comments noted the importance of considering the needs and wants of the community as a whole, rather than of only a few.

#### **Similar but different**

Many people stated that the lifestyle offered by the town is one of the main element to preserve, rather than the physical spaces themselves. Attendees asked that any new services or amenities improve rather than alter living standards, with many noting it's Michelago's sparseness and *lack* of services that have attracted people to move there in past.

Within similar discussions, people seemed to not be opposed to development, as long as it was seamlessly integrated into the town. Similar to concerns raised by Councillors, a number of attendees noted Googong as the type of developed they didn't want – "*we don't want Googong style development*" – as this seemed to be an example of stark and unintegrated development.

### **2.3.3 Council staff briefing**

An informal briefing session was held with council staff on 15 December via Teams to present on and discuss the preliminary findings of studies completed into the potential opportunities and constraints in developing the Masterplan.

Findings were presented by a member of the Elton Consulting Planning Team, and WSP research report authors were on standby to answer technical questions of council staff.

*A copy of the presentation can be found in the Appendix E.*

This session allowed Council staff a 'first look' into how these studies were progressing and offered an opportunity for them to ask questions or submit requests for certain elements to be considered.

Key topics of discussion included:

- » Seeking information on community feedback heard so far
- » Asking how the Masterplan would fit into and/or affect other strategies and development underway in the area
- » Debating the feasibility of a rail vs rail trail
- » Promoting the inclusion of activation areas in the Masterplan and what these could look like.

## **2.4 External stakeholder meetings**

Three meetings occurred in February to provide an update on feedback received from recent community consultation and discuss outcomes for scenarios.

#### **DPIE Meeting 12 February 2021**

##### **Attendees:**

- » From SMRC: Alexandra Adkins, Brooke Davey, Gina McConkey
- » From DPIE: Allison Treweek, Graham Towers, Nathan Foster, Ann Martin
- » From WSP: Nita Scott and Claire Adams

**Key discussion points:** Objectives for the future of Michelago including:



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- » South East and Tablelands Regional Plan
- » land supply and subdivision for residential, small enterprise and employment generating land with questions on whether the land can carry the extra population
- » transport including creek crossing and upgrading local roads
- » water availability and its realistic expense
- » year-round tourism linked with Snowy Mountains Special Activation Precinct, markets and tourist accommodation such as campgrounds
- » biodiversity impacts which may limit infill; consideration of a standard bio certification.

**ACT Government Meeting 23 February 2021**

**Attendees:**

- » From SMRC: Alexandra Adkins, Jessica Dunston
- » From Act Government: David Clapham, Belinda McNeice
- » From WSP: Nita Scott and Claire Adams

**Key discussion points:**

- » Reference to the GHD Scoping study and the 2019 Discussion Paper
- » transport operations for access points and highway upgrades
- » environmental impacts from taking water from the Murrumbidgee and concern on its water quality
- » planning for bushfires
- » urban design aspects and lack of support for ribbon development.

**Geocon Meeting 26 February 2021**

**Attendees:**

- » From SMRC: Alexandra Adkins, Peter Bascomb, Gina McConkey
- » From Geocon/Carno: John Sutcliffe, Mike Cullen, Sophie Perry, Steven Thorne, Nick Georgalis
- » From WSP: Nita Scott and Claire Adams

**Key discussion points:** Next steps to confirm scenarios including discussion around:

- » rural and settlement strategy community feedback with a focus on more agricultural options both in the surrounding region and within the masterplan
- » industry trends towards larger productive farms
- » servicing and yield with densities that support basic retail and employment
- » retail and jobs so residents don't need to leave town.

## 3 Exhibition consultation outcomes

### 3.1 Website

The Michelago Masterplan page has provided regular updates throughout the project.

Key documents available on the website include the Draft Michelago Masterplan Scenarios for Exhibition, Kitchen Table Discussion Guide explaining the Masterplan, the Michelago Scenarios Summary Presentation and the high-level postcard with consultation details. Additionally, visitors were encouraged to complete the Growth Scenarios Survey from the council website.

Since 1 January there have been 1,600 visits to the webpage including 1,100 aware visitors, 571 informed visitors and 149 engaged visitors.

### 3.2 Survey #2

A simple high-level Growth Scenarios Survey was published on the project webpage to capture people's thoughts and feedback on the Masterplan options. **The survey was completed by 130 people.**

There were seven questions within the survey, targeting the desired development, with appropriate amenities, services, infrastructure and facilities. The questions primarily encouraged respondents to select one option or rank in order of priority and a final question addressing further comments.

#### 3.2.1 Findings

##### Overview

The Growth Scenarios Survey focused on the level of development and amenities the community desired and targeted specific preferences for infrastructure and facilities. Like the survey conducted at the end of 2020, respondents indicated the importance of maintaining Michelago's rural charm and upgrading outdoor recreational facilities. As the previous survey focused on early suggestions for the Masterplan, this survey was able to obtain more specific feedback about scenarios.

For each of the six closed questions the Growth Scenarios Survey highlighted:

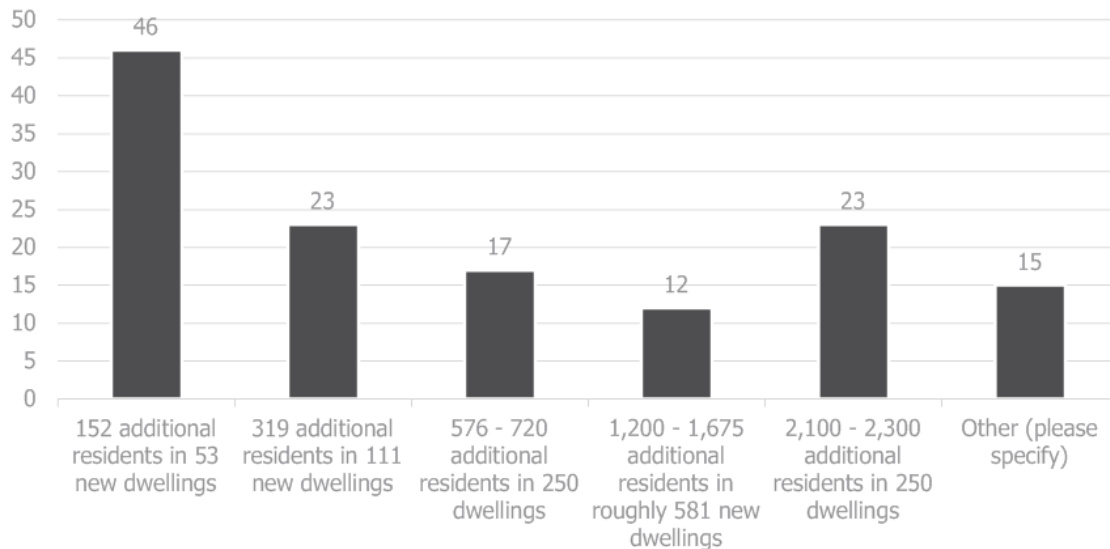
- » preference for 152 additional residents in 53 new buildings,
- » preference for single detached dwellings,
- » less support for a fully sewerred Michelago,
- » objection to an increase in fees and charges to expand water services
- » priority to upgrading local roads
- » priority to improving walking and running trails.

Details on each question are provided below.

##### Development in Michelago

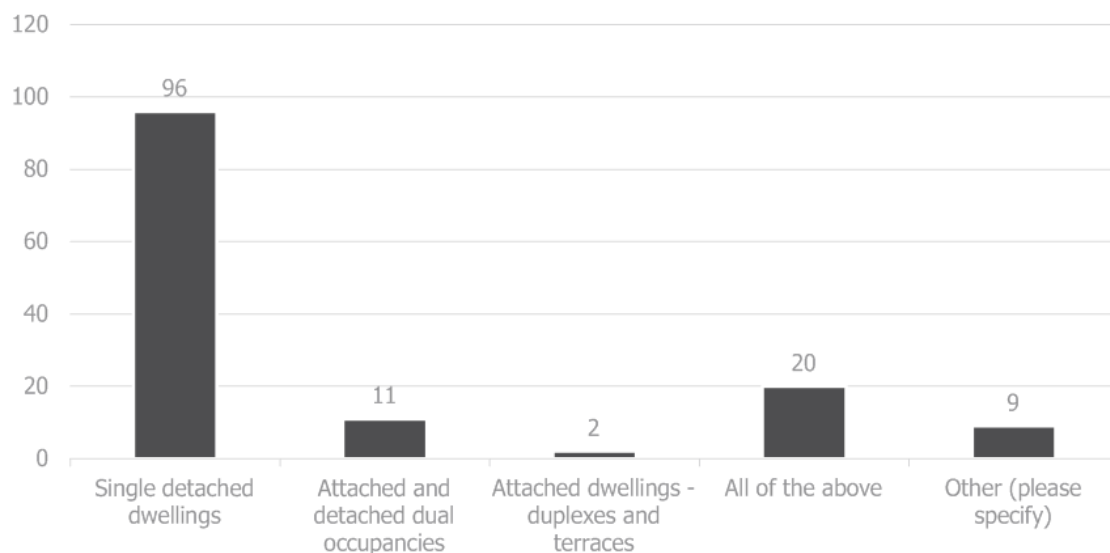
The first two questions of the survey addressed the desired growth and development for the future of Michelago. As demonstrated below, more respondents favoured the option with the lowest number of additional residents and for single detached dwellings.

**Q1 How much development do you think should occur in Michelago?  
(select one) (n=130)**



Of those who responded 'other', eight wanted no or very limited additional development, four mentioned it would depend on improvements to infrastructure and block size and three respondents favoured high growth between 5000 and 10000 additional residents.

**Q2 How much development do you think should occur in Michelago?  
(select one) (n=129)**



## Water and sewerage services

Questions 3-4 were simple yes or no questions, designed to gather support towards water and sewerage services. In answer to **Q3 Do you support a fully sewerred Michelago? Noting it would allow for significant growth in town. (n=129)** 57% of responses did not support a fully sewerred Michelago and 43% were in support.

There was clearer disparity in responses to **Q4 If water services are expanded in Michelago, Council would require an increase in fees and charges, to partially fund the cost of the new infrastructure. As a resident would you be willing to accept a fees and charges increase to expand services?** with 70% unwilling to accept fees and charges. It should also be noted that several additional comments provided from question 7 emphasised water and sewerage fees should not be charged to property owners outside of the village.

## Local infrastructure

Questions 5-6 asked respondents to rank a list of options to improve infrastructure and recreational facilities. For **Q5 A critical aspect of planning for future development, is ensuring any growth is supported by the development of local infrastructure. What infrastructure upgrades should Council prioritise, to support future growth in Michelago? (n=129)** respondents ranked the following:

1. Upgrades to local roads
2. Creek crossing over Michelago Creek
3. Upgrades to Micalago Rd entrance to Michelago from the Monaro
4. Creation of a loop Rd between Ryrie Street and Micalago Rd
5. Public transport links into town

In response to **Q6 Depending on what growth scenario is pursued, Council will look at opportunities to upgrade and create new recreational facilities. What projects or facilities should council prioritise as part of future development? (n=129)** the following priorities emerged:

1. Walking and running trails
2. Picnic and seated areas
3. Upgrade to existing amenity block
4. Bicycle path

## Masterplan scenarios

The final question in the survey asked participants **Q7 Do you have any additional comments about the four Masterplan scenarios? (n=71)**

Only 13 short-answer responses directly referenced the scenarios. Of these there was a greater preference for Scenario A, with 10 responses in favour:

- » six responses indicated a preference for Scenario A
- » four responses indicated a preference for both Scenarios A and B
- » two responses did not like any scenarios stating they are unimaginative and do not consider developments on the outskirts of the village
- » one response favoured Scenario D and a bigger population base.

Additional themes observed from the short-answer responses are outlined below.

### Maintain Michelago as a village

Emphasis towards maintaining the Michelago as a small country town:

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- » *"I moved to Michelago because I wanted to live in a small country town."*
- » *"We do not want another Googong"*
- » *"Any new development must be sympathetic to the existing village. Block sizes in the village must be consistent with existing block sizes."*
- » *No services! The charm of the village should stay the same and be at least larger than 1800 square metres."*

#### **Seal the local roads**

Several comments referenced sealing the local roads before further development:

- » *"Current infrastructure including roads cannot support a significant increase in population."*
- » *"Micalago road should be a sealed road given the ever-increasing population growth."*
- » *"Grading our dirt road is to be completed more regularly and to a better standard. Micalago road is dangerous and currently gets work completed not even every 18months."*

#### **No rate rises**

Additional comments were made rejecting an increase to water and sewerage service fees. It should be noted that these comments came from those who responded 'no' to question 4, indicated they would not be willing to accept an increase to fees to expand service.

- » *"No rate rises for people who don't receive the sewerage or town water."*
- » *"Water and sewerage fees should not be charged to property owners outside of the village. Our rates are already far too high. Paying for a service we don't/won't receive will anger a lot of land holders including us."*
- » *"The rural residents are being penalised via increasing rates and gentrification that has not been asked for."*

### **3.3 Take-home collateral**

The following material was available on the dedicated Michelago Masterplan page on the council website and at the Snowy Monaro Mobile Library and the General Store.

#### **Draft Michelago Masterplan Scenarios for Exhibition**

This 43-page briefing paper was prepared for Council to inform the selection of a Masterplan growth scenario. It provides extensive detail towards the future growth scenarios, explaining various aspects within each scenario such as cost estimates, zones, maps, service provisions etc.

#### **Michelago Masterplan postcards**

A brief overview, addressed to Michelago residents, explaining where and how they can provide feedback on the Masterplan scenarios.

#### **Kitchen Table Discussion Guide**

This eight-page document explains the purpose of the Masterplan, previous feedback and current plans. The four masterplan scenarios are summarised with high-level detail on their development, services and proposed improvements.

#### **Michelago Scenarios Summary Presentation**

A 31-slide presentation to provide an overview of the draft Masterplan with detailed maps and images.

### **3.4 Community information and feedback session**

Two drop-in sessions were held for residents to view the development scenarios on exhibition and provided the opportunity for them to chat to a representative from Council, ask questions and provide feedback on the options.

The sessions were held on:



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**Monday 26 April (8am to 12pm)**

- » Approximately 50 attendees were present over the four hours

**Saturday 1 May (9am to 12pm)**

- » Approximately 30 attendees were present over the three hours

A wide range of views were expressed during these sessions including:

- » Concern about future development being at a greater density than current
- » Appetite for growth from most people, with emphasis that any growth should be in keeping with the current lot sizes and character of Michelago
- » Wide opposition to reticulation of water and sewer
- » Specific concerns raised regard biodiversity impacts on the Murrumbidgee River.

### 3.5 Submissions received via email

In addition to completing the survey, residents and organisations were encouraged to provide feedback direct to Council. There were 32 email submissions received, 19 of these as an emailed text and the remaining 13 included an attached letter or report.

Submissions were received from 23 local residents and the remaining nine from organisations and corporate bodies including TfNSW, RFS, Smiths Road Landholders Group, the Net Zero Emissions Branch of DPIE, the Biodiversity and Conservation Division from the Office of Environment and Heritage, the ACT Government, Jemena, Cardno and Michelago Region Community Association.

Submissions were presented in a general manner, referencing various aspects of the Michelago Master Plan. The most common ideas extracted from submissions are highlighted below.

- » Overall agreement for Michelago to maintain its "rural charm".
- » Overall disagreement to medium and high-density development with a small number of submissions specifically mentioning retaining a minimum lot size of 1800m<sup>2</sup>.
- » Just over half of the submissions requested asphaltting of Micalago Road, accommodating increasing traffic and improving the road condition and creek crossing from Ryrie Street.
- » Almost half of the submissions referred to the necessity of assuring water supply covers any further development, with several indicating the water supply should be self-sufficient and not extracted from the Murrumbidgee river.
- » Reference to managing the risk of extreme weather conditions including bushfires.
- » Request to maintain Michelago's heritage aspects.



**"If development plans can be cognisant of the wonderful country feel of this area that we all love and look to sympathetic dwelling styles on decent size blocks, it could result in a "best practice" rural development. It would be great to have more facilities close by."**

### 3.5.1 Michelago's masterplan scenarios

Seven submissions directly referenced the Masterplan Scenarios. Of these, four were in support of Scenario A, with one submission in opposition and the remaining two providing neutral comments and improvements across all scenarios.

The submission against Scenario A emphasised without expansion to the village zone, new dwellings would not fit. Instead the submission was in support of Scenario C with the extension of the village zone. A small number of submissions highlighted that the expansion of the village is only north and questioned why there were no plans of development east or west.

Those in favour of Scenario A highlighted:

- » it appropriately allows for continued un-serviced infill development;
- » appreciation of the larger lot sizes at 1,800m<sup>2</sup> per lot;
- » Michelago should not be built out or surrounded by high density housing;
- » the village is a rural community and should remain as such.

Throughout the submissions there was overall disagreement to medium and high-density development. There were several submissions that specifically referenced retaining a minimum lot size of 1800m<sup>2</sup>, as mentioned in Scenario A. This extended across comments towards Scenario B and C and that if any development was to occur on Lot 13 and 14 DP 11175, it should not be smaller than 1800m<sup>2</sup>.

#### Agency advice

Only two organisations directly commented on the scenarios by providing general feedback and recommendations. The Biodiversity and Conservation Division's primary comments on the scenarios encouraged consideration to the High Environmental Values (HEV) and the impacts caused by proposed infill. They showed support to the extension of the RU5 village zone, pending validation of HEV mapping.

The ACT Government presented a planning perspective acknowledging that the low growth scenarios would have the least potential sitting and visual impact. Regardless which scenario proceeds, they recommended careful considering to buffer and landscape treatment along the Monaro Highway, to minimise the visual impact of development.

### 3.5.2 Local infrastructure upgrades

In order to accommodate further development, a majority of submissions referenced both the importance of a sustainable water supply and improvements to road conditions, particularly asphaltting Micalago Road and connecting it to Ryrie Street via a bridge over Michelago Creek. Comments and suggestions were also provided towards additional services such as recreational and community facilities, while maintaining Michelago's heritage.

#### Michelago water and sewerage services

There was clear agreement that the water strategy will ultimately determine any growth in Michelago. Submissions referred to the water and sewerage treatment plant, drawing water from the Murrumbidgee River, floodplain risk management and ensuring development is self-sufficient.

There was limited support towards drawing water from the Murrumbidgee River. Several submissions instead emphasised the importance of self-supporting residences containing their own water systems. It was recognised that drawing water from the River might be the most cost-effective solution, however, due to water being an ongoing issue for the Michelago area it is not a viable solution.

#### Agency advice

The Biodiversity and Conservation DPIE Division expressed concern towards the impacts on biodiversity from a water and sewerage treatment plant impacting the Murrumbidgee River and strongly encouraged an assessment



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of biodiversity values to be carried out prior to consideration. Additionally, Cardno, on behalf of Geocon, requested greater research into how much water will be available before finalising the masterplan.

### Local road upgrades

Any development in Michelago will create infrastructure pressure on road and traffic access. Many residents raised the issue that roads currently require upgrading and this should be resolved before any further development. With more traffic the current problem will only become a bigger issue.

Eleven submissions, including residents and the Michelago Region Community Association (MRCA) specifically mention the need to asphalt Micalago and Karinya Plains Road. It was noted that after rainfall numerous potholes form over the road creating hazards. The asphaltting of Micalago and Karinya Plains Road should be treated as a priority.

Several submissions positively reacted to the single lane bridge across the creek to link Ryrie Street to Micalago Road. It was noted that this will improve safety and access to the village from Micalago Road.



**"As further subdivisions are currently underway and the population is growing, the need for maintenance will increase and sealing would not only provide safer roads but also be more economical."**

### Community facilities

As Michelago expands there is general desire for enhanced community facilities and public space. There was clear emphasis to preserve community values, heritage features and Michelago's history.

Ten submissions referenced the need to enhance community facilities with the most consistent recommendation being community and outdoor space. Large public space can bring the community together and allow for local markets, picnics and recreational activities.

#### Agency advice

Two submissions, one from the Michelago Region Community Association (MRCA) and one from Cardno provided an extensive list of specific facilities that would benefit the town. These included: a sporting facility, another café, a medical facility, pubs and restaurants and recreational facilities including a showground, BBQ and picnic locations and travel facilities such as footpaths and walking trails to explore the surrounding landscape.

## 4 Conclusion

### 4.1 Summary

Across all feedback there is the desire to preserve the rural charm of Michelago. In doing this, there is preference towards low density and single-detached buildings. There were mixed comments on a fully sewerred Michelago, with slight preference against this and clear opposition towards increasing the rates.

Regarding infrastructure, there is a clear desire to improve local roads, with specific reference to sealing Micalago and Karinya Plains Road. Additionally, residents would like improved outdoor recreational space including walking and running trails.

While there was no direct question on the preference of a growth scenarios, results indicate Scenario A as the preferred outcome.

### 4.2 Next steps

This consultation outcomes report summarises the feedback received from the survey results and written submissions made during the public consultation period for the draft Michelago Masterplan Scenarios for Exhibition.

Following this, a draft Masterplan will be developed and placed on public exhibition for 28 days.

# Appendices

[A Survey 1 Questions](#)

[B Councillor workshop presentation](#)

[C Council workshop mural](#)

[D Community Workshop worksheet](#)

[E Council staff briefing presentation](#)

[F Survey 2 Questions](#)

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## A Survey 1 Questions

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## **B Councillor workshop presentation**

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## C Councillor workshop mural

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## D Community workshop worksheet

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## **E Council staff briefing presentation**

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## F Survey 2 Questions

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# APPENDIX B

## SUPPORTING REPORTS

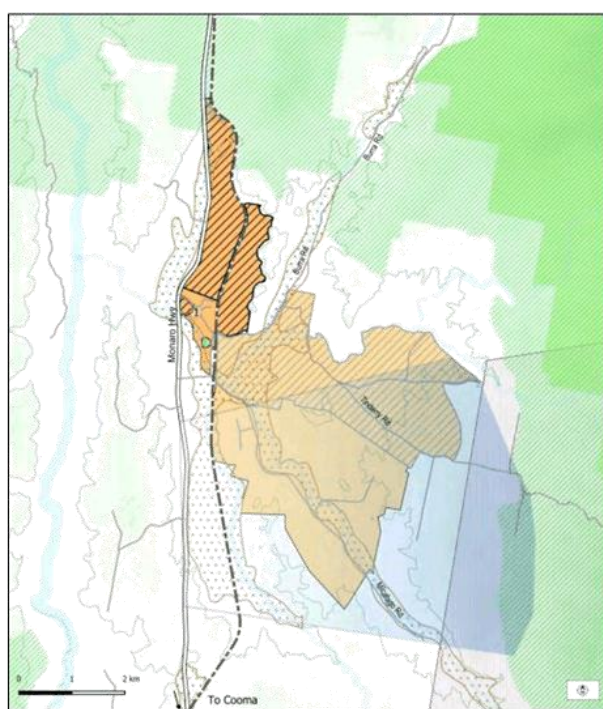


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**APPENDIX B-1  
HERITAGE**



Aboriginal and Historical Cultural Heritage  
Desktop Assessment  
Michelago Masterplan



Report Prepared for Elton Consulting

27 November 2020

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### Document Control

Revision	Date	Author	Reviewed
D1	27/11/2020	Lyn O'Brien Tom Knight	WSP

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## EXECUTIVE SUMMARY

This report provides Aboriginal and Historical heritage due diligence advice for the preparation of the Michelago Masterplan process. The investigation area covers the current village of Michelago and the adjacent lands to the north and the southeast. The investigation area is shown on Figure 1.

This Due Diligence heritage assessment has been undertaken to provide information to inform planning in regards to Aboriginal and Historical Heritage that is, or may be present within the investigation area.

The heritage assessment consists of the following stages:

- ❖ Review of heritage registers
- ❖ Review of previous heritage reports
- ❖ Development of predictive model of heritage potential
- ❖ Heritage constraints and opportunities for consideration in the master planning process.

The assessment resulted in the following findings:

- ❖ 15 Historical listings are present within the investigation area and heritage constraints apply to these areas. Impacts should be avoided, but if required will require detailed assessment and approvals prior to impacts.
- ❖ Historical areas within the village of Michelago have the potential to be the basis of a heritage precinct, with controls to guide development to retain the heritage look and feel of this area (shown in Figure 3).
- ❖ No Aboriginal heritage sites are present within the investigation area and no areas of Potential Archaeological Deposit (PAD) were identified within the project area based on a review of previous reports and landform modelling.
- ❖ Area of moderate and high potential for unrecorded Aboriginal sites are present within the investigation area along creeklines based on landform modelling.
- ❖ As areas of historical heritage constraint and potential for unrecorded Aboriginal heritage sites are present within the investigation area detailed field survey will be required prior to any planning approvals or construction.

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## 1 INTRODUCTION

This report provides Aboriginal and Historical heritage due diligence advice for the preparation of the Michelago Masterplan process. The investigation area covers the current village of Michelago and the adjacent lands to the north and the southeast. The investigation area is shown on Figure 1.

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The heritage assessment consists of the following stages:

- ❖ Review of heritage registers
- ❖ Review of previous heritage reports
- ❖ Development of predictive model of heritage potential
- ❖ Heritage constraints and opportunities for consideration in the master planning process.

An expansion of the current village into the surrounding area would involve high level of landform impact, resulting in negative impacts on any heritage located within the project boundary. Heritage sites may be located on the surface or subsurface in areas of high potential for the preservation of archaeological remains of historical events or past usage by Aboriginal groups.

To assess the potential impacts of the proposed expansion of the Michelago Village on heritage values (both Aboriginal and Historical heritage) this Due Diligence Heritage Assessment has been undertaken.

### 1.1 PROJECT OBJECTIVES

The assessment is being undertaken to complete the following objectives:

- ❖ Review of NSW Heritage, State and LEP Heritage registers to identify any recorded sites within the project area.
- ❖ Preparation of predictive model based on locations of previous recorded Aboriginal sites in region and review of previous heritage reports.
- ❖ Review of historical parish and town maps to identify any areas of unrecorded historical heritage.
- ❖ Review of landforms to identify if any landforms with high potential for unrecorded Aboriginal or Historical heritage sites are present.
- ❖ Report preparation including mapping of any identified sites, areas of potential and heritage constraints.

- ❖ Recommendations to manage potential impacts, identifying constraints and opportunities present in regards to heritage and including referral to further detailed assessment or historical specialist if required.

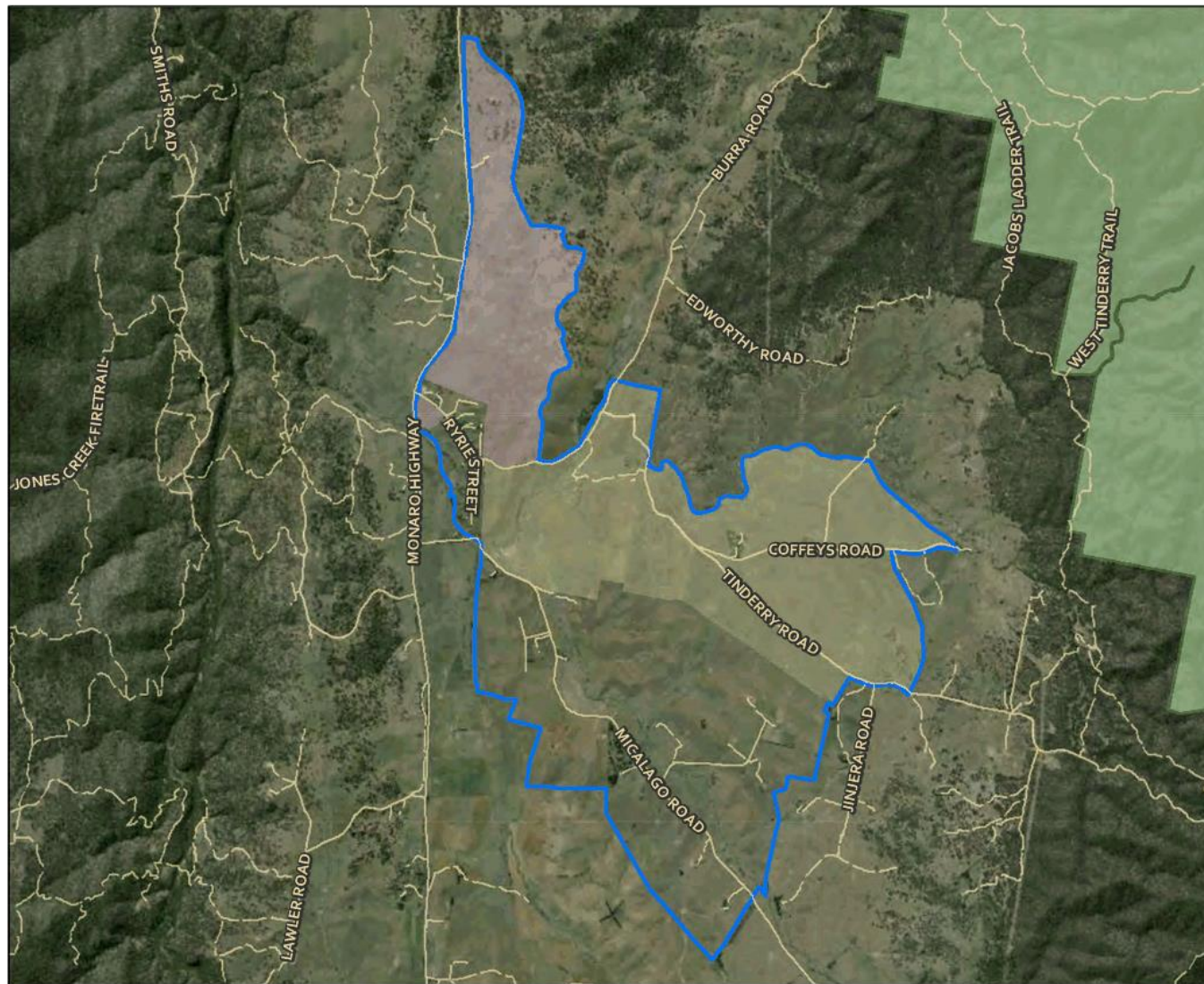
## 1.2 ABORIGINAL CONSULTATION

At this planning stage for the Masterplan process no consultation with the Aboriginal community has been undertaken. If the assessment finds that impacts to Aboriginal heritage will occur or may potentially occur as a result of the proposed development then consultation with the wider Aboriginal community, in accordance with the consultation guidelines developed by NSW Heritage will be required.

## 1.3 LIMITATIONS

This assessment is limited to assessment of heritage constraints, opportunities and potential impacts on heritage values. Historical research has been undertaken to the level to inform the heritage assessment only and does not attempt a historical summary, primary research or review of primary documents.

No field survey has been undertaken at this preliminary stage and ground truthing of predictive models and assessment for unrecorded sites will be a requirement at future stages.



**Figure 1: Study Area**

**Legend**

— Road  
— Track

Study Area

National Park

**Investigation Areas**

Rural Residential  
Town



1:60,000



Coordinate System:  
GDA 1994 MGA Zone 55

Imagery: © Dept. Finance,  
Services & Innovation

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## 2 DESKTOP ASSESSMENT RESULTS

### 2.1 HISTORICAL HERITAGE

#### 2.1.1 Michelago Village

The foundations of Michelago's historical phase occur as a natural expansion of European exploration and informal settlement of country beyond the limits of location, or squatting, south of the Limestone Plains in the late 1820s. Gale (1927: 17) correlates with the location of Michelago an 'extensive plain' at 'the commencement of a very long chain of down country' encountered by Captain Mark John Currie as he ventured southwards beyond Tuggeranong on the 3<sup>rd</sup> of June 1825. Shortly after, a property being run by Emanuel Elliot at Michelago is shown on the November 1828 census, one of only a handful in the Canberra and Queanbeyan districts (Gillespie 1991: 15-16).

Expansion of grazing into the area was rapid throughout the early 1830s and by 1835 the Monaro Tablelands were fully occupied with large runs extending into the adjacent high ranges and north-eastern Victoria (Stuart 1999: 50-51).

John Lhotsky in his 1834 travels through the Monaro stayed at the Keefe homestead (adjacent to the north of the modern village of Michelago) describing it as "level arable land and commanding an extensive cattle run on the Plains themselves" (Plowman 2007:25). To the south of Keefes Plain, Andrews notes that Lhotsky found at 'Mikelago' 'absolute anarchy and lawlessness' including "sly grog shops" where 'convict stock-keepers, shepherds, runaways, bush-rangers, &c. congregate, to dispose of stolen property, especially cattle, to some squatter or another, which latter nuisance has now reached to an unprecedented degree in this colony' (Lhotsky in Andrews 1998: 99). In 1838 the Union hotel was opened at Keefes Plains as the area was then known by Thomas Shanahan and later became the Hibernian Hotel on Thomas Kennedy's property before being bought by the De Salis family in 1906 (NSW Heritage database).

The first official granting of land was to the Monaro Superintendent of Police the Corsican Francis Nicholas Rossi in 1837. Consisting of 35,000 acres the run extended from Keefes plain southward. In September 1839 the 'Micilago' run of 90 square miles carried 6200 sheep, 7 cattle, 6 horses, and contained 7 slab huts, a sheep shed and a stockyard (Andrews 1998: 127). The Ryrie family acquired the property in 1859.

The location's strategic position on the main north-south transport corridor between Queanbeyan and Cooma is reflected in its growth into a small population centre or village over the following decades. While recognised as a largely self-sufficient rural community (Vincent 1997: 11), important infrastructure was also developing. A post office is noted as having been established in 1860 (*NSW Government Gazette* 30<sup>th</sup> June 1860: viii) and a Roman Catholic school open for part of the year only

with eleven boys and eleven girls enrolled is shown by 1868 (*New South Wales Report of the Council of Education upon the condition of the public schools for 1868*: 210); also present were a police station, the Hibernian Inn, a store and two churches.

Survey for the railway line connecting Gunning with Cooma and passing through Michelago was completed by 1880 (*The Sydney Morning Herald* 4<sup>th</sup> Feb 1880: 3) and following initial construction of the line a 'neat brick passenger station' was in operation at the settlement some seven years later (*The Sydney Mail and News South Wales Advertiser* 10<sup>th</sup> Dec 1887: 1256). A public works notice published in *The Queanbeyan Age* in 1892 notes that while a courthouse was intended to be constructed at Micalago (sic), lack of funds had postponed the undertaking (14<sup>th</sup> May 1892: 2), however shortly after the turn of the century the location was well recognised as a petty session town (*The Queanbeyan Age* 20<sup>th</sup> Dec 1907: 2).

Several heritage items remain in the Village and surrounds from this historical period of early settlement. Details of these items and their heritage listings are provided in Section 2.3. Their character, aspect and curtilage must be considered in any future planning in their vicinity.

### 2.1.2 Historical heritage search

Within NSW, Local government is responsible for managing heritage items. This responsibility is mainly fulfilled by listing heritage items in the Local Environmental Plans (LEPs) under the *Environmental Planning & Assessment Act 1979*. Council approval is required to impact any listed item.

Heritage items can also be of 'state significance' in which case they are listed on the LEP and the NSW State Heritage Register by the NSW Heritage Council under the *Heritage Act 1977*. These items are usually substantial and consist of buildings, bridges or other structures that represent events in the local area that hold significance at a higher level.

S170 of the Heritage Act requires state agencies to maintain a register of items or places that have been assessed to hold heritage values. These items are also listed on the State Heritage Register (if of state values) or on the Council LEP if holding local significance.

A search of the NSW Heritage Register and the Snowy Monaro Regional Council LEP 2013 was undertaken for the project. Fifteen historical items were located during these searches. These items are listed in Table 1 and shown on Figure 2.

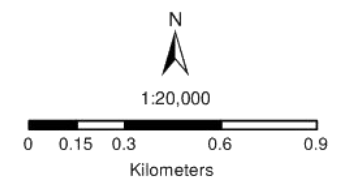




Figure 2: LEP Heritage Listings

**Legend**

- LEP Heritage Listing
- Road
- Track
- Study Area
- Investigation Areas**
- Rural Residential Town



Coordinate System:  
GDA 1994 MGA Zone 55

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Table 1. Historical heritage listings

Heritage Register	Listing	Details and location
State Heritage Register (2 items)	Michelago rail bridge over Ingalara Creek (SHR listing number 01048)	Goulburn-Bombala railway, Michelago, NSW 2620.
	Michelago Railway Station Group (SHR listing number 01192)	Goulburn-Bombala railway, Michelago, NSW 2620.
S170 register (3 items)	Michelago rail bridge over Ingalara Creek	Michelago, NSW 2620.
	Michelago Railway Station Group	Michelago, NSW 2620
	Michelago Ingalara Creek Underbridge	Michelago, NSW 2620.
LEP – Item 177	Homestead— Michelago Station	751 Micalago Road - Lot 5, DP 750549
Item 178	Michelago Cemetery	Monaro Highway Lots 1 and 2, DP 1125138
Item 179	Ruin—chimney	Monaro Highway
Item 180	Cottage—Pavina	6209 Monaro Highway Lot 13, DP 750549
Item 181	St Patrick's Catholic Church	6418 Monaro Highway Lot 15, DP 11175; Lot 1, DP 89743
Item 182	Former police station	6583 Monaro Highway Lot 42, DP 754896
Item 183	Hibernian Hotel	6583 Monaro Highway Lot 2, DP 1125658
Item 184	Cottage—Glanroe	175 Mount Livingstone Road Lot 4, DP 835133
Item 185	Railway Station Group	Ryrie Street
Item 186	Michelago Public School	20 Ryrie Street Lot 1, DP 918110
Item 187	Stationmaster's cottage	91 Ryrie Street Lot 1, DP 599790
Item 188	Police station and stables	108 Ryrie Street Lot 1, DP 911862
Item 189	St Thomas' Anglican Church	112 Ryrie Street Lot 1, DP 1124224

### 2.1.3 Historical heritage studies

A desktop review of known listings was compiled by Plowman in 2007 for the Thematic History of Cooma Monaro Shire. This was not based on field survey of the area, but consisted of a review of known places of heritage import for placing on the updated Cooma-Monaro LEP. As such, while the listings are relevant they do not preclude the presence of historical heritage that is not obtrusive such as house foundations, stock yard remnants or refuse pits.

A review of historical mapping for the investigation areas was completed to determine if any unrecorded historical heritage sites had the potential to be present. This is at a broad level and does not replace the requirement for a field survey prior to any development.

The northern section of the project area, located adjacent to the Monaro Highway and north of the current village of Michelago was held as part of larger properties owned by Thomas Kennedy and Johanna Keefe with smaller holdings to the north. Michelago was outside of the limits of occupation and original settlement dates are not known for most of the area. The Micalago Creek was the southern limit and it was known that when you passed the Keefe house that you had passed the limits (Tren Grove 2016). This section has been subject to ploughing (based on review of aerial photography) and is not likely to contain unrecorded historical heritage.

This land distribution in the northern section is unchanged from the 1893 parish maps to 1916. The early parish maps are shown in Figures 3 and 4 for the northern section



Figure 3. Parish of Monkellon County Murray ed 1 1893





Figure 4. Parish of Monkellon County Murray 4<sup>th</sup> ed 1916

To the south of Michelago Creek the larger squatters runs were redistributed under the Robertson Land Acts of 1861 into smaller holdings. However, this section may well have been dummy holdings for the larger Michelago Property which by the 1884 parish maps were held by the Ryrie family. No recorded heritage is located within this section of the project area and a review of aerial photography shows grazing paddocks with no signs of intensive cultivation. The topography of this area is steeper with incised valleys and small creek lines. The potential for unrecorded heritage sites in this section is also considered to be low. The distribution of holdings is shown in Figure 5 for the southern portion.

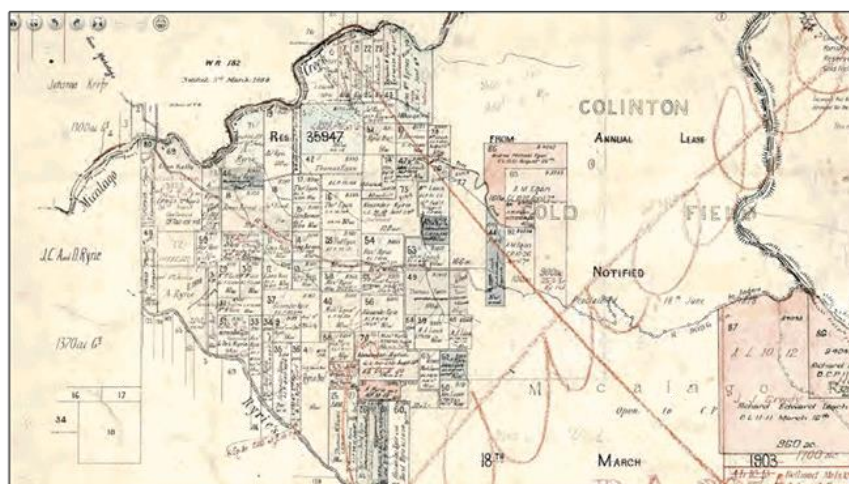


Figure 5. Parish of Tinderry, County of Beresford 1 Edition 1884

## 2.2 ABORIGINAL HERITAGE

### 2.2.1 AHIMS Search

A search of the NSW Heritage Aboriginal Heritage Information Management System (AHIMS) database was undertaken on the 13/11/2020 covering the investigation area. The extensive search revealed no previously recorded heritage sites within the project area with 23 sites within the wider search area. The recorded sites consisted of isolated artefacts and artefact scatters with one area of Potential Archaeological Deposit (PAD) recorded within the wider search area. The AHIMS site search is attached at Appendix 1.

Within the wider Michelago area several studies have been undertaken (Pearson 1999, Kuskie et al 1995) which have resulted in the identification of a number of Aboriginal sites, mainly consisting of artefact scatters or isolated finds. These studies have resulted in a site location model being developed for the region with the majority of sites consisting of small artefact sites located on level ground or terrace features in proximity to water sources. This is directly applicable to the project area. This predictive model is discussed in more detail in Section 2.2.4.

The recorded sites on AHIMS for the area are listed in Table 2 and shown on Figure 6 in relation to the project area.

Table 2. AHIMS Site Details

Site ID	Site name	Site features	Site types	Recorders
57-5-0181	MLC 14	Artefact : 1	Isolated Find	EGP 1995
57-5-0182	MLC12	Artefact : 2	Open Camp Site	EGP 1995
57-5-0352	Blackflat Camp	Artefact : 1		Mr.Dean Freeman
57-5-0031	Michelago Creek;	Artefact : -	Open Camp Site	Feary et al
57-5-0032	Michelago Creek	Artefact : -	Open Camp Site	Feary et al
57-5-0044	EGP 2-40;Margarets Creek 1;	Artefact : -	Isolated Find	EGP 1995
57-5-0045	EGP 2-41;Margarets Creek 2;	Artefact : -	Open Camp Site	EGP 1995
57-5-0046	EGP 2-42;Margarets Creek 3;	Artefact : -	Open Camp Site	EGP 1995
57-5-0001	Michelago;	Artefact : -	Open Camp Site	Jo Flood 1973
57-5-0012	Michelago Creek	Artefact : -	Open Camp Site	M Butz
57-5-0023	RC11 Michelago	Artefact : -	Open Camp Site	Paton 1985
57-5-0317	MIF1	Artefact : -		AASC 2004
57-5-0361	Michelago Ck 1	Artefact : 1		Saunders
57-5-0152	Tinderry 74	Artefact : -	Open Camp Site	NOHC 1999
57-5-0160	Tinderry 8	Artefact : -	Open Camp Site	NOHC 1999
57-5-0163	Tinderry 11	Artefact : -	Open Camp Site	NOHC 1999
57-5-0164	Tinderry 12	Artefact : -	Open Camp Site	NOHC 1999
57-5-0165	Tinderry 13	Artefact : -	Open Camp Site	NOHC 1999
57-5-0120	Tinderry 42	Artefact : -	Open Camp Site	NOHC 1999

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email: [office@pasttraces.com.au](mailto:office@pasttraces.com.au)

Site ID	Site name	Site features	Site types	Recorders
57-5-0121	Tindery 43	Artefact : -	Open Camp Site	NOHC 1999
57-5-0196	MLC 13	Artefact : 5		EGP 1995
57-5-0448	MCS1 and PAD	Artefact : 9		NOHC 2014
57-5-0452	DSIF1	Artefact : -		Umwelt

### 2.2.2 Aboriginal Groups within the Project Areas

The major language group identified in the Michelago region by Norman Tindale (1974) in his seminal work on Aboriginal tribal boundaries are the Ngarigo people. The boundaries of the Ngarigo covered most of the Monaro Tablelands and extended into the Australian Alps covering the area of Mt Kosciusko and Jindabyne. To the south of Bombala the Bidawal people occupied the area to the coast. This distribution with minor amendments is still accepted and the review of tribal boundaries undertaken in the 1990s (Horton 1996) confirmed these earlier linguistic divisions. The area of Queanbeyan is considered to be the boundary of the Ngannawal people and the area to the east of Queanbeyan was probably visited by people from both groups.

The traditional clothing of the Aboriginal people in the region was described as consisting of long possum cloaks, worn with the fur turned in for warmth and the tanned skins on the outside for waterproofing, and string belts made from possum or kangaroo hair (Govett 1977:8, Bennett 1967:175, Boswell 1890:9). Boswell described in detail the process of making possum cloaks (Boswell 1890:9). Boswell records that glass was now being used by the Aboriginal community in the making of the possum cloaks and was replacing traditional materials.

The ceremonial dress used was also described by Bennett with head dresses of kangaroo incisors and possum tails, head bands and necklaces. The use of white and red ochre to decorate the upper body and face for ceremonies was noted (Bennett 1967:323-326).

The men travelled with spears, (Govett 1977:36,) some of which were used for hunting while others were for fighting. Woomerahs (spear throwers) were approximately 1m long with a flat handle and a hook at the end (Govett 1977: 11, 36). Hatchets or axes had a ground stone head fastened to a wooden shaft by fibre binding. Govett notes that like the use of glass, iron axes were replacing stone ground axeheads and were greatly valued by the Aboriginal community (Govett 1977:11).

