



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

PUBLIC EXHIBITION COPY

Extraordinary Council Meeting
23 June 2022

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 Mayor, members of staff, delegates of the Council and members of the public attending a Council or a meeting of a committee of Council.

Acknowledgement of Country

Council wishes to show our respect to the First Custodians of this land the Ngarigo, Walgalu, Ngunnawal and Bidhawal 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

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

**ON THURSDAY 23 JUNE 2022
COMMENCING AT 1:00 PM**

BUSINESS PAPER

- 1. OPENING MEETING**
- 2. ACKNOWLEDGEMENT OF COUNTRY**
- 3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**
- 4. DISCLOSURE OF INTEREST**
(Declarations also to be made prior to discussions on each item)
- 5. OTHER REPORTS TO COUNCIL**
 - 5.1 KEY THEME 4. LEADERSHIP**
 - 5.1.1 Post-Exhibition Report - Long-Term Financial Plan 3
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 - 5.1.3 Resourcing Strategy 303

5.1.1 POST-EXHIBITION REPORT - LONG-TERM FINANCIAL PLAN

Record No: I22/378

OFFICER'S RECOMMENDATION

That the long term financial plan be adopted

- A. Noting the financial planning and sustainability policy and principles addresses the concerns of many of the submissions in regards to the Council continually seeking opportunities to become more efficient and effective.
- B. Note that this is the first stage on an ongoing process of consultation leading to a solution to the resourcing of the services and infrastructure desired by the community, not a final decision.
- C. Commence the process of developing information to support community engagement on the SRV required to sustainably resource the existing infrastructure.
- D. Including an item in the operational plan to review the oncosting methodology to ensure that current costs are accurately reflected in the services and projects reliant on specific purpose revenue.
- E. Changing the reference in the first principle point from the community strategic plan to the delivery plan to more accurately reflect the connection between the documents.

ISSUES

Most focus has been in the numbers in the long term financial plan and this has meant that few submissions would appear to have focused on the financial policies and principles in the document, which in many ways are the most critical aspects of the document. Numbers will change over time, but the strategic approach underpins and sets the councils direction clearly for the community.

Most of the concerns raised are already covered by the policy and principles. Council is facing a significant and major issue and needs to set a strategic direction for the organisation to follow. This does not tie the Council to any specific numbers as a rate increase, but provides leadership to both the community and the organisation. Clear leadership will allow the Council to move onto the next stages of engaging with the community.

Most submissions relate to the level of funding that landowners are prepared to contribute toward the community infrastructure and services. Within the submissions those requesting Council reduce services to some extent (14) exceed those seeking to retain services at the current level (7).

Theme	Number of mentions	Notes
Become more efficient	14	Ranging from expectations that there is sufficient efficiencies to cover shortfall to expecting Council to operate efficiently if they agree to a invest more with Council.
Should reduce services	14	Ranging options between the three scenarios,

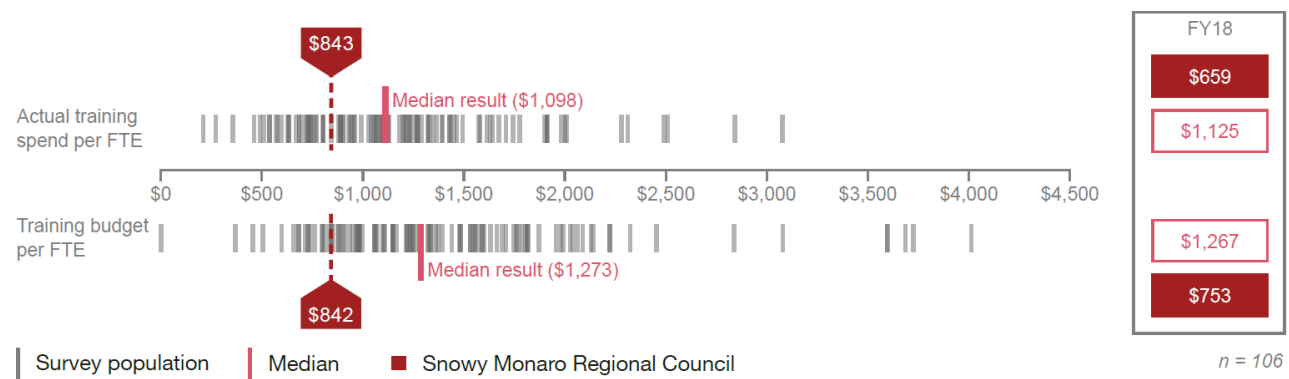
		including some setting out their own priorities.
Do not believe the Council	14	Generally stating that there is not enough information available or that what the council is saying is not correct.
Affordability is a problem	14	Ranged from impacts on fixed pensions to people believing rates are more affordable elsewhere.
Council not competent	13	A range of levels of accusations, generally about mismanagement now and in the past.
Support full increase	7	Seeking to retain the current services provided.
Problems caused by merger	4	Financial analysis undertaken by KPMG and previous councils consistently shows the same problem.
Increasing land values will deliver more income	4	The rating system does not work this way, increased land values do not lead to increased rate revenue.
Increased population the answer	3	For this to resolve the issue there would need to be sufficient new properties to double the rate income. So somewhere in the range of 10,000 to 15,000 properties would need to be created without the need for any extra infrastructure.
I don't get value for what I pay	3	Rates are not a fee for service.

Efficiency

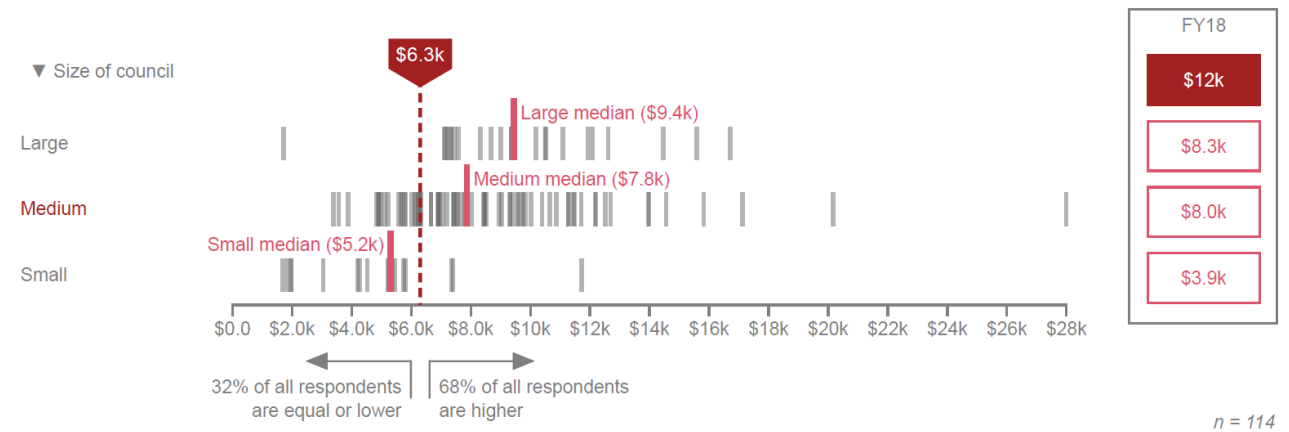
Council is undertaking a number of reviews into its services. These will continue and over time all services will be reviewed. While this may identify efficiencies it is also likely that those efficiencies will come with additional costs, only providing a net improvement. The method of calculating the future funding needs means that efficiency savings in areas which are based on model costing will not improve the need for funding. This includes transport infrastructure, community facilities and open spaces and recreations. Equally, any maintenance efficiencies will have no effect, as again the future model bases those allocations on the modelled need, not current expenditure. Efficiencies within the areas of waste, water and sewer will not contribute, as those areas have separate funding, which cannot be reallocated. As cemeteries and community support are self funding it would be expected that any efficiencies there would be reflected in reduced user charges. Emergency services budgets are set by NSW legislation, so there is no option there for efficiency savings.