The women travelled with items that showed their main focus on gathering. Women constructed nets from plant fibres which were used to carry items slung over the body – this could also include babies and infants. Govett recalls this practise of 'slinging' babies behind a mothers shoulders (1977:8). Digging sticks consisting of hard wood approximately 1.5m long, burnt at one end to create a hardened point were carried by the women. The process of foraging was continued whilst on the move with food stored in the expanding nets until a camping site was reached (Govett 1977:23).



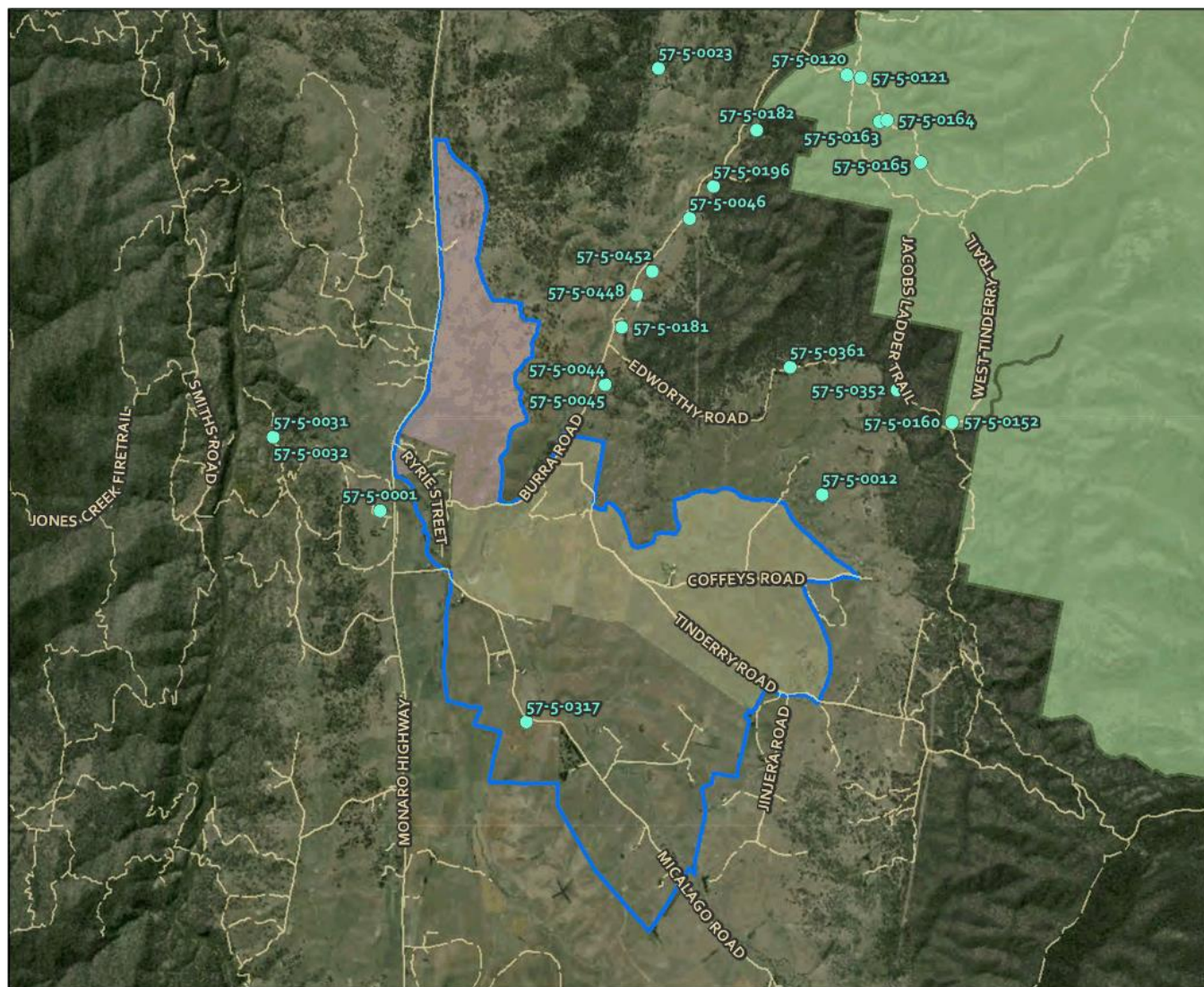
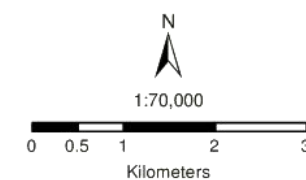


Figure 6: AHIMS Sites

**Legend**

- AHIMS Site
- Road
- Track
- Study Area
- National Park
- Investigation Areas**
- Rural Residential Town



Coordinate System:  
GDA 1994 MGA Zone 55

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This traditional clothing was replaced by the blankets distributed by the Government and a mixture of European clothing. Governor Macquarie began a policy of distributing blankets to Aboriginal people in 1814 and groups became increasingly dependent as their traditional resources were destroyed by the impact of pastoralism and their groups suffered cultural impacts from disease, alcohol and displacement.

### 2.2.3 Aboriginal heritage studies

A number of heritage studies have been undertaken in the immediate area along Monaro Highway and the village of Michelago for residential subdivisions (AHS 2003, Apps 2003). These have been mainly small scale and development focused. Studies covering a larger area and generating models of occupation have been undertaken for the Michelago Region and Tinderry Ranges (Pearson et al 1999, Kuskie et al 1995). A review of this large body of work has been undertaken to provide context and site location modelling for the project area. The most relevant reports for the current project are summarised below.

Flood in 1973 undertook pioneering work on the exploitation of the Southern Uplands by Aboriginal people. This research focused on the seasonality of occupation and the exploitation of the Bogong Moth during the summer months. This research was published in 1980 and further refined in 1984. Survey of sites in the Michelago region was undertaken as a component of this PhD thesis.

Based upon the above Flood (1980) built the following site location model:

- ❖ Within one km of a water source and the majority of sites within 100m.
- ❖ Above creek lines out of flash flood, wet soil and mosquitos.
- ❖ Aspect to prevent attack by allowing view of approach.

In 1985 Robert Paton reported on an archaeological survey undertaken within the No. 2 132kV transmission line route between Royalla and Cooma. While the survey corridor for this study passed mostly to the east of the study area it included a section of the landscape south of Michelago Creek and near Coffeys Road that is included within the subject zone's easternmost boundaries. Considering combinations of landform, vegetation and lithology, Paton (1985: 2-3) divided the subject landscape between Royalla and Cooma into four key environmental zones:

A – Moderately to strongly undulating terrain with small gullies underlain by granitic lithology supporting savannah woodland/sclerophyll forest; - Low archaeological potential

B1 – Moderately undulating terrain with intermittent streams underlain by tuffs, dacite, shale, sandstone and some limestone, supporting sclerophyll forest; - moderate potential in areas such as valley sides adjacent to creeks and the lower foot slopes of hilly ranges. Low potential in areas distant to water.

B2 – Broad, smooth, gently undulating terrain underlain by metamorphic and sedimentary rock and supporting grasses with occasional trees; - potential areas in line with B1.

B3 – Gently to moderately sloping river valleys with gravel, sand and silt overlying various sedimentary rocks and supporting grasses with some wetland rushes. – high potential.

A total of 21 sites were identified in the course of Paton's survey; the scatters ranged in size of between 4 and 28 artefacts (Paton 1985: 7, Appendix II). None of the plotted artefact scatter recordings were made within or directly adjacent to the current study area; the nearest approximately 3 kilometres south-east of the study area.

Paton concluded that the archaeological potential of zone 'A' or strongly undulating terrain was generally very low, with the greater majority of finds (12 artefact scatters) being made in zone 'B'. Within zone B, the river valley settings (zone B3) were seen to offer the greatest archaeological potential, while zones B1 and B2 (lower footslopes/gently undulating terrain typical of the current study area) had low or very low archaeological potential with proximity to water appearing to strongly influence the occurrence of any finds (Paton 1985: 9).

Kuskie et al (1995) undertook the assessment for the Eastern Gas Pipeline located to the east of the village of Michelago. The assessment consisted of archaeological survey and background research along the 739 km long easement. Three sites were recorded in the vicinity of Michelago (57-5-0044, 57-5-0045, 57-5-0046). During construction of the pipeline, monitoring was undertaken which identified an additional three sites. These sites consisted of an isolated find and two small artefact scatters. All were assessed as holding low significance.

Pearson et al (1999) completed an assessment of the Tinderry Nature Reserve to the east of Michelago covering an area of 13,619 ha. The survey covered 57km of fire trails in the high peaks and slopes within the reserve identifying 74 sites consisting of open artefact scatters and isolated finds. Based on the survey results, it was concluded that Aboriginal sites would most likely be located along ridge lines and spur crest and most commonly within 100-150m of creeklines (NOHC 1999:8)

NOHC in 1999 completed additional surveys and completed an addendum to the CMP. All sites consisted of artefact scatters and isolated finds.

Saunders (2003) undertook an archaeological survey and assessment of 6.5 hectares at the Michelago Inn site on the eastern side of the Monaro Highway. The assessment area falls within the current study area, on the north-eastern side of the intersection of Ryrie Street and the Monaro Highway. In general it was determined that the area had been highly modified by European activity such as grazing, landscaping and architectural construction (Saunders 2003: 7). No archaeological finds were made during the course of Saunders' survey and it was determined that the study area exhibited low archaeological potential (Saunders 2003: 11).

Apps carried out archaeological survey at a proposed house site on Lot 106 DP 835880, Michelago in 2003. The assessed area was located 5km north of Colinton on the western side of the Monaro Highway, approximately 8km south-west of Michelago and outside the current study area. The landscape setting was described as gentle slope on an upper ridge side, approximately 125 metres from the nearest low order drainage lines and over 1km from any reliable water source; Apps posited that the rugged and resource-poor setting probably offered little attraction to hunter-gatherer

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habitation or transit (Apps 2003: 3). The survey resulted in no archaeological discoveries and the potential for sub-surface material was seen as very low due to the location's thin soils (Apps 2003: 5).

In 2003, an archaeological assessment of a proposed house site and access track at Lot No. 10, Michelago was undertaken by Northern Anthropology Ltd. The survey area was located to the east of Micalago Road, approximately 2km south-east of Michelago township placing it in the approximate centre of the current study area. The setting was seen to hold low potential due to the location being more than 100 metres from reliable water and the generally low natural resource potential of the landscape (Northern Anthropology 2003: 14). No archaeological finds were made during the course of the survey (Northern Anthropology 2003: 15).

Australian Archaeological Survey Consultants (AASC) carried out a cultural heritage assessment of a proposed 40 hectare subdivision at Lot DP. 830430, approximately 3km south of the township of Michelago in 2004. The subdivision location occurs within the southern portion of the current study area and located one isolated find (MIF1, a retouched volcanic flaked pebble) in the southern section of the study area on a flat over 500 metres from Booroomba Creek (AASC 2004: 19). It was argued in the assessment that the topographic settings with the highest archaeological potential were most likely to occur in association with reliable water sources (such as creek margins) and where intact natural soils of appreciable depth would be encountered (AASC 2004: 20).

Navin Officer Heritage Consultants (NOHC) carried out an Aboriginal cultural heritage assessment of a proposed extension of an existing gravel pit on Lot 8 DP 1120414 off Tinderry Road to the east of Michelago in 2013. The gravel pit is located approximately 16km east of the township of Michelago and falls outside the current study area. One Aboriginal site, TGP1 an artefact scatter containing three artefacts was recorded in the study area on a low gradient basal slope 50m from a first order drainage line. It was predicted that although the location exhibited potential to contain additional artefacts, these would be expected to occur in low or very low densities with very low potential for in situ subsurface context (NOHC 2013: 17).

The following year NOHC (2014) undertook an archaeological and Aboriginal cultural heritage assessment at the proposed site for the Michelago Compressor Station on the Eastern Gas Pipeline. This location occurs at 2813 Burra Road, approximately 3km north-east of Michelago township and to the north-east of the current study area boundaries. (NOHC 2014: 10). One site (MCS1 and PAD) was present in the study area and subsurface testing was undertaken recovering 9 artefacts. The low artefact count and density was taken to suggest a correspondingly low level of Aboriginal utilisation (intermittent camping and tool making) and an increased likelihood of more substantial activity taking place within the Margaret's Creek corridor (NOHC 2014: 36). It was also suggested that the shallow local soils may have not had the capacity to retain high levels of archaeological material and that much of the physical evidence of Aboriginal occupation may have been removed from the landscape over time by natural processes (NOHC 2014: 36).

These previous assessments have all concluded that the landforms and the area of the current investigations hold generally low potential for Aboriginal heritage sites with the higher areas of potential located adjacent to water courses, increasing with the size and reliability of the creeklines.

#### 2.2.4 Predictive Model

Based on the review of past heritage studies completed for the Michelago area, the following predictive statements can be provided for the Michelago region:

- ❖ the majority of sites are located near creek lines and low gradient basal slopes
- ❖ Sites will consist of low numbers or single artefacts
- ❖ scarred trees may occur wherever old growth trees of sufficient age have survived (locally at least 140-150 years); and
- ❖ stone procurement sites may occur where rock suitable for stone tool manufacture is present on the surface'

The following predictive model has been developed for the project area (Table 3).

Table 3 Site Prediction Model

Probability	Site Type	Definition	Landform
Moderate to low	Isolated finds and surface scatters of stone artefacts	Stone artefacts ranging from single artefact to high numbers	Creek lines and spur crests. Such features are present within the study area,
Moderate to low	Potential Archaeological Deposits (PADS)	Area considered on landform to hold higher potential for unidentified subsurface deposits	Varies, but most frequent on elevated terraces along creek lines and spurlines, present in undeveloped areas.
Low	Culturally Modified Trees (CMTs)	Trees which have been modified by scarring, marking or branch twining	May be present on old remaining trees - area highly cleared unlikely to be present
Nil	Rock Engravings	Images engraved on flat rock surfaces	Escarpments, rock platforms or rock shelters - not present
Nil	Stone arrangements	Arrangements of stones by human intention, including circles lines or patterns.	Crest lines or large ceremonial areas on creekflats, - not present
Nil	Stone quarries/Ochre sources	Quarry sites where resources have been mined.	Any landform that has not been disturbed - not present
Nil	Axe grinding grooves	Grooves in stone caused by the grinding of stone axes	Usually in creek lines, as water is used as abrasive with sand - not present

The landforms within the project area consist of undulating to level lower and mid slopes. Water sources are present in the form of several creeklines which feed into Michelago Creek to the south west of the Village. These 1st order creeklines in the northern section would have been intermittent and would have provided a water source only after rains. Within the project area permanent water is present in the south in Michelago and Ryrie's Creek.

Based on the predictive model for the region the investigative areas have been subject to landform modelling and divided into areas of low, moderate and high potential for Aboriginal sites. This model focuses on the use of the intermittent 1<sup>st</sup> order creek lines and more permanent water sources within the investigation areas and the lower slopes and terrace forms which have been identified from previous heritage studies to have a higher incidence of site presence.

The analysis classifies most of the investigation areas as holding low potential for any unrecorded heritage items with areas of moderate potential adjacent to creeklines and an area of high potential running along Michelago Creek and the junction with Ryries Creek. Development would naturally avoid these areas, and the majority of any impacts would occur within the low potential areas. Field survey would be required to ground truth the model and identify any unrecorded sites. The area of potential through the investigation areas are shown in Figure 7.

## 2.3 LEVELS OF DISTURBANCE

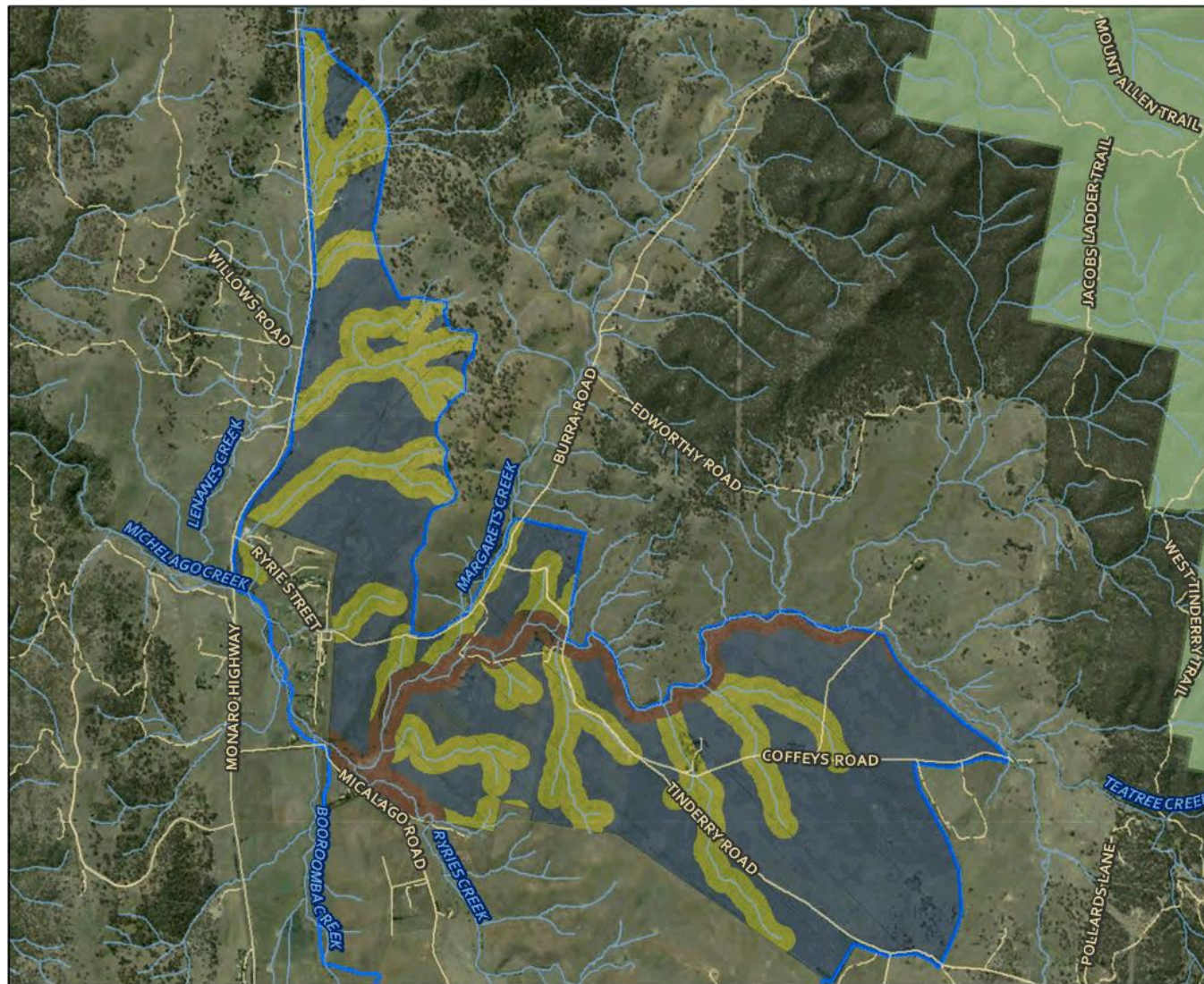
The undeveloped sections of the project area have been impacted by European settlement from the mid nineteenth century. As a result the project area has been under continual grazing and pastoral regimes over a lengthy period of time. These past use impacts are typical for the Monaro region and consist of the following:

- ❖ Vegetation and tree clearance
- ❖ Stock impacts
- ❖ Fencing
- ❖ Vehicle tracks – some consisting of minor roads, other of impact trails
- ❖ Extensive impacts in areas of housing including landscaping
- ❖ Construction of sheds, outbuildings and yards
- ❖ Ploughing of topsoils for pasture improvement or light cropping.

All of these landscape and soil impacts reduce the potential for archaeological or heritage sites to remain intact within the landscape.

As a result of the landform assessment the study area contains overall low potential to contain any unrecorded Aboriginal or historical heritage sites or areas of PAD and has suffered a moderate degree of previous impact.





**Figure 7: Landform Potential**

**Legend**

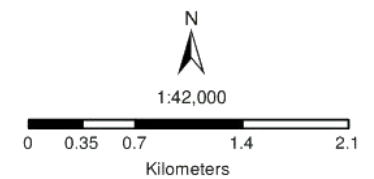
- Road
- Track
- Watercourse
- Study Area
- National Park

**Investigation Areas**

- Rural Residential
- Town

**Landform Potential**

- Low
- Moderate
- High



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### 3 CONSTRAINTS AND OPPORTUNITIES

#### 3.1 HISTORICAL HERITAGE

Within the village of Michelago and within the northern section of the investigation area, heritage items listed on the State Heritage Register, S170 registers and the Cooma-Monaro LEP are present. The listings for these sites are provided in Figure 3.

Redevelopment in the vicinity of the heritage items will trigger the requirements of the NSW Heritage Act 1977 for State Heritage Items, and would require Council approval under the *Environmental Planning & Assessment Act 1979* prior to any impacts to items listed on the LEP. Issues such as impacts on the curtilage, views and landscape all need to be considered as components of potential heritage impact.

Whilst approval can be sought from Council for impacting a heritage item, these impacts would need to be unavoidable and justified by development outcomes.

The presence of heritage items places constraints on the redevelopment of sections of the Village and the northern investigation area, but also provides an opportunity to highlight the heritage of Michelago within any new development. The Hibernian Inn and the former police station in the northern section have amongst other options, the potential for tourism and boutique accommodation. The potential for a village heritage trail, with the story of the Clark Brothers and their attack on the Inn as a feature along with the history of the De Salis Family could be developed incorporating other heritage items throughout the village.

The Railway precinct also holds the potential to be a foci for a heritage precinct/local history museum or part of a heritage trail through the village. Redevelopment of the railway into a rail/trail or tourist facility is not incompatible with the heritage values, if undertaken in a sympathetic manner approved by NSW Heritage. Detailed assessments by a qualified heritage specialists would be required to assess compatibility of uses and refitting.

The presence of these values then provides an opportunity for a focus on the heritage of Michelago within the planning process.

#### 3.2 ABORIGINAL HERITAGE

No known Aboriginal heritage values are present within the investigation areas, but this may be product of lack of investigation rather than lack of any sites. The investigation area has not been subject to any systematic archaeological survey and this should be undertaken to prevent impact to any unrecorded values.

Despite the lack of any identified sites, the area would have been visited and utilised by Aboriginal people prior to and in the early contact periods at Michelago. The same set of factors that would have made the village site ideal for settlement, i.e. a permanent water source and level to gently

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undulating ground, would also have provided resources for use by Aboriginal groups. Whilst the area may not hold large sites, indicative of focused and repeated visitation, the Aboriginal history of the region is a necessary component and provides an opportunity for incorporation into a heritage trail through the village.

Historical research into the contact period and the presence and interactions of the Aboriginal community with the early settlers would be required to inform this section of any heritage interpretation.

### 3.3 RECOMMENDATIONS

Based on this desktop heritage assessment the following actions are recommended for the project.

Recommendation 1: Incorporation of heritage values in planning process

Heritage listings are present within the investigation area and provide opportunities for a heritage perspective within the development process. Consideration should be given to development of heritage precincts or tourist trails incorporating the heritage items and focused on the railway precinct.

Recommendation 2: Avoidance of impact to heritage items.

Heritage items listed on the LEP or SHR are protected items and avoidance of impacts should be implemented whenever possible. If impacts are to occur, then approvals from the relevant authority (NSW Heritage or Cooma-Monaro Council) would be required. Detailed studies would be needed in the form of a Heritage Impact Statement to support any application.

Recommendation 3: Detailed field survey for unrecorded heritage items.

No systematic survey for heritage items has been undertaken for the investigation areas. Heritage surveys should be undertaken prior to any detailed development being undertaken to determine if any unrecorded heritage (Aboriginal or historical) is present within the impact areas.

Recommendation 4: Low potential for impacts on heritage values.

The investigation areas have been assessed based on landform, previous levels of disturbance and current heritage listings to hold low potential for unrecorded heritage. This does not preclude the necessity for the recommended field surveys to support this conclusion.

The recorded heritage values within the Village and surrounds are amenable for development and can be incorporated into the village and made a focus without negative impacts on their values and provides an opportunity to increase their role in the community. Any such development that impacts on heritage values would require approvals as stated in Recommendation 2.

Recommendation 5: Alteration of development area.

This study has been focused on the area detailed in Figure 1 and if impacts are to occur in other sections, then further studies would be required.



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Implementation of the above management recommendations will result in low potential for the project to impact on heritage values or result in damage to heritage sites.

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**APPENDIX B-2  
BIODIVERSITY**

SNOWY MONARO REGIONAL COUNCIL

# **MICHELAGO MASTERPLAN**

## **ECOLOGICAL DESKTOP ASSESSMENT**

DECEMBER 2020



# Question today *Imagine tomorrow* Create for the future

## Michelago Masterplan Ecological desktop assessment

Snowy Monaro Regional Council

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*ACKNOWLEDGEMENT: WSP acknowledges the traditional owners of the Michelago study area, the Monaro Ngarigo people, and their continuing connection to country. The name Michelago is believed to have originated from the local Ngarigo language and provides continued reminder of this history and connection to country.*

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PS122569-ECO-REP-001\_revA

December 2020





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# 1 INTRODUCTION

Michelago is a village located about 50 km south of Canberra and 60 km north of Cooma. Michelago has a population of around 564 residents (2016 Census) living in the village itself and immediate surrounds including Smiths and Tinderry Roads. The Snowy-Monaro Council is seeking guidance of the development of Michelago, as there are some views that Michelago could grow into a larger township. Council has commissioned the preparation of a Master Plan for Michelago to find the appropriate future for the village. The process of developing a Master Plan includes identifying the inherent opportunities and constraints, including biodiversity and natural assets.

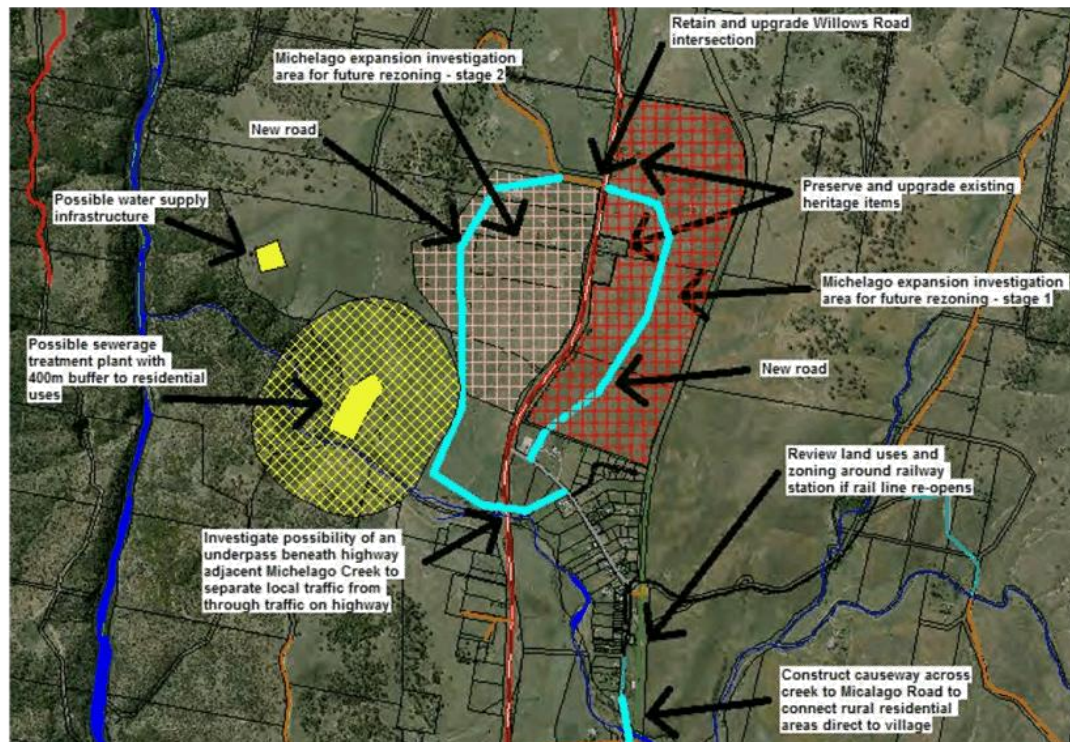


Figure 1.1: Excerpt of possible extension of Michelago – Source: SMRC Discussion Paper 2016

## 2 METHODS

A desktop review of available information was undertaken to inform the masterplan process through identification of biodiversity opportunities and constraints. This involved a review of relevant and available background information to identify the presence of vegetation communities and flora and fauna species that may occur or use habitats.

The desktop review included review of:

- Commonwealth Department of Agriculture, Water and the Environment's Protected Matters Search Tool (Department of Agriculture Water and the Environment 2020)
- existing broad-scale vegetation maps of the local area (NSW Government 2020)
- BioNet Atlas of NSW Wildlife – NSW Office Environment and Heritage (NSW Government 2020)
- Mitchell Landscapes mapping
- NSW Flora Online (PlantNET) – The Royal Botanic Gardens and Domain Trust (Royal Botanic Gardens and Domain Trust 2020)
- Snowy Monaro Local Strategic Planning Statement
- South East and Tablelands Regional Plan 2036
- Snowy Monaro draft settlements strategy
- Topographic maps and aerial photographs.

## 3 DESKTOP ASSESSMENT

---

### 3.1 MITCHELL LANDSCAPES

#### 3.1.1 MOLONGLO RANGES

The Valley occurs on Molonglo Ranges Mitchell landscape (of SEH Murrumbateman). This landscape is characterised by low hills with a few rocky peaks on granite and granodiorite with some Silurian quartz and lithic sandstone.

Vegetation typically occurring in this landscape includes Blakely's red gum (*Eucalyptus blakelyi*), yellow box (*Eucalyptus melliodora*), on lower slopes, red stringybark (*Eucalyptus macrorhyncha*), bundy (*Eucalyptus goniocalyx*) and brittle gum (*Eucalyptus mannifera*) on ridges. Areas of apple box (*Eucalyptus bridgesiana*) and brittle gum also occur. Limited swampy flats and valley floor grasslands occur within this landscape.

#### 3.1.2 UPPER MURRUMBIDGEE VALLEY

The western section of the study area occurs on the Upper Murrumbidgee Valley Mitchell landscape (AA montane). This landscape is characterised by narrow valley and channel systems of the Murrumbidgee. The stream crosses numerous geological units and the valley is dominated by sand and gravel alluvium with small fans alluvial fans developed at the mouths of tributary streams where they impinge on the floodplain. Shallow uniform sandy soils with moderate levels of organic matter and numerous areas of poor drainage.

Dominant trees vary with altitude and rainfall but typically include snow gum (*Eucalyptus pauciflora*) and black sallee (*Eucalyptus stellulata*) woodland at higher altitudes and red stringybark (*Eucalyptus macrorhyncha*), white gum (*Eucalyptus rossii*) dry forest at lower altitudes. Valleys generally consist of open sod tussock grassland with areas of bog and swamp.

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### 3.2 VEGETATION MAPPING

Vegetation mapping of the region indicates that the area of Michelago township supported ACT Monaro Dry Grassland (*Bothriochloa macra*). Vegetation to the east on the slopes consisted of South eastern Tablelands Dry Shrub-Grass herb forest. Vegetation to the west included Eastern Dry Shrub-Herb-Grass Forest. Murrumbidgee CMA vegetation mosaic map indicates the area contains:

- Patches of Natural temperate grassland listed as critically endangered under the EPBC Act
- Other areas of native grassland
- White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland, listed as critically endangered under the EPBC Act and BC Act
- Southern Tableland Dry Sclerophyll forest.

### 3.3 BIODIVERSITY VALUES MAP

The Biodiversity Values (BV) Map identifies land with high biodiversity value that is particularly sensitive to impacts from development and clearing. Values on the Biodiversity Values Map (Figure 3.1) shown in the area include:

- protected riparian land – including along the Murrumbidgee River, Michelago Creek, Booroomba Creek, Ryries Creek
- old growth forest identified in mapping developed under the National Forests Policy Statement but excluding areas not meeting the criteria published jointly by the Minister of the Environment and the Minister for Primary Industries.

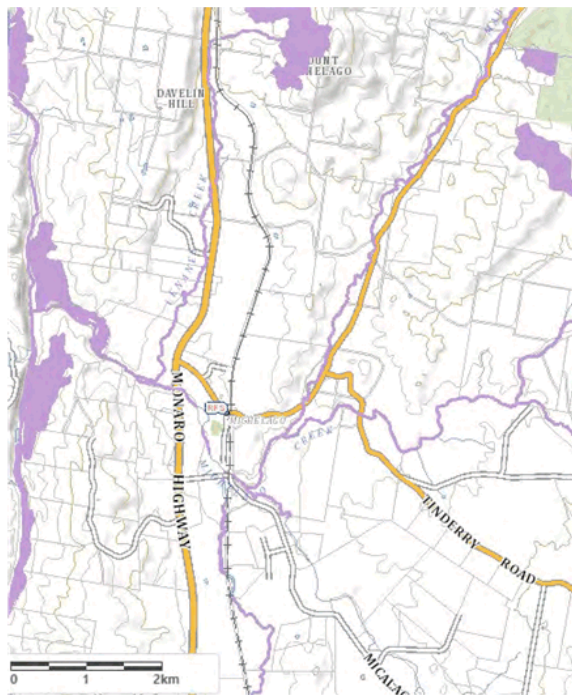


Figure 3.1 Biodiversity Values Map

*Note: biodiversity values mapped in purple*

### 3.4 HIGH ENVIRONMENTAL VALUES MAPPING

The Snowy Monaro draft settlements strategy identified areas of High Environmental Values (Figure 3.2) which must be considered for protection as part of the masterplan.





Figure 3.2 Areas of High Environmental Values as identified in the Snowy Monaro draft settlements strategy

The *Snowy biodiversity study* (Molonglo Conservation Consulting 2019) identified a range of biodiversity values based on collation of GIS data as summarised in Table 3.1 and shown in Figure 3.3.

Michelago East and North were determined to have very high environmental values, meaning that there were many biodiversity values identified including Matters of National Environmental Significance (MNES). Michelago south west has medium environmental values, meaning small areas of low quality MNES. Ground validated threatened entities are mapped as occurring to the east of the township on the eastern side of the railway line and also as a few patches to the north of the township, between the railway and highway.

Table 3.1 Ecological values identified in the Snowy biodiversity study

CRITERIA	ECOLOGICAL VALUES	CONSERVATION SIGNIFICANCE	MICHELAGO EAST	NORTH	SOUTH WEST
Criteria 1: Conservation Area	National Parks and Nature Reserves, State Forests, Scenic protection, Crown Reserves (including travelling stock reserves), Conservation agreements and biobanking agreements	Reserved areas		x	
Criteria 2: Native vegetation	Candidate native grasslands	Native grassland- Additional areas of potential Natural Temperate Grassland (EPBC Act listed Critically Endangered Ecological Community)	x	x	

CRITERIA	ECOLOGICAL VALUES	CONSERVATION SIGNIFICANCE	MICHELAGO EAST	NORTH	SOUTH WEST
Criteria 3: Threatened entities	EPI terrestrial biodiversity	Threatened entities	x	x	x
	Natural temperate Grassland of the southern tablelands of NSW and ACT	Critically Endangered Ecological Community (EPBC Act)	x	x	x
	<i>Dodonaea procumbens</i> (Trailing Hop Bush)	Vulnerable (EPBC and BC Acts)	x		
	<i>Rutidosia leptorhychoides</i> (Button Wrinklewort)	Endangered (EPBC and BC Acts)	x	x	
	<i>Dillwynia glauca</i> (Michelago Parrot-pea)	Endangered (BC Act)	x		
	<i>Swainsona sericea</i> (Silky Swainsona Pea)	Vulnerable (BC Act)	x		
	Pink-tailed Worm Lizard potential habitat	Vulnerable (EPBC and BC Acts)		x	
	Box Gum Woodland	Critically Endangered Ecological Community (EPBC and BC Acts)		x	
	Lowland grassy woodland	Critically Endangered (EPBC ACT) Endangered (BC Act) Ecological Community		x	
Criteria 4: Freshwater features	Includes bogs and fens, drinking water catchments, groundwater vulnerability, riparian lands and watercourses,	Freshwater protection	x	x	x
Criteria 7: other constraints on development	Local flood risk	-			



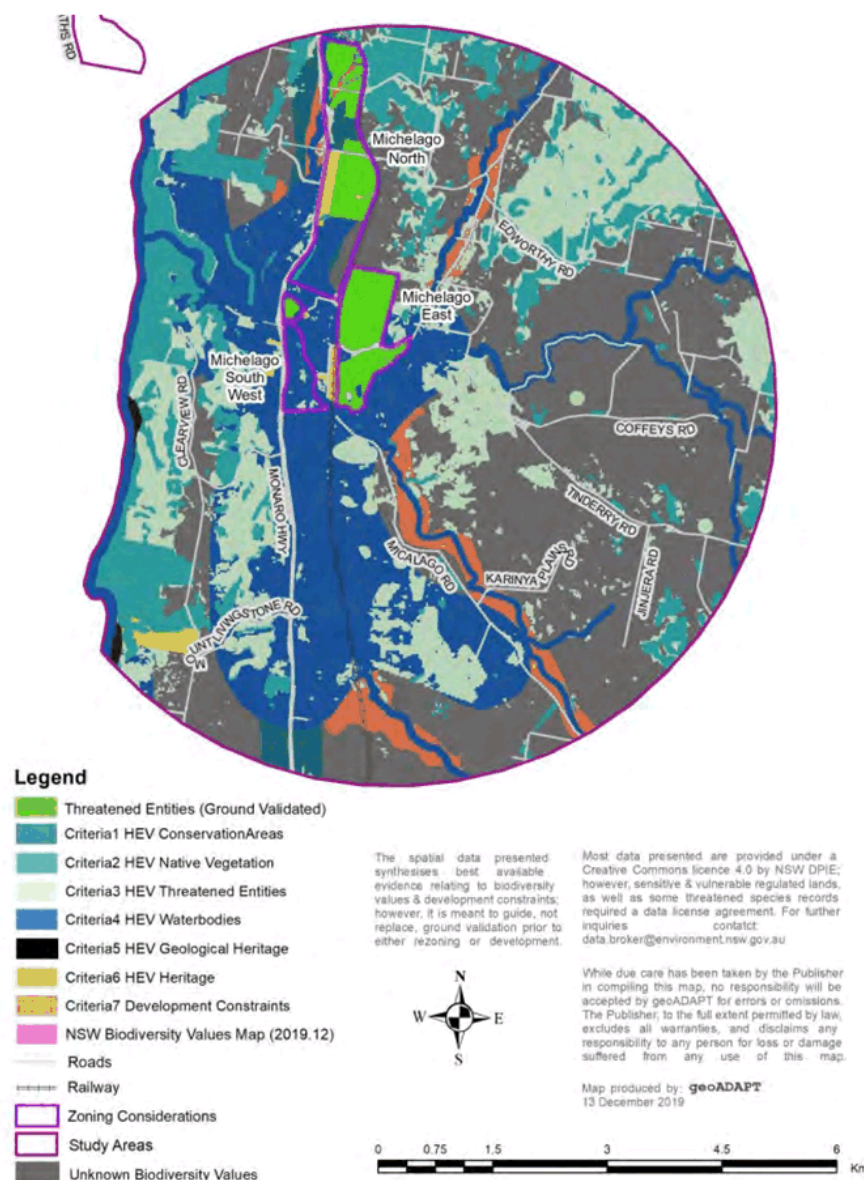


Figure 3.3 Biodiversity values and constraints

## 3.5 BIODIVERSITY CORRIDORS

Michelago is set within a valley between the wooded Tinderry Ranges including including Tinderry Nature Reserve and Clear Range and Namadgi National Park. A regional biodiversity corridor is identified to the north of Michelago providing an east-west link between Namadgi and Tinderry Ranges, linking patches of old growth forest. Paddock trees also provide stepping stone linkages for mobile species such as birds and bats.

The riparian corridor along the Murrumbidgee River in the west provides a significant biodiversity corridor. Significant patches of old growth forest also occur in association with this riparian corridor. There is a network of Creeks which generally run to south and west into the Murrumbidgee River which provide linkages across the region. Many of these

are also identified as high potential aquatic Groundwater Dependent Ecosystems (Murrumbidgee River, Michelago Creek, Booroomba Creek, Ryies Creeek, Lenanes Creek and Margaret Creek).

The Michelago Landcare Group has actively managed and enhanced some of these biodiversity corridors including revegetation of ridges above the Murrumbidgee River as well as restoration of Michelago Creek and tributaries since the 1990s. This has included revegetation, removal of invasive willow and bank stabilization. This work has focussed on enhancing the creek between the railway bridge and the Murrumbidgee River.

Key biodiversity corridors within the region are shown in Figure 3.4



Figure 3.4 Biodiversity corridors

## 3.6 THREATENED BIODIVERSITY

### 3.6.1 THREATENED ECOLOGICAL COMMUNITIES

Previous studies and vegetation mapping indicate the likely presence of two threatened ecological communities.

- Natural Temperate Grassland listed as critically endangered under the EPBC Act
- White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland, listed as critically endangered under the EPBC Act and BC Act.

As this assessment did not include field surveys and no detailed survey data or mapping of these communities was available for review as part of this desktop assessment, biodiversity surveys are recommended to confirm the extent and condition of the vegetation, particularly of the grassland areas to determine conservation value and consistency with listed Threatened ecological communities.

### 3.6.2 THREATENED SPECIES

The study area is known to provide habitat (or potential habitat) for threatened species. This includes:

- Michelago Parrot-pea (*Dillwynia glauca*)- Endangered under the BC Act. This species has been recorded from five areas on the NSW Southern Tablelands: near Windellama, where the species is locally abundant, near Mongarlowe, in Nadgigomar Nature Reserve near Braidwood, north-east of Michelago and at Numeralla.
- Trailing Hop-bush (*Dodonaea procumbens*)- Vulnerable under the BC Act and EPBC Act.
- Silky Swainsona Pea (*Swainsona sericea*)- Vulnerable under the BC Act.
- Button Wrinklewort (*Rutidosia leptorhychoides*) - Endangered under the BC Act.
- Pink-tailed Worm Lizard habitat (*Aprasia parapulchella*)- Vulnerable under the BC Act and EPBC Act.
- Woodland birds: Scarlet Robin Hooded Robin, Diamond Firetail, Flame Robin, Speckled Warbler and the Brown Treecreeper
- Threatened Cockatoos: Gang-gang Cockatoo, Glossy Black-Cockatoo.

## 4 OPPORTUNITIES AND CONSTRAINTS

Michelago is set within a valley between the wooded Tinderry Ranges including Tinderry Nature Reserve and Clear Range and Namadgi National Park and the valley contains areas of high environmental value including:

- patches of high quality natural temperate grassland, listed as critically endangered under the EPBC Act
- Other areas of native grassland
- White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland, listed as critically endangered under the EPBC Act and BC Act
- Old growth forest
- threatened species habitat
- regional and local biodiversity corridors.

The Michelago Masterplan has the opportunity to support the regional goals outlined in the *South East and Tablelands Regional Plan 2036*, including the goal to have 'a diverse environment interconnected by biodiversity corridors'. This includes specific actions that are relevant to this plan including:

- Protect areas with high environmental value
- Minimise potential impacts arising from development on areas of high environmental value... and implement the 'avoid, minimise and offset hierarchy' (Action 14.3)
- Protect and enhance the function and resilience of biodiversity corridors in local strategies (action 15.1)
- Focus offsets from approved developments to regional biodiversity corridors where possible (action 15.4).

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### 4.1 OPPORTUNITIES

Biodiversity opportunities for Michelago include:

- Protecting and strengthening the biodiversity corridors:
  - Providing opportunities for nature based activities, recreation and education within significant biodiversity areas of the Murrumbidgee River corridor and Tinderry Ranges and grassland valley.
  - A regional biodiversity corridor is identified to the north of Michelago providing an east-west link between Namadgi and Tinderry Ranges, linking patches of old growth forest.
  - Enhancing the riparian corridor along the Murrumbidgee River in the west which provides a significant biodiversity corridor.
  - Protecting and revegetating network of creeks which link the Tinderry Range to Murrumbidgee River and vegetation to the west.
  - Paddock trees also provide stepping stone linkages for mobile species such as birds and bats.
  - Managing TSR for biodiversity
- Protecting significant biodiversity of the area and supporting private land conservation including
  - Michelago Parrot-pea (*Dillwynia glaucula*)- Endangered under the BC Act. This species has been recorded from five areas on the NSW Southern Tablelands: near Windellama, where the species is locally abundant, near Mongarlowe, in Nadgigomar Nature Reserve near Braidwood, north-east of Michelago and at Numeralla.
  - Trailing Hop-bush (*Dodonaea procumbens*)- Vulnerable under the BC Act and EPBC Act.



- Silky Swainsona Pea (*Swainsona sericea*)- Vulnerable under the BC Act.
- Button Wrinklewort (*Rutidosia leptorhychoides*) - Endangered under the BC Act.
- Pink-tailed Worm Lizard habitat (*Aprasia parapulchella*)- Vulnerable under the BC Act and EPBC Act.
- Habitat for woodland birds: Scarlet Robin Hooded Robin, Diamond Firetail, Flame Robin, Speckled Warbler and the Brown Treecreeper
- Habitat for Threatened Cockatoos: Gang-gang Cockatoo, Glossy Black-Cockatoo.
- Areas not identified for conservation present potential opportunities for changes in landuse including future development, subject to field verification of site values.

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## 4.2 BIODIVERSITY CONSTRAINTS

The study area supports areas of potential and known significant biodiversity. The Masterplan should aim to avoid and minimise impacts on biodiversity. Any future development is therefore most suited to areas that are already disturbed including areas of existing development, and areas supporting exotic vegetation. Where possible, development should be located close to existing infrastructure as to limit the additional impacts associated with establishing supporting infrastructure (e.g., roads and utilities).