Benchmarking information tells us that we already underspend on a number of areas such as;
Staff training and upskilling

5.1.1 POST-EXHIBITION REPORT - LONG-TERM FINANCIAL PLAN



Information Technology



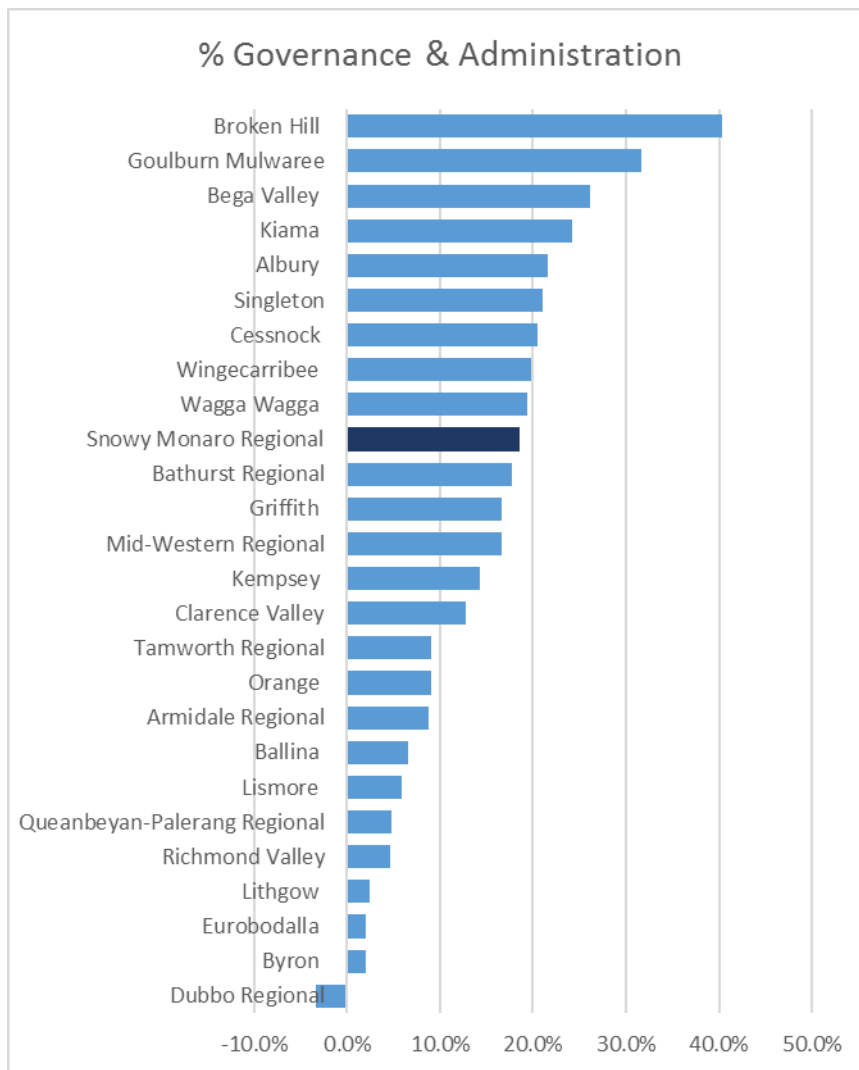
So it is unlikely that efficiency savings in those areas are likely to do more than redirect funds to necessary costs in those areas.

A service review has already been undertaken in the governance area, with staffing reduced by 14%.

Then costs that the Council cannot vary also need to be deducted from the budget that can be reviewed for efficiency savings. Items such as audit fees, insurance premiums, etc. At this stage you are needing to find \$15million in savings from a \$19.5million pool of funds.

All organisations need governance and support structures in place to support delivery. In 2018 the Victorian Auditors General Office undertook a review of councils in Victoria. They identified that the Council on average spent 15% of their costs on corporate services. The financial plans in the LTFP direct the additional funding towards the cost of service provision. The portion of costs going to support services, as opposed to direct services, under scenario 2 will be 14.7%. Without investment in systems and automation it is unlikely that substantial reductions could be achieved in this area. The lowest figure in the Victorian councils was 9%. The Office of Local Government NSW comparative data looks at administration and governance costs. This information is not benchmarked and differing treatments of costs can lead to vary results, but it can overall give an indication as to whether the level of support costs are within expectations.

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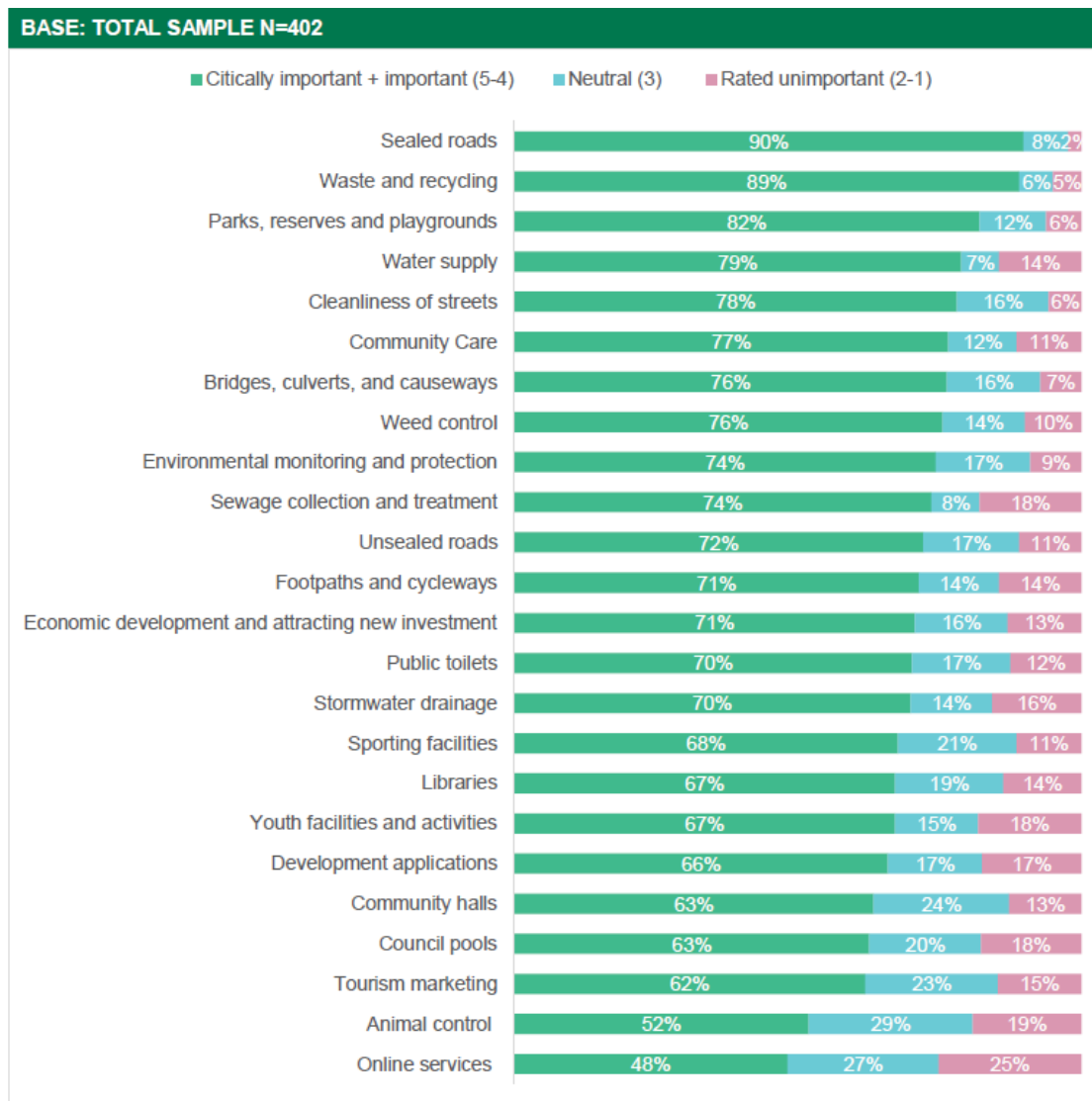


While efficiency will always be sought, it will only ever be a part of the answer.

Reduce Services

This option has already been canvassed in the scenarios. Should the Council opt to not provide sufficient funding the next phase of the engagement with the community will be determining the mix of services that remain. The results of the last community survey are provided to assist in determining the importance that the community places on those services.

5.1.1.1 POST-EXHIBITION REPORT - LONG-TERM FINANCIAL PLAN



Reducing service levels will involve taking out services that more than 2/3rds of the community considers either important or very important.

Do not believe the Council

This was displayed in two ways in submissions. The first is that submitters simply did not believe that the problem as Council has set it out is correct. This is their belief.

The second is the desire to have more information, with indications that the community should have a very detailed level of information on the finances before they could be expected to make decision on whether rates should be increased. Within this group there is generally a very low level of trust in Council and based on the submissions for the most part that is unlikely to change.

It can be challenging to make difficult decisions and this can lead people into a pattern of wanting to dig into detail to rather than focusing on the issues. For others getting detail allows them to divert attention from the main issue by focusing on inconsistencies. There is fundamental issue that the Council cannot continue to operate the way it has in the past. This was identified in 2015 and 2016 when looking at the future of the councils. This was identified in 2018 in the financial planning. The issue needs to be addressed.

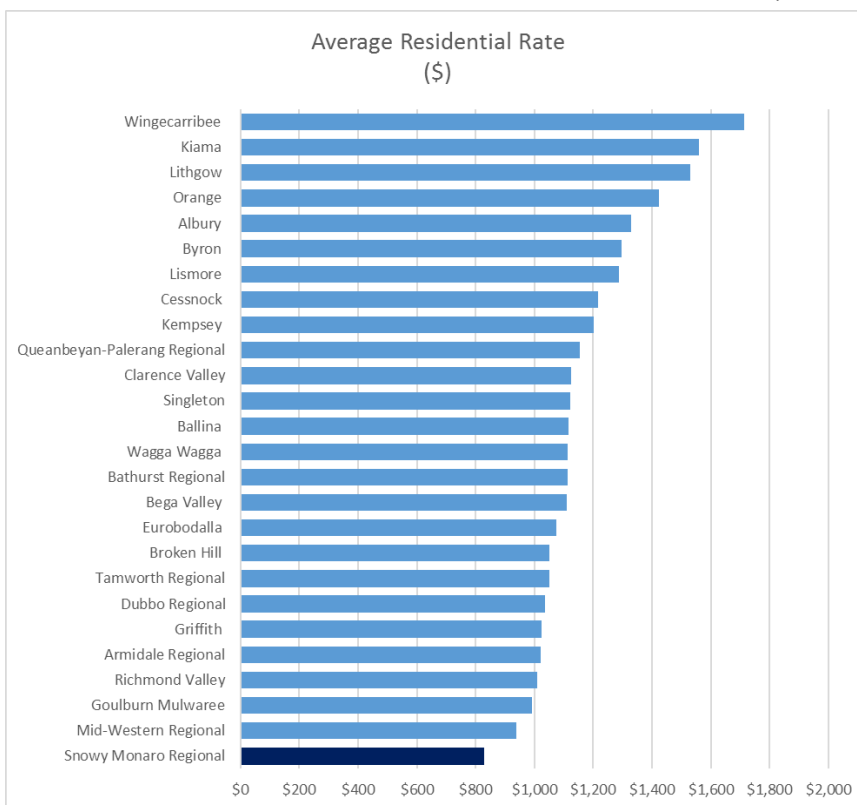
Affordability

This is the key offsetting factor to the above chart. Most people will consider something important. The question that is not asked is how much you are willing to contribute to that service. Where there is no cost the natural inclination is to say it is of value.

There remains a portion of the population who consider the rates are high. There is also a portion who are aware that the rates are low. Generally people perceive that rates in the area they live are higher than elsewhere, so it would be logical to expect that there are more people in the first category than the second. This is where comparisons are of value. The Office of Local Government comparative data for the classification of regional town/city councils places Council as the lowest average residential rate. Council is also low for business and farmland. So it can be seen that,