Biodiversity constraints for the study area, include but are not limited to:

- natural temperate grassland, a critically endangered ecological community listed under the EPBC Act. The potential presence of this community requires ecological surveys to identify area of grassland that are of sufficient size and condition
- White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland, listed as critically endangered under the EPBC Act and BC Act
- native vegetation patches
- known and potential habitat for Michelago Pea
- other listed flora and fauna species
- wildlife corridors and habitat connectivity which allow fauna movement through the landscape
- hollow bearing trees and isolated mature trees.

The presence, location and extent of these constraints require ground-truthing as existing studies are broad-scale.

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## 4.3 MINIMISING IMPACTS TO BIODIVERSITY

The general principle to minimise impacts to biodiversity, should in order of consideration, endeavour to:

- avoid impacts on biodiversity through the planning process
- minimise impacts on biodiversity through the planning process
- mitigate impacts on biodiversity through the use of a range of mitigation measures
- offset residual impacts.

The study area contains areas of significant biodiversity value. The following recommendations are made to minimise impacts to biodiversity as far as reasonably practicable:

- No development should occur within areas that contain Threatened Ecological Communities and habitat for threatened species.

- Keeping development within already disturbed areas, and to areas nearby existing infrastructure to limit the need for additional impacts associated with creation of infrastructure and services (e.g. roads and utilities).
- A buffer should be maintained between high ecological constraints and development.
- Co- consider asset protection zones required for new developments and the impacts these may have on surrounding biodiversity.

Detailed biodiversity surveys are recommended in the study area to confirm the extent and condition of the vegetation, particularly of the grassland areas to determine conservation value and consistency with listed Threatened ecological communities, particularly the critically endangered natural temperate grassland.

Where development impacts native vegetation and habitats, assessment of impacts would be required following the Biodiversity Assessment Methodology.

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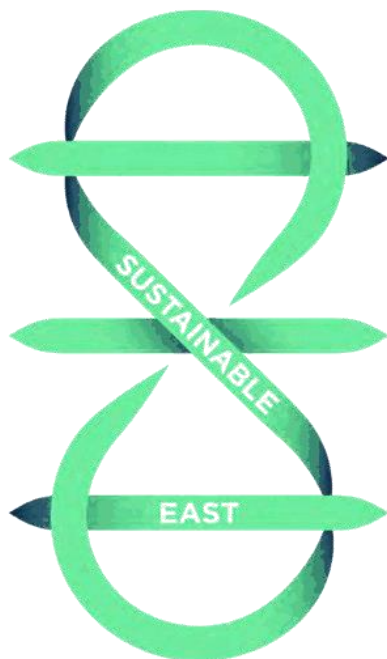
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**APPENDIX B-3**  
**ECONOMIC AND DEMOGRAPHIC**

DRAFT



# MICHELAGO MASTERPLAN ECONOMIC ASSESSMENT

**PRELIMINARY DRAFT DESKTOP REPORT**

**NOVEMBER 2020**





This Preliminary Draft Report 'Michelago masterplan - Economic Assessment' has been prepared by Sustainable East for Snowy Monaro Regional Council. This report is a **draft** and acknowledges that certain components including staging and asset allocation are ongoing.

Any figures, projections or otherwise in this report **are draft and should not be considered confirmed** until the final report has been issued. All best efforts have been taken to ensure any data, references and images are accurate, however the client project team takes no responsibility for the accuracy of the source data.

November 2020.





## EXECUTIVE SUMMARY



SUSTAINABLE EAST



SNOWY MONARO  
REGIONAL COUNCIL  
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## EXECUTIVE SUMMARY

Michelago is a growing village and rural lifestyle area of almost 600 residents located approximately half way between Canberra and Cooma along the Monaro Highway.

The demand for lifestyle living, proximity to Canberra and convenience to Cooma has meant that Michelago is on course for potential residential and business growth which could play-out in a number of ways. Council aspires for Michelago to grow its population as well as build an economic and employment base which is broader than just servicing the population. This means attraction of value-added industries which will help strengthen the overall economy of the Snowy Monaro Region.

Michelago's strategic location along what is referred to as the 'Canberra Corridor' positions the village between a number of current and future economic anchors. It would be a loss in opportunity for Michelago to become a dormitory suburb to Canberra and to a lesser extent Cooma. The impacts to the local economy and community as a result of Michelago's growth are dependent on the scale, timing and type of growth that occurs.

### About this Economic Assessment

This economic assessment report is a supplementary analysis to the Michelago Masterplan. The purpose of the report is threefold:

1. To consider the economic context of Michelago within the broader Snowy Monaro and Capital regions and how it is placed to respond to growth and change in the regional economy.
2. To consider the economic impacts, both positive benefits and negative disbenefits of growing the village into a larger centre
3. To consider how the proposed masterplan can deliver infrastructure to meet economic demand.







SUSTAINABLE EAST



SNOWY MONARO  
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## KEY FINDINGS

### ECONOMIC IMPACTS

The positioning of Michelago and the economic impacts of its growth will be influenced by macroeconomic conditions which will shape Australia's economy as it recovers from the impacts of COVID.

At the time of writing, economic conditions in almost all global markets are disrupted and severely affected as a result of COVID-19. There is potential to benefit from what will likely be fairly broad economic restructuring as the economy rebuilds post-COVID (KPMG, 2020). This potentially services the SMRC region well which has a very diversified economy (see next page) and a significant infrastructure pipeline.

#### Key Macro-economic considerations for Michelago

- Infrastructure investment is a key apparatus in economic recovery. There are a number of commenced, planned and potential infrastructure projects both in the Snowy Monaro Region and around Canberra. This provides an opportunity to spread the economic benefit to smaller villages such as Michelago.
- A quarter to a half of Australia's current jobs might be automated by 2030. Even jobs that are not fully automated will change; people will spend 60 percent more time working with technology (McKinsey, 2020). This is critical as economic policy and attraction should be geared to support these industries.
- In Australia, two-thirds of workers are employed by small and medium-size enterprises (SMEs). More importantly, SMEs have historically been the primary driver of growth (McKinsey, 2020). According to a 2015 report from the Department of Industry and Science, companies less than two years old created 1.44 million net new jobs from 2006 to 2011, while older companies produced a net 0.4 million decline in jobs. The ability of incentives to maintain local new and emerging smaller companies especially those which may be attracted by access to recreation and connection to Canberra as well as lower land prices.

### REGIONAL ECONOMIC & EMPLOYMENT SUMMARY

SMRC has a diverse economy that is representative of the region's significant environmental values, recreation and tourism offerings as well as agricultural productivity.

Snowy Monaro Regional Council area's Gross Regional Product was **\$1.17 billion** in the year ending June 2019. It has a very diverse economic and employment base with no singular industry which dominates trade or employment. Key sectors include Agriculture, Accommodation and Food Services, Tourism and Utility infrastructure. There are significant differences between sectors which deliver high export value such as Agriculture and major employment industries such as Tourism. As such it is more resilient than many other regional LGAs and has a lower reliance on population-serving industries such as health and education.

For Michelago, a concerted effort should be made to attract enabling industries and to support broader engines of growth. This could include road freight transport, professional services to support infrastructure development as well as potential small manufacturing or engineering services.

Further, the impacts of COVID could support an economy such as Michelago as it is likely to benefit of the long term structural changes resulting in less need for daily commuting.



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## KEY FINDINGS

The economic impacts which could occur as a result from the growth of Michelago are dependent on the form and timing the development of the village takes. The economic impacts considers both benefits as well as disbenefits. For this report we have considered that the optimum output is to:

- To identify the contribution of Michelago growing to the local economy (gross regional product).
- To ascertain the level of likely short term (construction) and enduring employment as a result of the new development.
- To consider the economic drawbacks to the local Michelago community, broader SMRC community as well as targeted benefits to particular components of the community, such as existing landowners.
- To derive a total net economic benefit of growing Michelago under the 'Main Growth Scenario' and consistent with the Draft Settlement Strategy.
- To ascertain required infrastructure as a result of growth to inform potential contributions analysis.

### QUALITATIVE ECONOMIC IMPACTS

#### Additional Government Revenue

The implementation of the Michelago Masterplan is likely to result in additional revenue for various tiers of government. During the construction phase of growth, additional employment (outside what is quantified) will be generated which will ultimately lead to increased taxation receipts for various tiers of government – more specifically, in the form of higher individual, company and payroll taxation revenue.

#### Social Benefits

The implementation of the Michelago Masterplan is likely to deliver social benefits which carry an economic value. These benefits can't be directly monetised with a requisite degree of accuracy and are at times non-measurable due to their nature.

That being noted, it is possible to impute the value of certain social impacts using market research – more specially, Willingness-To-Pay (WTP) or Willingness-To-Accept (WTA) studies – and in some instances observable proxy data.

#### Additional Investment and Consumption

The implementation of the Michelago Masterplan is likely to result in additional investment and consumption in the region. Due to the inter-linkages between the impact of the investment and consumption streams, we have quantified them jointly.

#### Environmental Benefits

The implementation of either plan is likely to result in environmental benefits. Environmental benefits can't be directly monetised due to similar reasons discussed in the section on social benefits.

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## KEY FINDINGS

### QUANTITATIVE ECONOMIC IMPACTS

The quantitative benefits include both construction and enduring benefits. They are discussed in further detail in the report. It should be noted however that these are draft as established growth, pattern of development and form have not yet been determined.

A summary of benefit categories is outlined below.

#### Monestised Benefits

- Additional Government Revenue
- Additional Investment and Consumption

#### Non-monestised Benefits

- Social Benefits
- Environmental benefits

#### Measurable Economic Disbenefits

- Additional Pollution
- Loss of Agricultural Production Potential

#### Non-monestised Economic DisBenefits

- Loss of Amenity

### ENDURING ECONOMIC IMPACTS

The growth of Michelago is likely to lead to ongoing economic impacts. Four identified enduring benefit and disbenefit categories discussed in further are:

- Induced demand for service employment (retail and local services)
- Increase in government revenue
- Increased potential for diversification of employment base and agglomeration
- Improved housing elasticity
- Increased demand for infrastructure



## ECONOMIC CONTEXT



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## MACROECONOMIC ASSESSMENT

The positioning of Michelago and the economic impacts of its growth will be influenced by macroeconomic conditions which will shape Australia's economy as it recovers from the impacts of COVID.

### OVERALL ECONOMIC CONDITIONS

At the time of writing, economic conditions in almost all global markets are disrupted and severely affected as a result of COVID-19. The impact (at least in the short term) of COVID has meant a general contraction of trading, reduction in demand and weakened consumer confidence. Some sectors have been resilient or even benefitting from the changes.

While the length and severity of the current economic disruption is unable to be accurately predicted, there is a general consensus that there will be significant ongoing structural changes to numerous sectors of the economy and property asset classes with a recover projected to begin in mid 2021 (Deloitte, 2020, RBA, 2020).

### National Economic Conditions

Australia's economy, like almost all other OECD economies is facing a considerable period of negative economic growth with inflated unemployment as well as increased public and private debt likely until at least mid 2021 (RBA, 2020). The effects of social distancing and uncertainty mean that household consumption is likely to reduce further than household income. Unemployment is expected to be over 10% for most of 2020 (RBA, 2020).

The widespread impacts of COVID have however somewhat clouded the general economic uncertainty prior to 2020, in which there was a potential looming recession and weakened consumer confidence. As such, there is potential to benefit from what will likely be fairly broad economic restructuring as the economy rebuilds post-COVID (KPMG, 2020). This potentially services the SMRC region well which has a very diversified economy (see next page) and a positive infrastructure outlook.

In August 2020, the Reserve Bank of Australia (RBA) forecast its figures for the quarter ending in December 2020: an unemployment rate of about 10 percent, GDP contraction of around 6 percent, decline in household consumption of approximately 7 percent, and a 17 percent decline in business investment. And the RBA acknowledged extensive uncertainty on all four indicators (McKinsey, 2020). The shorter term economic conditions are likely to exacerbate prior issues and regions which can adapt well are likely to benefit.

### Key Macro-economic considerations for Michelago

- Infrastructure investment is a key apparatus in economic recovery. There are a number of commenced, planned and potential infrastructure projects both in the Snowy Monaro Region and around Canberra. This provides an opportunity to spread the economic benefit to smaller villages such as Michelago.
- A quarter to a half of Australia's current jobs might be automated by 2030. Even jobs that are not fully automated will change; people will spend 60 percent more time working with technology (McKinsey, 2020). This is critical as economic policy and attraction should be geared to support these industries.



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## SMRC ECONOMIC CONTEXT

- In Australia, two-thirds of workers are employed by small and medium-size enterprises (SMEs). More importantly, SMEs have historically been the primary driver of growth (McKinsey, 2020). According to a 2015 report from the Department of Industry and Science, companies less than two years old created 1.44 million net new jobs from 2006 to 2011, while older companies produced a net 0.4 million decline in jobs. The ability of incentives to maintain local new and emerging smaller companies especially those which may be attracted by access to recreation and connection to Canberra as well as lower land prices.





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## SMRC ECONOMIC CONTEXT

### REGIONAL ECONOMIC SUMMARY

SMRC has a diverse economy that is representative of the region's significant environmental values, recreation and tourism offerings as well as agricultural productivity.

The preparation of regional economic development strategies is an initiative of the NSW Department of Premier and Cabinet (DPC) to assist local councils with strategic economic planning. The Snowy Monaro Regional Economic Development Strategy (REDS) was prepared in 2018. It provides an overview of the local economy and industry, and outlines opportunities and actions for economic development.

Snowy Monaro Regional Council area's Gross Regional Product was **\$1.17 billion** in the year ending June 2019, which represents a downturn of -2.6% since the previous year (SMRC REDS, 2018). In the same year, the total value added from all industries was \$981.4 million.

In 2019, the top five industries in terms of total contribution to GRP, were

- Agriculture, Forestry and Fishing most productive industry at \$154 million (15.7%).
- Electricity, Gas, Water and Waste Services industry at \$119 million (12.2%).
- Accommodation and Food Services industry at \$108 million (11%).
- Public Administration and Safety industry at \$69 million (7%).
- Construction industry at \$66 million (6.8%).

The REDS, and its Supporting Analysis background document, includes consideration of local industry specialisations across three groupings:

**Engines of growth**, which are the key industries for local economy, and include accommodation; cafes and restaurants; sheep and beef farming; forestry and logging; and wood and food product manufacturing.

**Enabling industries**, which are the industries supporting the engines of growth, and include real estate services; administrative support services; road freight transport; legal and accounting services; and architectural, engineering and technical services.

**Population serving industries**, which are the industries that support the local population, and include education; retailing for food, motor vehicles, clothing and recreational goods; public administration in all levels of government; and residential care services.

### KEY CONSIDERATIONS FOR MICHELAGO

For Michelago a concerted effort should be made to attract enabling industries and to support broader engines of growth. This could include road freight transport, professional services to support infrastructure development as well as potential small manufacturing or engineering services.

Further, the impacts of COVID could support an economy such as Michelago as it is likely to benefit of the long term structural changes resulting in less need for daily commuting.



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## SMRC ECONOMIC CONTEXT CON'T...

### EMPLOYMENT OVERVIEW

Whereas the demographic profile of SMRC broadly matches that of regional NSW, the LGA's economic profile differs greatly. The table below demonstrates that total employment by industry for SMRC compared with Regional NSW, NSW and Australia for the 2017/18 financial year.

TOP 5 INDUSTRIES	1	2	3	4	5
<b>Snowy Monaro</b>	Accommodation & Food Services	Agriculture Forestry & Fishing	Retail Trade	Health Care and Social Assistance	Arts & Recreation Services
<b>Regional NSW</b>	Health Care and Social Assistance	Retail Trade	Education & Training	Construction	Accommodation & Food Services
<b>NSW</b>	Health Care and Social Assistance	Retail Trade	Construction	Education & Training	Professional, Scientific and Technical Services
<b>Australia</b>	Health Care and Social Assistance	Retail Trade	Education & Training	Construction	Professional, Scientific and Technical Services

TABLE 1: TOP FIVE INDUSTRIES OF EMPLOYMENT IN SMRC (REDS, 2018)

SMRC's two top industries for employment, Accommodation and Food Services and Agriculture, Forestry and Fishing, are clear outliers. The percentage of people employed in the Accommodation and Food Services industry for SMRC more than double the average for comparison areas. SMRC's Agriculture, Forestry and Fishing industry is double that of Regional NSW, and approximately six times larger than the NSW and Australian average.

### EMPLOYMENT DISTRIBUTION & SELF SUFFICIENCY

As a result of strengthening economic growth, employment increased 16.3% in the decade between 2006 and 2016. This growth has significantly outstripped population growth of 3.9% over the corresponding period. This discrepancy of change between employment and population indicates strong economic growth which is not directly dependent on local demand and service-based economic growth. It does however need to be tempered with the reality population in the Snowy Mountains Region fluctuates more than many regions due to heightened seasonality of tourism and infrastructure. Nevertheless, the breadth of economic activity across multiple sectors of the economy is notable for a regional economy and has been outlined extensively in the Snowy Monaro Regional Economic Development Strategy (REDS).

In 2016, SMRC had an employment self-sufficiency rate of 83.2% (i.e. local workers who live and work in SMRC) and an employment self-containment rate of 82.4% (i.e. resident workers who work in SMRC). These figures demonstrate a high proportion of local jobs filled by local workers. The potential growth scenarios identified by SMRC have potential to change these figures.



## MICHELAGO IN CONTEXT





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## MICHELAGO IN CONTEXT

The draft Snowy Monaro 2040 Development Vision (2019) and draft Settlement Strategy (2020) are currently being prepared by SMRC. The development vision is intended to be an overarching strategic planning document focussed on population growth and settlement patterns. The Development Vision establishes a population target for SMRC as the basis for strategic and operational decision making to meet the target.

To support the growth strategy, SMRC has developed 10 population catchments to aid in its population growth analysis. Michelago is contained within the Canberra Corridor Corridor. The Canberra Corridor is expected to have the largest population increase of any population catchment identified in the Development Vision. An increase in resident population within this area will generate increased demand for local services to support residents' daily needs (such as a general store).

Michelago is forecast to see residential growth of almost 1,500 residents over the next 20 years which will create local induced demand for commercial, industrial and general employment needs. The total projected quantum of 13.3 hectares by 2041 is intended to accommodate commercial/retail, light industrial and potential service uses. Further, as highlighted above, the projected floorspace need should encompass a general employment permissibility given the small quantum and desire to attract new industry as a result of proximity in the Canberra Corridor

2016 Population	2041 HIGH PROJECTION	2041 MAIN PROJECTION	2041 LOW PROJECTION
1,081	5,106	2,660	1,854
Change	4,025	1,579	773
Proportional Growth	372%	146%	72%

TABLE 2: POPULATION PROJECTIONS IN THE 2040 VISION DOCUMENT (SMRC, 2019)

### LAND USE IMPLICATIONS

Increased population alone around Michelago would not be sufficient to drive meaningful employment increase and new industrial/commercial value-added activity. The proximity of the Canberra Corridor to Canberra and its established economy and employment base may result in ACT residents relocating to the catchment for lifestyle reasons but maintaining economic and social connections with Canberra.

Population growth does not always necessitate or drive need for additional employment. However in new markets such as Michelago, a certain need of basic supporting infrastructure is necessary to support new population growth where otherwise services do not exist. The resident population in the Canberra Corridor is expected to grow by 112% over the next 25 years.

Based on analysis in the Snowy Monaro Industrial Lands study, Michelago is predicted to generate demand for 7.3 hectares of industrial land in the immediate term to 2021. Like Berridale, it does not currently have industrial zoned land, but it is possible that immediate demand could be accommodated in the existing planning controls.



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## MICHELAGO IN CONTEXT CON'T.....

The ability to support industries under current planning means that it could attract and realise benefits in the short term and this ability should be highlighted.

It is also worth noting that agriculture, forestry and fishing employ almost 10% of the population, highlighting its importance to the region, especially in Bombala and Michelago.

The agricultural sector contributes 5.8% of gross value-add to the regional economy, provides 9.1% of employment, yet delivers 31.8% of export value to the regional economy in SMRC. The employment contribution of agriculture in the Snowy Mountains Region is almost 2 percentage points greater than the capital region as a whole where it is 7.2%.

The agriculture contribution to the economy across multiple facets is vital in keeping a well balanced and economy. It maintains a diverse industry plurality meaning there is not over-reliance on a single industry. It remains vital to those areas of the region less benefitted by tourism and infrastructure, namely Bombala and Nimmitabel and Michelago



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## WHAT THIS MEANS



## ECONOMIC IMPACTS





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## ECONOMIC IMPACTS

The economic impacts which could occur as a result from the growth of Michelago are dependent on the form and timing the development of the village takes. This part of the analysis considers the economic impacts of possible growth scenarios as well as who will endure the impacts. The economic impacts considers both benefits as well as disbenefits.

It should be noted that this section is draft as the detail of the development is not yet known and this will have a significant influence over the impacts, their distribution and scale.

### WHAT IS ECONOMIC IMPACT ASSESSMENT

Economic Impact Assessment (EIA) is a process for identifying and assessing the broad economic impacts of a proposal on the community. When applied effectively, economic impact assessment allows for a comprehensive assessment of the merits and implications of proceeding with a proposal based on economic and employment contribution and derivation of net economic benefit (benefits less dis-benefits) .

In approach, it can integrate data on impacts in the 'dollars & cents' measured economy with that for broader social and environmental impacts. When applied systematically across a number of proposals that are competing for scarce resources, economic impact assessment can be used to assess which projects will benefit society the most.

For this report we have considered that the optimum output is to:

- To identify the contribution of Michelago growing to the local economy (gross regional product).
- To ascertain the level of likely short term (construction) and enduring employment as a result of the new development.
- To consider the economic drawbacks to the local Michelago community, broader SMRC community as well as targeted benefits to particular components of the community, such as existing landowners.
- To derive a total net economic benefit of growing Michelago under the 'Main Growth Scenario' and consistent with the Draft Settlement Strategy.
- To ascertain required infrastructure as a result of growth to inform potential contributions analysis.



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## BENEFIT CATEGORISATION

### REFERENT GROUP

The referent group refers to the community who will endure the economic impacts, both benefits and disbenefits. This is an important consideration for this report as the impacts need to consider the local community which includes Michelago and surrounding areas in the Canberra Corridor as well as the broader SMRC community which includes the residents, workers and visitors to SMRC.

As one of Councils aspirations is to manage growth, the development of Michelago should not come at the expense of other communities in SMRC, especially Cooma as that would likely be a negligible benefit or even disbenefit to the overall SMRC community and likely result in economic benefits in Michelago being drawn from a disbenefit in Cooma.

### IMPACT CATEGORISATION

#### Measurable Impacts

Measurable impacts are impacts which can be calculated and monetised with a certain degree of accuracy using a defensible quantitative approach. That being noted, as with any form of measurement, assumptions have to be made irrespective of the preferred quantitative approach.

#### Non-Measurable Impacts

Non-measurable impacts are the expected costs and impacts of an project or program, in this case a masterplan, that can't be easily measured in dollar terms. Nevertheless, these impacts are often critical to whether a proposal would generate net social benefit and need to be incorporated into economic assessments. These include impacts such as place value, volunteering, engagement and others.

Non-monetised impacts are a subset of Non-measurable impacts. They are considered as volume changes for impacts such as increased participation and visitation. This would relate significantly to community, social and environmental impacts and include factors such as increased activation and visitation to the area benefitting the broader SMRC area.

A project or policy, such as the the growth of Michelago which has potential to deliver substantial amenity and community infrastructure has a number of non-quantifiable impacts. While not producing a monetised benefit or saving, these impacts are often critical to whether a proposal would generate net social benefit and need to be incorporated into socio-economic assessments.

Furthermore, these impacts may also indirectly influence the value of monetised impacts in a material way. For instance, it is understood that the presence of parks and recreational areas in neighbourhoods tend to positively influence property values however it is difficult to determine the quantum of the influence as that depends on a range of other factors.

#### Addressing the impacts

To address the impacts, a qualitative and qualitative impact assessment has been undertaken. These form the basis of the next sections.



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## ASSESSMENT OF QUALITATIVE IMPACTS

There are a significant range of qualitative economic benefits that are expected to be realised as a result of the Michelago Masterplan during the construction phase. These are outlined below:

### Additional Government Revenue

The implementation of the Michelago Masterplan is likely to result in additional revenue for various tiers of government.

During the construction phase, additional employment (outside what is quantified) will be generated which will ultimately lead to increased taxation receipts for various tiers of government – more specifically, in the form of higher individual, company and payroll taxation revenue.

Various tiers of government are likely to collect additional revenue from indirect taxes and fees – including fuel surcharges and motor vehicle registration fees – if residents move from inter-state or abroad with the uptake of dwellings.

During the post-construction phase, the aforementioned additional land tax and Council rate revenue will be earned in perpetuity by various tiers of government.

We have considered additional Council rate revenue as part our quantitative assessment.

### Social Benefits

The implementation of the Michelago Masterplan is likely to deliver social benefits which carry an economic value. These benefits can't be directly monetised with a requisite degree of accuracy and are at times non-measurable due to their nature.

That being noted, it is possible to impute the value of certain social impacts using market research – more specially, Willingness-To-Pay (WTP) or Willingness-To-Accept (WTA) studies – and in some instances observable proxy data.

For instance, the monetised success of road quality enhancement initiatives can be valued by either calculating the avoidable cost associated with addressing road accidents and/or undertaking market research to gauge the opinion of commuters pre and post implementation phases.

Social benefits associated with the Michelago Masterplan could include increased community engagement, increased visitation and additional community programs/events. More specifically, this could potentially include things like neighbourhood watch programs and free after-school activities for children.





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## ASSESSMENT OF QUALITATIVE IMPACTS

### Additional Investment and Consumption

The implementation of the Michelago Masterplan is likely to result in additional investment and consumption in the region. Due to the inter-linkages between the impact of the investment and consumption streams, we have quantified them jointly.

During the construction phase, construction specific investment will flow to the region as property developers will work with Council to construct the housing, business and community buildings. Businesses and individuals involved in the construction of buildings in Michelago are likely to spend at least some of their earnings within the local region which will generate additional revenue for local businesses involved in a variety of sectors including hospitality and retail. This initial investment is also likely to spur further investment within the local economy as construction and non-construction specific businesses will benefit from the initial investment due to the additional commercial opportunities it is likely to create in the region.

During the post-construction phase, there is likely to be additional investment and consumption in the region due to population growth as businesses will invest in the region in order to attract new customers while new residents are likely to spend at least some of their earnings within the local region, something which will be encouraged through policy intervention. We expect the impact of this stream to continue indefinitely within the region.

### Environmental Benefits

The implementation of either plan is likely to result in environmental benefits. Environmental benefits can't be directly monetised due to similar reasons discussed in the section on social benefits. They are likely to occur during the construction and post-construction phase.

That being noted, it is possible to impute the value of certain environmental impacts in a similar manner discussed in the section on social benefits.

The proposed plan is likely to lead to positive environmental benefits including increased recycling, reduced illegal dumping, better water and energy management and tree-planting initiatives. This has been considered against potential environmental disbenefits including loss of rural land and increased heat island impacts (discussed in the next section).



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## QUALITATIVE ASSESSMENT OF ECONOMIC DIS-BENEFITS

This section provides a description of each type of expected economic dis-benefit stream associated with the growing Michelago. These include additional pollution, loss of agricultural production value, loss of amenity and fragmented settlement.

We have calculated the expected monetary impact of all relevant economic dis-benefit streams exclusively for the construction phase as part of our quantitative assessment (Quantitative Assessment of Economic Dis-benefits section).

### Additional Pollution

A targeted strategy to grow Michelago is likely to result in additional pollution. Pollution is a form of an environmental dis-benefit which is essentially a negative environmental benefit. It is not possible to directly monetise environmental dis-benefits for similar reasons to environmental benefits. This dis-benefit is likely to occur during the construction and post-construction phase.

Nonetheless, we have been able to estimate the overall quantum of this dis-benefit stream by combining reference values on various types of pollution published by Transport for NSW (Economic Parameter Values) with 2016 Census data on household motor vehicle ownership published by the ABS.

In particular, we have focussed on the monetary impact of pollution which will be emitted by the expected increase in the number of cars as we believe this is the most practical approach (see next section).

### Loss of Agricultural Production Opportunity

The impact of growing Michelago is likely to result in the loss of agricultural production possibility and possible speculation impact on surrounding land. It is likely to occur during the construction and post-construction phase. The Canberra Corridor has been highlighted as one of the few opportunity areas for more intensive agriculture in SMRC, due to the improved reliability of water flow and access to larger markets including Canberra.

The creep of land for urban uses in Michelago to agricultural land outside the Masterplan area could lead to both conflict of use and issues around land speculation. Urban land generally carries a higher underlying land value and as such the impacts on speculation for future uses could mean a loss of agricultural productivity and investment in land around the initial settlement area.

Further, sentiment of inevitable rezoning (as a result of expansion of the urban growth boundary) means possible conflict of agricultural and urban land uses as well as a lack of desire to reinvest in existing agricultural uses. While this is not a certainty as the population growth is likely to be steady, it does nevertheless raise the possibility of long term speculation of land.



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## QUALITATIVE ASSESSMENT OF ECONOMIC DIS-BENEFITS

### Loss of Amenity

Growing Michelago is likely to result in the loss of amenity. Amenity refers to the value of the existing environment including views, vistas and aesthetics of an area. Amenity dis-benefits are measured by perceived degradations to quality or service as a result of a change.

According to the NSW Treasury published Economic Evaluation for Business Cases Technical guidelines (2012), the presence of amenities can potentially increase the efficiency gain associated with projects through either reducing whole-of-life costs or increasing benefits.

### Disruption

The development phase of growing Michelago is likely to lead to disruption road upgrade and development works, infrastructure development and general construction activity.



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## QUANTITATIVE ASSESSMENT OF ECONOMIC BENEFITS

This section quantitatively assesses the economic benefits associated with the growing Michelago. We have benchmarked the 'Main' growth figure in the 2040 Vision as the basis for any future growth figures.

### CONSTRUCTION PHASE BENEFITS

In order to quantify the monetary impact of all identified economic benefit streams during the construction phase, we have used a Net Present Value (NPV) approach.

#### Additional Investment and Increased construction

Table 3 indicates the reference values which we have used to calculate the impact of additional investment and consumption activity in the region

Category	Unit value	Source
New dwellings per year	27*	Snowy Monaro Regional Council
Cost of new house - 2018	\$316,500	ABS - 8752.0 - Building Activity - 2019
CPI (all groups) inflation	1.6%	ABS - 6401.0 - Consumer Price Index - 2019
Escalation factor - 2010-11 to 2017-18 annual growth	3.5%	ABS - 8752.0 - Building Activity - 2019
Discount rate	7.0%	NSW Treasury 2012

TABLE 3 : REFERENCE VALUES - ADDITIONAL INVESTMENT AND CONSUMPTION STREAM - MICHELAGO

\*Based on Population Change from 2016-2041 Main Series in SMRC 2040 Vision divided by Average household size of 2.3 people in SMRC (ABS, 2016)

In order to calculate the cost of building a new house in 2020, we have applied an adjustment factor of 1.6% to account for CPI inflation (from June 2019 to June 2020).

Furthermore, we have applied the most recent 7-year growth rate in actual costs of building new houses, which was 3.5% in NSW, in order to capture the expected annual growth rate of cost in future years. We have provided an overview of our calculation of the overall impact associated with these streams in below.

- **Year 1 = NPV \$8.681m**
- **Year 2 = NPV \$8.397m (inc 7% discount) + Year 1 = Cumulative NPV \$17.079m**
- **Year 20 = NPV \$4.615m (inc 7% discount/20 yrs)**
- **Total NPV = \$128.948m**



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## QUANTITATIVE ASSESSMENT OF ECONOMIC BENEFITS

### Additional Government Revenue

Table 4 indicates the references values which we have used to calculate the impact of additional government revenue in the region. As mentioned in earlier sections, we have focussed exclusively on additional Council rate revenue in our analysis.

Category	Unit value	Source
New dwellings per year	27	Snowy Monaro Regional Council
Average Council rates per dwelling - 2019	\$1,904	Snowy Monaro Regional Council
Escalation factor - average rate cap - 2016-17 to 2020-21	2.3%	NSW Treasury 2012
Discount rate	7.0%	NSW Treasury 2012

TABLE 4 : REFERENCE VALUES - ADDITIONAL GOVERNMENT REVENUE STREAM - MICHELAGO

In order to calculate expected rate revenue in future years, we have escalated the average rate charged by Council to house owners in 2019 by the average rate cap increase set by the IPART between 2016-17 and 2020-21. Furthermore, we have taken a cumulative approach in our analysis as all new house owners will pay rates continuously from the point the purchase a house over the 20-year period rather. For instance, a new house owner who moves to Michelago in the first year will pay rates each year for 20-years. In comparison a house owner who moves to the Michelago in the second year will pay rates each year for 19 years.

We have provided an overview of our calculation of the overall impact associated with this stream below

- Year 1 = NPV \$0.051m
- Year 2 = NPV \$0.098m (inc 7% discount) + Year 1 = Cumulative NPV \$0.149m
- Year 20 = NPV \$0.433m (inc 7% discount/20 yrs)
- Total NPV = \$6.226 m





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## QUANTITATIVE ASSESSMENT OF ECONOMIC DIS-BENEFITS

This section quantitatively assesses the economic dis-benefits associated with the growing Michelago. We have calculated the expected monetary impact of all identified dis-economic benefit streams exclusively for the construction phase due to data limitations. This implies that the overall impact of all identified monetised streams is likely to be much larger in the long-run.

In order to quantify the monetary impact of all identified economic dis-benefit streams, we have used a Net Present Value (NPV) approach.

### Additional Pollution

Table 5 and Table 6 indicates the references values which we have used to calculate the impact of additional pollution in the region.

Environmental externality	Unit value	Source
Air pollution	\$0.0337	Transport for NSW 2019
GHG emissions	\$0.0266	Transport for NSW 2019
Noise	\$0.0110	Transport for NSW 2019
Water pollution	\$0.0051	Transport for NSW 2019
Nature and landscape	\$0.0006	Transport for NSW 2019
Urban separation	\$0.0078	Transport for NSW 2019
Upstream / downstream costs	\$0.0453	Transport for NSW 2019
Combined value of environmental externalities	\$0.1301	Transport for NSW 2019

TABLE 5: ENVIRONMENTAL EXTERNALITIES – MICHELAGO

Category	Unit value	Source
New dwellings per year	27	Snowy Monaro Regional Council
Average Council rates per dwelling - 2019	\$1,904	Snowy Monaro Regional Council
Escalation factor - average rate cap - 2016-17 to 2020-21	2.3%	NSW Treasury 2012
Discount rate	7.0%	NSW Treasury 2012

TABLE 6: REFERENCE VALUES – ADDITIONAL POLLUTION – MICHELAGO





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## QUANTITATIVE ASSESSMENT OF ECONOMIC DIS-BENEFITS

In order to calculate the annual economic impact of the expected increase in pollution we have undertaken the following steps.

- Step 1: multiplied the expected number of new dwellings to the average number of motor vehicles per dwelling (as reported in the 2016 Census).
- Step 2: multiplied the figure calculated in Step 1 to the medium-term average of the average number of kilometres travelled by passenger vehicles each year.
- Step 3: aggregated all of the environmental externality values and multiplied the ensuing figure to the figure calculated in step 2.

We have provided an overview of our calculation of the overall impact associated with this stream in

- Year 1 = NPV (\$0.121m)
- Year 2 = NPV (\$0.227m) (inc 7% discount) + Year 1 = Cumulative NPV \$0.349m
- Year 20 = NPV (\$0.673m) (inc 7% discount/20 yrs)
- Total NPV = \$6.226 m



SUSTAINABLE EAST



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## QUANTITATIVE ASSESSMENT OF ECONOMIC DIS-BENEFITS

### Loss of Agricultural Production Possibility

Table 15 indicates the references values which we have used to calculate the impact of the loss of agricultural production in the region.

Category	Unit value	Source
CPI (all groups) inflation	1.6%	ABS - 6401.0 - Consumer Price Index, Australia - 2019
Plan area - hectares	150	Snowy Monaro Regional Council
Snowy Monaro Region region - land mainly used for agricultural production - hectares	630,788	ABS - Value of Agricultural Commodities Produced, Australia, 2017-18, 2019
Total agriculture production - gross value	\$690,985,331	ABS - 7121.0 - Agricultural Commodities, Australia, 2017-18, 2019

TABLE 7: REFERENCE VALUES - LOSS OF AGRICULTURAL PRODUCTION - MICHELAGO

We have conservatively calculated the impact of this stream by applying a proportional approach. In particular, we have divided the total area in Michelago used for agriculture by the size of the affected area (~150 hectares). Expressed slightly differently, this approach assumes that all of the affected area is currently being used for agricultural purposes (whether it be for grazing or cropping).

It is likely that this is not the case and only a certain portion of the designated Michelago area area is currently being used for agricultural production purposes. Our assumption is likely to over-estimate the existing economic benefit arising from agricultural production in the affected area.

We have provided an overview of our calculation of the overall impact associated with this stream in Figure 17.

- Year 1 = NPV (\$0.166m)
- Year 2 = NPV (\$0.126m) (inc 7% discount) + Year 1 = Cumulative NPV (\$0.322m)
- Year 20 = NPV (\$0.046m) (inc 7% discount/20 yrs)
- Total NPV = (\$1.892m)



## ENDURING ECONOMIC BENEFITS





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## ENDURING BENEFITS

The ongoing development of Michelago will have a significant ongoing impact on the local economy of Greater Bendigo. While in measurable terms, the majority of impacts (benefits and dis-benefits) occur during the construction period, there is likely to be enduring economic and employment impacts as a result of the development of Michelago.

The four identified enduring benefit categories are:

- Induced demand for service employment (retail and local services)
- Increase in government revenue
- Increased potential for diversification of employment base and agglomeration
- Improved housing elasticity

### INDUCED DEMAND FOR SERVICE EMPLOYMENT

Michelago's future population in 2041 is projected to be 2,660 based on the draft Settlement Strategy, an increase of almost 150%. This growth will deliver considerable ongoing consumption demand for local services and retail. This contributes both to local employment and economic generation. This will be calculated with reference from Council.

### INCREASE IN GOVERNMENT REVENUE

Michelago is forecast to have an additional 675 dwellings by 2041 based on the main series population projection and applying a current household occupancy rate. Applying an average for standard residential detached dwellings for property levies in Greater Bendigo (\$1,904 per annum) a total increase in collection of \$ 1,285,200 would be collected per annum above existing rates. Applied over a 20 year enduring period once constructed, this equates to \$25,704,000 in 2020 dollars.

### DIVERSIFICATION OF EMPLOYMENT BASE

Michelago presents an opportunity for further employment diversification in the Snowy Monaro Region. As new potential for flexible employment zoned land within very close proximity to Canberra Airport, Canberra and the Federal Highway there is an opportunity to build freight, logistics and infrastructure services employment at Michelago. Further the possibility for intensive agriculture in the Canberra Corridor opens up the possibility for food production and attraction of agricultural servicing industries.

### IMPROVED HOUSING ELASTICITY

The ongoing benefit of the growing Michelago would also be to improve structural elasticity through greater supply of housing in the market. When supply is constrained to minimal choice, this can have a two fold impact of contributing to housing unaffordability as well as potentially preventing further new attraction of residents.



## ECONOMIC IMPACTS SUMMARY





## CONTRIBUTIONS ANALYSIS





**SUSTAINABLE EAST**



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## REFERENCES



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**APPENDIX B-4**  
**WATER, SERVICING INFRASTRUCTURE**

DRAFT

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## MEMO

**SUBJECT:** Michelago Desktop Infrastructure Strategy – Opportunities, Constraints and Discussion Points

**FROM:** Jared Falkenhagen

**Reviewed** Steve Novak

**OUR REF:** PS122569

**DATE:** 26<sup>th</sup> November 2020

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### GAP ANALYSIS AND PRELIMINARY ASSESSMENT OF INFRASTRUCTURE

Preliminary investigations have been undertaken reviewing GIS, public mapping, existing strategy reports and Dial Before You Dig (DBYD) data. The gap analysis outlines information currently not publicly available online or in the Snowy Monaro Regional Council supplied documentation, leading to some comments and recommendations regarding acquiring or supplying the additional information.

Stormwater, water supply and sewer services have been the focus of the desktop investigations, with some additional comments on electrical, gas and communication infrastructure included. The aim of this assessment is to provide discussion points to assist in developing the greater masterplan strategy. Our findings are outlined below.

### EXISTING MICHELAGO GEOGRAPHY AND TOPOGRAPHY

The topography of the surrounding Michelago area is constrained by several factors. A railway corridor and the steep slopes to the east, the Monaro Highway to the west, flood prone lands and minor waterways to the south and extending north-west, and the Murrumbidgee River further to the west. These geographical limitations are further impacted by social constraints regarding the natural views of the surrounding hills and the rural lifestyle associated with large residential lots remaining a key asset to the community. Furthermore, heritage lands are located north of the existing village and environmental considerations regarding the highly valued trees and vegetation in the area has been noted in the information provided.

These constraints combined create a difficult environment to maintain the rural village ideology, while working within the geographical restrictions of the area and therefore limits the ideal developable area significantly.

#### Discussion Points

- Decisions regarding the proposed development areas will highly impact the extent of infrastructure required. In particular, the topography of the chosen development areas will dictate stormwater and sewer alignments.

### STORMWATER

#### Existing Stormwater



Michelago falls in a basin between the surrounding mountains, a series of overland flow paths traverse the study area and primarily discharge to Michelago Creek south of the existing village. Michelago Creek extends to the mountains to the east, combining with Teatree Creek to serve as a significant waterway draining directly to the Murrumbidgee River west of Michelago. The Monaro Highway creates a barrier within this basin, limiting flow from the east to discharge points under the highway, and under the bridge above Michelago Creek.

There is flood prone land surrounding some of the waterways, particularly Michelago Creek, to the south of the existing village, and Lenanes creek on the western side of the Monaro Highway.

There is currently no piped stormwater infrastructure of note within the study area, beyond the localised culverts under the Monaro Highway. The majority of the catchment is rural greenfield, existing swales resulting from the road embankments convey run-off to the culverts under the highway, ultimately draining to the Michelago Creek and Murrumbidgee River. The majority of the catchment utilises overland flow and watercourses to drain to naturally to Michelago Creek.

#### Existing Council Strategy

Discussion points provided by the Cooma-Monaro Settlements Strategy 2016-2036 Report (Relevant Pages [64-65] attached at Appendix A) indicate a vision of Michelago expanding to the north-west of the existing village. The developable area of this vision, in terms of stormwater constraints, will be limited by the flood prone land adjacent Lenanes Creek. As with the land south of the existing village, being flood prone due to Michelago Creek. Figure 1 below outlines the flood prone areas around the existing Michelago Village.

Michelago

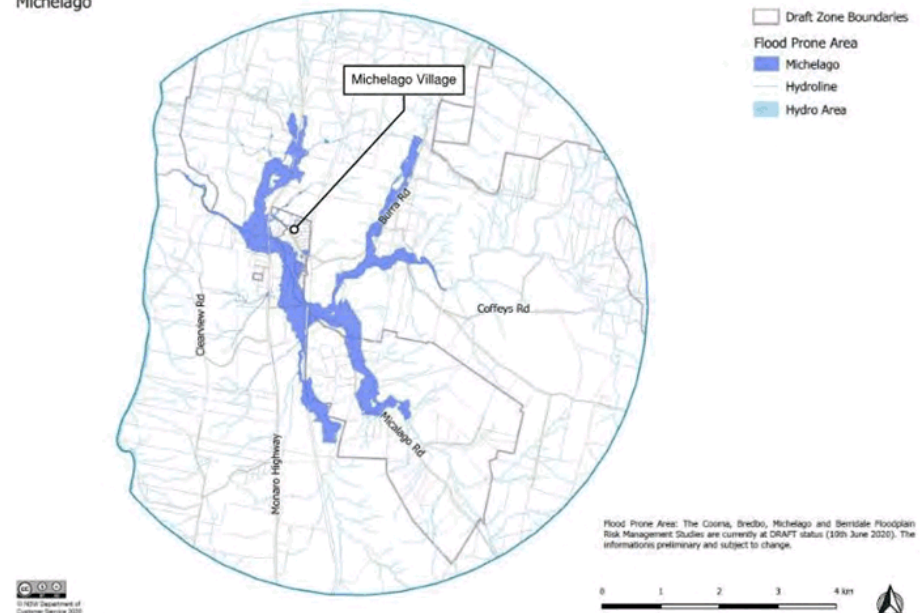


Figure 1 - Michelago Flood Prone Land Map (Draft)



The existing water quality objectives as stated by RMS in their Water Sensitive Urban Drainage Design Guidelines (WSUD) are as per the table below:

Objective	Parameter
Suspended solids	85% retention of the average annual load
Total phosphorus	65% retention of the average annual load
Total nitrogen	45% retention of the average annual load

*Table 1 - Extract from RMS Water Sensitive Urban Drainage Design Guidelines*

Treatment of post-development stormwater runoff to meet these target objectives has become the standard practice for WSUD, and the future developments need to incorporate water quality treatment elements to achieve these targets.

#### Future Strategy

It is recommended that existing overland flow paths and flood prone areas be formalised and dedicated as drainage reserves. This will need to be coordinated with possible ecological buffers or verge/park or green space designation. A large buffer from the Monaro Highway is also expected for acoustic and aesthetic purposes, that could also be utilised for drainage.

All future developments are to be conditioned to ensure non-worsening of stormwater run-off and no detriment to downstream catchments. Stormwater detention devices are to be utilised to prevent additional stormwater runoff from causing a nuisance to downstream properties.

Future developments should also be further conditioned to consider WSUD and water quality treatment measures to reduce pollutant targets in accordance with best management practices and the RMS water quality targets mentioned above. It is recommended that determining the location of these water quality devices should incorporate consideration to the existing topography and efficiently utilising proposed drainage reserves for stormwater treatment where possible. Furthermore, WSUD devices should also be formed concurrently with the required stormwater detention described above where possible.

#### Gap Analysis

The identified gaps in information for the strategic plan and development of the study area, with regards to stormwater, are detailed below.

Expected values for additional impervious areas from proposed developments and subsequent roads will need to be analysed to determine the increase of stormwater runoff. Preliminary estimates could be undertaken as part of the zoning classifications and incorporating decisions around minimum lot sizing.