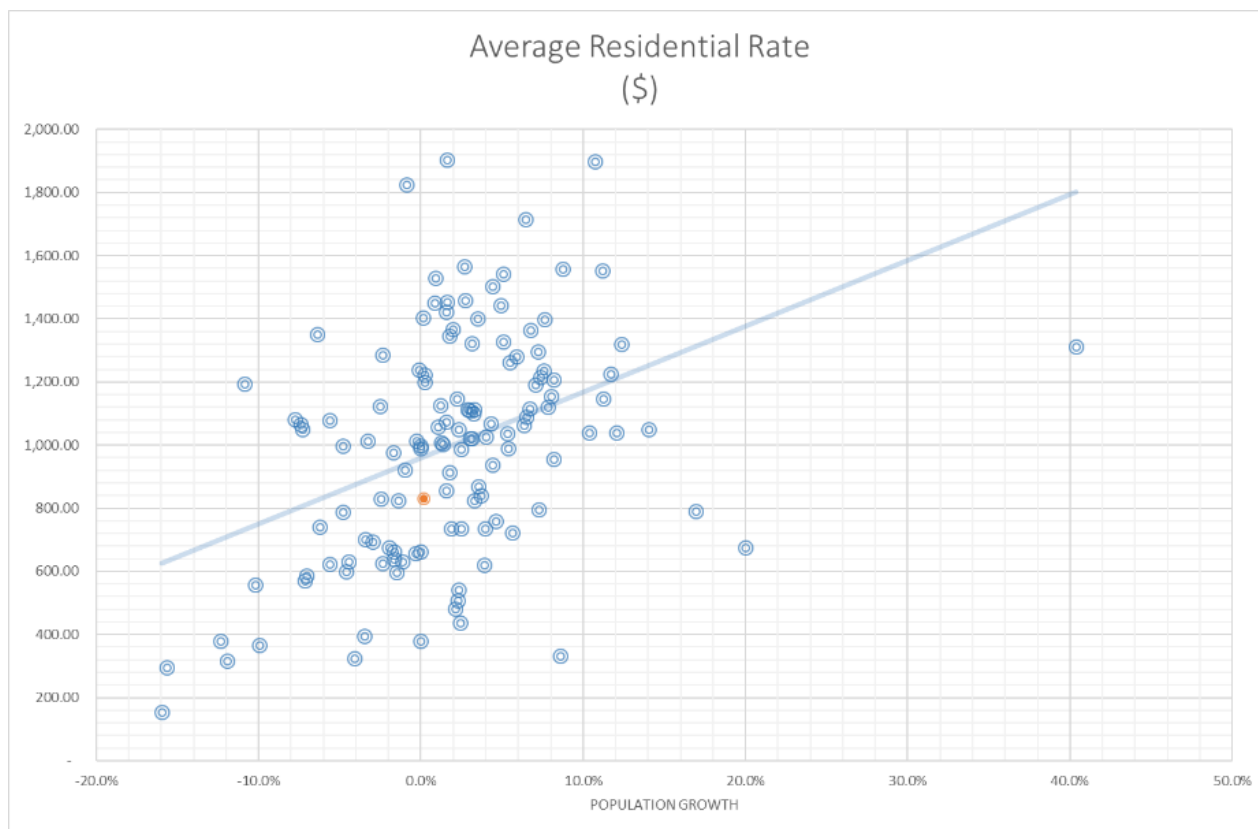
relatively speaking, this area would be viewed as a good location to move to if you are looking to spend as little as possible on rates. A few submission stated that increasing rates will lead to people leaving the area or not moving here. This is often quoted as a reason for not increasing rates. The problem is that the data does not support this opinion. It in fact indicates potentially the opposite. Lower rates correlates with dropping or lower growth of population.

The following chart compares 5 year population growth in each council in NSW against their average residential rate

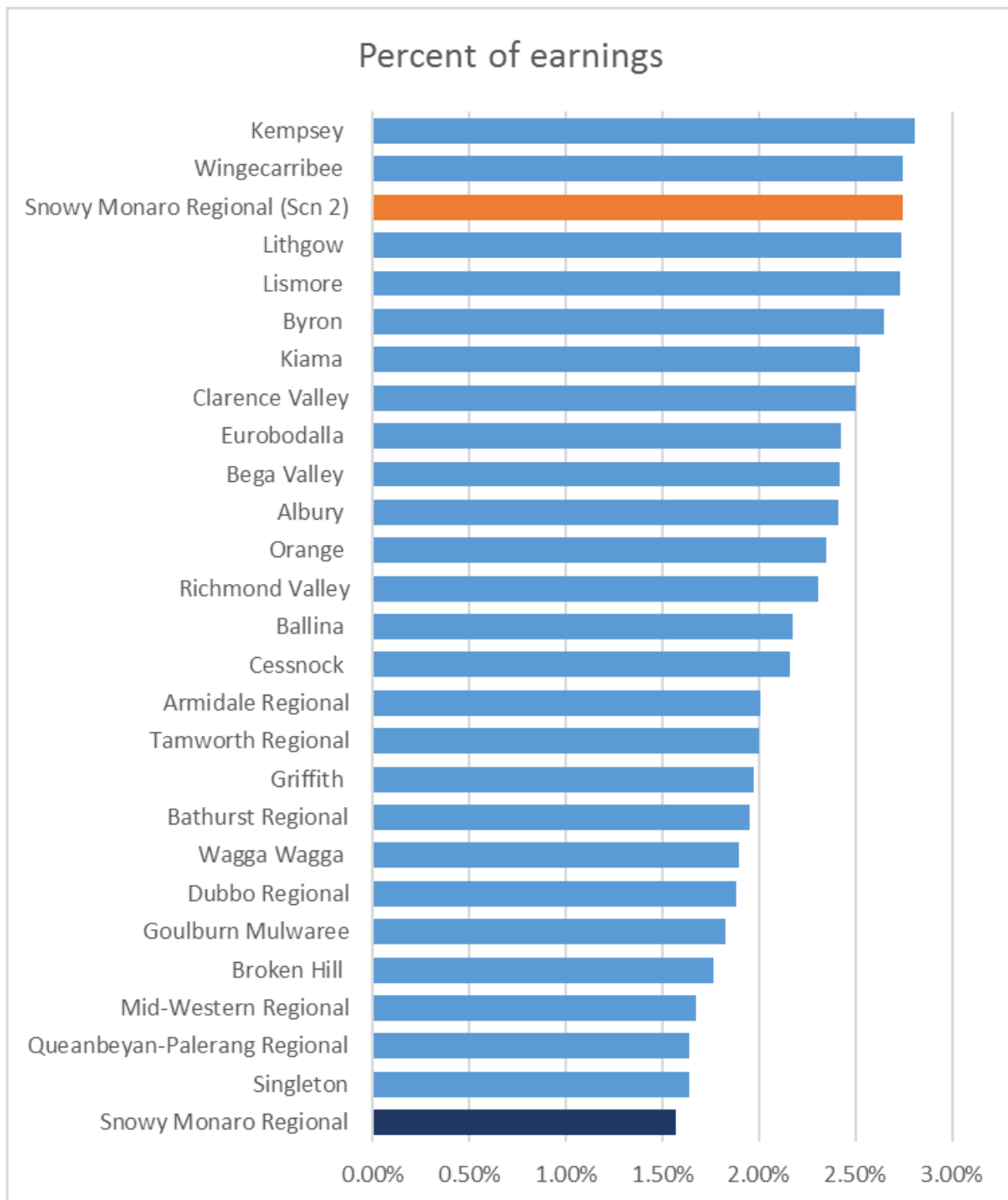


(SMRC in orange). The spread of results shows that rates are probably a minor factor, but the reality is that council with higher rates are more often those attracting population.

5.1.1.1 POST-EXHIBITION REPORT - LONG-TERM FINANCIAL PLAN



The next issue that incomes are lower in this region, making higher rates unaffordable. To review this a comparison of the average residential rate to household earnings was undertaken. Council starts off at a low level compared to household earnings (excluding pensions).