A detailed analysis of hydrological and flood data should be considered to confirm flood levels and overland flow routes around the proposed development locations, when determined.

Analysis of ecological and environmental constraints or opportunities, such as “green links”, that may offer possible or preferable locations for overland flow paths and drainage reserves.

#### Discussion Points





- Hydrological and flood conditions will heavily influence developable areas, the extent of proposed development areas will need to be outlined to begin more detailed stormwater analysis.
- Should an “end of line” treatment and detention device be developed at the bottom of the Michelago catchment to control additional runoff into a single location / facility, or should each development stage be charged with containing its excess runoff locally as part of the development works?
  - End of line treatments can front load the construction expenditure.
  - End of line treatments must consider the ultimate design to be effective long term.
  - End of line treatments can be easier to maintain, rather than multiple smaller devices.
  - Water quality targets and flow management parameters should be confirmed by the Council, the stated values are from RMS guidelines and industry best practice procedures.

#### **WATER**

##### **Existing Water**

Michelago currently has no reticulated water supply infrastructure, and relies on rainwater tanks and bore water to supply residential and commercial properties throughout the village. Financial studies conducted by WaterOz, dated January 2019, suggests capital expenditure to investigate and service the Michelago village with water reticulation is planned to begin in 2023/2024.

##### **Future Strategy**

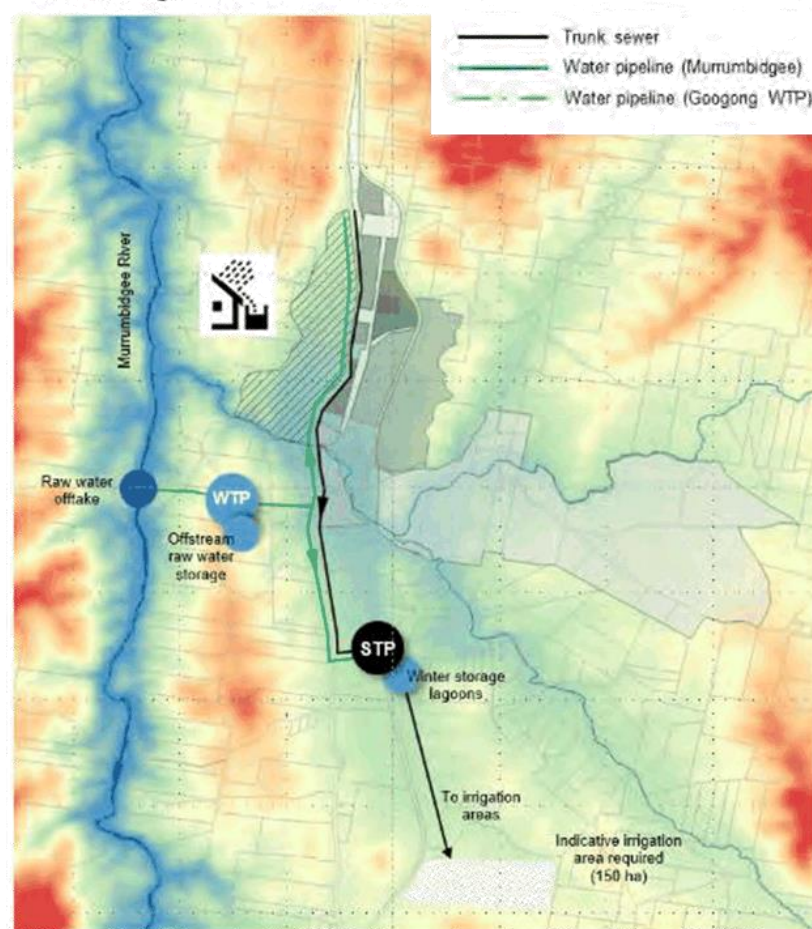
A draft infrastructure report undertaken by GHD, dated October 2020, outlines several water and sewer infrastructure supply options to the Michelago village. A full review of the options outlined in the GHD Water and Sewer Scoping Study will be critical to selecting the future strategy. The following is essentially a brief summary of some of the key options and constraints detailed by the report. The three key options for water supply are as follows:

- Rainwater harvest;
- Raw water from the Murrumbidgee River; and
- Supply from Icon Water Googong Dam.



Each option has merits, but as detailed by the GHD report, the preferred option is to supply the future village with raw water from the Murrumbidgee River. It should be noted that this could potentially be undertaken as an extension to the existing Cooma water allocation license. This option would require construction of a Water Treatment Plant (WTP) adjacent the Murrumbidgee, pumping infrastructure and 2-3km of pipeline to the village. Figure 2 below details the preferred option offered by the GHD report. It should be noted that the water supply from the Murrumbidgee may only be suitable for a low to medium growth strategy that depends on the development extents. An environmental study of the available water draw from the Murrumbidgee in this area should be undertaken to examine the limits of this water supply option.

**Murrumbidgee River water source**



*Figure 2 - GHD Draft Water and Sewer Scoping Study - Preferred Option*

Rainwater harvest, as per the existing system in place within the village, may remain suitable for low growth scenarios, but may be unsuitable for medium to large growth within the village, particularly with further development of any commercial hubs.

Connecting to the water services from Icon Water in the ACT may be the ideal solution for high growth scenarios in Michelago, and may involve less on-going maintenance as the system will not require a local WTP. However, supply charges likely offset this saving. The



initial costs to construct the required 40km water pipeline are likely economically prohibitive for the expected growth in Michelago as well.

The GHD report also suggests a hybrid solution of wastewater re-use and rainwater harvesting, but extensive community consultation should be undertaken to determine if this option is socially feasible, as well as economically achievable as it is a more expensive solution.

In the event of “Town Water” being supplied to the village, the infrastructure required would be typical water reticulation that can be detailed as development staging proceeds. This option also allows for fire hydrant infrastructure to be installed.

#### Discussion Points

- The fundamental decision for developing the water supply strategy is determining the preferred water source. This is a decision that will need consideration from several stakeholders, such as council and the greater community, and will need to take social, economic and environmental costs into account.
- Another consideration to the water supply strategy will be whether the existing residents are willing to connect to the proposed system, as this will affect the economics and social aspects of the decision.
- An environmental study of water draw from Murrumbidgee River should be determined to understand the limits of this water source, including analysis of water supply during drought events.

### **SEWER**

#### Existing Sewer

The study area is a greenfield site with minimal infrastructure operating within the study area. Currently there is no sewer infrastructure on site, according to ‘Dial Before You Dig’ results.

Financial studies conducted by WaterOz, dated January 2019, suggests capital expenditure to investigate and service the Michelago village with sewer reticulation is planned to begin in 2023/2024.

#### Study Area Topography

Generally, the study area falls from the north towards Michelago Creek to the south, before draining through to the Murrumbidgee River to the west of the Monaro Highway. To maximize the use of gravity sewer, the reticulation should follow the natural fall of the land, and any proposed treatment plant should utilise this fall. The ideal location for a Sewer Treatment Plant will be along Michelago Creek

#### Future Strategy

On-site sewer treatment systems, such as septic tanks, have been noted in the Snowy Monaro Draft Settlement Strategy Report, dated 2020, as a potential threat to the groundwater of the area and a reticulated network is therefore preferred. Primarily gravity fed sewer reticulation is achievable across most of the village, and the proposed development areas to the north. This system would utilise typical methods to collect wastewater, primarily piped adjacent roads. Sewer pipe sizing should consider the ultimate flows expected before construction, but consideration of the minimum pipe velocity should be taken to ensure the reticulation functions during early growth stages. The draft GHD report states a smaller pipe may be necessary, and a future duplication constructed as population increases, for the proposed reticulation to be effective.



An isolated reticulated network will require its own Sewerage Treatment Plant (STP) and authorized discharge location. Due to the proximity of the Murrumbidgee River, this discharge will need to be carefully considered, as discharge into the river will not be permitted. The typical solutions to discharging from an STP are maturation lagoon-based treatment or irrigation networks suitably distanced from watercourses. Figure 2 above details an option provided by the GHD study that indicates possible locations for an STP and irrigation fields. The GHD report further indicates the opportunity and constraints of several other options that should be considered. These options are generally more expensive and complex than the one outlined in the figure above, but may offer solutions to assist with potential water scarcity from the Murrumbidgee and a more environmentally sustainable approach. A full review of the sewer infrastructure options outlined in the GHD Water and Sewer Scoping Study will be critical to selecting the future strategy. The above is essentially a brief summary of some of the key discussions detailed by the report.

#### Gap Analysis

To confirm the viability of the study area for the proposed future development, a detailed sewer analysis of the region with regard to the proposed development is recommended as minimum lot size and zoning policy progresses. This detailed analysis will review the expected population and “EP’s” produced by the village, and determine the viability of sewer reticulation and the expected capacity required by the STP.

#### Discussion Points

- Is a typical approach to wastewater treatment acceptable? Council has expressed desires for an innovative approach to re-use of treated water.
- A wastewater irrigation disposal system is likely most effective for this region, where space is available to utilise. Does the additional expense and complexity of a wastewater re-use system outweigh the benefits, or is water re-use critical to the community sustainability?
- A suitable location for the STP and irrigation fields needs to be determined.

### **POWER, COMMUNICATIONS AND GAS**

#### Existing Power, Communications and Gas

Based on DBYD and available mapping there are overhead electrical lines running throughout the study area. The village is not currently serviced by natural gas, however, major gas infrastructure is present to the east of the rail corridor. Inground communications conduits are present within the existing village, contained within the road verge, and are likely viable connection points for extensions to these services.

#### Future Strategy

Despite having power infrastructure available, the proposed development area is a prime environment for on-site power generation such as solar. Capacity limits of the existing power infrastructure has not been made available to WSP at this time, and further comments cannot be made. Nearby, ACT policy proposes to achieve “Zero Emissions from Gas by 2045”, a policy that is not currently held by the NSW government. However, this may be an opportunity to follow the ACT policy and move toward renewable energy sources. Communication infrastructure appears readily available to extend to new development areas, however, it is currently unclear as to the capacity of the existing network.

#### Gap Analysis

##### *Power demands*



Understanding of the future power consumption of the Michelago village will enable electrical capacity required to service the site to be determined, and whether localised renewable systems could be utilised as an alternative or supplementary to traditional grid power.



APPENDIX A  
SUPPORTING INFORMATION



## **8 Michelago – vision and issues**

Michelago is a small village but is likely to experience high demand for growth at some point in the future because of its proximity to Canberra and generally high underlying land values. It also has spectacular views of the Tinderry mountains and an open rural feel.

Michelago village is historically a product of the rail line. The village design is oriented towards the rail line and not the highway. However, its present circumstance of being nestled between the railway and highway is conducive to a linear expansion in a north and/or southerly direction. This type of expanded design of the village is not particularly attractive in the landscape and will resemble ribbon development along the Monaro Highway even if access points to the highway are limited. It may be better for the village to expand northwards on both sides of the highway and construct an underpass beneath the highway to enable local traffic to be separated completely from through traffic on the highway. Land along Michelago Creek provides a natural low point in the landscape and the obvious location for a gravity fed sewerage treatment plant, however its precise location where impacts on new residential development in the area will be minimised is somewhat elusive.

The further development of Michelago needs to be a conscious decision made by the Council and backed up by a firm commitment to provide a reticulated sewerage and water supply to the village. As such the development of Michelago specific Section 94 and Section 64 developer contribution and development servicing plans are critical to an expanded village becoming a reality.

The landscape surrounding Michelago contains a number of areas with impressive views and mediocre agricultural potential, but nevertheless relatively high residual land values. It may be appropriate then to re-consider the orientation of the land uses around Michelago away from a primarily agricultural direction. This would include consideration as to whether or not existing minimum lot sizes should be reduced and more rural lifestyle blocks encouraged. Critical to this occurring in an orderly fashion would be the preservation of the general appearance of the landscape in the area. This landscape is also known to support various threatened species which must be protected from the impacts of new development.

Michelago also has significant potential to grow if the railway line re-opened and provided a commuter service to employment lands in the ACT, including Canberra Airport. If this was to occur it would need to be co-ordinated with the construction of the water supply and sewerage infrastructure highlighted above.

Introducing a specific business zone within Michelago may also be appropriate at some point depending on the final projected size of the village. The existing village zone is very flexible and provides for a range of uses but as the village turns into a town the presence of some business uses within residential areas may in the long term be counter productive in terms of residential amenity and attracting new residents.

The following map highlights some possible options for the further development of Michelago. It is included to generate discussion about relevant issues and is indicative only.

Cooma-Monaro Settlements Strategy 2016-2036 – Discussion Paper

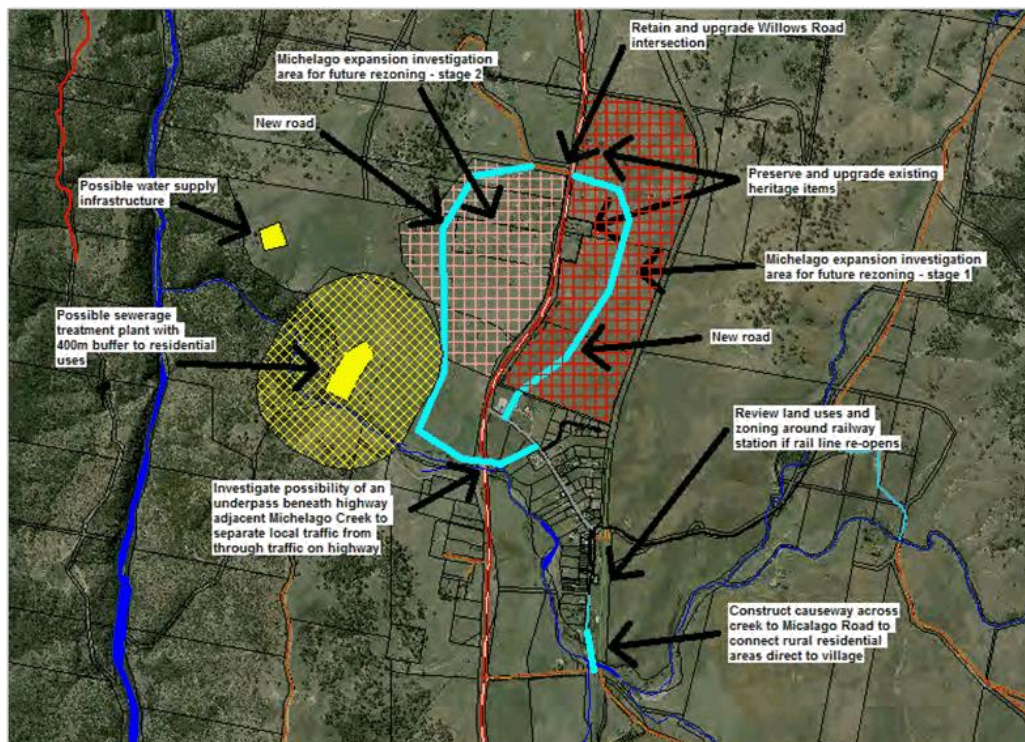


Figure 52: A possible vision for the future development of Michelago village. This is not a proposal, it is included to stimulate discussion of relevant issues.

**23. Discussion points:**

- Should Michelago be provided with a reticulated water and sewerage system?
- How can local traffic in an expanded village be separated from through traffic on the Monaro Highway?
- Should density in the existing village be increased?
- Are the investigation areas above suitable for residential development?
- How would the character of the village be retained if it expanded?
- Should Michelago be expanded at all?
- What competitive advantages would an expanded village have over other new land releases around Canberra? How could these advantages be maximised?
- What would be an appropriate lot size for areas around Michelago village?

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**APPENDIX B-5  
PLANNING**

# 1 Planning policy framework

## Executive Summary for Michelago and surrounds

- » The *Environmental Planning and Assessment Act 1979* contains a hierarchical planning policy framework, with the Government's State and Regional level policies and plans guiding the form of Council's local planning instruments and strategies. Generally, the Government's State and Regional instruments prevail to the extent of any inconsistency in local plans.
- » The **South East and Tablelands Regional Plan 2036** sets out the high-level planning directions for Councils in the region.
  - > **Settlement Planning Principles** are provided to guide new development close to existing urban settlements to maximise the efficient use of existing infrastructure and services, including roads, water, sewer and waste, and social and community infrastructure and avoiding natural hazards and risks such as bushfire and flood;
  - > In the **Local Government Narratives** for SMRC, Cooma is identified as a strategic centre and new housing is to be directed to Jindabyne, Cooma and Bombala, with the character of smaller villages preserved.
  - > Agricultural land is to be protected from unnecessary fragmentation and potential for land use conflict, with support for diversified agricultural products for economic uplift.
  - > There is reference to leveraging proximity to Canberra for new housing opportunities and minimising the impacts of rural settlement on rural land.
- » The **Cooma Monaro LEP 2013** provides opportunity through the RU5 Village zone to develop a range of land uses in Michelago. Subdivision minima is 1800m<sup>2</sup>, a reflection of the unserviced nature of the locality. The Tinderry R5 Large Lot Residential zone permits a range of development and has an 8ha lot size minimum for subdivision. The Cooma Monaro LEP also has local provisions that provide for more nuanced development outcomes concerning land subdivision and also considerations for major infrastructure and preservation of scenic values.
- » Council's **Local Strategic Planning Statement** has specific actions for Michelago and surrounds that reflect the SE & T Regional Plan in terms of advocating best practice planning for the village and surrounds, well located rural residential development, maintenance and enhancement of village character, upgrades to key infrastructure, and avoidance of hazards.
- » There is a long-held expectation that Michelago will grow, as referenced in Council's 2016 Discussion Paper on the need to capitalise on the proximity to Canberra, and commitments to investigate water and sewer supply in Council's capital works program<sup>1</sup>.

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<sup>1</sup> SMRC Financial Plans for Water Supply and Sewerage, January 2019



## 1.1 The EPA & Act 1979

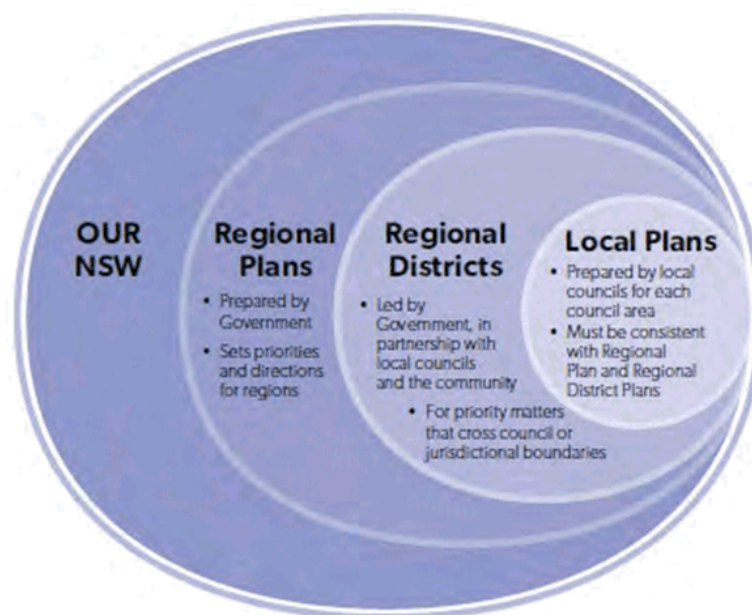
The *Environmental Planning and Assessment Act 1979* (EP&A Act) provides the statutory framework for land use planning in NSW. The objects of the EP&A Act include promotion of the social and economic welfare of the community and a better environment through the proper management, development and conservation of the State's natural resources, and promotion of the orderly and economic use of land.

Recent changes to the legislation have strengthened the emphasis on strategic planning, reinforcing it as the basis of the NSW planning system. Strategic plans tell the story of a place: its background and history, its vision and aspirations for the future and plans to achieve these.

The EP&A Act provides for plans at the regional level. Council has the local knowledge and expertise in strategic planning that is necessary to translate higher-order planning objectives in the SE&T RP into implementable strategic plans at the local level, such as the Michelago Masterplan.

The NSW planning policy framework is illustrated in Figure 1:

**Figure 1 Regional plan relationship with the planning framework**



Source: SET Regional Plan 2036

## 1.2 South East and Tablelands Regional Plan 2036

The South East and Tablelands Regional Plan 2036 (SE&T RP) is the premier strategic planning document for the southeast corner of NSW. It extends from Hilltops in the northwest of the region, across to the Southern Highlands area, and south to the Eurobodalla and Snowy Mountains areas. The SE&T RP establishes a vision for a 'borderless' Canberra region, enabling the surrounding NSW local government areas to gain leverage from the ACT as a centre for economics, education, trade, administration and culture. It includes four goals to help achieve the vision, each with their own directions and actions.

» A connected and prosperous economy

- » A diverse environment interconnected by biodiversity corridors
- » Healthy and connected communities
- » Environmentally sustainable housing choices

**The SETRP identifies the following directions of relevance to the Michelago Master Plan:**

- » **Direction 6:** Position the region as a hub of renewable energy excellence
  - > Promote appropriate small scale renewable energy projects using bioenergy, solar, wind, small scale hydro, geothermal and other innovative storage technologies.
- » **Direction 8:** Protect important agricultural land
  - > Protect important agricultural land from land use conflict and fragmentation and manage the interface between important agricultural land and other land uses through LEPs
- » **Direction 14:** Protect important environmental assets.
  - > Minimise potential impacts arising from development on areas of high environmental value including groundwater-dependent ecosystems and aquatic habitats.
  - > Develop and implement a comprehensive Koala Plan of Management.
- » **Direction 16:** Protect the coast and increase resilience to natural hazards
  - > Locate new development including new release areas away from known high bushfire risk, flooding hazards...contaminated land and designated waterways to reduce the community's exposure to natural hazards.
  - > Implement the Floodplain Development Manual
- » **Direction 17:** Mitigate and adapt to climate change
- » **Direction 18:** Secure water resources
  - > Locate, design, construct and manage new developments to minimise impacts on water catchments
  - > Incorporate water sensitive urban design into development.
- » **Direction 22:** Build socially inclusive, safe and healthy communities
  - > Integrate walking and cycling networks into the design of new communities - including consideration of Rail Trails.
- » **Direction 23:** Protect the region's heritage.
- » **Direction 24:** Deliver greater housing supply and choice
  - > Prepare housing strategies consistent with the **Settlement Planning Principles**
  - > Promote increased housing choice in strategic centres and locations close to existing services and jobs
- » **Direction 25:** Focus housing growth in locations that maximise infrastructure and services –
  - > New growth will only be supported where it is demonstrated that supporting infrastructure will be delivered and development will not undermine the approach to growth identified in the relevant housing strategy.
  - > Future settlement should be focused in locations that: maximise existing infrastructure and services
  - > Prioritise increased densities within existing urban areas and
  - > Prioritise new release areas that are an extension of existing strategic and local centres
- » **Direction 28:** Manage rural lifestyles by enabling new development only where it has been identified in a local housing strategy prepared by Council and approved by the Department.



- > Locate new development close to existing urban settlements to maximise the efficient use of existing infrastructure and services, including roads, water, sewer and waste, and social and community infrastructure.
- > Avoid and minimise the potential for land use conflict with productive agricultural land and natural resources
- > Avoid areas of high environmental, cultural and heritage significance, important agricultural land and areas affected by natural hazards.
- » The unique NSW-ACT cross border relationship is reflected in the need to establish a cross-border land and housing monitor to track and forecast housing land releases so that governments particularly close to the ACT have a better understanding of the infrastructure and service implications arising from growth.

The Key Priorities outlined in the Local Government narrative for Snowy Monaro identified in the Plan<sup>2</sup> related to future strategic planning are:

### SE&T Regional Plan Priorities for Snowy Monaro Regional Council

SE&T Priority Theme	Actions
<b>Housing</b>	Promote well-planned, efficient and sustainable development that complements the area's natural and cultural values. Increase housing in Jindabyne, Cooma and Bombala. Support the unique character of the area's village and rural lifestyle. Enhance a range of housing options to cater for an ageing population. Leverage access to Canberra to create new opportunities for housing.
<b>Primary Production</b>	Grow and diversify the agricultural base, including opportunities for value adding, and capitalise on access to national and international markets
<b>Economy</b>	Build strong economic centres, promote new industries, and tourism; capitalise on proximity to Canberra to attract industry and investment, including smart work opportunities. Embed water security as a feature to attract certain industries. Recognise Cooma as a strategic centre.
<b>Environment</b>	Protect the unique alpine environment including scenic landscape qualities. Sustainably manage water resources, areas of high environmental value, adapt to natural hazards and climate change.
<b>Infrastructure</b>	Enhance community access to jobs, goods and services by improving connections.
<b>Community</b>	Strengthen community resilience, provide great places to live, housing choices, deliver economic self-determination of Aboriginal communities

### The Government's Settlement Planning Principles are as follows:

- » Focus on urban areas with services, jobs and transport
- » Considerations for new housing must consider compatibility of land uses, availability of road connections and service infrastructure
- » Avoiding or mitigating natural hazards including climate change
- » Protecting areas of high environmental value and/or cultural value and important biodiversity corridors
- » Identifying a sustainable water supply
- » Protecting the regions water supply and environmental quality of rivers and streams
- » Considering the impact of aircraft noise

<sup>2</sup> South East and Tablelands Regional Plan 2036, p64

- » Protecting important resources and minimizing potential for land use conflict
- » Protecting important agricultural land
- » Identifying and designing new neighbourhoods so they are environmentally sustainable, socially inclusive, easy to get to, healthy and safe.

## 1.3 State Policies

### 1.3.1 State Environmental Planning Policies

The Government's State Environmental Planning Policies SEPPs provide high level planning guidance on a wide range of issues. The SEPPs relevant to Michelago are in Appendix A. Generally SEPPs prevail over Councils LEP where there is an inconsistency. SEPPs give direction on diverse matters such as primary production land, Koala habitat, major infrastructure and state significant development.

### 1.3.2 Ministerial Directions

The full set of Ministerial Directions [here](#) will need to be addressed in any planning proposal. The Directions generally require a local strategy to justify a change of land use zone, relying on evidence and analysis to enable the identification of land suitable for future development.

#### NSW Agricultural Land Mapping

There are several references in the South East and Tablelands Regional Plan and Ministerial Directions for important agricultural land mapping. This mapping is still in preparation by the Department of Primary Industries.

## 1.4 Snowy Monaro Local Strategic Planning Statement

Changes to the EP&A Act introduced in early 2018 recognise the critical role of councils in strategic planning for their local area and require all councils in NSW to prepare LSPS. The LSPS sets out the 20-year vision for land use in the local area, the special character and values that are to be preserved and how change will be managed into the future.

Council's LSPS was adopted in May 2020. Michelago is noted as having a highly desirable lifestyle and the SET RP as guiding development 'in and around existing settlements'. Michelago is seen as the 'most logical' place for development potential being close to Canberra, with Council committing to a new structure plan to further study and analyse the issues associated with new development. Smiths Road is suggested as appropriate for intensification of rural residential development. The LSPS notes that evidence collected shows there is economic demand for Michelago to grow into a township of several thousand people.

The LSPS was adopted some months after the Orroral Valley fire in January-February 2020. Council has committed to updating the Bushfire Prone Lands map therefore.

The LSPS objectives for Michelago village and surrounds include:

- » Maintaining the village character, protecting the built and cultural heritage, improving streetscape with tree protections and enhancements and maintaining large lot sizes within and close to the village.
- » Protecting and enhancing the scenic rural vistas and the Tinderry range; protect through zoning and planning controls the protection of the rural landscape.
- » Promote environmentally sustainable development; protect natural resources through appropriate planning controls; encourage innovative industries, services and infrastructure.

The LSPS and has specific actions for Michelago, set out in the table below:

LSPS Planning Priority	Actions	Timing
8.7	Development of a Master Plan for Michelago to provide forward planning and strategic direction	Medium
9.5	Council will encourage well-planned rural residential development in appropriate locations in accordance with land use strategies and the Regional Plan	Medium
10.10	Upgrade the causeways at Ryrie Street and Tinderry Road; upgrade Burra, Micalago and Tinderry Roads via developer contributions plans	Short
11.1	Implement new Bushfire Prone Lands map accurately reflecting bushfire risk posed by the grasslands across the Snowy Monaro	Immediate/short
11.2	Implement flood planning controls via floodplain risk management plans	Short-med
12.2	Prepare a water and wastewater options study for Michelago	Short

The timeframes for execution of the LSPS actions are (following adoption):

- » Immediate: 0-1 years
- » Short: 1-5 years
- » Medium: 5-10 years

### Other Council Plans and Strategies

There are a number of local strategic policy documents and initiatives which may influence the recommendations and outcomes of this Strategy. Those of a strictly planning nature are detailed below; other disciplines have provided more information on these reports. We have noted these reports on the understanding that the LSPS has captured the key issues.

**Table Local Strategic Planning Context**

Document	Author
Discussion Paper: Cooma Monaro Settlements Strategy	SMRC
Council Community Strategic Plan	Council
Employment and Rural Lands Study	Elton Consulting
Cooma Monaro DCP	Council

### Cooma Monaro Settlements Strategy 2016-2036 Discussion Paper

This Discussion Paper pre-dates the SE & T Regional Plan and sets out staged expansion of the village to the north with the spatial extent suggestive of several thousand new residents. The growth potential is predicated on proximity to Canberra and growth of business and industrial activities. Investment in new water and sewer infrastructure, road upgrades (including an underpass beneath the Monaro Highway) and management of natural hazards are mentioned. The discussion points refer to the need to prepare more detailed investigations into the costs and benefits of expanding Michelago and Smiths Road. Contributions planning for new infrastructure and adjustments to the local planning provisions are suggested to control land uses and enhance environmental protections.

It is noted that the Discussion Paper aims to stimulate consideration of the relevant issues for Michelago, and that Council has committed to preparing a Master Plan to guide decision making.

### **Snowy Monaro Community Strategic Plan 2018**

The CSP was adopted by Council in 2018. The strategies and actions in the CSP address challenges and priorities across the wider SMRC area, across the 'quadruple bottom line' themes of community, economy, environment and leadership. Initiatives and strategies relevant to villages such as Michelago include:

- » Protecting the environment with sensitive planning and appropriate infrastructure; investing in the built urban environment. Providing public infrastructure to increase access, safety and community health.
- » Harnessing a sense of community and building capacity and resilience.
- » Encouraging and promoting vibrant towns and villages, acknowledging the unique heritage and character of each town. Providing recreation, sporting and leisure facilities. Providing housing diversity and choice.
- » Promoting and developing tourism products and accommodation, enhancing and protecting agriculture; capitalising on proximity to Canberra, neighbouring NSW regions and Victoria.

The CSP will be reviewed in 2021 coinciding with the new Council.

### **Employment and Rural Lands Strategy 2020**

Council commissioned a detailed review of employment and rural lands in late 2019, with the intention of investigating employment-generating land uses on industrial-zoned land, and commercial and retail floorspace as well as the potential for more intensive agricultural uses on rural lands.

In terms of industrial development at Michelago, a long-term demand of approximately 13 hectares is projected. Short term growth may be accommodated in the current RU5 Village zoned land, which permits light industry, but longer term demand could require rezoning of surrounding RU1 Primary Production and R5 Large Lot Residential zoned land to establish a dedicated industrial precinct for employment lands: *'Development of such a precinct at Michelago is reliant on a number of factors, such as Council's ability to retain local employees in the Michelago area, rather than having residents commute to the ACT, given its proximity'.*

While Covid-19 has disrupted the concept of commuting at least temporarily, there are still substantial preconditions for both interest and investment in developing industry at Michelago.

Provision of tourism-related infrastructure is a recommendation of the Employment and Rural Lands Strategy, particularly for Michelago around investigating a 'Snowy Monaro Rail Trail', with priority for preservation of the Michelago train station and supporting infrastructure.

In terms of rural land, the broadacre industries of beef, sheep and wool industries are identified as making a significant contribution to the SMRC economy, along with forestry. Challenges from introduced species, land fragmentation and rural land use conflict are present in all areas. The potential for intensive agricultural development was noted as having limited capacity due to a lack of water and sufficiently flat sites.

### **Cooma Monaro Local Environmental Plan 2013**

The Cooma Monaro LEP 2013 (CMLEP) is the statutory instrument that provides for land use planning in the LGA. The LEP is prepared in accordance with the Standard Instrument Order 2006.

The aims of the LEP are as follows:

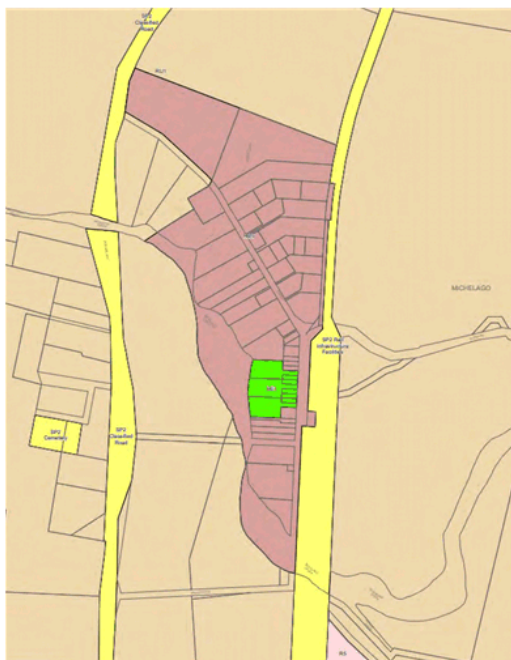
- » *to plan and manage for environmental sustainability*
- » *to promote and coordinate the orderly and economic use and development of land*
- » *to provide clarity and certainty for the community regarding future development of Cooma Monaro, while allowing flexibility to respond to change*
- » *to encourage opportunities for primary production in rural areas,*
- » *to encourage opportunities for development of the urban area, including industrial land*
- » *to support the growth of villages while ensuring their character is retained*



- » *to protect historic, environmentally significant and cultural sites and areas of quality visual amenity*
- » *to encourage the siting and management of development to avoid, as far as practicable, conflict between adjoining and nearby land uses, both within and between zones having regard to likely future land uses*
- » *to provide a range of housing opportunities, including rural residential development in the vicinity of Cooma Monaro and the villages*
- » *to protect watercourses, riparian habitats, wetlands and water quality within water catchments*

Michelago village is generally zoned RU5 with a 1800m<sup>2</sup> minimum lot size for subdivision. The park and oval are zoned RE1 Public Recreation and infrastructure such as the railway station and line and Monaro Highway are zoned SP2 Special Use.

The adjoining Michelago Road estate is zoned R5 Large Lot Residential, with a 8ha minimum lot size for subdivision. There is a range of residential and commercial land uses permissible in this zone. Rural land is zoned RU1 Primary Production, with an 80ha minimum lot size. The LEP includes 'lot averaging' for rural and rural residential zoned land, a non-strategic method that enables subdivision of rural land below the minimum lot size. Michelago and immediate surrounds are shown in the following excerpt from Cooma-Monaro LEP Map Sheet LZN\_10A:



The following is a summary of the CMLEP 2013 land use zones, lot sizes and special clauses that relate to Michelago and surrounds.

**Table Cooma Monaro LEP 2013 Land uses zones**

Zone	Lot Sizes	Comment (Michelago and surrounds)
RU1 Primary Production	80ha 'lot averaging' is permitted, enabling	The Land use table permits a wide range of land uses such as heavy industrial storage establishment, industries, registered clubs, retail premises, service stations, tourist and visitor accommodation as well as uses associated with primary

	minimum area of 20ha	production and housing (dwelling houses, dual occupancies, rural workers dwellings, secondary dwellings).
RU5 Village	1800 sqm	Applies to Michelago and permits a wide range of urban residential, recreation, industrial and commercial development typical to rural villages
R5 Large Lot Residential	8ha Lot averaging clause applies to minimum of 2ha	Applied over the Micelago Road estate to the south east of Michelago. Permits a range of residential accommodation as well as agricultural produce industries, eco-tourist facilities, freight transport facilities, industrial retail outlets, retail premises
SP2 Special use zone	No MLS	Applies over railways land, classified roads, telecommunications, cemetery, gas facility
RE1 Public recreation	No MLS	Recreation land including oval and parklands
E1 National parks and nature reserves	No MLS	Applied over Tinderry Nature Reserve
E3 Environmental management	80ha	The E3 zone is more restrictive than the RU1 zone; permitted development includes dwelling houses, secondary dwellings, extensive and intensive agriculture. Applied to land west of the Murrumbidgee River in the Smiths Road area.
Local provisions	6.9 Scenic protection area – refers to the Scenic Protection Map. Considerations for consent authority concerning visual impact. Applies to the Monaro highway corridor near Michelago.	
Other provisions	Range of subdivision and dwelling provisions including cl 4.2B(3)(e) & (5) existing holding provisions with expiry of existing holding status where development consent has not been made before 31 December 2017.	



**Cooma Monaro DCP**

- » The Cooma Monaro DCP came into effect in November 2019 and sets out detailed provisions to guide development. Of note is the requirements for floodprone land in south Ryrie Street (Section 6.4), where a detailed flood assessment will be required to support development applications.
- » Other provisions concern the length of lots in Ryrie Street (Section 6.8), where minimum width and lengths of rights of way are prescribed.
- » Section 6.10.2 contains performance criteria for the Michelago-Tinderry Landscape Area are set out where the vistas are to be protected from 'insensitive' development.

**General requirements**

- » The RFS Planning for Bushfire Protection document is referenced in Section 6.1 concerning bushfire prone land (NB there is an 2019 update of this document)
- » Development in the vicinity of heritage items and conservation areas are guided in Section 6.5.7
- » Groundwater vulnerable land is detailed in Section 6.6
- » Clearing of trees and approvals in the RU5 and R5 zones is discussed in Section 7.0

## A SEPPs

The NSW Government is in the process of reviewing and consolidating SEPPs, with the intention of transferring and integrating some provisions into other legislation.

The State Environmental Planning Policies that are relevant to Snowy Monaro Regional Council are as follows:

### State Environmental Planning Policies (SEPPs)

State Environmental Planning Policies (SEPPs)	
State Environmental Planning Policy No 21—Caravan Parks	Applies, sets out minimum standards for the operation of caravan parks catering for long and short term residents.
State Environmental Planning Policy No 33—Hazardous and Offensive Development	Applies – sets out definitions of hazardous and offensive industries and refers to Departmental Guidelines and Circulars in the event of an application to carry out offensive or hazardous development.
State Environmental Planning Policy No 36—Manufactured Home Estates	Applies, permits manufactured home estates where caravan parks are permissible, with exceptions such as rural land, flood risk etc
State Environmental Planning Policy (Koala Habitat Protection) 2019	Requires the assessment of, and preparation of plans of management for koala habitat before development consent. Recently amended to 'balance the rights of landholders'
State Environmental Planning Policy No 55—Remediation of Land	Requires assessment of contaminated land before rezoning and development.
State Environmental Planning Policy No 64—Advertising and Signage	Applies to certain signage, advertising structures and hoardings across NSW
State Environmental Planning Policy No 65—Design Quality of Residential Apartment Development	Applies to residential flat buildings of 3 or more storeys.
State Environmental Planning Policy No 70—Affordable Housing (Revised Schemes)	Applies to the LGA, requires consent authorities to consider affordable housing principles
State Environmental Planning Policy (Affordable Rental Housing) 2009	Applies to the LGA, encourages provision of affordable rental housing
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	Sets minimum environmental performance benchmarks for built form. Performance targets override any local provisions.
State Environmental Planning Policy (Concurrences) 2018	Applies, sets out provision for the Secretary to act as concurrence authority
State Environmental Planning Policy (Educational Establishments and Child Care Facilities) 2017	Applies, sets out requirements for new and modified childcare centres
State Environmental Planning Policy (Exempt and Complying Development Codes) 2009	Referred to as the Codes SEPP, this policy allows for certain development, in particular circumstances to be undertaken without a development application from Council. This includes single dwellings, dual occupancy and multi-dwelling housing. This means that Council has little influence in terms of the design, setback, material and landscaping elements of development.

State Environmental Planning Policies (SEPPs)	
	It highlights the need for clear and precise DCPs and structure plans for Urban Release Areas so that elements such as street width, footpaths and street trees, open space networks and linkages, community facilities and water and sewer infrastructure can all be considered and resolved prior to any residential development occurring in an area.
SEPP (Housing for Seniors or People with a Disability) 2004 <i>Seniors housing is residential accommodation that is, or is intended to be, used permanently for seniors or people with a disability consisting of:</i> <i>(a) a residential care facility, or</i> <i>(b) a hostel, or</i> <i>(c) a group of self-contained dwellings, or</i> <i>(d) a combination of these.</i> <i>but does not include a hospital</i>	Aims to encourage the provision of housing (including residential care facilities) that will increase the supply and diversity of residents that meet the needs of seniors and people with a disability, make efficient use of existing infrastructure and services, and be of good design. SEPP Seniors Housing permits development for the purposes of Seniors Housing on all land zoned for urban purposes even if it is not permissible under the LEP.
State Environmental Planning Policy (Infrastructure) 2007	Sets out pathways for development of important infrastructure development and considerations of infrastructure for other developments
SEPP (Mining, Petroleum Production and Extractive Industries) 2007	Permits mining where agriculture or industry may be carried out, sets out gateway process.
State Environmental Planning Policy (Primary Production and Rural Development) 2019	Repeals SEPP 2009 Rural Lands, SEPP 30 Intensive Agriculture and SEPP Aquaculture Focused of the identification and protection of land for agriculture, including State significant agricultural land. The Strategy needs to consider the impact on existing and potential agricultural uses of land when rezoning for urban purposes.
State Environmental Planning Policy (State and Regional Development) 2011	Applies, identifies development that is of Regional and State Significance such as mining, renewables etc above thresholds and sets out approval process by the Regional Planning Panel and the Minister/Independent Planning Commission.
State Environmental Planning Policy State Significant Precincts 2005	Applies, though to specific projects as set out in Schedule 3

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## **APPENDIX B-6 TRANSPORT ROADS AND ACCESS**



## MEMO

**TO:** Nita Scott  
**FROM:** Christopher Wong  
**SUBJECT:** Michelago Masterplan - Transport Issues, Opportunities and Constraints  
**OUR REF:** PS122569-P&M-MEM-001.docx  
**DATE:** 26 November 2020

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## 1. BACKGROUND

Michelago is a village located about 50 km south of Canberra and 60 km north of Cooma. Michelago has a population of 564 people, per the 2016 Census. The Snowy-Monaro Council is seeking guidance of the development of Michelago, as there is economic demand for Michelago to grow into a township of several thousand. This includes identifying suitable land for development, with an understanding of the costs and benefits of developing those locations within Michelago, including an appreciation of transport connection opportunities and constraints in those locations.

This memo documents desktop review of Michelago from a transport perspective, including existing strategy documents, transport conditions and an overview of the key issues, opportunities and constraints.

## 2. MICHELAGO CONTEXT

The village of Michelago sits in the Snowy Monaro Regional Council and development in this region is guided by the following documents:

- **Cooma-Monaro Shire Development Control Plan 2014**
  - The Development Control Plan (DCP) provides detailed provisions with respect to the design and carrying out of development within Cooma-Monaro Shire.
- **Cooma-Monaro Local Environment Plan 2013**
  - The Local Environment Plan (LEP) aims to make local environmental planning provisions for land in Cooma-Monaro.
- **South East and Tablelands Regional Plan (2017)**
  - The South East and Tablelands Regional Plan guides the NSW Government's land use planning priorities and decisions over the next 20 years. It is an overarching framework that guides more detailed land use plans, development proposals and infrastructure funding decisions.
- **Snowy Monaro Local Strategic Planning Statement (2020)**

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- The Local Strategic Planning Statement (LSPS) sets the strategic planning vision and direction for the Snowy Monaro Region. The LSPS also sets out core actions to be implemented to achieve this vision.
- **Snowy Monaro Draft Settlements Strategy (2020)**
  - The Draft Settlements Strategy provides a strategic land use planning framework for all towns and villages across the Snowy Monaro.

### 3. EXISTING CONDITIONS

Michelago is located 50 km south of Canberra and 60 km north of Cooma. Michelago is one of the five urban areas of the Snowy Monaro Regional Council earmarked for development, as shown in Figure 3.1.

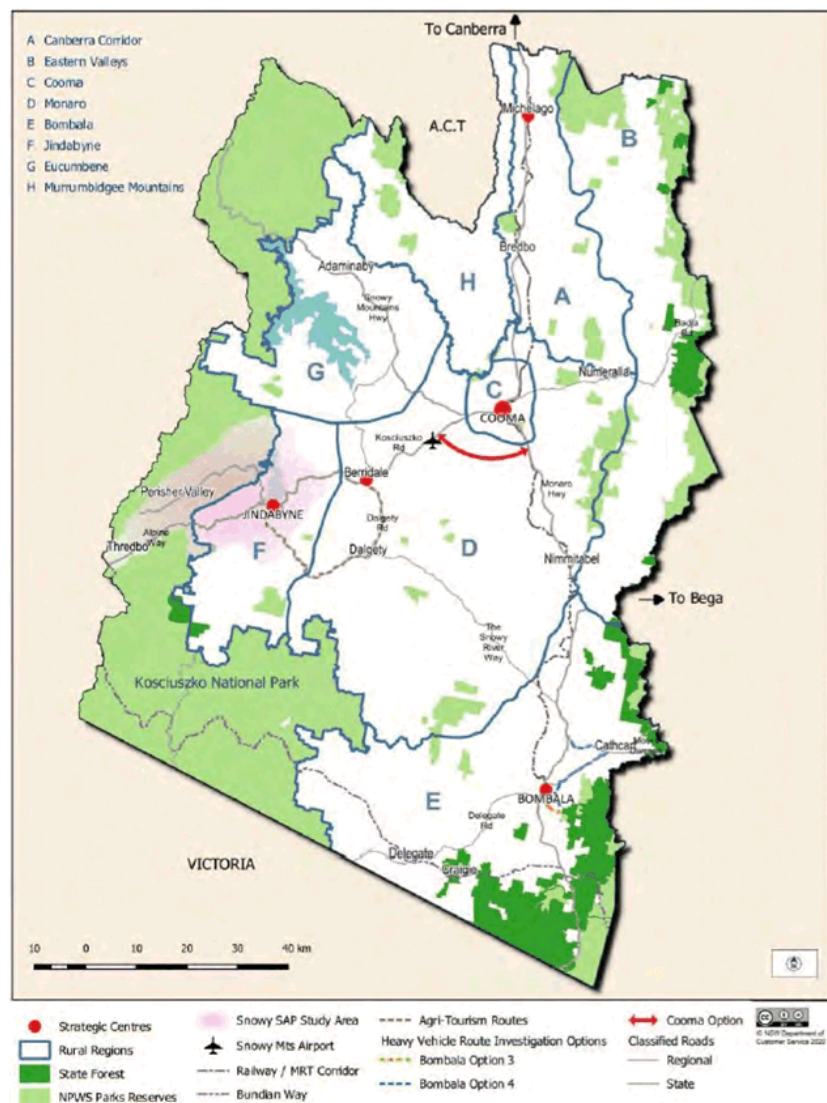


Figure 3.1 The Snowy Monaro LGA (source: Snowy Monaro Draft Settlements Strategy)





Michelago has a main village accessed off Ryrie Street with homes, a school, a service station and a general store, shown as zone RU5 in the land zoning map in Figure 3.2, as well as rural residential properties to the south-east, shown as R5 in the land zoning map. The rural residential properties are accessed via Micalago Road, which extends about 7 km to the south-east. Figure 3.3 shows some of the key roads and locations in Michelago.

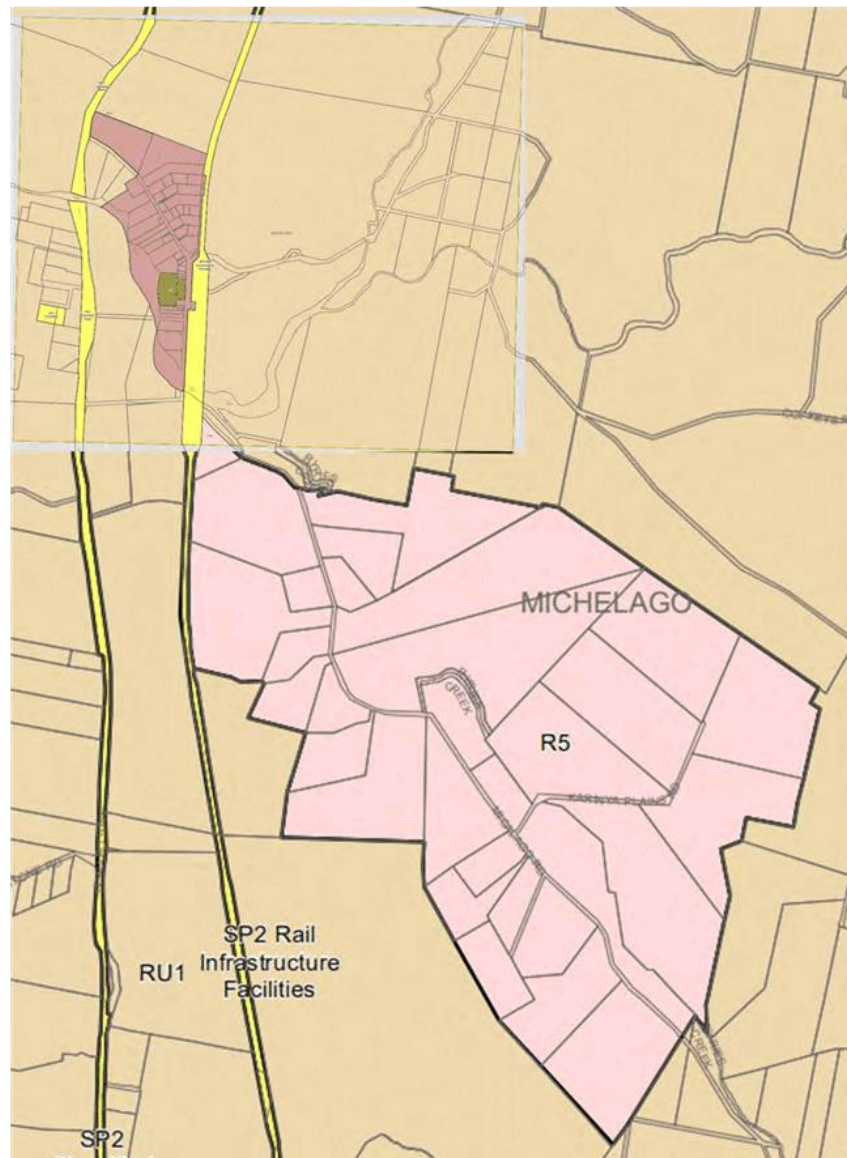


Figure 3.2 Land zoning in Michelago (source: Cooma-Monaro Local Environmental Plan 2013)

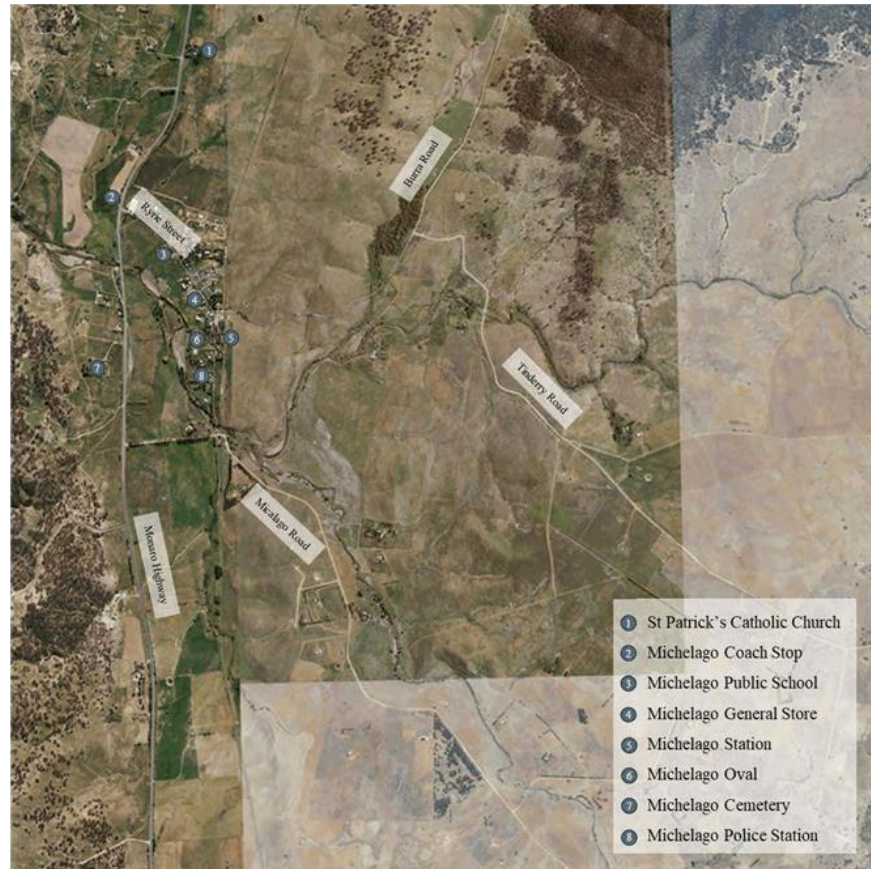


Figure 3.3 Key locations in Michelago (basemap source: Metromap)

### 3.1 EXISTING TRANSPORT ENVIRONMENT

#### 3.1.1 ROAD NETWORK

Michelago's road network consists of:

- **Monaro Highway**, a north-south highway which connects Canberra to Victoria. In Michelago, Monaro Highway is one lane in each direction with a speed limit of 100 km/h
- **Ryrie Street**, a local road which provides access east of Monaro Highway to the main village of Michelago which has homes, businesses and schools. Ryrie Street is one lane in each direction with a speed limit of 50 km/h.
- **Micalago Road**, a local road which provides access east of Monaro Highway to the rural residential area of Michelago. Micalago Road is one lane in each direction with an assumed speed limit of 100 km/h.
- **Burra Road**, which connects Michelago north-east to Burra. Burra Road is one lane in each direction with a speed limit of 100 km/h.
- **Tinderry Road**, which connects Michelago east to Tinderry. Tinderry Road is assumed to be one lane in each direction with an assumed speed limit of 100 km/h.



### 3.1.2 TRAFFIC VOLUMES

Traffic volumes were available through the RMS Traffic Volume Viewer for a location on Monaro Highway approximately 30 km south of Michelago. The traffic volume counter is located just south of Bredbo, so may not precisely reflect traffic volumes at Michelago, as traffic may enter and leave Bredbo between the traffic counter and Michelago. However, these traffic volumes may still provide a general indication of traffic volumes along Monaro Highway in Michelago. Figure 3.4 to Figure 3.6 show the total traffic flow for the AM peak hour, PM peak hour, and weekday total, including a breakdown of heavy vehicle numbers.

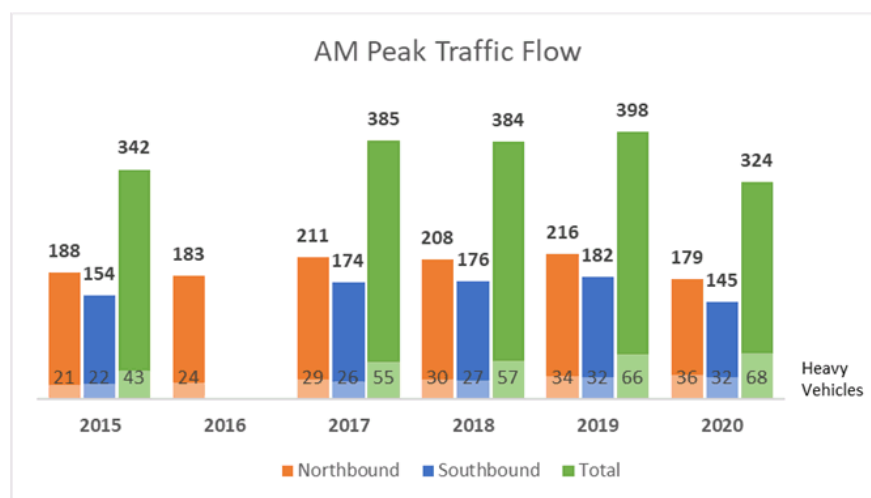


Figure 3.4 Monaro Highway AM Peak Hour Traffic Flows (source: RMS Traffic Volume Viewer)

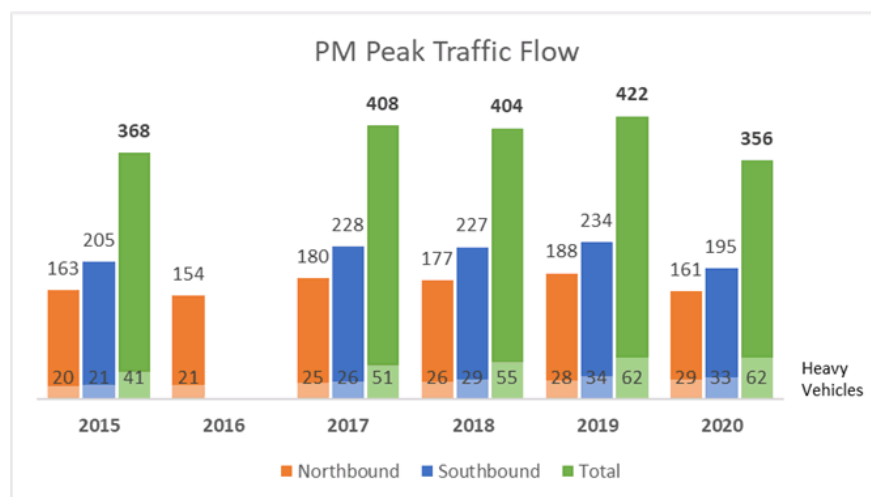


Figure 3.5 Monaro Highway PM Peak Hour Traffic Flows (source: RMS Traffic Volume Viewer)

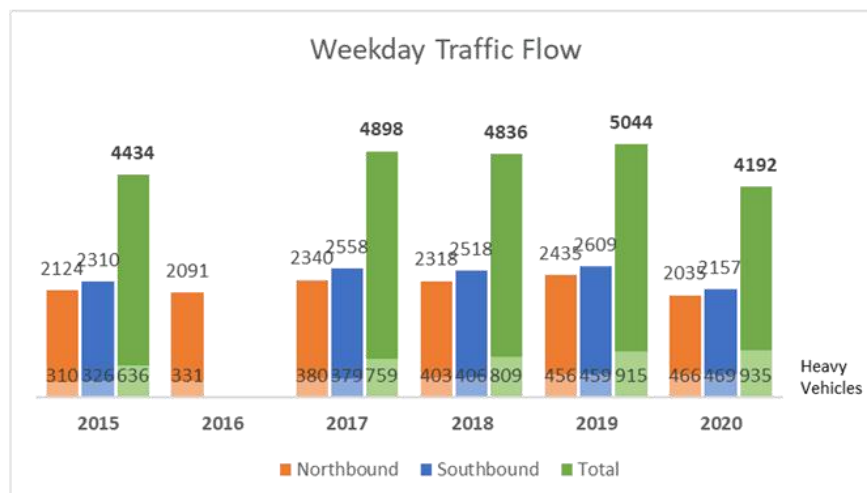


Figure 3.6 Monaro Highway Weekday Traffic Flows (source: RMS Traffic Volume Viewer)

While traffic flows are quite low, peaking at around 200 vehicles per hour in each direction, Google speed data indicates there may be localised delays during the peak hours at the intersection of Ryrie Street and Monaro Highway, as shown in Figure 3.7.

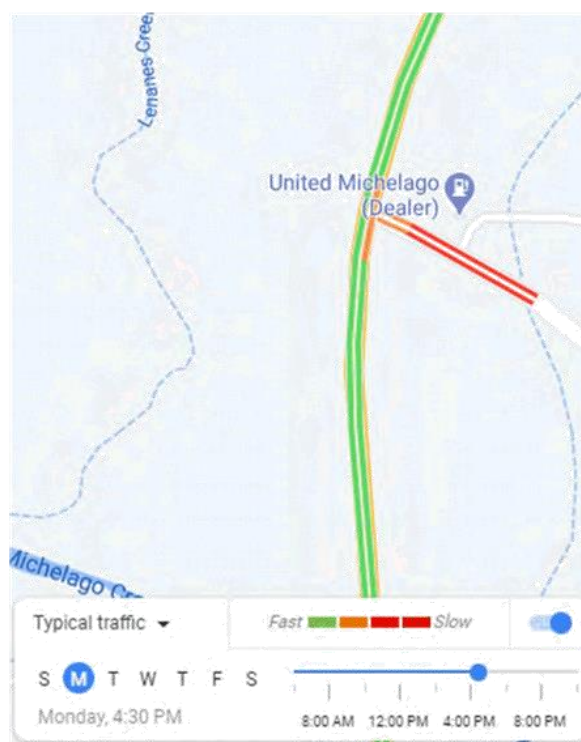


Figure 3.7 Peak Hour Congestion (source: Google Maps)





### 3.1.3 PUBLIC TRANSPORT

Public transport in Michelago is limited and there are only two bus stops in the area, the Michelago Coach Stops on Monaro Highway. The coach stops are located on Monaro Highway, just after Ryrie Street in both the northbound and southbound directions, as shown in Figure 3.8. The only services at this bus stop are the following regional coach services which must be booked ahead of time:

- Canberra to Eden (771)
- Eden to Canberra (772)
- Canberra to Bombala (775)
- Bombala to Canberra (776)

The 771 and 772 routes run every day, while the 775 and 776 run on Mondays, Wednesdays, and Fridays only.



Figure 3.8 Location of Michelago Coach Stops (basemap source: Metromap)

There is also the disused Michelago Railway Station which was serviced by the Bombala railway line until 1988. Michelago Railway Station can be accessed via Ryrie Street by car. There is no footpath or cycling infrastructure at the station.



### 3.1.4 ACTIVE TRANSPORT

There is no provision of any cycling infrastructure and provision of footpaths is limited as well. Footpath provision is limited to the southern side of Ryrie Street between Michelago Public School and 60 Ryrie Street, a distance of 450 m. This can be seen in Figure 3.9

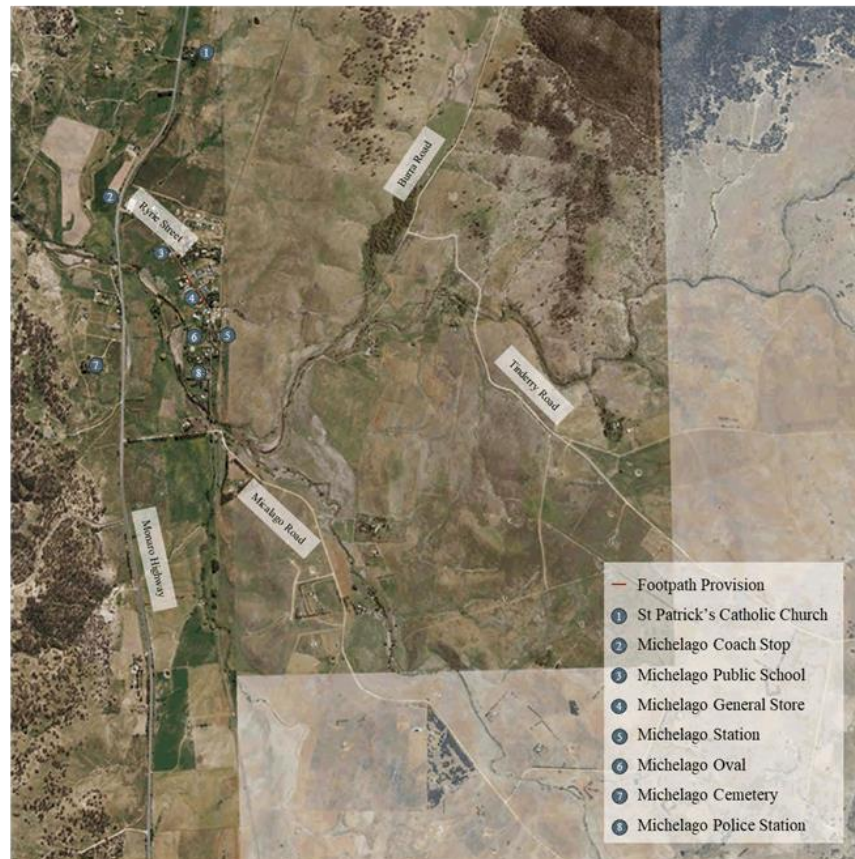


Figure 3.9 Extent of footpath provision (basemap source: Metromap)

### 3.1.5 CRASH DATA

Crash data for the 5-year period between 2015-2019 was assessed. There was a total of 21 crashes in the region shown in Figure 3.10, including one fatality on Tinderry Road and 14 other crashes resulting in injuries.

The fatality on Tinderry Road was a result of the vehicle losing control on the carriageway.

There was one crash at the intersection of Monaro Highway and Ryrie Street, attributed to overtaking a turning vehicle.



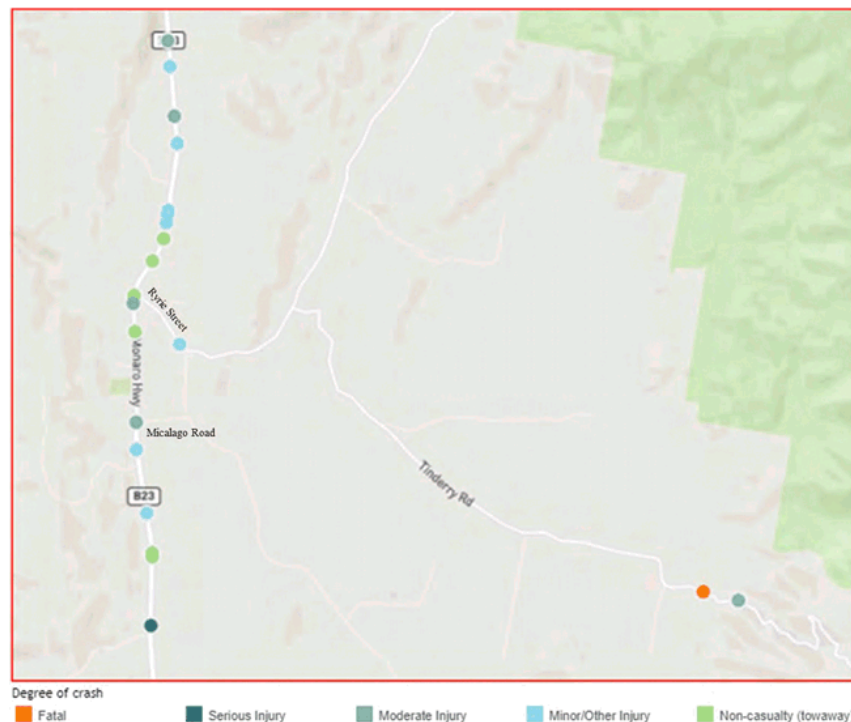


Figure 3.10 Crash map (source: NSW Centre for Road Safety)

## 4. ISSUES, CONSTRAINTS AND OPPORTUNITIES

This section provides a review of the strategic network for all transport modes, and highlights the preliminary transport issues, constraints and opportunities for Michelago. These are summarised in Table 4.1 and include the following key considerations:

- The rail corridor still occupies a key transport corridor and limits growth of Michelago in an eastward direction. However, the railway station and corridor could be revitalised in several ways.
- Opportunities to improve public transport to and from Michelago, as well as within Michelago could increase the viability of residents commuting to Canberra or Cooma. These opportunities could also reduce car dependence and traffic volumes into the future.
- Road connectivity and road safety improvement opportunities could enable development to occur in new areas.
- Opportunities to improve active transport infrastructure could provide the residents of Michelago with more transport and recreational opportunities. Improving the provisions for these modes will also allow Michelago to grow in a more sustainable manner.
- The opportunity to restate parking rates could allow Michelago to enforce provision of electric vehicle charging stations, as well as provision of bicycle parking. Together, these will help Michelago to grow sustainably.
- Maintaining the Michelago lifestyle is important to residents.
- Competing priorities between different transport modes into the future will need to be managed effectively.



Table 4.1 Preliminary Michelago transport issues, constraints and opportunities

CONSIDERATION	ISSUES AND CONSTRAINTS	OPPORTUNITIES
Rail corridor	<ul style="list-style-type: none"> <li>— The rail corridor constrains eastward growth of Michelago.</li> <li>— It appears the rail line is now disconnected in two locations, at Burra Road, and further south at a level crossing. These locations are both north of Michelago Railway Station.</li> </ul>	<ul style="list-style-type: none"> <li>— The presence of the railway line and railway station, and the reservation of the rail corridor provides Michelago with unique opportunities for growth.</li> <li>— The railway line and station could be reopened for commuter train services between Michelago and Canberra, and potentially between Michelago and Cooma. This would provide easy access to two employment hubs, which may lead to increased population growth.</li> <li>— The railway line could be used for freight services. This may provide opportunity for economic growth and local jobs. A freight rail service could also remove some freight trucks from parts of the Monaro Highway to rail, reducing the maintenance burden on the Monaro Highway and improving its safety. However, there would be noise concerns, exacerbated by the elevation of the rail line.</li> <li>— The railway station and line could be converted into a local tourism destination. Heritage trains could be run, and the station could have dedicated displays regarding the heritage of Michelago railway station and the Bombala railway line. This would allow Michelago to preserve and celebrate its rich heritage and may also attract people to visit Michelago.</li> </ul>



		<ul style="list-style-type: none"> <li>— The rail corridor could be converted into rail trail, offering a scenic and protected shared-use path. This may increase the number of visitors to Michelago, and would also provide another form of recreation for residents of Michelago. This could be combined with allowing the station to be dedicated to its heritage, providing a point of interest along the trail.</li> </ul>
Public transport	<ul style="list-style-type: none"> <li>— Public transport servicing Michelago is currently limited to coach services to Canberra, Eden and Bombala.</li> <li>— Limited number of services which arrive at and depart from Canberra or Cooma outside of traditional peak hours make these services unviable as a commuter option.</li> <li>— There is no pedestrian amenity servicing the coach stop on Monaro Highway, making it difficult for people to use the coach service.</li> <li>— There is no local public transport within Michelago.</li> </ul> <p>As a result, private car is the dominant mode in Michelago, which can cause congestion. There are also accessibility and equity issues for people who do not have access to a car or are unable to drive.</p>	<ul style="list-style-type: none"> <li>— The provision of more frequent bus services along Monaro Highway, and at peak times could make commuter travel between Michelago and employment hubs of Canberra and Cooma more feasible. This will also enable visitors to have easier access to Michelago.</li> <li>— Upgrading the Michelago Coach Stop infrastructure and the surrounding pedestrian network could improve the attractiveness of using public transport.</li> <li>— The development of a public transport network within Michelago could help reduce traffic volumes, which will help Michelago to grow sustainably. It will also help provide more equitable access, which may attract more people to move to and visit Michelago.</li> <li>— There may be a possibility to provide a local school bus, which would support the 38 students (2019) and their families. They would no longer be reliant on private vehicles or the limited pedestrian infrastructure.</li> </ul>



		<ul style="list-style-type: none"> <li>Reopening the railway line for commuter rail would also increase the viability of taking public transport to Canberra and/or Cooma. This will improve the equity of transport and may help to reduce car dependence for these trips.</li> </ul> <p>Overall, providing more attractive public transport options allows a more sustainable growth pattern. It also provides inclusive opportunities for people to travel to, from and around Michelago, particularly those without access to their own vehicle or who can't drive.</p>
Road connectivity	<ul style="list-style-type: none"> <li>There is no connection between Micalago Road and Ryrie Street. This can be seen in Figure 4.3. Rural residents accessing services in the village have to use the highway, where they may experience turning delays and road safety concerns.</li> <li>There is no local separated access to the western side of Monaro Highway. This may hamper growth opportunities to the eastern side of the highway, which is limited by the rail line to the east. This may cause linear expansion, which may be unattractive in the landscape.</li> </ul>	<ul style="list-style-type: none"> <li>Michelago could consider building a causeway over Michelago Creek between Ryrie Street and Micalago Road. This would provide local access between the rural residential areas of Michelago and the village.</li> <li>Michelago could consider building an underpass or bridge to the western side of Monaro Highway. This would provide safer, separated local access which may encourage growth and development on the western side of the highway. This may have a more desirable aesthetic within the landscape.</li> </ul>
Pedestrians and cyclists	<ul style="list-style-type: none"> <li>Footpath provision is currently limited to a total of 450 m on the southern side of Ryrie Street between Michelago Public School and 60 Ryrie Street. There is no provision of any cycling infrastructure.</li> <li>The limited provision of active transport infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Footpath provision could be increased in Michelago, especially along desire lines and open spaces. The current footpath on Ryrie Street could be extended to provide access to Michelago Oval. This would allow students a protected, separated path between the school and the park. This may also increase</li> </ul>



	<p>makes it undesirable to walk and cycle around Michelago.</p>	<p>the attractiveness of walking amongst the general population.</p> <ul style="list-style-type: none"> <li>— There is potential to improve future footpath provision, by providing guidance of a typical road cross-section. This would establish a starting point for road design that includes pedestrian provision.</li> <li>— There is an opportunity to provide cycling parking at Michelago Oval. This would allow this open space to be accessed by cycling. This could increased accessibility to and usage of this park.</li> <li>— There is potential to create recreational cycling routes within Michelago. This would allow residents to have additional exercise and recreational outlets. Potential cycling routes could include a rail trail along the rail corridor or a separated path along Micalago Road, offering views of Tinderry mountains.</li> <li>— Any future activation of public transport, both bus and rail, should take the opportunity to provide adequate footpaths and cycling infrastructure. This ensures people can take public transport in combination with active transport modes.</li> <li>— Future connections, both between the village and rural Michelago and to the western side of Monaro Highway should have provisions for pedestrians and cyclists. This is especially important across Monaro Highway, providing a safe and attractive option</li> </ul>
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		for pedestrians and cyclists between Michelago village and any new development areas.
Road safety	<ul style="list-style-type: none"> <li>— The intersection of Ryrie Street and Monaro Highway has previously had a crash associated with overtaking a turning vehicle. The intersection currently has an auxiliary deceleration lane treatment for the left turn on the northern approach, and a painted chevron channelised treatment for the right turn on the southern approach, and basic treatment on the Ryrie Street approach. This is shown in Figure 4.1.</li> <li>— The intersection of Micalago Road and Monaro Highway currently has basic turn treatments for all approaches, with no auxiliary lane provided for the right turn on the southern approach. This is shown in Figure 4.2.</li> <li>— Burra Road and Tinderry Road are quite narrow and without line markings.</li> </ul>	<ul style="list-style-type: none"> <li>— There are opportunities to improve the intersection treatments where Monaro Highway intersects with Ryrie Street and Micalago Road. This may reduce the frequency and severity of crashes. Upgrading the intersection treatment will also support higher traffic volumes moving through these intersections into the future.</li> <li>— The connection between Micalago Road and Ryrie Street could reduce conflict points on the highway by providing an internal access route.</li> <li>— Separated local access to the western side of Monaro Highway would prevent any conflict with through traffic on the highway. Linking in the western side would also allow for access to eastern Michelago to occur as a left turn loop movement from the south, removing right-turn conflicts on Monaro Highway.</li> </ul>
Parking	<ul style="list-style-type: none"> <li>— The DCP currently only stipulates parking requirements for cars.</li> </ul>	<ul style="list-style-type: none"> <li>— There is scope to prescribe in the DCP that specific land uses must provide bicycle parking. This would help improve the attractiveness of cycling, giving residents of Michelago more choice in their transport options.</li> <li>— There is potential for the DCP to specify developments of a certain size or nature should include provision for electric vehicle charging. This would</li> </ul>





		ensure new developments would have electric vehicle chargers and position Michelago well for a more sustainable future with electric vehicles.
Lifestyle	<ul style="list-style-type: none"> <li>— Michelago has a unique heritage that should be protected and celebrated.</li> <li>— Michelago has good natural scenery, including views of the Tinderry mountains.</li> </ul> <p>Residents of Michelago want to maintain this lifestyle, ensuring the character of Michelago is not compromised with new development. Maintaining the vistas of Tinderry mountains is also important to residents.</p>	<ul style="list-style-type: none"> <li>— There is an opportunity to more openly celebrate the heritage locations in Michelago as it grows. Heritage locations could be more clearly signed, with brief histories explained at each location. There could be potential to link heritage locations along a walking and/or cycling track, which would have the dual benefits of increasing active transport/recreation opportunities and celebrating the charm and character of Michelago's heritage. A map of heritage items in Michelago is shown in Figure 4.4</li> <li>— Development should be limited in such a way that the current views are not impeded. This could be done through specific land zonings in certain areas or by specifying maximum building heights in the LEP.</li> <li>— The DCP already notes that building facades must respect and enhance the streetscape. This will help Michelago maintain its character as it continues to develop.</li> </ul>
Prioritisation	<ul style="list-style-type: none"> <li>— As Michelago grows, there will be conflicting priorities between different transport modes.</li> </ul>	<ul style="list-style-type: none"> <li>— An application of Movement and Place principles to identify road typologies may help define the movement hierarchies on different roads. This will help deliver safety and amenity for private</li> </ul>



		<p>vehicles, public transport, pedestrians and cyclists.</p> <ul style="list-style-type: none"> <li>— The development of network operation plans for each of the different modes may also help to identify competing priorities, and how to manage these. This will also help deliver safety and amenity for all road users.</li> </ul>
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Figure 4.1 The intersection of Monaro Highway and Ryrie Street (source: Metromap)

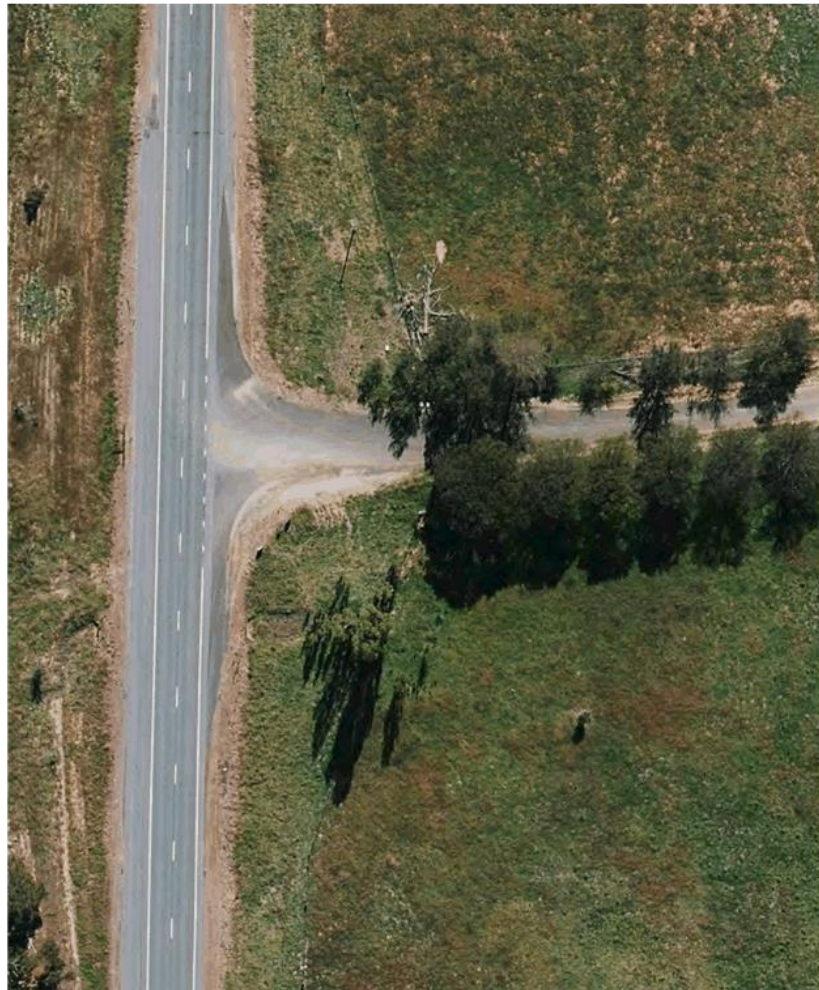


Figure 4.2 The intersection of Monaro Highway and Micalago Road (source: Metromap)





Figure 4.3 Michelago Creek between Ryrie Street and Micalago Road (source: Metromap)



Figure 4.4 Heritage locations in Michelago (source: Snowy Monaro Draft Settlements Strategy)

# APPENDIX C

## GROWTH SCENARIOS





# MICHELAGO MASTER PLAN

## DEVELOPMENT PRINCIPLES AND GROWTH SCENARIOS BRIEFING PAPER



Prepared for Snowy Monaro Regional Council to inform the selection of a Master Plan growth scenario for Michelago.

This paper will be included in the draft Master Plan for Public Exhibition.

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Cover image: Michelago Railway Station, Nita Scott 2020



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## 1 PURPOSE OF THIS BRIEFING PAPER

This briefing paper provides Snowy Monaro Regional Council with a range of residential growth scenarios for Michelago as part of the draft Master Planning process being carried out by WSP Australia. Three options have been prepared to illustrate the potential spatial extent, density and estimated costs of new housing in Michelago.

It is acknowledged that there has been considerable work done by Council to investigate whether Michelago should or could increase in scale as a function of proximity to Canberra. Michelago is constrained by flooding and nearby bushfire risk, it has a linear layout between the Monaro Highway and railway, and there are limited water supply options. There are other considerations of equal priority should Michelago expand such as the need to respect and preserve village character, avoid the impact of natural hazards, observe heritage and biodiversity protections and avoid non-strategic ‘development for development’s sake’.

The scenarios presented in this paper have been developed through application of sustainable settlement principles and best planning practice. The scenarios suggest a relatively compact spatial form, with modest population growth ranging from several hundred to a possible maximum of around two thousand people. In the serviced options it is acknowledged that housing diversity will have a more prominent role to play in the future, allowing for increased densities on the same footprint. There is also some scope for employment-generating development within the serviced options.

The development scenarios are one part of the Michelago draft Master Plan. There are other objectives for the protection of village character, heritage and environmental values, and the formalising of a village ‘heart’ through improvements to open space, traffic and pedestrian circulation and compatible economic opportunities. Facilitating some new residential development and ensuring the form of new housing is compatible with Michelago is just part of the strategic planning process.

It is important that whichever residential scenario is selected by Council, the views of the local community, government agencies and stakeholders are considered and incorporated into the recommendations of the draft master plan.





## 2 SUSTAINABLE SETTLEMENT PRINCIPLES

### THE CURRENT SITUATION

Michelago is a small village of around 230 people located 50km south of Canberra and 60km north of Cooma on the Monaro Highway, east of the Murrumbidgee River. The Department of Planning, Industry and Environment (DPIE) population projections (2019) indicate that the Snowy Monaro LGA will not experience large amounts of new growth to 2040. However, Michelago is within the Canberra Corridor and it is reasonable and likely that there will be some growth as a function of proximity to Canberra. Michelago is in a traditionally agricultural region, with once-large beef and fine wool properties dominating the landscape pattern. North of Michelago there is a mixture of agricultural land, nature reserves and dispersed lifestyle development, where traditional grazing properties have been fragmented into 'hobby farms'.

Michelago, like other small villages in the region is under pressure from developers seeking to create 'satellite suburbs' in NSW to service demand for an alternative housing choice in proximity to Canberra. Royalla in neighbouring Queanbeyan-Palerang LGA, and Murrumbateman in Yass Valley LGA are examples.

As development pressures from Canberra have moved into NSW, the rural landscape has been gradually fragmented. Notwithstanding, agriculture remains of the biggest contributors to the Snowy Monaro economy, and for this and other reasons associated with best practice planning it is necessary to protect rural production values and the benefits brought by broadacre agriculture to the landscape.

Michelago village is a compact village (around 40ha zoned area), zoned RU5 Village Zone under the *Cooma-Monaro Local Environmental Plan 2013* (Fig 2.1) with limited *ad hoc* 'sprawl' primarily as the adjacent land is zoned RU1 Primary Production with an 80ha minimum lot size. There is approximately 820ha of land to the east of Michelago on Micalago Road that is zoned R5 Large Lot Residential and supports 36 unserviced lifestyle dwellings on properties of varying size.

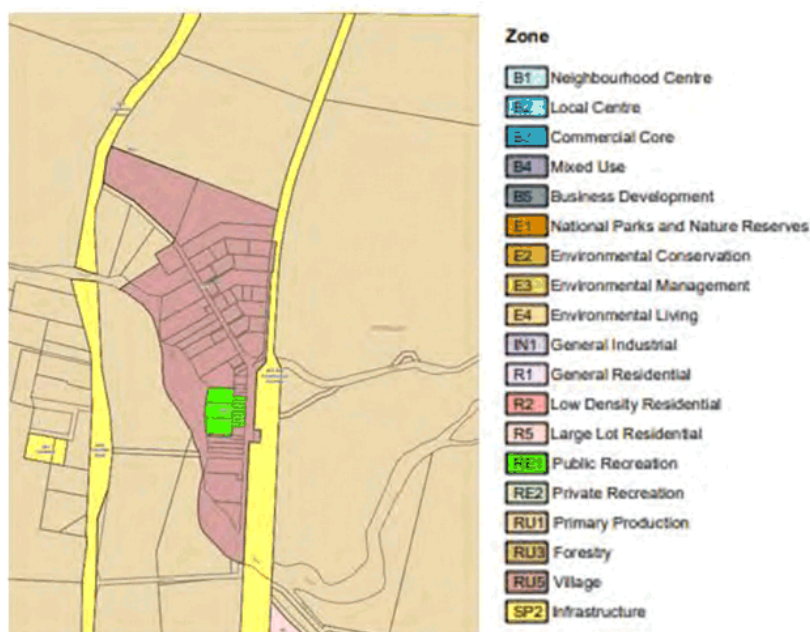


Figure 2.1 Michelago and surrounds land use zones (Cooma-Monaro LEP 2013)



The pace of new development in Michelago to date is modest, with recent demand for housing constrained by the zoned, available land supply. The linear structure of Michelago is a function of the Monaro highway, railway reserve and Michelago Creek which has resulted in mainly long narrow lots being developed into 1,800m<sup>2</sup> size lots off Ryrie Street or along narrow carriageways or 'Rights of Way'.

The form and style of new housing varies but most are detached dwellings. There have been 23 dwellings and two dual occupancies approved since 2016 with eight Complying Development Certificates issued. These numbers exclude alterations and additions to existing dwellings.

#### THE BRIEF

Snowy Monaro Regional Council commissioned a Master Plan for Michelago in response to a range of community and stakeholder views as to how Michelago can, or should, develop into the future. The growth of Michelago is widely accepted as inevitable, however, there are varying opinions as to the appropriate scale of development. One view that the village, because of its location, is a logical candidate for densification and conventional style development into a small satellite suburb of several thousand people. Council and developers have investigated the options of servicing Michelago with reticulated water and sewer, which are both possible, however, securing a cost-effective water supply has proved to be challenging.

There are other views that Michelago is a unique, well defined rural village that could benefit from some residential growth to expand opportunities in tourism-related industry and employment, while preserving important natural features, heritage and agricultural production values.

Council however acknowledges that any future growth of Michelago needs to be managed in accordance with sustainable settlement principles and policy settings that advise against development 'for the sake of development' for localities like Michelago close to a metropolitan area.

The draft Michelago Master Plan is a process that has used desktop studies, review of Council reports and government policy, and early consultation with the community and Council to:

- Develop sustainable settlement principles and criteria to inform the desired future for Michelago; observing and enhancing local character and context, protecting environmental and heritage assets, developing a plan for the village 'heart' for new enterprises and community activity, and enhancements to open space and recreation.
- Identify opportunities for increased commercial activity, particularly against the backdrop of Covid-19 and recent impetus for low density regional lifestyles.
- Identify areas for future staged residential development with recommendations to guide future growth to 2040 based on analysis of future population growth, demographic trends and servicing.
- Make recommendations for a range of site specific and local policy amendments (LEP, DCP, Contributions plans).

#### SUSTAINABLE SETTLEMENT PRINCIPLES

The Michelago Master Plan and future growth scenarios are guided by a range of relevant documents and policies, including Snowy Monaro Regional Council's (SMRC) *Draft Settlement Strategy*, *Local Strategic Planning Statement* and associated evidence base, as well as the Department of Planning, Industry and Environment's *South East and Tablelands Regional Plan* and *Neighbourhood Planning Principles*. The most appropriate benchmarks and principles have been incorporated into the basis for the draft Michelago Master Plan, summarised below:

##### *Managing Future Change and Growth:*

- Design new residential releases so they are environmentally sustainable, socially inclusive, and accessible
- Support jobs growth and local business; attract investment that complements Michelago
- Provide housing choice for different needs, ages and incomes, facilitated by innovation in design, purpose-designed lots and dwellings

- Mandate lot sizes that enhance village character, permit onsite effluent disposal or enable future infill development if servicing is provided
- Prioritise new release areas that are an extension of and contiguous with Michelago

*Community and Village life:*

- Provide the right mix of housing, open space, commercial and community facilities within a sustainable, inclusive and compact urban form
- Respect and support the local village character through built form controls and public realm design that are uniquely 'Michelago'
- Strengthen the village 'heart' with a range of facilities, open space and services to reinforce the place and feel of the village including upgrades to public facilities
- Attract visitors with new tourism opportunities for economic stimulus and employment generation

*Landscape and the public realm:*

- Enhance the visual amenity of the Ryrie Street entrance to Michelago from the Monaro Highway
- Encourage streetscaping and landscaping of public open space for amenity and climate comfort
- Retain views and vista corridors to the Tinderry Range and surrounding agricultural land
- Protect and enhance indigenous and non-indigenous heritage items
- Provide for active and passive recreation opportunities near and along Michelago Creek

*Access and movement:*

- Upgrade local roads and creek crossing over Michelago Creek to improve access and safety
- Provide a public transport link and connections in the Village and improve traffic circulation and parking
- Upgrade the Michelago Road entrance to Michelago from the Monaro Highway
- Promote active recreation and wellbeing with walking and cycling links allowing people to shop, attend school, work and community events
- Consider using crown land in West Michelago for active recreation

*Environment and sustainability:*

Manage the impacts of natural hazards, including climate change:

- Protect areas with high environmental values and/or cultural heritage value and important biodiversity corridors
- Protect the region's surface and groundwater water supply and the environmental qualities of rivers and streams
- Identify a sustainable water supply and reticulated servicing
- Protect important agricultural land to capitalise on its potential to produce food and fibre for the current and future generations and minimise potential for land use conflict
- Avoid exposure to natural hazards of flooding and bushfire, incorporate responses to climate change impacts in design

**CONSULTATION**

Consultation activities to date, along with the key messages, initiatives and aspirations from the community and Council are set out in this section.

Community engagement is a crucial part of developing the draft Master Plan for Michelago, to ensure that residents perceived future needs are considered and the quintessential part of Michelago are preserved.

Preliminary consultation activities were completed during November and December 2020 with the primary goal being to understand what residents and interested stakeholders would want to see protected and/or improved upon in Michelago. More specifically, consultation aimed to:

- Ensure the community feels they have a say in Michelago's future
- Understand what people want to see protected, improved upon or added in the village
- Establish clear expectations with the community of what type of change is possible with this Master Plan; communicate the planning constraints
- Communicate that Council is seeking a considered, researched Master Plan that aims to retain Michelago's village character rather than propose changes resulting in overdevelopment

The engagement tools used were a project website, online survey and visioning workshops, as outlined below.

#### *Webpage*

A dedicated Michelago Master Plan page was established on Council's website. This page is the single source of truth for the project; providing all critical information concerning the projects goals and timeline, key contacts and scheduled consultation activities.

The page is live and is being updated regularly throughout the phases of the Master Plan development so that progress and next steps are communicated clearly.

#### *Survey*

A simple, high-level survey was published on Council's webpage, which was designed to capture people's initial thoughts on what they may want to see included in the Master Plan, and what they would suggest Council consider in the plan's development.

Questions were primarily open-ended and allowed for a lot of free thought and suggestions; encouraging people to input as much or as little information as they thought necessary.