Funding all of the current services and infrastructure does move the Council near to the top, but not outside the range of other councils. Considering that the Council provides the most roads per property and among the highest level of other infrastructure in the comparative data this is the result you would expect.

Council not competent

A number of submissions indicated that they were not confident that the Council knew the financial position of the Council. The scenarios are based on the financial information in Council’s system and have had multiple reviews to identify issues before being finalised. Figures used to calculate the future position of the Council will change over time in response to improved data, changed assumptions and estimation techniques. The recent changes in pricing may well have led

to changes in the unit pricing and cost of maintenance, however estimates need to be made on the best available data and reviewed at last annually.

Submissions also indicated that the Council is not capable of delivering good service now, in some cases referring to Council’s indication that the infrastructure is deteriorating as proof of this. As shown above, the belief that Council could simply have found efficiency savings to fix this is unrealistic. In an environment where first councils were prevented from raising additional revenue and then with the impact on the local economy of the bush fires and Covid there were limited options. A restructure that halved the management within the organisation was used to free some resources towards starting an improvement process, which was also hampered by the bush fires and Covid. The extent of resources freed up (\$700,000 of which \$300,000 was put towards organisational review) did not allow for extensive work to be undertaken.

Trying to keep run down infrastructure operating without sufficient resources to properly manage it will look like poor service delivery. Poor customer experiences have also contributed to the view that the organisation is not capable.

Other Issues Noted During Exhibition Period

The desire for the level of investment to be minimised has led to some work being undertaken to consider options. One of the main areas focused on has been the allocation of corporate overheads. It was noted that these have not been recently reviewed and recent changes may mean that the costs attributed to various functions may not reflect current costs. If this is the case it may reduce the required level of additional funding required. Ensuring this is done accurately will take some effort and as such it has been recommended to be included in the operational plan to be undertaken.

Audit

There have been calls for no rate rises until some form of audit is carried out. As noted at the start of the report, the process of putting in place any rate increase is a lengthy process, which the Council is only in the early stages of. The final decisions would come well after the proposed audit that has been included in the integrated planning documents would be complete. The timeframes to develop information and consult towards some form of SRV are still tight. There is a need for a strategic direction to be determined, whether that be increasing resources or reducing services. If decisions are not made Council will find the same issue reoccurring in the next round of consultation based on the limited time frames to work within. The Council has very limited resources to develop the supporting information unless it want to divert resources away from service delivery to engage consultants to produce work.

RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Asset Management	Extreme	Low	Yes
Economic Activity SJ	Medium	Low	Yes
Environmental Security	Medium	Medium	Yes
Financial Sustainability	Extreme	Low	Yes
Health and Safety	Medium	Medium	No
Legislative Governance and Compliance	High	High	No
Reputation and Image	High	Medium	No

Service Delivery	Extreme	Medium	No
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The primary risks impacted by moving to a financially sustainable position, other than the obvious one, are to address the management of assets and the impact the financial unsustainability will have on service delivery. The continuing deterioration of assets will lead to the breakdown of those assets, which is already being experienced. This means, for example with bridges, and the roads in the last rainfall event, that we are finding it much more likely that services will be interrupted for longer periods of time.

FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	\$26.9million	This represents the current level of investment for rates and general revenue.
Estimated Annualised Net Cost	\$44million	This represents the estimated level of investment required to optimally deliver the services and manage the infrastructure from rates and general revenue.
Capital Investment		
Capital Funding Source		

There is a significant difference between the current investment and the level of investment required if assets are replaced at the most economical time and maintenance is undertaken at the most effective level. The projected changes in revenue are designed to overcome the imbalance over time leading to the Council being able to gradually improve the infrastructure condition, improving service levels from the current levels.

RESPONSIBLE OFFICER: Chief Strategy Officer

OPTIONS CONSIDERED

The LTFP incorporates models. There are a myriad of potential options, not all can be modelled.

IMPLEMENTATION PLANS

Following from the adoption of a financial policy and direction work will continue on clarifying what that would look like, including continuing to review costs and options to reduce impact of any increases while retaining the service levels agreed by the Council. A further communications plan will be developed for the next stage of consultation and information developed to support those communications.

EXISTING POLICY/DECISIONS

This is a requirement of the Local Government Act 1993 (section 403) and the Integrated Reporting and Planning Guidelines (section 406). The long term financial plan also assists Council in complying with section 8B of the Local Government Act.

BACKGROUND

Council has placed its integrated planning documents out for public comment. That period has closed and this report is to provide the feedback to councillors.

ATTACHMENTS

1. Submission responses on long term financial plan
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LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
1	Say no to rate rises			
2	Say yes to an audit			
3	Would you please consider rejecting the draft financial plan in favour of one which does not place any further burdens on ratepayers but aims for better Council efficiencies and services?	<p>It is not considered feasible to provide the current services and infrastructure without an increase in revenue, let alone better services. The increase in rates can be offset by any efficiencies identified in the future. Rate increase can also be offset by increasing the level of user pays, however this would require significant increases in fees and charges to have a material effect.</p> <p>Increased investment would improve services. Under the current approach infrastructure is being run down as it is not being replaced or properly maintained.</p>	<p>Continue with the process of undertaking service reviews.</p> <p>Review services or infrastructure that is not highly used by the community.</p> <p>Review the level of user charges.</p>	
4	I strongly oppose this move which would more than double the cost of our rates over that eight year period. Heaven knows what the Annual charge increase will amount to.	The reference to annual charge would appear to be a reference to waste/water/sewer charges. Those charges are only currently included for nominal percentage increases. However there is pressure to upgrade water supplies (noted in a number of submission) in a range of smaller communities. Should the Council decide this needs to occur that is likely to change the costs of the water service.		
5	The recent staff recommended options for the long term financial plan highlights the failure of the forced merger of the local councils. Clearly the promised savings have not materialised nor have the services improved nor has the	<p>The merger proposal projected \$1.2million in projected savings. This was identified as consisting of:</p> <ul style="list-style-type: none"> Executive salaries: \$380,000 	Provide further information to the community that the financial problems are not	From within existing budgets.