#### *Councillor workshop*

A visioning workshop was held via Zoom on 3 December with SMRC Councillors to gain their ideas on how Michelago could and should develop.

The workshop consisted of a short 'PowerPoint' presentation followed by four discussion activities using the program Mural. Activities were simple, and questions ultimately asked what they like about Michelago as it is now, what they want to see changed, and how they could see this change implemented.

#### *Community workshop*

A second visioning workshop was held in-person at Michelago Hall on 15 December for community members and interested stakeholders. The workshop was designed to mirror the activities of the Councillor Workshop, and again, discuss people's ideas, visions, wants and concerns in developing a Master Plan for Michelago's future development.

The workshop setup included table groups equipped with town maps and worksheets. The session was attended by 18 community members, two members of the WSP consultant team, and two Council staff representatives.

A few comments were made suggesting Council *'should consider the needs and wants of the community as a whole, rather than of only a few'*, and indicated that not all residents agree with the position of the Michelago Region Community Association on all issues. This feedback reinforces the need to continue to reach out to 'quieter voices' in the community during the next stages of the project.

### WHAT WE HEARD

Key sentiments towards Michelago now and into the future were consistently expressed across the consultation activities and are summarised below.

#### **Things that are strongly valued in Michelago:**

The rural character and pace of life, ‘rural charm’

The views to the natural landscape and rural land

The feeling of ‘community’

#### **Preferences of survey respondents for changes:**

Facility upgrade in the Michelago park and other social spaces, eg seating and cooking facilities at the park

Reuse of the Heritage railway station for community and economic uses, also the Hibernian Inn

Creation of a town centre

Improvement to the entrance to the town from the Monaro Highway

Facilitate growth but retain the character of Michelago

Equity in development and design (concerns that prescriptive development controls could price locals and first home buyers out of Michelago)

### COMMUNITY PRIORITIES

#### **Character and connection to area**

The rural character, feeling of community and pace of life - “*rural village ambience*”

Keep the General Store, Railway Station, School, Churches and oval as they are now. Repurpose and enhance existing areas and facilities rather than removal or complete redesign.

Preserve the views to the natural landscape

Appropriate density and scale of new development – “*not like Googong*”

Improve the entranceway to the town from the highway; attract people in transit

Create a road loop with the highway between Ryrie Street and Micalago Road

The potential for some new economic growth opportunities within Michelago

#### **Inclusive services and amenities to improve liveability**

Health services and aged care facilities

Events spaces, hospitality venues, museum or gallery space, working hub space, and location for new small businesses (e.g. arts and crafts) as potential uses for heritage buildings

Improvements to the recreational facilities in the village (e.g. upgrade toilets) along with new spaces for recreational use. Bicycle riding, seating for picnics, and walking/running were the most popular among survey respondents.

#### **Master Plan priorities – online survey**

Economic growth and efficiency (ranked in top two by 44% of survey respondents)

Preservation of local character (ranked in top two by 44% of survey respondents)

Heritage protection (ranked in top two by 36% of survey respondents)

#### DESKTOP REPORTS: ECONOMIC AND DEMOGRAPHIC ASSESSMENT

An economic and demographic assessment of Michelago was prepared by Sustainable East as part of the suite of desktop studies informing the draft Master Plan. The report provides an insight into the potential economic growth opportunities for Michelago based on the likely make up of the future population.

In summary, this report found the following considerations to note in assessing growth scenarios:

- Michelago's 2016 population is heavily weighted to older aged residents with those in the 50-59 age groups making up almost 19% of the population compared to 12.8% in NSW. This age group will fall into the seniors living and/or aged care market by 2036 and beyond.
- This trend is projected to continue by DPIE, with likelihood there will be significant growth in residents aged over 65-70 by 2041. This will have impacts on accommodating housing demand that is suitable for older residents, including smaller typologies as well as seniors housing (independent living units) and possible aged care places.
- It is estimated that by 2041 will be demand for between 345 and 431 seniors housing spaces in SMRC, noting that there are currently 4 seniors housing providers in Cooma with none in the Canberra Corridor despite an existing and growing ageing population.
- The Master plan needs to cater for a likely demand for smaller accommodation options, including typologies suitable to a rapid increase in lone person households.
- Michelago is forecast to experience some growth over the next 20 years, which will create local induced demand for commercial, industrial and general employment needs. The SMRC Employment Lands and Rural Lands Analysis projected a quantum of 13.3ha of employment lands required by 2041. This would accommodate commercial/retail, light industrial and potential service uses.
- The location of proposed employment lands is critical. There is expected to be a small service induced demand for retail and commercial uses. The current RU5 Village zoning permits a variety of commercial and light industrial uses, and new businesses may be attracted as the population grows. It is not desirable to attract existing businesses from Cooma or Canberra using lower land values.
- Base industries that could be accommodated in the existing RU5 zone are light industries, cellar door premises and tourist and visitor accommodation among other predominantly agricultural and service uses.
- Nature based tourism is likely to provide significant employment generating opportunities for Michelago but is likely to require a catalysing investment such as a destination attraction to increase visitation. Artisan food and drinks industries are closely linked with tourism patronage and tourism attractions and could be realised in Michelago.
- The Rail Trail is acknowledged as a catalysing investment if it were to be realised.

Michelago's strategic location in the Canberra Corridor positions the village between a number of current and future economic anchors. It would be a loss in opportunity for Michelago to become a dormitory suburb to Canberra and to a lesser extent, Cooma. The impacts to the local economy and community as a result of Michelago's growth are dependent on the scale, timing and type of growth that occurs.



### OBJECTIVES FOR THE DRAFT MICHELAGO MASTER PLAN

The sustainable settlement principles, desktop studies and public consultation outcomes have formed the following objectives framework for the draft Michelago Master Plan:

- Ensure that Michelago develops into the future (2040) as an environmentally sustainable, and economically and socially resilient village
- Identify initiatives and opportunities to enhance the natural, cultural and built environment of Michelago, based on the needs of the Michelago community and Council
- Support economic diversification and strengthen opportunities to capitalise on nature-based adventure and cultural tourism in appropriate locations, and encouraging local industries across a range of sectors to provide employment for local people
- Ensure that housing choice is provided for current and future residents, consistent with the community's needs, with release areas designed to be compatible with the locality, be connected and accessible, walkable, safe and attractive
- Ensuring that natural constraints of groundwater vulnerability, bushfire and flooding are avoided and managed. Protecting built heritage and areas that are predictive for cultural heritage
- Protect the surrounding rural landscape and conserving natural lands and biodiversity by keeping agricultural land in commercial holding sizes, avoiding fragmentation for non-agricultural development, and maintaining views to the Tinderry Range
- Provide actions for implementation through Council's strategic and statutory policy and plans
- Ensure that the costs of new growth are equitably distributed

The NSW Planning system generally requires that any expansion of new development to be justified by a land use strategy. The final Master Plan will provide the justification for the expansion of Michelago in accordance with the planning policy framework and principles to guide future development.

Preliminary approaches to the Draft Michelago Master Plan are illustrated in following Figure 2.2 and Table 2.1 as a guide.

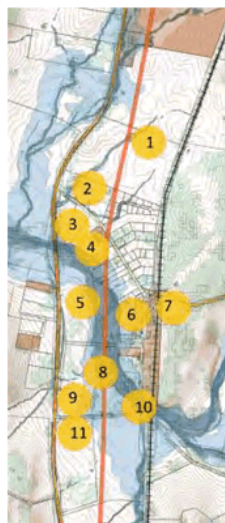


Figure 2.2 Preliminary concept design from the Design Michelago Master Plan (in preparation)



SUSTAINABLE SETTLEMENT PRINCIPLES AND MAP REF.	POTENTIAL OPPORTUNITY * SUBJECT TO DETAILED SITE – SPECIFIC INVESTIGATIONS	TARGET OUTCOMES
<b>1</b> <ul style="list-style-type: none"> <li>Managing Future Change and Growth</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Lots 13 and 14 DP11175</li> <li>RU1 zone, grass cover.</li> <li>Approx. 60 ha (40ha development potential)</li> </ul>	<ul style="list-style-type: none"> <li>Village style residential growth accessed via Ryrie Street (through 1 Ryrie Street)</li> <li>Riparian restoration and stormwater management</li> <li>Open space, active travel and active recreation links</li> <li>Road and pedestrian connection between village and historic Catholic Church and Hibernian Inn</li> </ul>
<b>2</b> <ul style="list-style-type: none"> <li>Managing Future Change and Growth</li> <li>Community and Village life</li> <li>Landscape and the public realm</li> <li>Access and movement</li> </ul>	<ul style="list-style-type: none"> <li>1 Ryrie Street</li> <li>RU5 Zone, Service Station, Motel, Pub.</li> <li>Approx. 6.5 ha (3.5ha new development potential)</li> </ul>	<ul style="list-style-type: none"> <li>Gateway to Michelago – improve entrance and Ryrie Street with landscaping</li> <li>Mix of development (service/ tourist) and residential</li> <li>Requires road and pedestrian/ bicycle link to #1</li> </ul>
<b>3</b> <ul style="list-style-type: none"> <li>Managing Future Change and Growth</li> <li>Community and Village life</li> <li>Landscape and the public realm</li> <li>Access and movement</li> </ul>	<ul style="list-style-type: none"> <li>2 Ryrie Street (Lots 27,28,29)</li> <li>RU1 zone, grass cover.</li> <li>Approx. 6.9 ha (5ha new development potential) identified as Future Residential Growth Area under Mining SEPP but previously unsupported by DPIE for rezoning.</li> </ul>	<ul style="list-style-type: none"> <li>Gateway to Michelago – improve with streetscaping</li> <li>Mix of development (service/tourist) and residential</li> <li>Potential for School expansion into area immediately adjacent</li> <li>Investigate pedestrian and bicycle link between Ryrie Street and Creek Path loop</li> <li>Further investigations required</li> </ul>
<b>4</b> <ul style="list-style-type: none"> <li>Managing Future Change and Growth</li> <li>Community and Village life</li> <li>Access and movement</li> </ul>	<ul style="list-style-type: none"> <li>2 Ryrie Street (Lots 25,26)</li> <li>RU5 zone, grass cover.</li> <li>Approx. 3.2ha (1.8ha new development potential)</li> </ul>	<ul style="list-style-type: none"> <li>Potential for School expansion into immediately adjacent area that is not impacted by Electricity Easement or flooding</li> <li>Infill development of RU5 subject to site specific investigations</li> <li>Potential to create walking track on Crown land for creek walking loop access to Ryrie Street</li> </ul>
<b>5</b> <ul style="list-style-type: none"> <li>Community and Village life</li> <li>Access and movement</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Lot 1 DP 1150315 (RU1 zone) and part of Crown Land parcel (RU5 zone)</li> <li>Grass cover, line of trees along drainage contour</li> <li>Approx. 8ha investigation site across both titles</li> </ul>	<ul style="list-style-type: none"> <li>Recreation facilities and enhanced events capability</li> <li>Active open space including potentially relocated Pony Club (buildings and infrastructure above flood planning level)</li> <li>Vehicle access via Micalago Road, pedestrian/equestrian/bicycle access</li> </ul>

<p>6</p> <ul style="list-style-type: none"> <li>Community and Village life</li> <li>Access and movement</li> </ul>	<ul style="list-style-type: none"> <li>Lot 5405 DP 1244970 (SP2 zone), Lots 5-15 DP 11158 (RE1 zone), part Crown Land parcel (RU5 zone), RFS Shed (RU5 and SP2 zones) and Community Hall (RU5 zone).</li> <li>Existing facilities not well connected, particularly for pedestrian/cycle access.</li> <li>Opportunities to strengthen 'sense of place', pride and belonging in Michelago for school students and new residents</li> </ul>	<ul style="list-style-type: none"> <li>Village heart create tourist attractors and places for locals, plus housing in higher densities</li> <li>Formalise parking and access at intersection of Ryrie Street and Burra Road</li> <li>Access to Creek Path loop and open space</li> <li>Restore and enhance riparian habitat – Land Care Group, 'chain of ponds'</li> <li>New facilities along Creek Path loop e.g. outdoor fitness, seating, interpretive signage (geology, ACH and local stories, biodiversity)</li> <li>Pedestrian/bicycle/equestrian crossing of Creek to directly link #5, #8, #9.</li> </ul>
<p>7</p> <ul style="list-style-type: none"> <li>Access and movement</li> <li>Community and Village life</li> </ul>	<ul style="list-style-type: none"> <li>Part Lot 17 DP 1002934</li> <li>Zoned RU1, grass cover.</li> <li>Triangular 1.7ha parcel bounded by Railway reserve, Burra Road and road reserve <i>Not intended for light industrial</i></li> </ul>	<ul style="list-style-type: none"> <li>Part of Village Heart</li> <li>Tourist/service business opportunities/possibilities around railway precinct - adaptive reuse of heritage buildings</li> <li>Provide wi fi hub and agile workspace to reduce commute to Canberra</li> <li>Overflow parking for events/ parking for historic and nature walks</li> </ul>
<p>8</p> <ul style="list-style-type: none"> <li>Community and Village life</li> <li>Landscape and the public realm</li> <li>Access and movement</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Part Crown Land parcel (RU5 zone) and Lot 1 DP 575718 (RU1 zone), grass/crop cover, 1 dwelling with trees and garden area.</li> <li>Site is flood affected and biophysical strategic agricultural land (BSAL) under Mining SEPP.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate for camping with infrastructure located above flood planning level.</li> <li>Access via Micalago Road, linked to Ryrie Street via vehicle, pedestrian and cycle access</li> <li>Somewhere to stay and do adventure day trips to Tinderry Range etc.</li> </ul>
<p>9 and 11</p> <ul style="list-style-type: none"> <li>Community and Village life</li> <li>Access and movement</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Portion of Lot 1 DP 1150315 either side of Micalago Rd, and not mapped BSAL or flood affected (approx. 8ha total).</li> <li>RU1 zone, grass cover.</li> <li><i>Not intended for light industrial</i></li> </ul>	<ul style="list-style-type: none"> <li>Scenic entry to Michelago via Micalago Road – avenue of Poplars, views to Tinderry Range</li> <li>Development screened from Monaro Highway and views to Tinderry Range preserved</li> <li>Upgraded highway access and sealed road, access #5, #8, #9, #11 via Micalago Road</li> <li>Tourist/service businesses, opportunities for local employment generating development</li> </ul>
<p>10</p> <ul style="list-style-type: none"> <li>Community and Village life</li> <li>Access and movement</li> <li>Landscape and the public realm</li> <li>Environment and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Crown Land/Ryrie Street road reserve</li> <li>Separate Council project to connect Ryrie Street and Micalago Road.</li> </ul>	<ul style="list-style-type: none"> <li>Road access over Creek creating a loop road for tourists and locals. Opportunity to provide a creek crossing with separated pedestrian/cycle crossing space.</li> <li>New picnic and passive recreation area with formalised parking linked to Creek Path loop.</li> <li>Creek Path loop approx. 3km long including Ryrie Street section, with multiple entry/exit points to enhance usage and accessibility.</li> </ul>

Table 2.1 Draft issues consideration for Michelago (in preparation)

### 3 THE FORM OF NEW GROWTH FOR MICHELAGO

#### DISCUSSION

The competitive advantages of Michelago are the low-density scale, pace of life, scenic and heritage values, rural landscape context and proximity to Canberra and snowfields. These factors, along with perceived disadvantages of potential natural hazard risk, constrained servicing and public transport access combine to provide an opportunity to create a unique situation for the village. It follows that in planning for Michelago, the potential impacts of development on the environment, existing community and future community must be given the highest consideration. New growth can also supply the critical mass of people and enterprise to support commercial activity at a scale that will benefit Michelago such as nature-based tourism and agricultural value adding.

Recent research suggests the traditional Australian 'business as usual' model of landscape fragmentation and rural sprawl needs to be replaced with a model that encourages settlement that is more sustainable: compact in form, serviced, climate-sensitive and less car dependent<sup>1</sup>. These concepts suggest that new residential development in Michelago might be a low scale, sustainable alternative to urban sprawl or rural lifestyle peri-urban growth near Canberra. This is particularly pertinent following the 2019-2020 bushfire season which directly impacted the Michelago and Smiths Road area.

Decisions around the scale of future growth also requires consideration of government policy settings and the management of expectations of the community and development industry. It is noted that investigations into bringing reticulated services to Michelago (current population of around 250 people) were based on potential growth scenarios of 4,000, 8,000 and 12,000 potential new people (GHD, 2020). Advice from the community and Council during consultation is that Michelago should not become another 'Googong', with small (450m<sup>2</sup>) suburban lots juxtaposed in a rural locality. This is an understandable sentiment about an undesirable outcome in a rural context. However, if Michelago is to grow sustainably to any scale over infill of the existing zoned area, reticulated services need to be provided. It is then that rational economic arguments and to an extent government plan making policy (Section 9.1 Ministerial Direction 3.1) requires infrastructure efficiency that can inadvertently result in a default contemporary 'cookie cutter' residential subdivision layout.

#### RESILIENCE

The notion of resilience as it applies to a village refers to an interconnected place that has robustness and capacity to deal with shock and change while maintaining essential functions, structures, identity and feedbacks (Walker and Salt, 2006). A resilient village in the Australian context has the critical mass of people and networks to make a community with social capital, protection from external shocks and natural hazards, uses resources sustainably and limits its effect on surrounding areas. The physical form of a resilient village is ideally compact, clustered settlement within a productive, restored rural environment.

Other factors that will help increase resilience are clear governance systems, cost effective servicing, equity in opportunity, healthy urban design incorporating recreation and open space, housing choice and a range of neighbourhood facilities.

Other areas of Australia have managed the dual objectives of preserving character while facilitating new growth in a rural location by changing the conventional approach of creating large rural residential or 'bush' blocks, and instead developing a small portion of land to ensure the majority remains for productive land uses and natural assets. By integrating residential development with the surrounding environment and not dominating it with 'sprawl', a small, low-impact community can be created which has the effect of increasing opportunities for population growth and reinforcing the rural character and values of a village like Michelago.

This notion is illustrated in diagram 3.1 with an example from Western Australia.

<sup>1</sup> Norman, Newman and Steffen, 2021

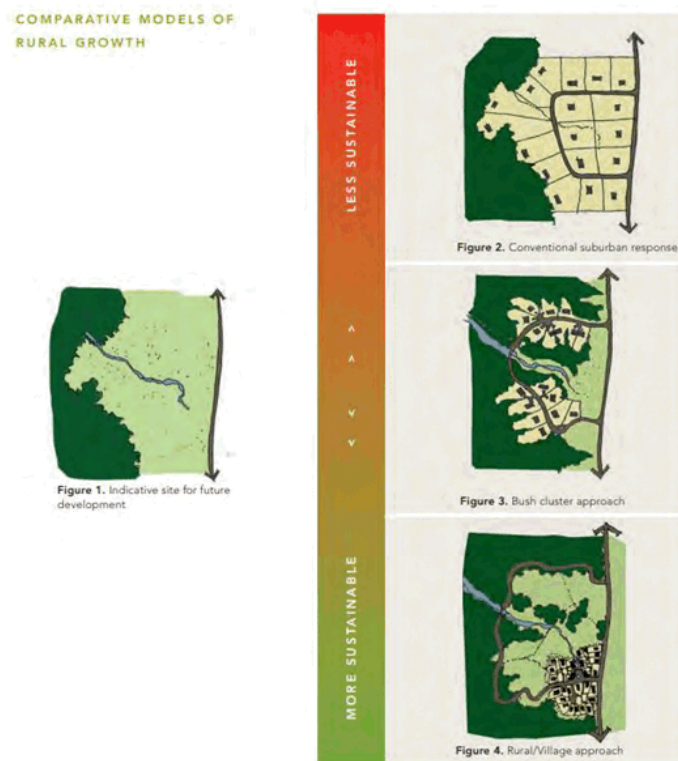


Figure 3.1 Models of Rural Growth, Source: Shire of Augusta-Margaret River, 2009

The discussion around the form of new growth for Michelago has considered sustainable development principles and best practice planning advice to encourage a compact urban form that provides social and environmental resilience in a changing climate. The extension of services to Michelago requires a detailed assessment of the environmental impacts of the various water supply and sewerage treatment options and costs to the Council and community. It is not a 'given' that services will be feasible, meaning that new growth in Michelago may remain constrained to the existing zoned area in the foreseeable future. If services are available at reasonable cost, it is imperative that new growth is of a scale and extent that is appropriately 'fit for purpose', meeting sustainable development principles and respecting local requirements.

## 4 THREE GROWTH SCENARIOS - SUMMARY

The brief for the Michelago Master plan requires the preparation of three growth scenarios for Council's consideration before finalisation of the Draft Michelago Master Plan. It should be noted that the land in the growth scenarios has already been identified by Council for future development potential due to serviceability, accessibility and relative lack of constraints. The GHD 2020 Water and Wastewater Scoping Study was used as the basis for determining likely servicing costs. Considering sustainable development principles, good planning practice and previous land analysis has provided three scenarios, namely:

**Scenario A - the 'status quo'** option of allowing unserviced infill development in the zoned area of Michelago village at 1,800m<sup>2</sup> per lot with a potential 152 more people in 53 new dwellings. There are no additional servicing costs.

**Scenario B - 'Low growth'** being the extension of reticulated services to contiguous land being Lot 13 DP11175 with access off Ryrie Street allowing dwelling density and population potential of between 480 to 720 people on lots ranging from 800m<sup>2</sup> to 1,200m<sup>2</sup>. This scenario has the same servicing costs as Scenario C, but with higher per unit costs due to low yield. The option of not servicing Lot 13 but allowing new development at 1,800 m<sup>2</sup> lot sizes will yield around 319 people in 111 new dwellings but will require further investigation into groundwater impacts.

**Scenario C - 'Moderate growth'** being the extension of services to contiguous Lots 13 and 14 DP11175 with main access off Ryrie Street, with a population range between 1,200 to 1,675 people with options for dual occupancies, on lots ranging in size from 800m<sup>2</sup> to 1,200m<sup>2</sup>. This scenario has the lowest per unit cost due to relatively higher yield.

A further scenario has been devised, **Scenario D** – which is a **combination of Scenarios A and C**. This Scenario investigated servicing of Michelago Village with reticulated water and sewerage, allowing higher density subdivision and some dual occupancy development with a potential population of up to 2,300 (2,284 as estimated in Appendix B) across the serviced area. It is noted that the modelled servicing capacity of around 3,500 EP also allows for some tourist and visitor accommodation and other employment generating activities in Michelago. The cost of retrospectively servicing Michelago village as well as the lots in Scenario C result in the highest servicing model.

The following sections set out the premise for the residential growth scenarios, potential yields and servicing costs.

### 4.1.1 POPULATION GROWTH

- The population of Snowy Monaro Regional Council is projected by the Department of Planning, Industry and Environment to gradually decline from around 20,000 to 17,600 over the period 2016-2040. These projections, prepared in 2019 do not account for recent trends such as Covid –19 and uplift in regional housing markets, nor do they provide detailed information by sub-locality. Council's population projections suggest that the Canberra Corridor of which Michelago is part could experience some population growth of 113 dwellings to 2036 (Profile.id), which at the ABS census rate of 2.88 people/dwelling is 325 persons. It is assumed that this new growth is not serviced.
- The current population of Michelago is estimated at around 230 people. The ABS Census data for Michelago states that the broader locality supported 562 people in 2016. The extent of the ABS statistical division for Michelago is shown in the following excerpt in Figure 4.1.



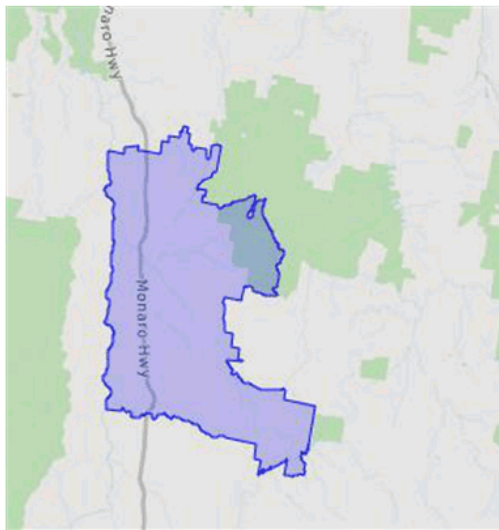


Figure 4.1 The Michelago ABS catchment, 2016 Census

- ABS statistics (2016) indicate for this area that single dwellings dominate (171 dwellings, 98.3%); family households make up 78.5% (n=139) with single or lone households being 19.8% (n=35) of the population. There were 86.6% occupied dwellings and 13.4% unoccupied (ABS, 2016).
- The ratio of people per dwelling is 2.88 (ABS, 2016), and this is used as an assumption throughout this report. It is assumed therefore that there are approximately 80 dwellings in Michelago and a population of 230 people.

#### 4.1.2 DWELLING CAPACITY, DEVELOPABLE AREA AND SERVICING

For the purposes of providing Council with growth scenarios, this section sets out the considerations behind each scenario. In the first instance, the option of retaining the current population in the Michelago Village RU5 zone is suggested to guide the discussion if servicing is not possible. This is translated to Scenario (A) which estimates some infill development at the same density allowing potentially 53 new lots and around 152 more people.

The higher growth scenarios are based on longer term prospects if servicing is provided and there is Council and community support. If services are provided to adjoining land north of Michelago village, there will be opportunity to provide services to the RU5 zoned land as trunk mains will be in proximity. It is acknowledged that it is not always possible or practical to allow infill development due to natural hazards, topography, form of existing development, and personal circumstances. There will need to be decisions made about servicing Michelago in the context of individual household cost estimates.

The draft Master Plan scenarios are therefore focused on the following areas:

- The existing zoned RU5 Village, a compact area of 42ha with some infill potential as shown in Figure 4.2. A broad analysis was undertaken as to which of those lands may support some infill development with servicing.
- Two lots comprising 60ha in total known as Lots 13 and 14 DP11175, which are directly north of Michelago and contiguous with the existing zoned area, shown in (Fig. 4.3 - 4.4), being capable and suitable to accommodate some growth at different densities. The option to provide services only to Lot 13 makes up the 'low growth' scenario, while combined lots 13 and 14 make up the 'medium growth' scenario.



- The R5 Large Lot Residential zone at Micalago Road and E3 Environmental Management zone at Smiths Road are discussed with Micalago Road considered for unserved infill potential only due to existing zoned supply. Smiths Road is deemed not appropriate for densification in this report.



Figure 4.2 RU5 zoned area – Scenario A 'status quo'



Figure 4.3 Lot 13 DP 11175 – Scenario B Low Growth

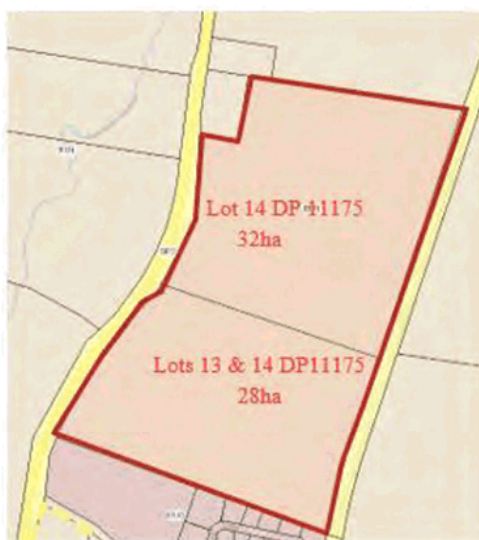


Figure 4.4 Lots 13 & 14 – Scenario C Medium Growth

#### DWELLING POTENTIAL PER SCENARIO

Table 4.2 provides estimates of potential dwelling yield in each Scenario. Scenario A is the 'status quo' which presumes no services to Michelago and some infill at existing densities. A fourth Scenario 'D' is provided to account for extension of services to the RU5 zone and various options for intensification via dual occupancies. It should be noted that:

- In Scenario B, both ‘unserviced’ and serviced options are provided for lot 13 DP11175. Unserved development adopts the current 1,800m<sup>2</sup> minimum lot size for onsite effluent disposal. However, it is suggested that at this scale development may have adverse cumulative environmental impacts and detailed investigations into the feasibility of allowing development of 111 potential new dwellings are recommended.
- The assumed ET/EP ratio of 2.88 persons is based on demographic data for the Canberra Corridor (Profile.id.com.au/snowy-monaro/). It is probable that the ET/EP ratio will reduce over time as the population ages.
- The minimum lot size for dwellings in the serviced scenarios range from 1,200m<sup>2</sup> to 800m<sup>2</sup>, with dual occupancies indicated at 1,500/1,000m<sup>2</sup> and 1,200/800m<sup>2</sup>. Council may decide upon a lower MLS in the serviced scenarios after consideration of this report.
- Dual occupancy development is regarded as a compatible form of increased density in a low-density setting, allowing for housing choice to be incorporated with good design to meet the needs of a future population. Dual occupancy development is defined as ‘detached’ or ‘attached’, with options for separate title in each case. In a village context a dual occupancy would represent low density development compared to a metropolitan example. Dual occupancy, where well designed can provide financial benefits for land owners as well as increase the housing choice for a range of people who do not want a large area of land to manage. Other forms of appropriate higher density development such as multi dwelling housing (terraces) and tourist development such as serviced apartments could also be realised in the ‘heart’ of Michelago to invigorate the precinct. It is emphasised that exceptional design requirements are necessary to keep development at a ‘Michelago’ scale. Appropriate minimum lot sizes will assist in maintaining village density and character.
- The potential for further unserviced infill development of the Michelago Road R5 Large Lot Residential zone is provided to demonstrate an indicative population for the wider locality. It is not recommended or intended to extend services or rezone this area for residential development in the draft Master Plan. Long term there may be opportunity to service land adjacent to infrastructure just over the eastern side of the railway line to provide small scale commercial and/or residential development as shown in the following Figure 4.5, noting this is draft only.

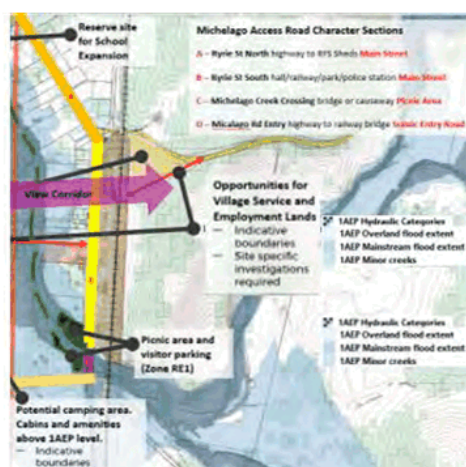


Figure 4.5 Potential development options illustrating areas east of railway line

- The Smiths Road E3 Environmental Management zone is not part of growth scenarios due to bushfire risk and requirement for further investigation into this area.

In terms of the costs of servicing, more detailed information on each scenario as a function of the potential population is provided in section 3.2. Appendix A has detailed background information on each scenario, with refinement of potential yields in Appendix B and detailed costings per Scenario in Appendix C extrapolated from the GHD study.

SUMMARY OF ESTIMATED LOT YIELD FOR MICHELAGO SCENARIOS A, B, C





SCENARIO	ESTIMATED AREA	POTENTIAL LOT YIELD / ET^^ / LOT SIZE	EQUIVALENT PERSONS (EP) (X 2.88) UNSERVICED/SERVICED
<b>Scenario A – Status Quo</b> RU5 Village Zone 	13.8ha of vacant land	80 existing dwellings estimated 53 lot potential at 1,800 m <sup>2</sup>	230 people estimated in place now 152 people (unserviced) potential <b>382 people potential</b>
	(assume 9.66ha available)	96 lot potential at 1,000 m <sup>2</sup> per lot 120 lot potential at 800 m <sup>2</sup> per lot	276 people (serviced) 345 people (serviced)
<b>Scenario B – Low growth</b> Lot 13 DP 11175 	20ha*	(Unserviced) 111 lots @ 1,800 m <sup>2</sup>	319 people
		<b>Serviced single dwellings:</b> 166 lots @ 1,200 m <sup>2</sup> 200 lots @ 1,000 m <sup>2</sup> 250 lots @ 800 m <sup>2</sup>	480 people 576 people 720 people
<b>Scenario C – Medium Growth</b> <sup>^</sup> Lots 13 and 14 DP 11175 	42.5ha*	<b>Serviced single dwellings only:</b> 420 lots at 1,000 m <sup>2</sup> 525 lots at 800 m <sup>2</sup> 607 lots at 700 m <sup>2</sup> Options for 30% dual occupancy <sup>2</sup> /70% single dwellings which suggest yields from 1,345 people in 467 dwellings, or 1,675 people in 581 dwellings.	1,200 people 1,530 people 1,750 people

Table 4.1 Summary of potential lot yield for Scenarios A – C

\*remaining land after assumed 30% for infrastructure, open space, easement etc

<sup>^</sup> yields do not provide for dual occupancy subdivision

<sup>^^</sup> Equivalent Tenements (dwellings)

 Unlikely to be an acceptable outcome

SCENARIO 'D'

If services are available and efficiencies in increased dwelling yield are compatible with the retention of village character and sustainable settlement principles, there is a further logical option of another Scenario, **Scenario 'D'** that assumes urban servicing for the areas in Scenarios A and C being the Michelago RU5 zone and Lots 13 and 14 DP11175. The serviced option of Scenario B for Lot 13 DP11175 is part of Scenario C in this context. The process of extending services to Lots 13 and 14 requires traversing the built area of Michelago. The possible dwelling yields for the combined area are shown in the following Table 4.2,

<sup>2</sup> Or acceptable medium density development option

with opportunities for dual occupancies factored in at minimum lot sizes of 800 m<sup>2</sup> for single dwellings and 1,200 m<sup>2</sup> for dual occupancies.

Options for combined scenarios (**Scenario D**), (more detail in Appendix B)


SCENARIO D	AREA	SERVICED LOT SIZE DUAL OCC/SINGLE DWELLING (ET)	INDICATIVE YIELD ET/EP
<b>Scenarios A and C combined at 800 m<sup>2</sup>/lot</b> 	RU5 Village zone	120 lots @800 m <sup>2</sup>	345 people
	Lots 13 +14	525 lots @800 m <sup>2</sup> <b>@645 lots</b>	1,530 people <b>@1,875 people</b>
<b>Scenarios A and C combined at 70% @ 800 m<sup>2</sup>/lot and 30% land area @1,200 m<sup>2</sup>/dual occupancy</b>	RU5 Village zone Lots 13 +14	Mix of lot sizes allowing housing options indicate ~712 new dwellings	<b>@2,053 people</b>
<b>Michelago existing population</b>		80 dwellings <sup>^</sup>	<b>230 people<sup>^</sup></b>
		<b>POTENTIAL FOR SCENARIO D</b>	<b>Range of 1,875 to 2,280+ people</b>

Table 4.2 Summary of indicative lot yield for Scenario 'D'

<sup>^</sup> Based on 2016 ABS Census data

The potential yields in Scenario D assume land is available in Michelago and it is acceptable to allow increased dwelling density. It has been noted that retrospectively subdividing and developing an established settlement is not as straightforward as a 'greenfield' site. Therefore, the assessed lot yields for Michelago RU5 zoned extent are likely on the higher side of estimated potential growth.

#### 4.1.3 THE GHD MICHELAGO WATER AND WASTEWATER SCOPING STUDY 2020

The GHD 2020 study was reviewed by WSP as part of the background research for this project. In summary the preferred (least cost) option to supply raw water to Michelago is from the Murrumbidgee River. This could be potentially undertaken as an extension to the existing Cooma water allocation licence or purchase of other entitlements. It would also require the construction of a Water Treatment Plant (WTP) near the Murrumbidgee River, pumping infrastructure and 2-3km of pipeline to the Village, as shown in the following Figure 4.6. The study notes that the water supply option from the Murrumbidgee may only be suitable for a 'low to medium' growth strategy. An environmental study of the available water draw from the Murrumbidgee in this area should be undertaken to examine the limits of this water supply option.



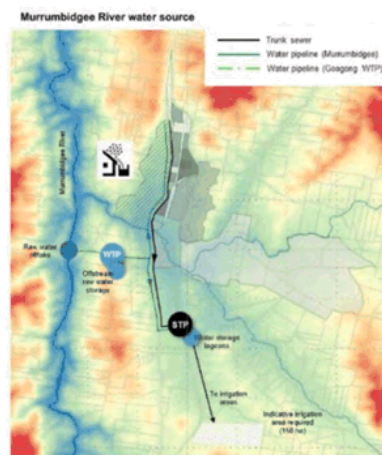


Figure 4.6 Excerpt from 2020 GHD study

Rainwater harvesting, as per the existing system in Michelago may be suitable for low growth scenarios but unsuitable for medium to larger growth within the village, particularly with further development of commercial hubs or tourist and visitor accommodation.

The option of connecting to water services from Icon Water in the ACT may provide a solution for higher growth scenarios, involving less ongoing maintenance as the system will not require a local Water Treatment Plant. However, supply charges will likely offset this saving. The initial costs to construct the required 40km water pipeline are likely economically prohibitive for the expected growth in Michelago as well. The GHD study suggests a 'hybrid' solution of wastewater re-use and rainwater harvesting, but extensive community consultation should be undertaken in the first instance.

## 4.2 SERVICING COST ESTIMATES

Estimates for the costs of servicing the land identified in the growth Scenarios are provided in Table 4.3 below, based on the 12,000 EP servicing regime established by the GHD study. For simplicity, the range of EPs are estimated in groups of Equivalent Persons (1,000 – 1,500, 1,500 – 2,400, and 2,400 – 3,600) reflecting the required trunk infrastructure works per Scenario as follows, with detailed estimates of these assumptions provided in Appendix C.

RANGES OF EQUIVALENT PEOPLE	WATER CAPEX <sup>3</sup> \$	WATER OPEX <sup>4</sup> \$/YR	SEWERAGE CAPEX \$	SEWERAGE OPEX \$/YR	COMMENTS
<b>1,000 – 1,500</b>	15,351,163	233,512	12,788,372	276,694	Does not include Michelago RU5 zone
<b>1,500 – 2,400</b>	21,941,860	379,419	19,188,372	392,534	Includes both Lots 13 and 14 with single dwelling and dual occupancy options
<b>2,400 – 3,600</b>	21,941,860	379,419	23,688,372	437,534	Includes options for 30% dual occupancy and higher density development on lots 13 and 14
<b>Michelago Village</b>	9,662,791	136,628	6,659,128	121,731	RU5 zone Michelago only

<sup>3</sup> Capital Expenditure

<sup>4</sup> Operational Expenditure (annual)

Table 4.3 Equivalent Persons cost estimates based on GHD study for Scenarios A-C

Table 4.4 provides an estimate of costs for the Michelago RU5 zone and Lots 13 and 14 as per the Medium growth Scenario D range of 1,875 to 2,300 people:

SCENARIO D	WATER CAPEX \$	WATER OPEX \$/YR	SEWERAGE CAPEX \$	SEWERAGE OPEX \$/YR	COMMENTS
<b>1,500 – 2,400 EP</b>	21,941,860	379,419	19,188,372	392,534	Includes both Lots 13 and 14 and dual occupancy options
<b>Michelago Village RU5 zone</b>	9,662,791	136,628	6,659,128	121,731	RU5 zone Michelago only
<b>Scenario D: Combined</b>	31,604,651	516,047	25,847,500	514,265	Combined costs of Michelago servicing and Scenario C with a population total of less than 2,400

Table 4.4 Summary of costs of servicing Scenario D

In Scenario D the combined Capex for water and sewerage is \$57.4m and Opex around \$1m. If Michelago village is not serviced, the Capex for servicing Lots 13 and 14 only up to 2,400 persons with water and sewerage is \$41.1m and Opex \$771,000 respectively (as per Scenario C).

The following assumptions are also made regarding the development of Capex and Opex costs, with more information in Appendix C:

- GHD rates pro-rated to suit the estimated equivalent population of the development scenario considering GHD rates were prepared for a 12,000 EP
- For water and wastewater treatment plant, it has been assumed that 20% of GHD lump sum costs for each item will be required and then a percentage is applied over this to pro-rate for the estimated population
- For trunk sewers and water supply mains, 50% of GHD costs applied considering smaller mains could be built if full development to 12,000 EP is unlikely
- Some of the infrastructure such as treatment plants and pump stations were lumped into one sum and we applied a percentage split between these items. These splits will need to be verified by Council
- Batching of estimates into 1,000 -1500 EPs, 1501-2,400EPs, 2,400-3,600 EPs. Development scenarios within the same range will result in similar Capex and Opex costs
- Gravity sewer reticulation has been assumed
- The Michelago RU5 servicing estimates include reticulation of services around the existing 40ha of zoned area which includes developed and undeveloped land, and increased treatment costs
- Different trunk sewer and water distribution main lengths were applied to the scenarios based on full infrastructure lengths in GHD study in comparison with location of the proposed development relative to the infrastructure, Figure 4.7



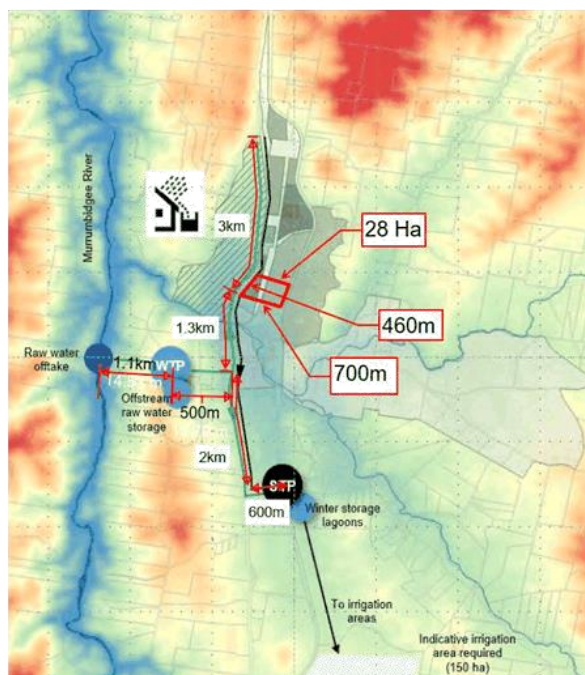


Figure 4.7 Revised estimate for infrastructure based on growth scenarios

## 5 MICALAGO ROAD AND SMITHS ROAD

### MICALAGO ROAD R5 ZONE

It is noted that the R5 Large Lot Residential zoned land on Micalago Road is 821ha in area and currently supports 36 rural residential properties of varying size, Figure 5.1. The area is not serviced. The Cooma Monaro LEP 2013 minimum lot size for the R5 zone is 8ha, ostensibly permitting (conservatively) 46 new unserviced lots and at 2.88 persons per lot, this would be around 130 more people. At this stage there is no strategic justification to provide more land for R5 style development, due to the infill potential in the existing zoned area. It is recommended that services not be extended to this area and that further investigations into future management of the zone be undertaken. As illustrated in Figure 4.5 on page 19 there is potential to include more diverse, serviced housing opportunities in the area directly to the east of the railway line, subject to detailed consideration of constraints, access, demand/supply and costs.



Figure 5.1 Micalago Road R5 Large Lot Residential Zone (NSW Planning Portal)

### SMITHS ROAD E3 ZONE

Smiths Road is an unserviced, low density subdivision zoned E3 Environmental Management. The land is exposed to high bushfire risk with restricted access and evacuation routes. The 2019 RFS Planning for Bushfire Protection guidelines suggest that no further expansion or densification of this type of area and this is recommended as part of the draft Michelago Master Planning process.

Other factors the basis for this recommendation are:

- The severe bushfire risk of the Clear Range locality as shown in Figure 5.2, being a function of the combined factors of isolated subdivision with a lack of access and water supply for firefighting, lack of evacuation routes, perimeter roads and inherent risks to the public and emergency services.
- The lack of strategic justification for more development in this locality provides compelling reasons to not expand this type of lifestyle offering. Council will need to prepare a Bushfire Strategic Study under the guidelines set out in section 4.2 of Planning for Bushfire Protection 2019 to assess whether new development via intensification of settlement is appropriate in the bushfire hazard context. Further, the Final Report of the NSW Bushfire Inquiry (2020) sets out recommendations for a more strategic approach to land use planning and the management of bushfire prone land, particularly in peri urban areas.

- The projected risk of more frequent and larger bushfires, driven by enhanced fire weather conditions as the result of climate change. Recent bushfires in NSW have been of unprecedented scale with adverse and far reaching impacts on biodiversity, human health and infrastructure. It is argued that permitting densification in peri-urban areas and resettlement of fire affected areas is contrary to sustainable development principles. Scattered low density lifestyle offerings have poor ecological outcomes, are unsustainable for resource use and infrastructure but also heighten risk for emergency services<sup>5</sup>. The post fire impacts on individuals and communities are felt for decades psychologically and economically, with trauma leading to retreat from areas with bushfire risk.

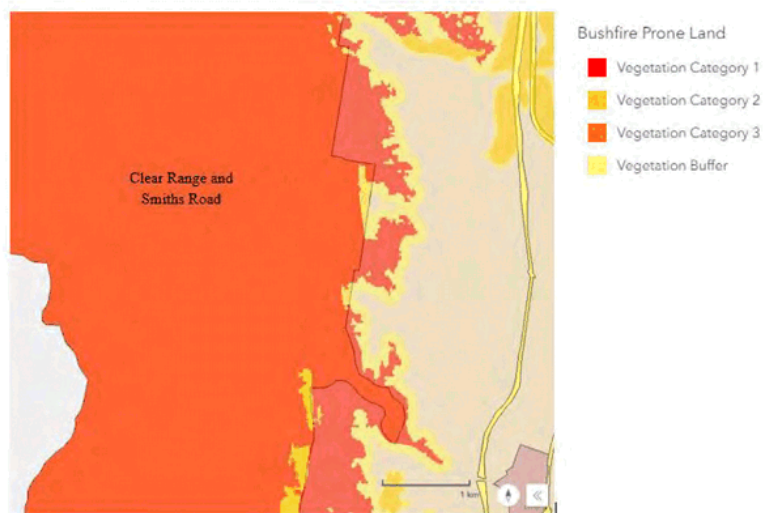


Figure 5.2 Clear Range Bushfire risk (NSW Planning Portal 2021)

<sup>5</sup> Norman et.al.

## 6 SUMMARY OF THE MICHELAGO MASTER PLAN SCENARIOS

The broad investigations into the desired form and scale of Michelago have settled on potential growth scenarios that range from a few hundred more people via infill in the existing village without servicing to around 2,300 equivalent people with servicing. The options assume growth will occur through both infill development and a compact new growth front in a location that allows logical extension of the village while avoiding constraints and limiting impacts on surrounding rural land.

Three scenarios have been prepared, with a fourth an amalgamation of two scenarios that provides an insight into possible maximum settlement density. Estimates of the costs of servicing have been extrapolated from the GHD 2020 study, which assessed servicing a maximum potential of 12,000 people. The costs of servicing are based on population ranges and the expenditure to extend and operate services, with the lowest costs for a potential population increase of 1,000 to 1,500; higher for a population of 1,500 to 2,400 people but only slightly higher for 2,400 to 3,600 people. Proportionately the costs of servicing existing development and infill in Michelago village is the most expensive per capita. This is summarised in Table 6.1:

RANGE OF EQUIVALENT PEOPLE/APPROX. MAX. DWELLINGS	WATER CAPEX \$	WATER OPEX \$/YR	SEWERAGE CAPEX \$	SEWERAGE OPEX \$/YR	TOTAL CAPEX/DWELLING
<b>1,000 – 1,500</b> (520 dwellings)	15,351,163	233,512	12,788,372	276,694	\$54,114
<b>1,500 – 2,400</b> (833 dwellings)	21,941,860	379,419	19,188,372	392,534	\$49,376
<b>2,400 – 3,600</b> (1,250 dwellings) <sup>6</sup>	21,941,860	379,419	23,688,372	437,534	\$36,504
<b>Michelago Village RU5 zone</b> (80 existing + 120 new dwellings)	9,662,791	136,628	6,659,128	121,731	\$81,609
<b>Scenario C and Michelago (Scenario D) (792 dwellings)</b>	31,604,651	516,047	25,847,500	514,265	\$72,540

Table 6.1 Summary of range of equivalent people (EP) and estimated costs of servicing per dwelling

Scenario C equates to just less than 2,300 people and meets the 1,500-2,300 range in the table above (shown in green). This Scenario results in a more economic use of infrastructure while retaining lot sizes at a 'village' scale, allowing for the extension of services to Lots 13 and 14 DP11175 with a combined water and sewerage Capex of \$41.1m and Opex of \$771,000.

Scenario D includes Michelago village with Lots 13 and 14 DP11175 and results in Capex for water and sewerage of \$57.4m and Opex of around \$1m. It is estimated that reticulating services around Michelago village will cost over \$16 million.

The highest population range of 1,250 dwellings yielding a population of 3,600 new people results in the lowest servicing costs. However it is important to note that this has not been adjusted to include Michelago's servicing and presumes greenfield release only, though this would require larger land area than Lots 13 and 14 DP11175.

A range of potential dwelling yields are provided as a guide, with there yet to be a final decision on optimum lot sizes. There is some tension within the objectives of retaining village character with large lot sizes and providing walkable, less car dependent neighbourhoods; avoiding impacts on natural resources with 'sprawl' and making best use of infrastructure without resulting in a high-density standalone 'Canberra-style' subdivision that is out of place in a rural setting.

Best planning practice which incorporates sustainable settlement principles point to a more clustered, compact development model as opposed to unserviced 'sprawl'. This is translated in Michelago as some infill in the existing RU5 zoned area and new serviced growth on Lots 13 and 14 DP11175 being 60ha of adjacent rural land zoned RU1 Primary Production.

<sup>6</sup> This scale of population growth is not included in the Scenarios put forward in this report

Estimates of potential lot yield need to be verified but provide a guide as to the possible scale of new development on Lots 13 and 14 DP111175 with the extension of services. Intensifying Lot 13 without services is considered as an option however investigations would need to be carried out to determine potential cumulative impacts to groundwater.

A compromise that provides staged, serviced development is a plausible option, given the efficiencies in extending services to a compact settlement model. This could provide a range of lot sizes, enabling increased housing choice for current and future residents which will likely include a large proportion of older people. The issue of servicing Michelago village given assessed high per capita costs and equity considerations requires careful consideration.

The following Table 6.2 provides an assessment of each growth scenario against sustainability principles, policy settings and an understanding of community views so far, as a way of summarising the findings. The Capex and Opex totals for each scenario are included as a guide, with the costs of reticulating and operating services across Lots 13 and 14 and around the RU5 zoned village included as an indication of the likely expenditure required. Verification of all costs and lot yields will be necessary.

Where practical, a rating is provided to show where the option or scenario meets sustainability principles. These ratings are as follows:



Does not meet sustainability principles



Able to meet sustainability principles



Can meet sustainability principles with design improvements

SUSTAINABILITY PRINCIPLES	SCENARIO A MICHELAGO RU5	SCENARIO B LOT 13 UNSERVICED	SCENARIO C LOT 13 AND 14 SERVICED	SCENARIO D A - C SERVICED
<b>Managing Future Change and Growth</b>	Presumes the status quo with some infill. Low cost option.	Provides scope to expand	Logical extension of Michelago with services	Logical extension and servicing of the village
<b>Community and Village life</b>	Will retain village scale and character	Continuation of village scale and form	Lot sizes will determine compatible density, can preserve through design	Will likely alter village through increased density
<b>Landscape and the public realm</b>	As above with local rates to apply to upgrades	Higher rate base, no servicing costs	Higher rate base to apply to upgrades	Higher rate base to apply to upgrades
<b>Access and movement</b>	Difficulties in servicing linear lots	Layout presumed to be best practice	Layout presumed to be best practice	Layout presumed to be best practice
<b>Environment and sustainability</b>	Potential cumulative impacts of onsite effluent disposal	Potential cumulative impacts of onsite effluent disposal	Yes	Yes
<b>Cost effective servicing</b>	None – presumed landholders bear costs of onsite effluent disposal and rainwater harvest	None – presumed landholders bear costs of onsite effluent disposal and rainwater harvest	<b>W&amp;S 1,000-1,500 EP</b> \$28m Capex, \$0.5m Opex/yr.	<b>W&amp;S 1,500-2,400 EP (including Michelago)</b> \$57.4m Capex, \$1.0m Opex/yr.
	Servicing with W&S @550 EP \$16m Capex, Opex \$258,359		<b>W&amp;S 1,500-2,400 EP</b> \$41m Capex, \$0.8m Opex/yr.	<b>W&amp;S 2,400-3,600 EP (indicative)</b> \$62m Capex, \$1.5m Opex/yr.
<b>Policy objectives</b>	Retention of village character and scale	To be investigated. Unserviced growth not supported	Yes – sustainable serviced growth supported	Yes - sustainable serviced growth supported



Potential yield estimate	53 lots/~152 people	111 unserviced lots 319 people	420-525 serviced lots 1,200 – 1,675 people approx..	713 serviced lots 1,800 - 2,284 people including Michelago Village (infill and existing)
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Table 6.2 Summary of scenarios and costings

## APPENDIX A – DETAILED CONSIDERATIONS FOR EACH SCENARIO

### SCENARIO A: 'STATUS QUO'

This scenario presumes there is no extension of services to Michelago and the extent of the RU5 zone is developed where possible. The approximate area of the zoned village is approximately 42 ha, noting that the RU5 zone does extend to and across the Michelago creek in the south, incorporating one dwelling. However, much of the land immediately adjoining the Michelago Creek is mapped as riparian and therefore likely undevelopable due to flood risk. It is also noted that all the land on which the village is located is affected by groundwater vulnerability. It is set out in the Draft Master Plan sustainable settlement principles that it is important to keep the urban form compact, using the existing constraints of the Monaro Highway and railway reserve as a guide, with 'hard' edges to adjoining rural land maintained. It is also imperative that new growth does not compromise the contextual features of the locality such as the views to the Tinderry Range, the natural processes of the Michelago Creek, important vegetation, and the unique rural character of the built form of the village.



Excerpt from Council's Settlement Strategy (draft Michelago Flood Prone Land Map)

The issues to consider in determining the form of new growth are the constraints imposed by natural hazards, lack of reticulated services and the optimal scale and form of new housing. The flood risk is to be formalised by additional Council investigations. Assuming new development replicates that possible under the Cooma Monaro LEP, with onsite effluent and stormwater disposal and roads without kerb and guttering, new development would result in lots sizes at a minimum area of 1,800m<sup>2</sup>. This area may need to be revised upwards if groundwater vulnerability requirements are reviewed.

It should be noted that the 'older' lots in Michelago range in size from as low as 1,400m<sup>2</sup> along Ryrie Street (near Michelago Park) to longer linear lots between the police station and Michelago Hall of over 2,700m<sup>2</sup>. Other lots are in the order of 1.5ha near St Thomas' Church to 6,225m<sup>2</sup> to 1.4ha between the Michelago Public School and General Store.

More recent subdivision activity on the eastern and northern side of Ryrie Street has lots designed to make best use of the linear lot layout while also providing 'right of way' style access. For example, in Figure A.1, at 19 Ryrie Street, the former 1.8ha portion with a dwelling now supports five new lots and dwellings on lots averaging 2,000m<sup>2</sup>.



Figure A.1 19 Ryrie Street in 2012 (left) and in 2021 (right image) (NSW Spatial Viewer and Google maps)



In estimating potential infill development in the RU5 zone shown in Figure A.2, using the current 1,800m<sup>2</sup> minimum lot size and assuming land beyond the hotel and service station curtilage is available for residential subdivision, the potential yield is conservatively 53 new lots and dwellings. Using Council's ID profile and ABS data, the average household size in the Michelago locality is 2.88 persons per dwelling. Therefore 53 new dwellings could result in a population of 152 extra people without the need to rezone land.

Michelago's population at the 2016 Census was 562 people, noting that the census catchment area extends beyond the village to adjoining rural areas. It is estimated conservatively that there are 230 people in Michelago village.

There has been some new residential development since 2016, and, the potential infill scenario could see Michelago village and immediate surrounds become a settlement of between 380 and 400 people.

As the majority of Michelago has groundwater vulnerability, there will need to be ongoing dialogue and agreement from government agencies as to the method of effluent disposal and acceptable densities into the future.

#### Risks and considerations

- Groundwater vulnerability may preclude further development that relies on onsite effluent disposal
- Riparian land restrictions may further limit lot yield than estimated.

The linear layout of most lots may not be appropriate for 'battle axe' style subdivision

Figure A.2 RU5 Village zone

- Non-residential development is also permissible in the RU5 zone, and if realised could reduce residential yield
- Intensification of residential land use and efficient use of services is a plan-making direction of the government and a method of creating more diverse and affordable housing. However, the current lack of servicing in Michelago potentially restricts housing diversity such as multi dwelling housing and residential flat buildings, as well as tourist and visitor accommodation such as backpackers' accommodation, eco tourist facilities and caravan parks. At the moment, attached dwellings and semi-detached dwellings are not permissible in RU5 zone.

## SCENARIO B: 'LOW GROWTH'

The 'Low Growth' option presumes that the most logical new area for residential growth that is contiguous with Michelago on RU1 Primary Production zoned land directly adjoining the village (Lot 13 DP11175, being approximately 28ha in area, Figure B.1). It is important that in order to protect groundwater resources and maintain village character that lots are of a size to accommodate dual occupancies at an appropriate density with reticulated water and sewer. Assuming 30% of the land area is used for infrastructure, a buffer from the Monaro highway, waterways and the electricity easement (potentially open space), this leaves approximately 20 ha of developable land.

Based on this area, assuming services are available, the lot yield is conservatively 166 new lots at a minimum of 1,200m<sup>2</sup> (at 8.3 dwellings per ha on 20 ha). At 2.88 persons per dwelling this indicates growth of 480 people. At 1,000m<sup>2</sup>, there could be 200 lots and 576 people. If lots were 800m<sup>2</sup>, this would result in a yield of 250 lots and 720 people. If the infill opportunities were realised in Michelago as illustrated in the 'Status Quo' Scenario 1 (53 dwellings and 152 people plus approximately 230 existing residents), combined this could see Michelago grow to a village of between 1,100 and 1,200 people with serviced and unserviced options.



Figure B.1 Lot 13 DP11175

By comparison, if services were **not available** and it was proven to be achievable and sustainable to develop at the current RU5 Village 1,800m<sup>2</sup> minimum lot size (5.5dw/ha), 111 new dwellings could be developed on Lot 13 DP11175. At 2.88 persons per dwelling, this equates to 319 more people in this release area. Combined with the existing zoned infill potential of Michelago village (9.6ha at 1,800 m<sup>2</sup> resulting in 53 new lots and 152 EP, plus existing population making up 230 people as per Scenario 1), this would result in a village of around 770 people. Issues for consideration are the same as the Scenario 1: constraints from groundwater vulnerability, flooding, access routes, electricity easement and continued preservation of views, scale and density. In keeping with the current style of development, it would be appropriate to extend the RU5 zone on Lot 13 DP11175. Updated provisions for density controls, landscaping and access would be made to the DCP.

This scenario provides serviced and unserviced options for Lot 13 DP11175. It will be critical that lot sizes, if water and sewer are not available, are of a size that maintains village character, particularly if subdivision into dual occupancy development or higher density dwellings is permitted. For example, it is prudent to include an LEP clause requiring a sustainable minimum lot size for dual occupancy development where reticulated sewerage and water supply are not available, e.g. 3,200 m<sup>2</sup>.

In both serviced and unserviced situations, access to Lot 13 will need to be gained from Ryrie Street and not the Monaro highway. Internal roads should be designed to a single lane standard that allows landscaping in the reserve, and relatively informal construction that allows shared use for pedestrians and cyclists. Heritage items need to be protected with substantial buffers around curtilages. Development controls for building setbacks and landscaping would be implemented through the DCP. The



electricity easement provides a constraint but also potentially an opportunity to use the land for open space and pedestrian/cycle access.

If a 'standalone' servicing option is available, the economic thresholds for development will need to be weighed against the overarching objectives to maintain and enhance village character. All stakeholders have expressed a clear desire to avoid developing a Canberra-style suburb in an isolated area. However, it is prudent if unserviced development occurs, that subdivision layouts adopt an element of 'future proofing' of design and layout to facilitate new growth in the future.

## 2 RYRIE STREET



Figure B.2 2 Ryrie Street

No 2 Ryrie Street, or the 6.7ha portion zoned RU1 Primary Production being lots 27, 28 DP11158 and Lot 29 DP1002933 as shown in Figure B.2 has been excluded from the growth scenarios at this time. This is due to the need for further investigations into the site due to location and environmental features. It is noted that the site has riparian land, groundwater vulnerability, terrestrial biodiversity values, and scenic protection considerations. The three portions are part of a larger holding that wraps around the Michelago Public school that are zoned RU5 Village.

The prominent location of the property will require management if it is deemed appropriate to be up-zoned and used for future growth.

## SCENARIO C: MEDIUM GROWTH

Being mindful of the need to respect Michelago's village character and guided by planning best practice, if Michelago was to grow into a larger community than expressed in Scenario B, the most logical and workable extension to Michelago is the combination of Lot 13 DP 11175 (28.4ha) from Scenario B and Lot 14 DP 11175 (32.2ha) to the immediate north of Lot 13, a total raw area of 60.6ha. Lot 14 is affected by flooding, the electricity easement and to some extent has frontage to the Monaro Highway, as shown in Figure C.1 below.

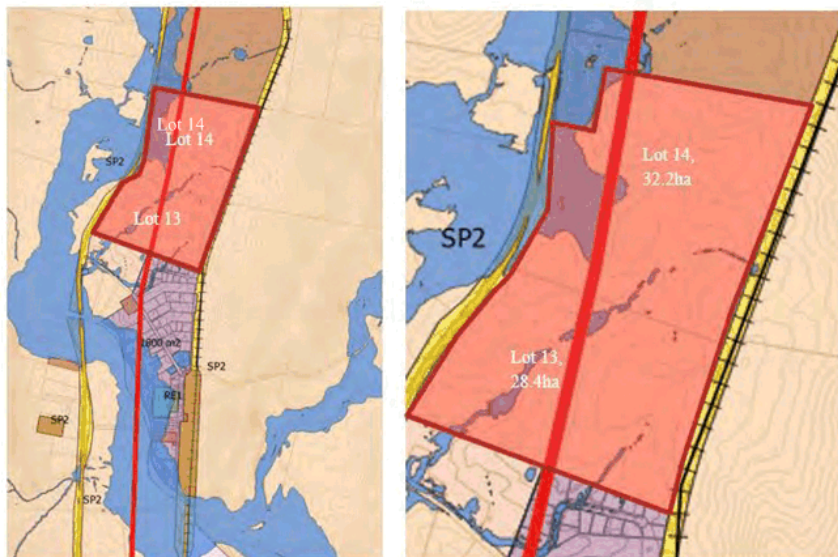


Figure C.1 Lots 13 and 14 DP11175

Settling on a lot size that makes best use of services while retaining walkability and character is of key concern. Other matters for consideration are the funding of new services, the connection of existing development in Michelago to reticulated water and sewer and cost distribution. Assumptions around the availability of servicing indicate that 800-1,000m<sup>2</sup> minimum lot size for single dwellings and 1,200m<sup>2</sup> for dual occupancies may result in a compatible village style layout. Variations on these lot sizes account for densification to make better use of the urban footprint while still maintaining village 'feel' and character. As noted, the clear advice from Council and residents is that a 'Googong' style subdivision of 450m<sup>2</sup> lots is not desirable for Michelago.

Assuming water supply and sewer is provided, and that 30% land used for infrastructure, open space and avoidance of constraints, potential dwelling yields are shown in Appendix B. The assumptions are focused on Lots 13 and 14 DP11175, where Lot 13 is 28.4ha in area with @20ha available land from Scenario B) and Lot 14 (32.2ha in area, with @ 22.54ha available), an area of 42.5ha. Both Lots 13 and 14 have been investigated by Council in the Draft Settlement Strategy 2016 as the logical future growth front for Michelago. Lot sizes are provided to guide the potential yield, ranging from 1,000m<sup>2</sup> to 800m<sup>2</sup> for single dwellings, in a bid to make good use of reticulated services while retaining a sense of relatively low-density living. Options for 30% dual occupancy<sup>7</sup>/70% single dwellings are also provided as a proportion of the lot yield in Appendix B, which suggest yields from 1,345 people in 467 dwellings, or 1,675 people in 581 dwellings. Recommendations for minimum lot sizes are made for single dwellings and dual occupancies to 'build in' character retention appropriate for Michelago.

## SCENARIO D – COMBINATION OF SCENARIOS A AND C

A logical extension of Scenarios A (Michelago Village) and C – lots 13 and 14 DP11175 is Scenario 'D'. This scenario makes best use of reticulated services by extending throughout Michelago Village which will allow for infill development to occur at similar densities and housing typologies. The costs of extending services will need to be allocated carefully and equitably. The Scenario maintains appropriate lot sizes and provides opportunity for housing diversity to cater for future needs. Using Scenario C and the RU5 zone, a further 132 dwellings and 380 people will add to the estimated 1,675 people in 581 dwellings, or around 2,054 people. Including the existing population increases the total serviced to ~713 dwellings and ~2,284 people.

<sup>7</sup> Or acceptable medium density development option



## APPENDIX B - POTENTIAL DWELLING YIELDS

DWELLING YIELD ON LOTS 13 AND 14 DP 11175, TOTAL DEVELOPABLE AREA ASSUMED: 42.5HA

LOT SIZE	YIELD/ET	EP (@2.88 EP/ET)	TOTAL LOTS/EP	
1,000m <sup>2</sup>	Lot 13 200 lots	576	420 lots/ET	1,209 EP
	Lot 14 220 lots	633		
800m <sup>2</sup>	Lot 13 250 lots	720	525 lots/ET	1,512 EP
	Lot 14 275 lots	792		
700m <sup>2</sup>	Lot 13 285 lots	820	606 lots/ET	1,745 EP
	Lot 14 321 lots	924		

DUAL OCCUPANCY AND SINGLE DWELLING OPTIONS - ON COMBINED LOTS 13 AND 14 (42.5HA):

PRESUMED MIX OF DUAL OCCUPANCY (30%) AND SINGLE LOTS (70%) 1,500/1,000 M <sup>2</sup>				
Lot size	Yield/Et	EP (@2.88 EP/ET)	Total Dwellings/ Equivalent People	
1,500m <sup>2</sup> dual occupancy (on 30% of land, 12.6ha)	85 lots/ET	85 lots divided into 170 dwellings	170 ET	489 EP
70% (29.75ha) @1,000 m <sup>2</sup>	297 single lots/ET	297 x 2.88 = 856 people	297 ET	856 EP
			467 ET	1,345 EP

PRESUMED MIX OF DUAL OCCUPANCY (30%) AND SINGLE LOTS (70%) 1,200/800 M<sup>2</sup>

Lot size	Yield/Et	EP (@2.88 EP/ET)	Total Dwellings/ Equivalent People	
1,200m <sup>2</sup> dual occupancy on 30%, 12.6ha	106 lots/ET	106 lots divided into 254 dwellings x 2.88	210 ET	604 people
70% (29.75ha) at 800m <sup>2</sup>	371 lots/ET	371 x 2.88	371 ET	1,071 people
			581 ET	~1,675 EP*

\*581 x 2.88 = 1,673 – total has been rounded up

MICHELAGO RU5 ZONE SCENARIO A: **UNSERVICED**

**Scenario 1** – Michelago zoned area (vacant 9.6ha)

Lot size	Yield/ET	EP (@2.88 EP/ET)	Total Dwellings/Equivalent People	
1,800m <sup>2</sup>	53 ET	53 (x 2.88)	53 ET	152 EP

**COMBINED SCENARIO A AND C, 1,800 M<sup>2</sup> UNSERVICED**

Michelago zoned area (9.6ha) and Lot 13 DP11175 (20ha) INDICATIVE

Area/Lot size	Yield/ET	EP (@2.88 EP/ET)	Total Dwellings/Equivalent People	
RU5 zone 9.6ha, 1,800m <sup>2</sup>	53 ET	53 (x 2.88)	53 ET	152 EP
Lot 13, 20 ha 1,800m <sup>2</sup>	111 ET	111 (x2.88)	111 ET	319 EP
		<b>Total</b>	<b>164 ET</b>	<b>471 EP</b>

**COMBINED SCENARIO A AND C 1,000 M<sup>2</sup> SERVICED SINGLE DWELLINGS**

**Combined serviced Scenario 1 and 3 (Lots 13 and 14): 1000m<sup>2</sup> lot size/no dual occupancy**

Michelago infill available zoned area at 1,000m <sup>2</sup>	9.6ha		96 lots/ET	<b>276 EP</b>
Lots 13 and 14 1,000m <sup>2</sup>	42.5ha		420 lots/ET	<b>1,209 EP</b>
		<b>Total</b>	<b>516 ET</b>	<b>1,486 EP</b>

**COMBINED SCENARIOS A AND C 800 M<sup>2</sup> SERVICED SINGLE DWELLINGS**

Michelago zoned 800m <sup>2</sup> infill	9.6ha		120 lots/ET	<b>346 EP</b>
Lots 13 and 14 800m <sup>2</sup>	42.5ha		531 lots/ET	<b>1,529 EP</b>
		<b>Total</b>	<b>@700 ET</b>	<b>@1,875 EP</b>

**COMBINED SERVICED SCENARIOS 1 AND 3 WITH 30% DUAL OCCUPANCY**

**Combined serviced Scenario A and C: 30% dual occupancy on RU5 and Lots 13 and 14 @ 1,200 m<sup>2</sup>/800 m<sup>2</sup>**

(Lots 13 and 14)	Yield/ET	EP (@2.88 EP/ET)	Total Dwellings/ Equivalent People	
1,200m <sup>2</sup> dual occupancy on 30%, 12.6ha	105 lots/ET	105 lots divided into 210 dwellings x 2.88	210 ET	604 people
70% (29.75ha) at 800m <sup>2</sup>	371 lots/ET	371 x 2.88	371 ET	1,071 people

			<b>581</b>	<b>@1,675 EP</b>
<b>Michelago RU5 9.6ha</b>	<b>Yield/ET</b>	<b>EP (@2.88 EP/ET)</b>	<b>Total Dwellings/ Equivalent People</b>	
(30% = 28,800m <sup>2</sup> ) @1,200m <sup>2</sup>	24 lots/ET	24 ET divided into 48 dwellings x 2.88	48 ET	139 EP
(70% = 67,200m <sup>2</sup> ) @ 800m <sup>2</sup>	84 lots/ET	84 ET x 2.88	84 ET <b>= 132</b>	240 EP <b>@380 EP</b>
		Total lots 13 and 14 and RU5	<b>132 + 581 = 713</b> ET	<b>@2,054 EP total</b>

<b>Michelago existing village</b>	<b>Yield/ET</b>	<b>EP (@2.88 EP/ET)</b>	<b>Total Dwellings/ Equivalent People</b>	
	80 dwellings/ET	230 EP	<b>2,054 plus 230 =2,284 EP</b>	

## APPENDIX C – INFRASTRUCTURE COST ESTIMATES

Scenario	Item	Description	CAPEX				OPEX				
			Qty	Unit	Rate	Amount	Basis	% of CAPEX	Other O&M	Amount (\$/yr)	Basis
	S1	Reticulation Sewer	3750	m	\$ 930	\$ 3,488,372	GHD rate	1%	\$ 3,750	\$ 38,633.72	% of CAPEX + CCTV (\$10/m/10yr)
	S2	Trunk Sewer (development to STP)	4000	m	\$ 1,000	\$ 4,000,000	Estimate	1%	\$ 4,000	\$ 44,000.00	% of CAPEX + CCTV (\$10/m/10yr)
	S3	Manholes	60	ea	\$ 15,000	\$ 900,000	Estimate	1%	\$ 60	\$ 9,060.00	% of CAPEX + CCTV (\$10/m/10yr)
	S4	Small Sewer SPS - 100%	1	lot	\$ 500,000	\$ 500,000	Estimate	1%	\$ -	\$ 5,000.00	% of CAPEX
	S5	Sewer Treatment Plant - 50%	1	lot	\$ 3,900,000	\$ 3,900,000	GHD Rate	5%	\$ -	\$ 180,000.00	% of CAPEX
	TOTAL SEWERAGE COSTS					\$ 12,788,372				\$ 276,694	
Notes/Assumptions:											
- Retic mains are for development area.											
- Trunk sewer from development area to STP.											
- Facilities are assumed to be % portion of full development (12000 EP), with staged upgrades for future developments. 1100-1420 EP											
- Allowance for small SPS required for small northern development, likely requiring upgrade in the future. GHD report requires large 65 L/s SPS for full 12000 EP development.											
- Infrastructure requirements based on GHD report.											
Scenario 2: Low Growth	W1	Water Reticulation	4200	m	\$ 651	\$ 2,734,884	GHD rate	1%	\$ -	\$ 27,348.84	% of CAPEX
	W2	Water Trunk Main (intake PS to WTP to development to STP)	5500	m	\$ 930	\$ 5,116,279	GHD Rate	1%	\$ -	\$ 51,162.79	% of CAPEX
	W3	Clear Water storage - 50%	1	lot	\$ 2,500,000	\$ 2,500,000	GHD Rate	1%	\$ -	\$ 25,000.00	% of CAPEX
	W4	Raw Water storage - 50%	1	lot	\$ 2,500,000	\$ 2,500,000	GHD Rate	1%	\$ -	\$ 25,000.00	% of CAPEX
	W5	Intake raw water PS - 100%	1	lot	\$ 500,000	\$ 500,000	GHD Rate	1%	\$ -	\$ 5,000.00	% of CAPEX
	W56	Water Treatment Plant - 50%	1	lot	\$ 2,000,000	\$ 2,000,000	GHD Rate	5%	\$ -	\$ 100,000.00	% of CAPEX
TOTAL WATER COSTS					\$ 15,351,163				\$ 233,512		
Notes/Assumptions:											
- Retic mains are for development area.											
- Water trunk main between river intake PS, WTP, development area and STP.											
- Facilities are assumed to be % portion of full development (12000 EP), with staged upgrades for future developments.											
- Infrastructure requirements and rates based on GHD report.											

Scenario 3 Med Growth	S1	Reticulation Sewer	8050 m	\$ 930	\$ 7,488,372	GHD rate	1%	\$ 8,050	\$ 82,933.72	% of CAPEX + CCTV (\$10/m/10yr)
	S2	Trunk Sewer (development to STP)	4500 m	\$ 1,000	\$ 4,500,000	Estimate	1%	\$ 4,500	\$ 49,500.00	% of CAPEX + CCTV (\$10/m/10yr)
	S3	Manholes	100 ea	\$ 15,000	\$ 1,500,000	Estimate	1%	\$ 100	\$ 15,100.00	% of CAPEX + CCTV (\$10/m/10yr)
	S4	Small Sewer SPS - 100%	1 lot	\$ 500,000	\$ 500,000	Estimate	1%	\$ -	\$ 5,000.00	% of CAPEX
	S5	Sewer Treatment Plant - 75%	1 lot	\$ 5,200,000	\$ 5,200,000	GHD Rate	5%	\$ -	\$ 240,000.00	% of CAPEX
	<b>TOTAL SEWERAGE COSTS</b>				\$ 19,188,372				\$ 392,534	
	Notes/Assumptions:									
	- Retic mains are for development area.									
	- Trunk sewer from development area to STP.									
	- Facilities are assumed to be % portion of full development (12000 EP), with staged upgrades for future developments 1750 EP									
	- Allowance for small SPS required for small northern development, likely requiring upgrade in the future. GHD report requires large 65 L/s SPS for full 12000 EP development.									
	- Infrastructure requirements based on GHD report.									
Scenario 3 Med Growth	W1	Water Reticulation	9000 m	\$ 651	\$ 5,860,465	GHD rate	1%	\$ -	\$ 58,604.65	% of CAPEX
	W2	Water Trunk Main (intake PS to WTP to development to STP)	6000 m	\$ 930	\$ 5,581,395	GHD Rate	1%	\$ -	\$ 55,813.95	% of CAPEX
	W3	Clear Water storage - 75%	1 lot	\$ 3,000,000	\$ 3,000,000	GHD Rate	1%	\$ -	\$ 30,000.00	% of CAPEX
	W4	Raw Water storage - 75%	1 lot	\$ 3,000,000	\$ 3,000,000	GHD Rate	1%	\$ -	\$ 30,000.00	% of CAPEX
	W5	Intake raw water PS - 100%	1 lot	\$ 500,000	\$ 500,000	GHD Rate	1%	\$ -	\$ 5,000.00	% of CAPEX
	W56	Water Treatment Plant - 75%	1 lot	\$ 4,000,000	\$ 4,000,000	GHD Rate	5%	\$ -	\$ 200,000.00	% of CAPEX
	<b>TOTAL WATER COSTS</b>				\$ 21,941,860				\$ 379,419	
	Notes/Assumptions:									
	- Retic mains are for development area.									
	- Water trunk main between river intake PS, WTP, development area and STP.									
	- Facilities are assumed to be % portion of full development (12000 EP), with staged upgrades for future developments.									
	- Infrastructure requirements and rates based on GHD report.									

Notes/Assumptions:									
- Retic mains are for development area.									
- Water trunk main between river intake PS, WTP, development area and STP.									
- Facilities are assumed to be % portion of full development (12000 EP), with staged upgrades for future developments.									
- Infrastructure requirements and rates based on GHD report.									
S1	Reticulation Sewer	16050 m	\$ 950	\$ 15,247,500	GHD rate	1%	\$ 16,050	\$ 168,525.00	% of CAPEX + CCTV (\$10/m/10yr)
S2	Trunk Sewer (development to STP)	4500 m	\$ 1,000	\$ 4,500,000	Estimate	1%	\$ 4,500	\$ 49,500.00	% of CAPEX + CCTV (\$10/m/10yr)
S3	Manholes	240 ea	\$ 15,000	\$ 3,600,000	Estimate	1%	\$ 240	\$ 36,240.00	% of CAPEX + CCTV (\$10/m/10yr)
S4	Small Sewer SPS - 100%	1 lot	\$ 500,000	\$ 500,000	Estimate	1%	\$ -	\$ 5,000.00	% of CAPEX
S5	Sewer Treatment Plant - 75%	1 lot	\$ 6,500,000	\$ 6,500,000	GHD Rate	5%	\$ -	\$ 300,000.00	% of CAPEX
<b>TOTAL SEWERAGE COSTS</b>				<b>\$ 30,347,500</b>				<b>\$ 559,265</b>	
D4 Mix including Michelago									
Based on 800-1000m2 lots									
W1	Water Reticulation	20000 m	\$ 651	\$ 13,023,256	GHD rate	1%	\$ -	\$ 130,232.56	% of CAPEX
W2	Water Trunk Main (intake PS to WTP to development to STP)	6000 m	\$ 930	\$ 5,581,395	GHD Rate	1%	\$ -	\$ 55,813.95	% of CAPEX
W3	Clear Water storage - 75%	1 lot	\$ 3,750,000	\$ 3,750,000	GHD Rate	1%	\$ -	\$ 37,500.00	% of CAPEX
W4	Raw Water storage - 75%	1 lot	\$ 3,750,000	\$ 3,750,000	GHD Rate	1%	\$ -	\$ 37,500.00	% of CAPEX
W5	Intake raw water PS - 100%	1 lot	\$ 500,000	\$ 500,000	GHD Rate	1%	\$ -	\$ 5,000.00	% of CAPEX
W56	Water Treatment Plant - 75%	1 lot	\$ 5,000,000	\$ 5,000,000	GHD Rate	5%	\$ -	\$ 250,000.00	% of CAPEX
<b>TOTAL WATER COSTS</b>				<b>\$ 31,604,651</b>				<b>\$ 516,047</b>	

**NOTE: THE COSTS OF SERVICING MICHELAGO IS D3 LESS D4**

Michelago water CAPEX is \$9,662,791

Michelago water OPEX is \$136,628

Michelago sewer CAPEX is \$6,659,128

Michelago sewer OPEX is \$121,731

**Total CAPEX \$16,321,919**

**Total OPEX/YR \$258,359**



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## APPENDIX D – REFERENCES

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## ABOUT US

WSP is one of the world's leading engineering professional services consulting firms. We are dedicated to our local communities and propelled by international brainpower. We are technical experts and strategic advisors including engineers, technicians, scientists, planners, surveyors, environmental specialists, as well as other design, program and construction management professionals. We design lasting Property & Buildings, Transportation & Infrastructure, Resources (including Mining and Industry), Water, Power and Environmental solutions, as well as provide project delivery and strategic consulting services. With approximately 50,000 talented people globally, we engineer projects that will help societies grow for lifetimes to come.



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### 9.3.2 ESSENTIAL ENERGY PROPOSED UPGRADE OF STREET LIGHTS TO LED

Record No:

Responsible Officer:	Chief Operating Officer
Author:	Manager Infrastructure
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	9.1 Transportation corridors throughout the region are improved and maintained
Delivery Program Objectives:	9.1.1 Management of road corridors is effective and efficient
Attachments:	1. Essential Energy - Street Light - Budget Estimate
Cost Centre	Road Operations – Street Lighting
Project	Street Light Upgrades
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

Essential Energy is undertaking a streetlight upgrade program to introduce LED lights. Works are scheduled to commence in FY22. Essential Energy have proposed two (2) funding models for Council's consideration; these are:

**1. Option 1. Council Funded Model: Council funds the cost of replacements upfront**

- Large capital cost at the start of the period.
- Lower ongoing costs for the period of the contract.

**2. Option 2. Essential Energy Funded Model**

- No upfront costs.
- Higher ongoing costs.

Option 2 will result in a lower upfront cost to Council and a saving of \$27,000 per annum for 10 years.

The following officer's recommendation is submitted for Council's consideration.

#### OFFICER'S RECOMMENDATION

That Council proceed with the Essential Energy bulk LED upgrade program under the option 2 funding model.

#### BACKGROUND

Essential Energy owns and is responsible for the maintenance of streetlights across the Snowy Monaro LGA. Council is responsible for specifying lighting levels and for the costs associated with the operation of the streetlight network.

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Essential Energy is in the process of replacing all old technology street lighting across its network with LED technology. The number of different types and styles of streetlights reduces the efficiency of operating the streetlight network and makes it more expensive. As part of the roll out of LED lighting technology Essential Energy aims to standardise street lighting across the network.

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

Street lighting improves safety by allowing pedestrians and motorists to see each other. It also adds to personal safety and aesthetics.

Street lighting can reduce night time accidents and crime and offers social and economic benefits by encouraging the positive use of public areas at night.

### **2. Environmental**

Streetlighting technology has advanced significantly in recent years, with a key advancement being the introduction of energy efficient and cost-effective LED streetlighting. LED lighting has become the dominant technology for most new streetlighting upgrades around the world, and large-scale replacement programs are now underway across much of New South Wales (NSW).

Switching to LED technology reduces energy consumption and greenhouse gas emissions, and the lights have a longer life span, which reduces the burden of maintenance programs for local Councils, freeing up resources, which can then be used to benefit the community in other ways.

Essential Energy are working closely with Councils and have started the transformation of streetlighting, with almost 60% of lights already converted to LED, with a target of 95% of lights to be LED by 2024.

**NOTE:** *Compared to existing Mercury Vapour lights, the LED lights use approximately 50% less energy.*

#### Energy Savings Certificates (ESC).

Energy Savings Certificates are tradeable certificates created under the Energy Savings Scheme. ESCs represent energy savings arising from a recognised energy saving activity. One ESC represents one notional Megawatt hour (MWh) or energy saved. Only accredited certificate providers (ACPs) can create ESCs. ACPs can only create ESCs from recognised energy savings activities for which they are accredited for. Scheme participants purchase ESCs and surrender them to the scheme regulator to meet obligations they have under the scheme.

Snowy Monaro Regional Council requested Essential Energy to create ESCs for all bulk and spot LED replacements of public lighting assets managed by Essential Energy occurring from 2 December 2019.

### **3. Economic**

There are variations to the costs associated with Essential Energy's proposed upgrade of street lighting to LED and these are dependent upon which funding model is adopted by Council.

Considering the cost estimate for 'Like for Like' Replacement of the existing streetlights, the difference between streetlights to be upgraded to LEDs by Council and streetlights to be upgraded to LEDs by Essential Energy are:

**Council Funds (option 1)** - estimate of program costs

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9.3.2 ESSENTIAL ENERGY PROPOSED UPGRADE OF STREET LIGHTS TO LED

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- \$475,000 Upfront offset by \$46,000 in energy savings certificates.
- \$428,000 Net capital upfront with offset of ESC value.
- \$73,000 per annum benefit.

**Essential Energy Funds (option 2)** - estimate of program costs.

- \$26,000 Upfront, offset by \$46,000 in energy savings certificates.
- Capital recovered over 10 years through SLUOS (Street Light Use of System ) charges
- \$27,000 saving per annum years 1-10
- \$73,000 saving per annum years 11+

Given the significantly smaller upfront cost and \$27,000 savings per annum for the first 10 years, the Essential Energy funded option (option 2) is recommended.

**4. Civic Leadership**

The proposed upgrade of streetlights by Essential Energy to LED aligns with all four (4) themes in Councils Community Strategic Plan 2040 i.e. Community, Economy, Environment and Leadership.

- Community. Our communities are welcoming, inclusive and safe; our lifestyle needs are actively considered and planned for; and opportunities exist to enhance our health and social wellbeing
  - Economy. We are a vibrant and prosperous community providing opportunities for growth and learning.
  - Environment. Our built infrastructure is attractive and fit for purpose.
  - Leadership. Our council delivers best value to the community.
-





Ref: COUNCIL\_LED\_FY22\_Offer

10 January 2021

Gary Shakespeare  
Group Manager Transport Infrastructure,  
Snowy Monaro Regional Council

Email: Gary.Shakespeare@snowymonaro.nsw.gov.au

Dear Mr Shakespeare,

**Bulk LED Upgrade Budgetary Estimate and planning commencement for FY22 – Snowy Monaro Regional Council**

I am writing to you to provide a budgetary estimate for the LED upgrade program for Snowy Monaro Regional Council, where Bulk LED Replacement (BLR) works are scheduled to commence in FY22. This letter outlines the planning process and key decision points for Council. Since commencement of the program, we have developed a simplified process to streamline and support Council through the upgrade.

Our LED pricing used in preparing this offer is based on pricing derived from the AER's approved public lighting price model for FY22. To provide best value to Councils, where bulk efficiencies allow for a price lower than the AER rates, a discount has been applied.

A significant barrier in moving to LED has been retiring recently installed luminaires with a high residual value. Essential Energy has partnered with the NSW State Government to remove this barrier. The new funding provided by the NSW Government supports Essential Energy's strategy to accelerate deployment of LED's, further reducing Councils' energy bills and facilitating savings that can be used for other local government critical services. For reference see Attachment 2 – Letter to Councils re DPIE funding support.

Essential Energy has been working closely with the Southern Lights Group to promote a 100% deployment of LED streetlights including smart controls and communications network to support Councils 'Smart Cities' initiatives. Smart controllers, when added to an LED luminaire will enable monitoring, control, and further dimming. The Smart controllers for LED lights are currently in a competitive tender with representatives from Southern Lights assisting in this process. We will write to you again once procurement is complete and further information can be provided.

**Program Plan and Key Decision Points**

Prior to commencement of works, our team will undertake a detailed review of inventory and arrange to meet with Council to discuss the program in detail. This bulk LED upgrade provides the perfect opportunity to improve lighting outcomes for Council, with the key decisions for Council being:

**1. Undertake a review of road lighting levels & ownership of assets**

- Essential Energy's standard maintenance approach to LED upgrade, is to replace old technology with an LED luminaire that maintains as a minimum, the same lighting levels.
- Since lights were originally installed, road usages may have changed, and Council may wish to modify lighting levels in some areas. A review of lighting levels to AS1158 is recommended and our team will assist you with this process.
- As part of pre-deployment activities our team will work closely with Councils to confirm asset ownership & provide clarity on the responsible party for maintenance. Where legacy agreements are in place we will discuss the options going forward on a case by case basis.

**2. Funding**

- Recognising that funding can be a significant barrier, Essential Energy will now provide as an option to Councils upfront funding for LED upgrades with recovery of costs via the Australian Energy Regulator (AER) public lighting charges.

Bulk LED upgrade for Category P and V lighting

Page 2 of 4

- Council should note however that the option to contribute to the LED upgrade program is still available. Provided below is an estimate of both options for consideration.

### Cost Estimate

The table below provides a view of costs and benefits of the LED luminaire upgrade program.

FY22- Cost Estimate	Number of Upgraded Luminaires	Cost of Upgrade	Residual Value	Total Cost Payable to EE	Estimated ESC Savings	Net CAPEX to Council	Essential Energy's Contribution	SLUOS current (eligible LEDs only)	SLUOS New LED	SLUOS Saving	Estimated energy cost savings	Annual Saving
Streetlights to be upgraded to LEDs by Council	904	\$ 663,172.11	\$ 25,594.74	\$ 637,577.37	\$ 41,811.88	\$ 595,765.49	\$ 164,252.22	\$ 65,277.72	\$ 37,021.57	\$ 28,256.15	\$ 40,214.26	\$ 68,470.41
Streetlights to be upgraded to LEDs by Essential	904	\$ 663,172.11	\$ 25,594.74	\$ 637,577.37	\$ 41,811.88	\$ (16,217.15)	\$ 663,172.11	\$ 65,277.72	\$ 88,254.14	\$ (22,976.42)	\$ 40,214.26	\$ 17,237.84

The estimate provided above is based on a "like for like" deployment in accordance with CEOS5126.02 Operational Standard: Public Lighting Maintenance (see Attachment 1: Replacement luminaire matrix). During planning we will work with you to review this approach and will provide a revised estimate where Council may wish to defer from this approach based on Council preference.

Where non-standard lighting is currently installed, the estimate above is based on installing a standard LED luminaire fitting in lieu of a more expensive decorative luminaire, however this can be included where Council wishes to retain a decorative looking luminaire.

Some exclusions may apply to offer pricing where additional works beyond a luminaire replacement is required – for example where modifications are required to support structures. We recommend applying a small contingency to budgeting to allow for any minor additional works, improvements in lighting, or decorative aesthetics that Council may be seeking to retain as part of the upgrade program.

### Next Steps

We will contact you to request a short meeting to talk through this letter and arrange a time to come to Snowy Monaro Regional Council to undertake a field inspection, pending COVID-19 restrictions. In the interim we would ask that you share this letter with key Council personnel who may assist with this process. My details are below, and I welcome any questions regarding this program, or any other streetlighting matters.

If you have any questions regarding the proposed works or this offer, please do not hesitate to contact Adele Finch (Streetlighting and Joint Use Manager) on 0427 064 130.



Adele Finch  
Streetlighting and Joint Use Manager

Bulk LED upgrade for Category P and V lighting

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**Attachment 1 – Replacement luminaire matrix**

Operational Standard: Public Lighting Maintenance

UNCLASSIFIED

CEOS5126.02

**Table 3 - Replacement luminaire matrix**

Road Lighting Category	Existing Luminaires	Current Standard Luminaires	Item Code
Category P (Residential road luminaires)	50W or 80W Mercury Vapour 42W Compact Fluorescent Linear Fluorescent Lighting All Low-Pressure Sodium of 55W or less 50W High Pressure Sodium	17W Sylvania StreetLED3 22W OrangeTek Ignis Mini 17W GE Evolve	510165 542460 510197
	125W Mercury Vapour 70W High Pressure Sodium 42W Sylvania StreetLED	33W Sylvania StreetLED2 27W OrangeTek Ignis Mini	510228 542450
Category V (Major road luminaires)	90-135W Low Pressure Sodium 150W High Pressure Sodium 250W Mercury Vapour 100W LED Aldridge Luminaire	80W Sylvania RoadLED Midi 71W OrangeTek Ignis 1	510241 542490
	100W High Pressure Sodium	50W Sylvania RoadLED Midi 49W OrangeTek Ignis 1	510236 542500
	250W High Pressure Sodium 250W Metal Halide 400W Mercury Vapour 198W LED Aldridge Luminaire 200W LED Aldridge Luminaire	150W Sylvania RoadLED Midi	510244
	400W High Pressure Sodium 400W Metal Halide 700W Mercury Vapour 298W LED Aldridge Luminaire 300W LED Aldridge Luminaire	300W Sylvania RoadLED	510263
Floodlights	150W High Pressure Sodium or Metal Halide	LED equivalent TBA	
	250W High Pressure Sodium or Metal Halide	LED equivalent TBA	

Bulk LED upgrade for Category P and V lighting

Page 4 of 4

**Attachment 2 – Letter to Councils re DPIE funding support**



Dear Mayor/General Manager,

**NSW Government and Essential Energy – turning on LED lighting for rural and regional NSW**

Over the past 18 months, Essential Energy has worked closely with various stakeholder groups, including the Southern Lights Group and several Joint Organisations to deliver better public lighting outcomes for regional NSW.