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>condition of our road network improved. Indeed for the executive to promote such options for the councillor's consideration speaks of serious systemic issues within the culture of the organisation.</p> <p>There is far too little consideration of the efficiencies and productivity benefits that should be central to the management of the organisation. To simply request more and more funds with the threat of reduced services is not acceptable. I also believe there is a role for the Office of Local Government to engage in finding the solution. The merger was forced by the hand of their minister and they are duty bound to assist council in delivering the benefits promised.</p>	<ul style="list-style-type: none"> • Back office functions: \$385,000 • Increase purchasing power: \$100,000 • Reduced councillors fees: \$25,000 <p>The report does not identify where the shortfall to the \$1.2million was to be found. Overall savings in excess of this were identified in the first few years of the new council.</p> <p>The three former council's financial modelling showed the councils to be making a \$10.5million by 2020, the same year the \$1.2million savings were to come into effect after the merger. This left a nominal \$8.3million deficit from operations without change.</p> <p>The council is operating better than the forecast position.</p>	<p>the result of the merger and that the merger was only ever going to provide minimal financial benefits.</p>	
6	<p>Prepare a business case to demerge.</p>	<p>Council has resolved not to develop a case to demerge. Based on the former councils financial modelling the communities would face a larger deficit should the council be demerged.</p>	<p>Nil.</p>	

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
7	<p>Not impressed in relation to rates being raised by around 9 percent, I live at The Angle and am not impressed with the lack of attention to our area which is the furthest area North which I call no man's land.</p>	<p>People within most areas indicate the same view, both within the main towns and the extremities of the region. As Council has prioritised roads increased rates area unlikely to provide direct benefit to residents in these areas who get their community services from the ACT.</p> <p>All of the proposed directions forward will assist with this issue as over time they lead to an improved road network.</p>	<p>In discussions with the communities in the north highlight that rates are a contribution to community services, not a fee for service and that those communities gain free benefits from ACT that offset the services available to other residents.</p>	
8	<p>On behalf of the NDAI committee, and the Numeralla community generally. I'd like to express our concerns with respect to Council's apparent financial position and its intent to apply for, and presumably implement, a Special Rate Variation, or SRV.</p> <p>Not only is the magnitude of debt a concern, but Council's inability to know the actual amount of debt is worrying. There's been a variety of numbers reported over recent times, all very large. How is it that in 2022, with the aid of computerised accounting and bookkeeping systems, it's not possible to push a virtual button and have an accurate report readily available?</p>	<p>The submission refers to Council's deficit, not debt. The deficit extent is well known. The deficit in the 2020/21 year does not reflect the underlying deficit due to the recognition of the long term liability for remediation of closed landfills and changes to accounting standards.</p> <p>This issue comes back to information provided to the community during the development of the last year's financial statements. Council's draft financial statements (still incomplete) were used to try and indicate that there were large unexplainable changes occurring in small periods of time. This was not the case, as reported to the council at the time, it was just that the work had not been finalised to recognise the figures in the draft accounts.</p>		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
9	<p>GM says our financial situation is because of the amalgamation. But he has no independent financial analysis to back up that statement. There is nothing to say if he is right or wrong, he needs an audit to do that.</p>	<p>As noted above, the financial situation has been assessed by KPMG for both the former councils and the NSW Government, in both cases showing the merged entity would start with and continue to operate at a substantial deficit.</p> <p>Poor implementation of the merger meant that the structural financial issues were not addressed at the time. Now that the restrictions imposed by the NSW Government are no longer in place the problem needs to be addressed.</p>		
10	<p>In relation to the four finance options proposed as an annual increase for ten years on top of indexation increases, I am not supportive of options 1 or 2.</p> <p>I assume you have received legal advice relating to option 1 proposed reduction or cessation of services as some of them appear to be on wobbly grounds.</p> <p>It is fiscally inappropriate to support option 2 when by your own admission you have not been able to manage your "business" at this level for many years.</p> <p>My preference is option 3 but I would not be unopposed to option 4. I assume with option 3 that your clarification of the words of tourism and events (option 1 v 3) means you would still support events. Can you please confirm this?</p>	<p>The level of service that the Council wishes to provide is within their ability to determine. The Local Government Act only requires that the governing body consider the services that the community needs.</p> <p>Option 2 is the only option that achieves the ability to manage the current extent of business.</p> <p>Under options 3 and 4 Council would not support any events, as this is a service within the tourism area.</p> <p>There is no detail of the actual facilities to be closed. This would need to be a result of further consultation with the community. It is expected that these decisions would be</p>		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	I was unable to find the detail associated with closure of some community facilities - that is, which ones?	guided by the overall community benefit versus cost of the various facilities. In this scenario it would also be expected that the Council would look to work with impacted communities to see if there is the capacity or desire for the community to provide the facility directly.		
11	There should be no rate increases for Snowy Monaro ratepayers until there is a comprehensive review of SMRC's unsatisfactory and unsustainable operating budgetary situation to investigate whether SMRC is "Fit For the Future" and can continue to be a going concern; The review should also investigate whether SMRC has abided by the NSW OLG's Code of Accounting Practice and Financial Reporting, and associated policies	The financial situation has already been reviewed twice by KPMG and is audited by the Auditor General on an annual basis. Both KPMG reviews showed that the Council was not 'fit for the future'. Council has abided by the code of accounting practices and associated policies. This is the role of the Council's auditor to verify in signing off on the annual financial statements.		
12	It is fundamentally unfair for Council to ask ratepayers to contribute more to Council's income from annual rates and charges when Council's operating budget situation has been allowed to deteriorate without proper accountability or oversight by past and present Councils under s8 of the NSW <i>Local Government Act 1993</i> .	It is no possible to change past decisions. The situation faced by this council is not different to many other councils, except to the degree. There is an underlying systemic failure in the system of local government which relies on popularly elected councillors making hard decisions that make them unpopular if they are to be properly accountable.	That decisions made now consider the long term financial impact, ensure that Council is moving towards the position where current residents fund the cost of the services being provided rather than passing the cost onto future generations.	Nil.
13	The 4 financial scenarios are premised on Council exiting the delivery of Aged Care services by November 2022; no revenue	The projections reflect the outcomes expected.		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	from the sale of current Council Aged Care assets has been included in the LTFP or 4 financial scenarios projections.			
14	SMRC has an expenditure problem not an income problem. From 2016/17 to 2020/21:	<p>The projected expenditure in the long term financial plan starts at \$84,976,000. 2016/17 was a 13 month year. Adjusting prorate to 12 months gives operating expenditure of \$77,954,000. This provides for expenditure growth of 1.8% per annum on average comparing 2016/17 to the estimated starting point for the long term financial plan.</p> <p>Taking into account inflation this is a reduction in expenditure.</p>		
15	The 3 previous Council's - Bombala, Snowy Monaro and Snowy River - were all operating with a budget surplus in their operational budget prior to amalgamation.	The former council's financial statements do not include depreciation of roads. This omission drastically changes the operating result.		
16	<p>I would like the council to consider a community group approach (participatory democracy) in assisting to solve the revenue vs expenditure problem. I'd like to see the council explain what are the legislative imperatives versus to nice to have's.</p> <p>I do believe the council should avail itself to greater financial scrutiny before offering 4 scenarios which are all unpleasant to the extreme.</p>	The legislative imperatives are regulatory roles, such as development assessment and building control. Even with services such as roads Councils are not legislatively mandated to provide more than land for access. The legislative roles are considered so far from the expectations of the community that this starting point will not provide value, instead antagonising the community.		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
		All the scenarios are unpleasant to the community as the Council is in a position where there are no pleasant options. Even continuing to ignore the problem is no longer a sustainable option.		
17	<p>Each option/scenario includes moving out of residential aged care services which I assume means Council not owning and/or operating aged care facilities but it is not clear if this means all aged care services.</p> <p>Option 1 – I do not support the reduction of any of the service outlined except for Moving out of aged care (depending on what that actually involves).</p> <p>Option 2 – Support this with the caveat that it does what it says it will do and achieve it with a lower rate rise than proposed.</p> <p>Option 3 – Do not support this option.</p> <p>Option 4 – Support this option if Council’s preferred option (#2) is not adopted.</p>	<p>The options include moving out of residential aged care, not all services. Other community services are being reviewed to move towards being cost neutral.</p> <p>It cannot be guaranteed that Council can provide all of the services without an increase of a similar listed scale to what is listed in option 2. Achieving this will require alternative funding to be identified, which is currently unlikely to be achieved.</p>		
18	<p>I consider the Council is expecting too much from the generosity of its ratepayers by expecting them to agree with a rate increase that will more than double their rates over an 8 year period without sufficient guarantees it will achieve what is promised. I think the promised achievements will not be able to be realised even with the increased funding. To expect the community to agree with what Council is proposing without a complete picture of Councils operations is naive.</p> <p>I do not support any increase in rates for the 2022/23 financial year other than the 0.8% rate pegging figure until council provides more details of its operations and the underpinning reasons for its actions.</p>	<p>The Council needs to set a direction, either to fund the current services or change the service levels to a lower level that the community agrees with.</p> <p>The current information shows the higher level services to be provided with the proposed funds. Council does not have in place a more detailed listing of the components of the services, aligning them with the funding.</p> <p>Under any of the options the Council will still need to be able to show to the</p>	Establish clear service levels against which service delivery can be monitored.	\$100,000