We are excited to advise that several key activities including our submission to the Australian Energy Regulator (AER) which provided for a reduction in charges by an average of 35 per cent, and the procurement of a full range of more efficient LED luminaires support our new strategy to deliver lower public lighting costs for the 85 Councils that Essential Energy serves by realising a 100 per cent LED lighting network.

The business case for upgrading to LED technology is clear, significantly reducing maintenance costs and increasing energy cost savings for Councils, whilst removing mercury used in existing older technology lamps and lowering energy consumption which reduces greenhouse emissions into the environment.

We recognise however that for many Councils the remaining high residual value of recently installed luminaires was a significant financial barrier. For these assets, the longer return on investment created risk of a fragmented deployment of LEDs, which would delay both the financial and environmental benefits LED technology delivers.

In order to support Councils and help remove this final barrier, Essential Energy, with the support of the NSW State Government, is introducing two new sources of support funding to enable 100 per cent deployment of LED technology across the Essential Energy network.

1. The NSW Government is partnering with Essential Energy to provide up to \$3.13m of funding support to pay out the high residual value of around 10,600 existing luminaires, accelerating the transition to 100 per cent LED uptake.

This funding supports Essential Energy's goal to become Australia's first 100 per cent LED network, which will further reduce Councils' energy bills and facilitate savings that can be used for other local government critical services.

2. The NSW Energy Savings Scheme (ESS) incentivises LED upgrade through the creation of Energy Saving Certificates (ESCs) for each MWH of energy saved, thus offsetting the cost of upgrade.

These two new initiatives will mean all 85 Councils in regional NSW will receive savings on the upgrade to LED technology during both planned upgrade programs, and where an LED upgrade occurs due to a spot failure from December 2019.

Please note that Councils due for bulk upgrade to LED in FY21 received an estimate in late November for budgetary purposes. As a result of these changes a new estimate will be provided inclusive of the support funding by early January 2020 to your nominated Council representative.

The information provided in this letter is provided under embargo for the benefit of Councils, and we ask that you please do not share with the media prior to a formal Ministerial announcement in early 2020.

Yours sincerely,

A blue rectangular box representing a digital signature.

**Waide Elliott**  
**Streetlight and Joint Use Manager**

Commercial-in-Confidence

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### 9.3.3 KALKITE STP EVAPORATION DAM REFURBISHMENT

Record No:

Responsible Officer:	Chief Operating Officer
Author:	Manager Water Wastewater Operations
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	8.2 Improve and maintain our public owned infrastructure and assets and facilities to a high standard
Delivery Program Objectives:	8.2.1 Council maximises its Asset utilisation to deliver services today and into the future
Attachments:	Nil
Cost Centre	WO2460.4560.401
Project	Kalkite STP Evaporation Pond Relining
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

Relining of the existing evaporation pond at the Kalkite STP commenced in April 2021. During this work it was identified that the maturation pond wall was at risk of imminent failure. As a result of this, the evaporation dam needs to be refurbished in a different manner than previously scoped and the size needs to be increased to optimise the process at the STP to accommodate for the removal of the maturation pond from service.

Two designs have been provided. The second design provides much better outcomes for a small incremental cost increase.

The new design which includes a reinforced wall allows for dam capacity to be increased to 2.2 megalitres, thus extending the life span of the dam while also reducing the maintenance requirements of the dam. The impact of this change is the requirement for an additional \$834,123 budget, which can be funded from sewer reserves.

This amount is above the tendering threshold. It is recommended that the works proceed without tender on the existing unit rates due to:

- The works constitute an emergency situation, with the need to ensure that the existing dam does not collapse, leading to a pollution event in the nearby creek, impacts on the ability of the Council to provide services to Kalkite and to avoid the potential costs of remediation after the dam wall collapsed.
- That due to the unavailability of competitive or reliable tenderers a satisfactory result would not be achieved by inviting tenders, as the market has been tested in appointing the current contractor, who was the only group expressing an interest in undertaking work in this area.

The following officer's recommendation is submitted for Council's consideration.

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### OFFICER'S RECOMMENDATION

That Council:

- A. Approve an increase of the available budget for the Kalkite STP project from \$124,384 to \$958,507.00 inclusive of GST to allow for the construction of a fully reinforced dam wall for the Kalkite evaporation dam re-build.
- B. Not undertake tenders for the work due to:
  - a. The need to deal with the dam wall as an emergency event,
  - b. That tendering will not provide competitive or reliable tenders, and
  - c. That the current unit rates are the result of a competitive process.
- C. Approve the continuation of the current contract 024-2021 based on the schedule of rates submitted during the procurement process for the original evaporation dam relining contract, for the new refurbishment project.

### BACKGROUND

In August 2020 a dam surveillance and inspection study for Kalkite STP and Lake Wallace Dam was completed. Based on recommendations in the report contract 024-2021 for the Kalkite evaporation dam remediation was initiated in 2021 by the Water and Wastewater Department. The initial scope for the project was to install a HDPE liner and wombat proofing in the evaporation dam to extend the useful life and to repair leaks in the evaporation dam.

The dam surveillance and inspection report also recommended that the trees located adjacent to and in the walls of the maturation pond and evaporation dam be removed. The trees were hindering the treatment process the pond and dam provided as the trees were overshadowing the dam and pond and reducing the UV disinfection the sunlight would provide. The tree roots were also affecting the structural integrity of the walls. Prior to the contract commencing to repair the evaporation dam, tree removal from both the maturation pond and the evaporation dam took place.

Shortly after the removal of the trees, there was a major rain event at Kalkite. This rain event, coupled with the tree removal, had an adverse effect on the maturation pond, exacerbating existing cracking that had not previously been identified. A geo-technical company was commissioned to investigate the issue. The geo-technical report detailed that the maturation pond wall had started to catastrophically fail and was moving significantly towards collapse. The maturation pond was removed from service immediately to avoid increasing the risk of failure. Refurbishment work on the maturation pond had been planned for during the future upgrades of the treatment plant, however due to the now identified risks, this work needs to be brought forward as a matter of urgency.

The position of the maturation pond and the steepness of the batter prohibits any form of repair and/or restoration works to be undertaken easily due to significant safety risks.

With the imminent failure of the maturation pond wall there has been significantly greater pressure placed on the process capacity of the evaporation dam design requirements, to the point that the original design and sizing matrix is no longer fit for purpose.

### Construction options

9.3.3 KALKITE STP EVAPORATION DAM REFURBISHMENT

There are two options that allow the evaporation dam to handle the additional operational stresses with the decommissioning of the maturation pond.

Both option 1 & 2 have a similar construction time. Neither has any significant construction methodology advantage over the other.

Requirements and benefits for both options:

- Will require level 1 supervision whilst constructing.
  - This is a requirement for Geo-Technical engineering sign off
- Have a fully lined dam
- Include wombat proofing mesh in the design
- Have the capacity required to process the effluent from the STP

### Option 1

This option allows for a final dam capacity of approximately 2 mega-litres. There is no reinforcing in the design and the external batter is still an aggressive 36 degree angle that could, during adverse weather events, still allow for significant erosion and loss of integrity.

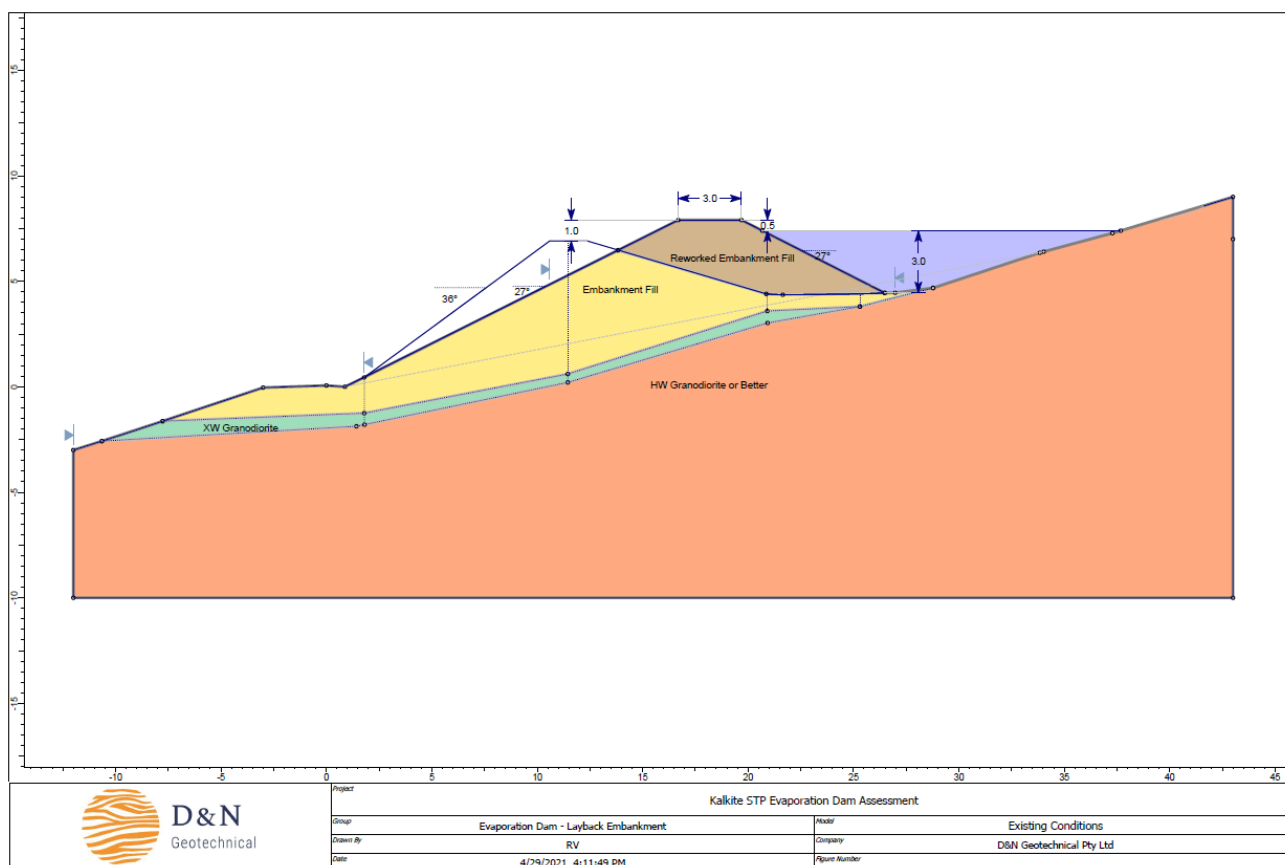


Figure 1: Un-reinforced design (option 1)

Main disadvantage for option 1:

9.3.3 KALKITE STP EVAPORATION DAM REFURBISHMENT

The Northern wall is still at a steep batter and will forever be vulnerable to high rainfall scour and general soil erosion which will result in high ongoing maintenance costs.

## Option 2

This option allows for a final dam capacity in excess of 2.2 mega-litres.

The internal structure of the wall and external batter of the dam are fully reinforced using geosynthetic materials proving long-term stability to the structure. This will give the structure long-term viability and have a fit for purpose and properly sized dam to accommodate any future growth forecasted for Kalkite.

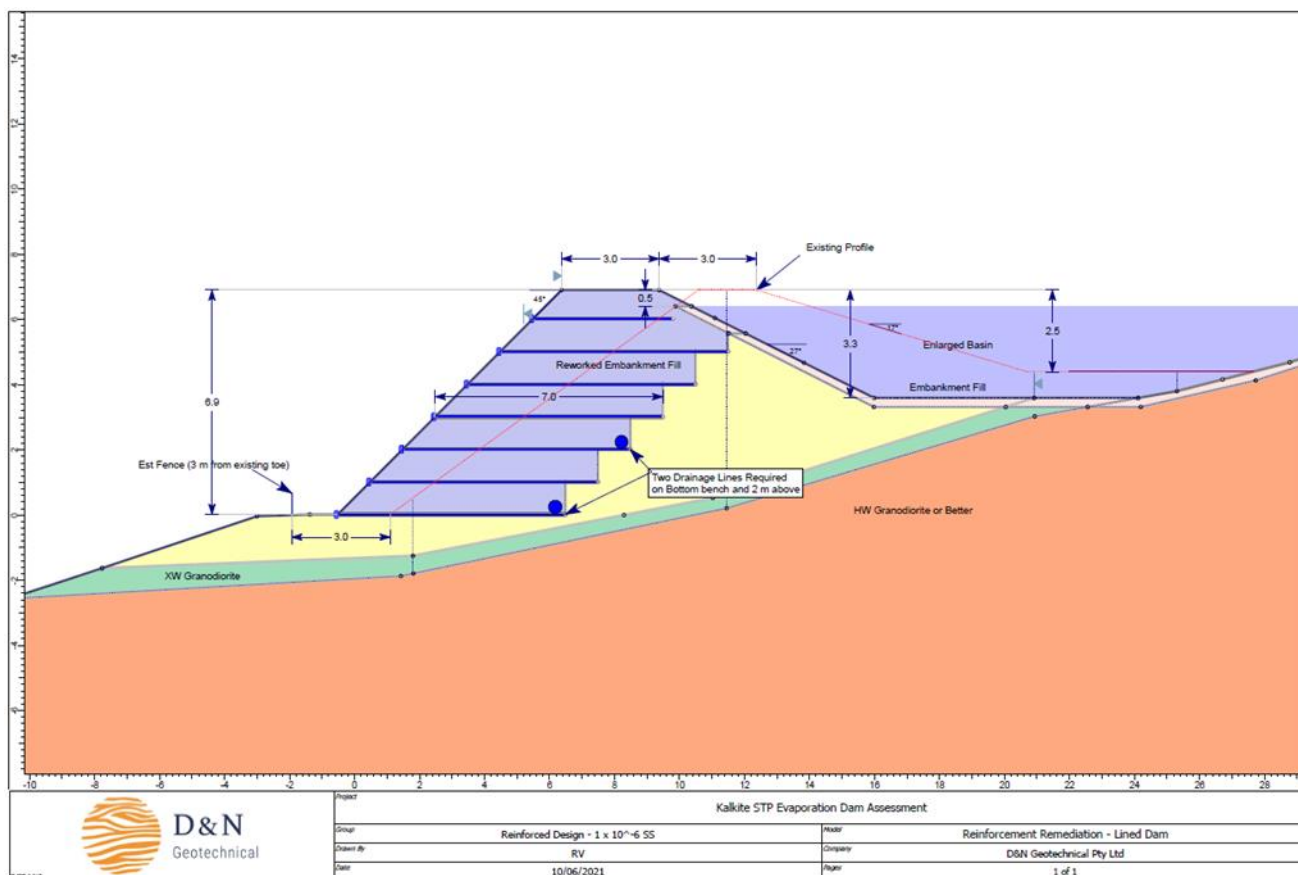


Figure 2: Re-inforced design (option 2)

Main disadvantage for option 2:

The budget estimate for the construction is an additional \$58,000 compared to option 1 however this is offset by significantly lower maintenance costs.

## Contract Value

Option 2 has been deemed to provide the best value for money in structural integrity, capacity, maintenance and longevity and has been selected as the preferred option by the W&WW department. This option allows for the maximum increase in the evaporation dam capacity and allows for the lowest maintenance and longest life span.

A costing and construction timing for each option are shown in "table 1" below.

*Table 1 – Options Cost & Time Analysis*

Option Number	Costs	Construction Timing
Option One	\$900,845.00 inclusive of GST	8 – 10 weeks
Option Two	\$958,507.00 inclusive of GST	8 – 10 weeks

### **Project management**

Project management of this project will be undertaken in-house. The contractor who were engaged to undertake the original project will be engaged on a schedule of rates basis. The schedule of rates has been through a due diligence process during the original project tender evaluation process and has established value for money. Re-tendering is deemed not to be required under these exceptional circumstances as the schedule of rates have been determined through a procurement process and this approach will result in the lowest cost as risk is not being passed on to the contractor under a schedule of rates approach.

This project management process will allow SMRC to control time and expenditure and reduce the risk on the contractor. As the project site is very constricted and the quality requirements for the project will be very stringent, there are considerable cost savings to the project by accepting the project risk in-house.

This management style would allow for the project to be tightly controlled by SMRC and alleviate any forms of variation that may arise.

### **Existing Contractual conditions**

The current contractual arrangement for the project is that the contractor has been awarded the initial project and issued a purchase order PO-18258 for the amount of \$151,875.00 for initial works.

If the current contractor were not contracted for the extended project and the project was sent out to tender (which would still be completed on a schedule of rates basis), the current contractor have the right, if they wish, to claim loss of profit for the initial project against the issued purchase order.

If the current contractor are appointed as the contractor for the extended schedule of rates contract the already awarded \$150k would form part of the budget and there would be no contractual issues for lost profit for withdrawn works.

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

Without the proposed increased evaporation dam, the STP cannot operate correctly. This could have health impacts on the surrounding community, as the sewage would not be treated optimally.

### **2. Environmental**

Without an optimal treatment process at the STP, the discharge would be considered a pollutant to the environment, which would have significant environmental impacts.

### 3. Economic

The original evaporation dam relining had been approved for \$124,384.00. The additional funds would need to be approved from sewer reserves as this project was not planned or budgeted for previously.

Estimated Expenditure	Amount	Financial year	Ledger	Account string
WO2460.4560.401	\$958,507	21/22		
Funding (Income/reserves)	Amount		Ledger	Account string
WO2460.4560.401	\$124,384	20/21		
Sewer Reserves	\$834,123	21/22		

### 4. Civic Leadership

Section 55 of the Local Government Act requires tenders to be undertaken for contracts over \$250,000. Within the legislation there are two provisions that allow for exemptions from the requirements that are considered relevant in the current situation:

(i) a contract where, because of extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenderers, a council decides by resolution (which states the reasons for the decision) that a satisfactory result would not be achieved by inviting tenders.

(k) a contract made in a case of emergency.

Council has recently called for expressions of interest in companies to undertake the initial works at the site. Only one company responded to the request. This indicates that the Council will be unlikely to achieve competitive or reliable tenderers for the works. It is considered unlikely that the Council would be able to achieve a better result than the current rates, which were arrived at by competitive means.

The wall of the dam has moved significantly and the structural condition means that the Council needs to act urgently to ensure that this wall does not collapse. This is considered an emergency situation as the collapse of the wall will impact on nearby sensitive environments and impact on the provision of the services to Kalkite. The collapse would also incur a high cost of remediation for the damage from the collapse.

**9.4.1 EXPRESSION OF INTEREST SUBMISSIONS COMMUNITY USE TENANCY 17 BENT STREET  
JINDABYNE - LOT 2 DP 860886**

Record No:

Responsible Officer:	Chief Operating Officer
Author:	Coordinator Land & Property
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.2 Sound governance practices direct Council business and decision making
Delivery Program Objectives:	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
Attachments:	<ol style="list-style-type: none"><li>1. 21 38731 EOI - Community Use Tenancy 17 Bent St JINDABYNE 2627 - May 2021</li><li>2. EOI Submission - MFSS (<i>Under Separate Cover</i>) - <b>Confidential</b></li><li>3. EOI Submission - SMCELC (<i>Under Separate Cover</i>) - <b>Confidential</b></li><li>4. EOI Submission - TS Orion (<i>Under Separate Cover</i>) - <b>Confidential</b></li><li>5. EOI Decline - SMNC (<i>Under Separate Cover</i>) - <b>Confidential</b></li></ol>
Cost Centre	WO2250 - 17 Bent St Jindabyne Acquisition of Property. Note: Operational WO pending creation for ongoing future use aspects.
Project	
Further Operational Plan Actions:	

**EXECUTIVE SUMMARY**

Council sought expressions of interest (EOIs) to identify and appoint suitable lessees to a newly acquired building located at 17 Bent Street Jindabyne. The EOI submission period closed 28 May 2021.

A registered caveat on title - AQ487463 - defines use restrictions for the site, requiring its use for community services. Discussions will be needed to be held around the various proposed uses and with the NSW Government. To allow for this in principle direction is sought from the councillors on the approach to be taken.

Three (3) organisations submitted EOIs:

- Monaro Family Support Service (MFSS)
- Snowy Mountains Care & Early Learning Centre (SMCELC)
- Australian Naval Cadets TS Orion (TS Orion)

The following officer's recommendation is submitted for Council's consideration.

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### OFFICER'S RECOMMENDATION

That Council authorise further discussions with the EOI stakeholder groups with the aim of developing a feasible mixed occupancy model to benefit the community and meet the caveat terms.

### BACKGROUND

Restrictions on the use of the land by a prescribed authority are embedded in the title - AQ487463:

*"The land burdened is hereby restricted in that the registered proprietor shall not use or permit the lot to be used for purposes other than Community Purposes.*

*The expression "Community Purposes" must include purposes which meet the current and future needs of the local community and of the wider public in relation to public recreation and or the physical, cultural, social and intellectual welfare or development of individual members of the public.*

*Ancillary uses are permissible where the use is subordinate or subservient, and not inconsistent, with the primary use of the land for "Community Purposes".*

The community purpose for this land must be for the primary purpose of a youth centre, library, Snowy Mountains Neighbourhood Centre or a combination of these. The interested community groups do not fully fit within this requirement, which will require discussions with the NSW Government.

The prescribed authority is Property NSW. Property NSW is the authority empowered to release, vary or modify this restriction. This restriction shall not be removed for 15 years from the date of registration."

The title's use caveat terminology relates to the primary purpose of use, it does not strive to identify the actual name of prospective occupant entities. It is feasible that, through facilitation of further discussions with and between the EOI groups referenced in this report, an appropriate mixed delivery model can be refined which would result in the present use restriction aspects being deemed as met.

The use restrictions do not preclude Council from using some sections of the site, provided the dominant use remains as community. An element of Council use was part of the CEO's correspondence with that State pre-sale, and the prospect was also referenced in the report which generated the acquisition Resolution 160/20.

Currently, Council's planning files occupy two rear spaces at the site. There is no current budget nor a plan to digitise these planning files.

Special Activation Precinct (SAP) impacts specific to deliberations for the site are unknown in full.

### Monaro Family Support Service

- MFSS have operated in the region since 1978. MFSS provides a range of programs and services to children, young people, families and communities; especially to those who may be vulnerable or experiencing adversity.

- MFSS offers no-cost support that promotes mental health and wellbeing in all rural and remote parts of the Snowy Monaro region. MFSS indicate that they have \$45,000 earmarked for a Jindabyne tenancy and site fit out.
- MFSS declare that their approach to tenancy is flexible with a willingness to accommodate other community user needs, including a close ongoing partnership with the Monaro Early Intervention Service (MEIS).
- MFSS propose to lease 1-2 offices at minimum, plus requiring shared use of the group space.
- MFSS indicate that they are prepared to take on a head lease agreement, having already ascertained interest in sub-leasing or co-leasing arrangements from other community service partners, such as SMRC Youth Development & Cooma Challenge.
- MFSS indicate that they would be happy to share the site with the SMNC, SMCELC, and other interested stakeholders.

#### **Snowy Mountains Care & Early Learning Centre**

- SMCELC is a 56 place long day care centre providing education and care to children aged 6 weeks to 6 years. The not-for-profit service operates 5 days a week and is open from 8.00am – 6.00pm.
- SMCELC currently employs around 28 staff and requires a minimum of 16 staff to be working over the course of the day.
- SMCELC seek to use two rooms at the site for 3-5 days a week. The intention is for these rooms to be used for a variety of purposes including providing a place for staff to do mandatory programming & planning, meetings with families, parent interviews and to provide function space for staff meetings.
- SMCELC hold the view that the site is an ideal location as it is situated directly across from their current building occupancy.
- SMCELC are motivated to work together with other possible tenants.

#### **TS Orion**

- Australian Naval Cadet Training Ship (TS) Orion is a youth development program overseen which has operated in the Snowy Mountains since 2011.
  - TS Orion provides development for young Australians (13-17 years).
  - TS Orion's tenure at the NSW Sport & Recreation facility is unsustainable and a long term location to run their program is sought.
  - TS Orion would be interested in leasing the entire facility, though they are prepared to work with other interested parties also.
  - The Australian Defence Force has indicated it is willing to join the discussion to assist with funding should TS Orion move forward in tenancy negotiations.
-

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

Social wellbeing is elevated by this demonstration of engagement with proactive organisations and groups in order to expand the opportunities for service provision to support and respond to the needs of our community.

### **2. Environmental**

No detrimental environmental impacts are foreseen in relation to occupancy of the building.

### **3. Economic**

Council acquired the premises on the basis that the community use would be cost neutral. Rent revenue of \$25,000-\$35,000 per annum would be required to offset anticipated basic operational costs of the building (annual depreciation excluded).

### **4. Civic Leadership**

**A proactive approach to deliver operational space and support for collaborative approaches to meet community need aligns strongly with the role and responsibilities of Council.**

## EOI Community Use Tenancy – 17 Bent Street JINDABYNE 2627



<i>Expression of Interest (EOI) Sought From Interested Parties</i>	<b>Community Use Tenancy of 17 Bent Street JINDABYNE 2627 - Lot 2 DP 860886</b>
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Snowy Monaro Regional Council is fortunate to have many proactive organisations and groups involved in providing services that aim to support and respond to the needs of our community.

We are seeking to invite expressions of interest from interested parties for provision of community services to identify and appoint suitable lessees to a newly acquired building located at **17 Bent Street JINDABYNE NSW 2627**.

Flexibility exists for varied tenancy proposals to be considered - Example a head lease agreement providing for individual sub-leases, or individual leases for part of the space.

- In accordance with Council Resolution 160/20, the purchase of the site was recently completed. Zone R1 General Residential. Lot size 1368 metres. Location and floor plan images attached. The property shares a right of carriageway and car parking with the adjacent property. The adjacent property is owned by Council and is tenanted by a childcare centre.
- Restrictions on the Use of Land by a Prescribed Authority are embedded in the title, and the restriction is applicable for 15 years – AQ487463:

*The land burdened is hereby restricted in that the registered proprietor shall not use or permit the lot to be used for purposes other than Community Purposes. The expression "Community Purposes" must include purposes which meet the current and future needs of the local community and of the wider public in relation to public recreation and or the physical, cultural, social and intellectual welfare or development of individual members of the public. Ancillary uses are permissible where the use is subordinate or subservient, and not inconsistent, with the primary use of the land for "Community Purposes". The Community Purpose for this land must be for the purpose of a Youth Centre, Library, Snowy Mountains Neighbourhood Centre or a combination of these.*

- Lease terms pertaining to the site will be negotiated with the successful eligible parties (Lessee/s). It is anticipated that lessee responsibilities will include connection of electricity in the name of the lessee (or an apportionment of electricity costs) and any such services required including telephone and internet; seeking external financial assistance for upgrades or extensions; and providing and installing furniture and fittings, with prior written approval from Council for all major fittings. General maintenance and repair obligations will be negotiated with the relevant parties to be then contained within the lease document developed.

**Interested parties should complete the EOI Form and proposal and return by 5pm Friday 28 May 2021.**

For further information regarding the EOI, please contact Council's Land & Property team:  
Phone: 1300 345 345 / Email: [landandpropertyadmin@snowymonaro.nsw.gov.au](mailto:landandpropertyadmin@snowymonaro.nsw.gov.au)

Teena Paterson  
Coordinator Land & Property

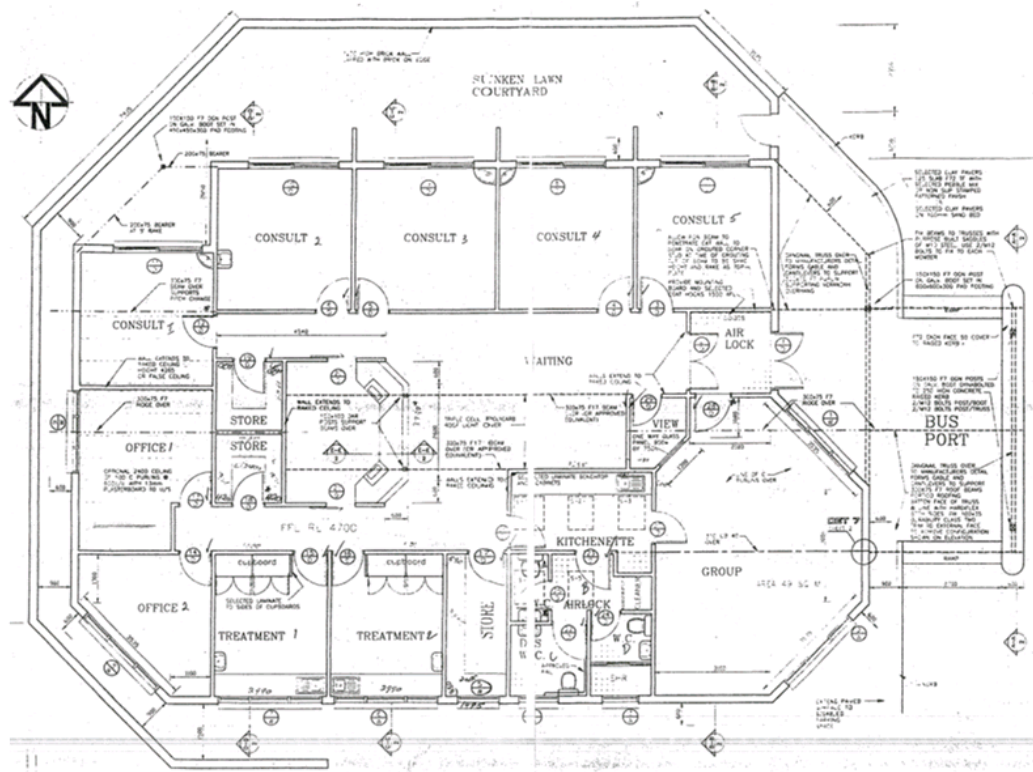
SNOWY MONARO REGIONAL COUNCIL

EOI Community Use Tenancy 17 Bent Street JINDABYNE

An aerial view of the site:



A floor plan of the site:



SNOWY MONARO REGIONAL COUNCIL

EOI Community Use Tenancy 17 Bent Street JINDABYNE

**EOI Form: Community Use Tenancy – 17 Bent Street JINDABYNE 2627**

Organisation Name	
ABN	
Incorporation Number	
Postal Address	
Website	

**Contact Persons:**

- |           |        |
|-----------|--------|
| 1. Name:  | Phone: |
| Email:    |        |
| Position: |        |
|           |        |
| 2. Name:  | Phone: |
| Email:    |        |
| Position: |        |

**Please provide:**

- Detailed proposal
- Copy of Strategic/Business/Development Plan (if applicable)
- Copy of Certificate of Incorporation
- Insurance details including proof of payment of current public liability insurance to the minimum value of \$20 million (or provide evidence supporting the current undertaking to obtain same)
- Copy of most recent Audited Financial Statement
- Copy of latest AGM minutes
- Copy of Constitution (if applicable)
- Any other relevant information to support the application

**SIGNED BY MANAGEMENT COMMITTEE REPRESENTATION** I am authorised

Name:	Position:
Signature:	Date:

**Declaration and Agreement:**

I certify that I am the authorised representative of my organisation to submit this EOI application.  
I certify that to the best of my knowledge the information provided in this form is correct.  
I understand that additional information may be required to assess this EOI application.

**Please return completed EOI form by 5pm on Friday 28 May 2021**

Email: [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

Attention: Coordinator Land & Property



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## 10.1 PROJECT MANAGEMENT FRAMEWORK

Record No:

Responsible Officer: Chief Executive Officer  
Author: Councillor Anne Maslin  
Attachments: Nil

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Councillor Anne Maslin has given notice that at the Ordinary Meeting of Council on 15 July 2021, she will move the following motion.

### **MOTION**

That:

- A. Councils Project Management Framework document includes provisions for the CEO to ensure capital projects/contracts of a value over \$400,000 are completed to a professional standard.;
- B. Contractors only receive final payment after completion of the project's paperwork (including Certificate of Practical Completion) when finalised, approved and signed by the CEO.

### **BACKGROUND**

SMRC ratepayers expect value for money to be delivered in local government projects using public funds.

It is important for public trust, and good governance, that projects involving contractors employed by council, are completed to a professional standard before final payment.

SMRC has seen with the recent Main Street Upgrade in Bombala, that once a contractor has been paid, it is very difficult for council to remediate a poorly executed project, or to recoup spent funds.

It is important to avoid situations such as this, whereby the Council can only recoup costs for a faulty project by resorting to expensive legal actions against contractors.

This motion is intended to minimise further risk to council, in future projects.

### **CHIEF EXECUTIVE OFFICER'S RESPONSE**

Requiring all projects, no matter the size complexity and scale to be signed off by the CEO will create administrative delays and divert the time of the CEO substantiatively to an administrative and project management role. To be in a position to sign off on all projects will require the CEO to project manage all of the projects that are being undertaken by the Council.

The project referred to was not undertaken under the current framework which is being implemented. Council's system includes a range of delegations of authority to address the level at which issues should be addressed.

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## 10.2 HOUSING AND SOCIAL SERVICES COMMITTEE

Record No:

Responsible Officer: Chief Executive Officer  
Author: Councillor Sue Haslingden  
Attachments: Nil

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Councillor Suzanne Haslingden has given notice that at the Ordinary Meeting of Council on 15 July 2021, she will move the following motion.

### MOTION

That Council form a SMRC Housing and Social Services Committee or Working Group to work with Governments and Snowy 2.0 to share information and coordinate a response to the acute and chronic shortage of accommodation and housing across the region and the associated impacts socially.

The committee will act under a Terms of Reference, including but not limited to:

Terms of Reference:

- To collaborate with NSW DPIE housing, Regional Growth Development Corporation, Snowy 2.0 and other government agencies
- To collaborate with community housing and service providers in the region

To develop

- Immediate, short and medium term responses to housing need, drawing from DPIE and Snowy 2.0 monitoring
- LGA wide projections of the demand for social services, including education and health etc.

To recommend and inform Council of

- Activities that should be considered by Council (planning, studies, innovative solutions, incentives etc)
- Investigation of changes to the 1 and 4 year components of the CSP that might be required
- Possible imposts and costs that might arise
- The need for coordination or provision of services

The makeup of the Committee is at Council's discretion, but should include at the least Mayor and alternate, Councillors, Staff, representatives from the Community, Snowy 2.0 and the Snowy Mountains SAP and other representatives as necessary.

### BACKGROUND

### CHIEF EXECUTIVE OFFICER'S RESPONSE

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The committee's terms of reference includes a substantial amount of work within a limited timeframe, which have not been included or funded in the adopted Operational Plan. To achieve the objectives will require other activities to be cut from the existing budget. There has been insufficient time to determine the exact impact at this point in time and a report will have to come back to the next council meeting if this motion is supported.

The membership of the committee should be clearly set out the mechanism for appointing membership determined.

### 10.3 REVIEW OF HARDSHIP POLICY - WAIVING RATES, FEES AND CHARGES

Record No:

Responsible Officer: Chief Executive Officer  
Author: Councillor Sue Haslingden  
Attachments: Nil

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Councillor Suzanne Haslingden has given notice that at the Ordinary Meeting of Council on 15 July 2021, she will move the following motion.

#### **MOTION**

That Council, in its review of the Hardship Policy and actions, bring to the August 2021 General Meeting of Council a list, if applicable, for consideration of deferring or waiving rates or any fees and charges.

#### **BACKGROUND**

Some councils allow rate payments, fees or charges to be either deferred or waived.

Although Council is not obliged to waive rates (even if a waiver application is made) or fees or charges, Council should still give genuine consideration to an application and any reasonable alternatives to help overcome financial hardship.

Reasons for rejecting any application would reflect legitimate considerations referable to particular circumstances.

#### **CHIEF EXECUTIVE OFFICER'S RESPONSE**

The governing body does not have the authority to write off rates and charges that have been validly raised and can be collected. Councils are permitted to agree to periodic payments of rates and charges, write off accrued interest and postpone rates payments. The Council can only write off interest in the following situations (Sections 564 and 567 of the Local Government Act):

- An agreement has been made for periodical payment of the rates and charges and the agreement has been complied with.
- the person was unable to pay the rates or charges when they became due and payable for reasons beyond the person's control
- the person is unable to pay the accrued interest for reasons beyond the person's control
- payment of the accrued interest would cause the person hardship.

Council's existing policy sets out that this can only occur following the receipt of a hardship application and specifically sets out that the determination of the matter is to be made by the CEO or his delegate.

In addition, the Local Government Regulations (Clause 131) provide that rates and charges can be written off where:

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- if there is an error in the assessment
- if the amount is not lawfully recoverable
- as a result of a decision of a court
- if the council or the general manager believes on reasonable grounds that an attempt to recover the amount would not be cost effective.

Postponement only refers to the specific postponement provisions in the legislation, not a general ability to postpone rates and charges for individuals.

The information requested would in most cases be required to be listed and included in the open business paper of the Council. The only matters that can be included in the confidential business paper are those relating to hardship of individuals. Unless Council is aware that hardship exists (eg an application has been received for hardship consideration) the outstanding details will need to be in open council. This publication is considered to breach privacy legislation.

The recommendation is considered to have a high risk of reputational damage to the Council. To create a situation just before a council election where the councillors can write off or defer payments due by individuals outside of the existing policy suite has the potential to be seen in a very negative way, as councillors looking to either reward supporters or gain support in the election. This is particularly the case as the proposed action is outside the adopted policies (Debt Management Policy, Financial Hardship and Assistance and SMRC Water Pricing and Billing Policies).

The proposed process does not appear to align with the Debt Management and Hardship Guidelines issued by the Office of Local Government. The guidelines set out that the initial determination should be based on a wide range of information being available to determine the situation and based on an application by the person seeking support. This should lead to a recommendation being made to the general manager, who makes a decision. The applicant should then be able to appeal the decision to the elected council. This is a guideline issued under section 23A of the Local Government Act and must be complied with.

## 10.4 BUSINESS CASE - DE-AMALGAMATION OF SMRC

Record No:

Responsible Officer: Chief Executive Officer  
Author: Councillor Sue Haslingden  
Attachments: Nil

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Councillor Suzanne Haslingden has given notice that at the Ordinary Meeting of Council on 15 July 2021, she will move the following motion.

### **MOTION**

That Council resolve to develop a written business case for the de-amalgamation of the SMRC area by:

- A. Resolving to either reconstitute the former areas or constitute different areas; and
- B. The reasons in support of the proposal.

The business case be then sent to the Minister within two years.

### **BACKGROUND**

SMRC have been presented with the opportunity to investigate via a business case, the de merger of Snowy Monaro Regional Council.

Amendments to the Local Government Act are the first real sign that the State Government is taking notice that mergers in NSW have not worked.

The recent amendments provide a path for merged Councils to express their concerns and the concerns of their communities.

This is a real and rare opportunity for SMRC to raise these concerns and to take advantage of the amendments to the Local Government Act in the interests of our community.

Like many of the mergers, SMRC merger has identified major issues – principally being that delivery of services is spread over an area of 15,162 km<sup>2</sup>.

Not only were the 3 previous Councils fundamentally very unique and different, none supported the merger proposal.

The recent Snowy Mountains Activation Precinct and the Snowy 2.0 development have overshadowed other parts of the region and preoccupied the now central office of Council in Cooma.

Our merger clearly has major issues. These issues are not expected to resolve over time. For the benefit of our community and our future, Council must now use this opportunity to engage with the community and develop a business case for demerger.

SMRC's financial position remains very stressed 5 years after the merger.

SMRC's future financial position will remain in deficit for the next 10 years at minimum.

Throughout the region there is ongoing community dissatisfaction with the merger.

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### **218CC Proposals for de-amalgamations**

(1) The new council may, within 10 years of the constitution of the new area, submit a written business case to the Minister setting out—

(a) a proposal for the de-amalgamation of the new area, whether by reconstituting the former areas or constituting different areas, and

(b) the reasons in support of the proposal.

(2) The Minister must, within 28 days after the business case is submitted, refer the de-amalgamation proposal to the Boundaries Commission with a direction that it conduct an inquiry and report on the proposal.

(3) Without limiting subsection (2) or section 263, the Boundaries Commission may in its report recommend that—

(a) the de-amalgamation proposal be supported, or

(b) the de-amalgamation proposal be rejected, or

(c) a different de-amalgamation proposal be supported.

(4) The Minister must ensure that the report of the Boundaries Commission is publicly released within 48 hours after it is provided to the Minister.

(5) The Minister must, within 28 days after the report is provided to the Minister, provide a written response to the new council setting out—

(a) whether or not the Minister supports the de-amalgamation proposal or a different de-amalgamation proposal recommended by the Boundaries Commission, and

(b) the reasons for the Minister's decision, and

(c) if the Minister supports the de-amalgamation proposal or the different de-amalgamation proposal—the anticipated time frame for giving effect to the proposal.

(6) The Minister is, by making grants under section 620 or using money otherwise appropriated by Parliament for the purpose, to ensure that the cost of any de-amalgamation of the new area resulting from a business case submitted under this section is fully funded.

(7) This section extends to new areas constituted before the commencement of this section.

### **CHIEF EXECUTIVE OFFICER'S RESPONSE**

This action has not been included in the adopted Operational Plan and is unfunded. Quotes to undertake this work have not been sourced. It is expected that the costs will be in the order of \$50,000. Funds will have to be identified through reducing other budgets and services or projects to accommodate this additional project. The Snowy 2.0 project has required input from staff across a range of office locations.

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## 10.5 DEMERGER POLL

Record No:

Responsible Officer: Chief Executive Officer  
Author: Councillor Bob Stewart  
Attachments: Nil

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Councillor Bob Stewart, Councillor John Castellari and Councillor Lynley Miners have given notice that at the Ordinary Meeting of Council on 15 July 2021, they will move the following motion.

### MOTION

That Council conduct a poll concurrent with the September 2021 council elections and that the poll questions are:

- A. Do you support the demerger of the former Bombala Council? Yes / No
- B. Do you support the demerger of the former Cooma Monaro Shire Council? Yes / No
- C. Do you support the demerger of the former Snowy River Shire Council? Yes / No

### BACKGROUND

#### CHIEF EXECUTIVE OFFICER'S RESPONSE

Council has previously been advised that the cost of a poll is approximately 10% of the election costs. This would indicate a cost in the order of \$27,000. This has not been budgeted for and will require other funds to be cut within the existing budget (impacting services or projects) to fund this action.

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## 10.6 ACCESSIBLE TOILET FACILITIES FOR DELEGATE SCHOOL OF ARTS

Record No:

Responsible Officer: Chief Executive Officer  
Author: Councillor Anne Maslin  
Attachments: Nil

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Councillor Anne Maslin has given notice that at the Ordinary Meeting of Council on 15 July 2021, she will move the following motion.

### MOTION

That Council include disabled accessible toilet facilities at the historic Delegate School of Arts, as part of the overall upgrade project, for which a grant of \$720,692.62 has been received.

Funding of \$150,000 has been set aside for disabled access facilities, and it is necessary for the works to be carried out concurrently.

### BACKGROUND

The local volunteer committee in Delegate has spent many years working closely with SMRC and with the former Bombala Shire Council, towards upgrading the historic Delegate School of Arts building, which is the most important public building in the town. As part of urgent improvements required, disabled accessible toilet facilities must be included in order for the building to comply with government regulations.

A design in keeping with the historic importance of the building has been found and approved by the ratepayers committee. Given that the community has waited so many years for this work to be done, it is essential that the toilet facility is constructed as part of the upgrade.

### CHIEF EXECUTIVE OFFICER'S RESPONSE

The current project that is underway provides for one ambulant and one accessible toilet to be provided for the use of the Delegate School of Arts. These will be put in place as part of the current project. The Delegate School of Arts Committee has requested an increased number of toilets be provided. If the project can be undertaken without needing to significantly use the contingency an increased number of amenities will be included if the remaining funds allow.

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### 13. CONFIDENTIAL MATTERS

In accordance with Section 10A(2) of the Local Government Act 1993, Council can exclude members of the public from the meeting and go into Closed Session to consider confidential matters, if those matters involve:

- (a) personnel matters concerning particular individuals; or
- (b) the personal hardship of any resident or ratepayer; or
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business; or
- (d) commercial information of a confidential nature that would, if disclosed;
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law; or
- (f) matters affecting the security of the council, councillors, council staff or council property; or
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege or information concerning the nature and location of a place; or
- (h) an item of Aboriginal significance on community land.

and Council considers that the closure of that part of the meeting for the receipt or discussion of the nominated items or information relating thereto is necessary to preserve the relevant confidentiality, privilege or security of such information, and discussion of the material in open session would be contrary to the public interest.

In accordance with Section 10A(4) of the Local Government Act 1993 the Chairperson will invite members of the public to make verbal representations to the Council on whether the meeting should be closed to consider confidential matters.

#### RECOMMENDATION

1. THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:

##### **13.1 Legal actions and potential claims against SMRC as at 30 June 2021**

Item 13.1 is confidential in accordance with s10(A)(2)(e) of the Local Government Act because it contains information that would, if disclosed, prejudice the maintenance of law and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

##### **13.2 Divestment of Residential Aged Care - Shortlisting of EOI's**

Item 13.2 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

2. The press and public be excluded from the proceedings of the Council in Closed Session on the basis that these items are considered to be of a confidential nature.
3. That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.
4. That the resolutions made by the Council in Closed Session be recorded in the Minutes of the Council Meeting.

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| 5. | That upon this recommendation being moved and seconded, the Chairperson invite representations from the public as to whether this part of the meeting should be closed to consider the nominated item. |
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