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	Submission	Commentary	Recommended Actions	Estimated Cost
		community that it is operating efficiently and effectively. Before getting to that state a decision needs to be made on the resources that will be available with which to provide services.		
19	I would choose the Option 2, for a \$16 per week increase in Rates, to continue to allow current services. I am very happy with our current services, and I don't want them cut. I have lived in the same house since December 1968.			
20	In relation to the rates options – I have a strong preference for Scenario One, and in conjunction with this, I suggest the Council should place significant focus on identifying efficiency options (and there may be value in engaging the community in this, and highlighting that efficiency gains can result in cost savings and hence less pressure on the budget and rates).	Council is already undertaking service reviews to seek to identify improvements.		
21	We would like TO SAY NO to your rate rises over the next few yrs, considering ours already have went up TWICE already in the space of not even a year.	<p>Rates increases will be a particular concern to residents in areas disadvantaged under the rates harmonisation process. Generally (but not exclusively) this impacted negatively on properties in the former Snowy River Shire. In the Fit For the Future proposals the Snowy River Shire was shown as needing the greatest increase in rates to be sustainable (67.8%, versus 40.1% for Cooma-Monaro and 23% for Bombala).</p> <p>The cumulative impact if those increases were applied was assessed against the impact of the harmonisation and indicated</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
		<p>that the residents would have been in a similar worse of situation.</p> <p>This does not mean there is not a significant cumulative impact, just that it would have had to occur in any event.</p>		
22	<p>I think SMRC should have sent me a letter regarding the rates increase and other proposed changes giving me a reasonable opportunity to question what was happening. SMRC has given landowners four bad choices from what I can see and there's no information that justifies the rate increases the Council is proposing or an explanation of which is the cheapest rate rise option. Landowners have to pay for the Council's buildings, vehicles and other machinery, computers and administration which is very expensive and doesn't actually deliver much in the way of services other than an inefficient bureaucracy. I can't find any information on the SMRC website or Smiths Road website regarding the meeting on the 4th of May when the financial plan and other documents were apparently adopted or know where else I could look. To read through the long term financial plan and understand exactly what the SMRC is proposing was difficult. I would have liked more notice from SMRC so I could attend the meeting in person on the 4th of May and get the information straight from the horse's mouth.</p>	<p>Costs of an area wide mail out are being reconsidered as we review the communications as is the notice provided. The use of community groups to spread the information has proven to be effective in areas with a strong core group, but still does not reach everyone.</p> <p>The four options showed by the dollar increase and percentage increase to allow identification of the relative costs of the options on the landowners.</p>		
23	<p>No rate rises or new additional services and infrastructure to be committed to by council until a complete independent forensic financial audit has been undertaken and the findings made public and recommendations implemented. Establish an s355 Forensic Audit oversight committee to prepare the terms of reference for the audit.</p>	<p>Provision has been made for in the 2022/23 year. Any rate increase will not be in place until after that time. Should information come to light that allows the Council to reduce the level of rate increase provided this can be applied by the Council at any time in the future.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
		The Council needs to set its plans for the balance of its term, which requires strategic decisions on the direction the organisation is to take. The details of how that is achieved then flow from the leadership direction, which may change as new information is available.		
24	<p>Finance Options SMRC Financial Snapshot 2022</p> <p>"Move out of residential aged care services" is listed on ALL four (4) options.</p> <p>In other words, moving out of residential aged care services, for SMRC, is Not an option, it is inevitable, and it's going to happen.</p> <p>What does "Move out of residential aged care services" really mean?</p> <p>What does this mean? What services will be closed?</p>	<p>Moving out a residential aged care is included as to retain it will lead to an additional \$2million to \$3million per annum to be raised from landowners.</p> <p>Council is looking to find an organisation that is better placed to provide these services without the need for subsidies from the residents of the LGA.</p>		
25	<p>The Long Term Financial Plan gives a number of scenarios regarding special rate variations. Whilst it is acknowledged that the rate peg is never enough to cover the increasing costs that Council faces, some of the rate increases suggested are far too large for most of the population to absorb without a great deal of angst. The area that I come from has a number of people who are on fixed incomes and the suggestion that their rates be raised by 100% over eight years is not an option. Also, at the present time the agricultural sector is going well, however, in</p>	<p>Scenario 3 would meet this request, as future councils are not bound to increase rates by the maximum rate peg that may be approved.</p> <p>What is proposed is simply 'pushing the can down the road', which is not good leadership or governance and is what has led Council into its current situation.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>three years times this may not be the case - with the trends in agriculture always being up and down.</p> <p>Could Council perhaps consider a 5% increase, including the rate peg, for the next two years? This would not commit the next Council to any above rate peg increase but provide the present Council with some additional funds.</p>	<p>The current council needs to determine a viable strategic direction. Future councils then can determine to vary that if they feel to do so better suits the community's needs.</p>		
26	<p>I do not agree with any suggestions that Council not engage in any tourism or economic development activities. The Bombala Visitors Information Centre organises many bus tours to the Bombala and Delegate districts.</p>	<p>All services that we ask the community to rank in importance are considered valued. However, the question is what services are the community willing to fund.</p>		
27	<p>How did our Council get into the financial position it is in now? Was there a lack of due diligence pre-merger from the Office of Local Government?</p>	<p>As noted above, the pre-merger information showed that the council being established was financially unsustainable. The current position is the results of many decisions by many people over a long period of time. None of those can be changed.</p> <p>Knowing that these is an issue decisions need to be made on what to do about the problems.</p>		
28	<p>I feel the present general rate system should remain with only the CPI increase each year. Council has the capacity to increase further with service charges and if both general rate and service charges increase dramatically, ratepayers will not have the capacity to be able to pay these increases.</p> <p>So it be services will have to be cut but more efficient planning on works and services is needed.</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	Roads are the major concern and more pressure is needed to both levels of government.			
29	Some council facilities such as halls and swimming pools are in excessive numbers. This should be reduced if there is not enough funding for the roads. Other facilities should also be investigated for their necessity.	Council does have a relatively high number of halls and swimming pools per capital than other regional town councils. Reducing such facilities and other community facilities would reduce the level of revenue needing to be raised.		
30	I strongly oppose a rate rise of any form. Many people in this area are already struggling to pay the bills, while facilities such as hospitals waste recycling facilities and aged care are being taken away. We are not a third world country, a one size fits all approach should not be the ideal to dealing with such a large area without scoping the income. Sometimes the information that is provided does not always reflect the reality. What's good for Cooma is not necessarily good for Delegate. NO RATE RISE IS ACCEPTABLE.			
31	Apparently the government is going to throw millions if not billion at a few kilometres bypass around Jindabyne instead of building pedestrian bridge. Use some of this money to help the towns and the council. Snowy 2.0 surely can help support Adaminaby. B	A single injection of capital will not address the ongoing need for capital replenishment and maintenance that is needed.		
32	The timeframe for feedback has been too compressed for alternative options to be presented and considered. A lack of independent financial audit also places the region in a difficult position as it appears we have to trust the people who have gotten us into this mess to get us out without an independent	The 'people who have got us into this mess' stretches back decades. The need for rate increases have been identified since as early as 2015.		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>evaluation. I would have liked to hear more about plans the council has to enable financial success rather than dot points buried in a difficult to navigate website. Inefficiencies are present and there is duplication of work across council that could be avoided through the implementation of more effective systems. I know council was trying to get the state government to take over maintenance of the regions roads. This should be a key priority as a key tourist destination our roads are key to unlocking the tourism potential. Not to mention the importance of safety for locals. I believe a rate rise is a knee jerk reaction to what has been continuous mismanagement.</p>			
33	<p>Insure all your major assets. Spending \$5 million on an asset and the damage it caused through negligence is NOT acceptable. Why should we small people pay huge amounts of money through your negligence? That is simply not acceptable and fair. Your job is to manage, so MANAGE ASSETS PROPERLY.</p>	<p>The IP&R documentation is about recognising the resources needed to manage the assets properly, which historically have not been in place.</p>		
34	<p>I don't agree with any of these options. I think councils rate base will increase by default with land values rising massively. Further cost cutting at executive level and rationalisation of council owned assets and transparently tendering private enterprise will deliver better net outcomes.</p>	<p>The overall rates do not increase as land values increase. Land value increases only change the portions attributed to each property.</p>		
35	<p>I would like to see some kind of independent audit of councils financials to understand where the money is being spent (or where it has previously been spent) to determine if the money</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	has been spent in the communities best interests. It's difficult to make comment on the validity of new financial models without understanding the problem we're trying to solve.			
36	Have the projected figures taken into account the land value increase that will also be applied to what we pay in rates now.	The increase in land values do not increase the level of rates that is collected from the community.		
37	Given the crazy property price increases since the last Valuer general report - For transparency, can you please provide a worked example of what the total rates cost will be for a residential and rural property valued at \$500,000 from the last Valuer General report to an increased value of \$1,000,000.	It is difficult to model the exact changes of valuation changes without knowing all property valuations across the region. It is only by knowing how the values have changed relative to all other properties that you can calculate the relative change.		
38	Is it fair to impose a rate increase above the pegged increase, when the land valuations will have a substantial increase on the rates paid?	The council rates income does not increase in line with the increase in land value, it only increases in accordance with the rate peg figure.	Highlight how the rates change when land values change on the Council's website.	Nil.
39	Your plan is useless as you have not done a full audit of spending, financial assets, staff and how you track invoicing, complaints, staff spending limits.	The financial plan looks at the cost of replacing infrastructure at the end of its useful life and the cost of maintaining those assets based on a percentage of the asset values.		
40	I was really hoping for some innovative ideas to be put forth for our communities future in the draft. Things that would address housing affordability, more bums in beds across the shire, more jobs across new industries and diversifying market segments, helping to increase household income and therefore more spend in the local circular economy, investments in fundamental services and facilities to ensure a brighter and happier future for residents and tourists. HUGE rate rises go	It will not be possible to attract people to the area with run down basic infrastructure. Moving towards restoring the run down infrastructure will make the area more attractive in the future. Moving from an underinvesting council to a sustainable council is essential. New		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	against all of those things.....and they do not alter the spending habits of a financial downward spiralling council.	services and strategies can be included by resourcing them, either by increased revenue or decreasing other services to offset the cost.		
41	Rates should be frozen. The increase of rates in unsustainable and will drive more people away. Services should be equilateral across the region.	It is often difficult to define what equitable services are, but there is a need for the levels of service to be clear to the community. Once a strategic direction is set the process of clarifying service levels can be commenced.	Develop service standards that apply across the region.	
42	<p>We need the audit to get some truth to the financial figures that council state as relating to these plans.</p> <p>If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong.</p> <p>Information to base our consideration upon. For example, the Jindabyne SAP planning details remains completely unknown at this stage, and we might not see the plan details until July, or later. With a new Labor government, the whole Jindabyne SAP might be re-designed, scrapped, changed or enlarged. I see the \$100 million 'bypass' appears to be funded in the 2022/23 Federal Govt budget, but the design if that project is incredibly poor and the outcomes are seemingly driven around just building more houses.</p> <p>If we are building significantly more houses in Jindabyne, this will deplete council resources from the rest of the shire and our remote areas and villages will suffer while council chases the dollar.</p> <p>We need an audit.</p>	<p>Council cannot wait until everything is known. There will always be unknown factors. Should substantive increases in development occur in Jindabyne the developer charges and developer created asset should fund the expansion.</p> <p>Unless rates are at a level where they cover the costs of services increased housing will worsen the financial position of the Council as it will have more infrastructure and not be raising the funds to maintain and replenish it.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
43	I understand that the rates have not gone up in sometime, apart from the land value adjustment recently. If there is a need for a rate rise over the next ten years in order to continue to provide and improve council services, then I support this as I am fortunate to be able to cover this. I understand why this will be tough for some people and however it can be staggered and introduced with the least amount of negative impact, would be good for a community that is exhausted post the impacts of bushfires and COVID and increasing house prices/supply shortage.			
44	Think you are using the wrong demographic information. If some parts of the Snowy Monaro are declining in rateable residents while other parts are increasing significantly...1% really? p13. Cooma will not remain the HUB as you put it of the snowy Monaro. You have touched on the special activation precinct in Jindabyne, this suggests a population in place of well over 40,000 people, so focussing your funds and energy right now on Cooma is not the best bang for your buck one would think? How do you expect rate payers who do not work for council and did not continue to get paid for the past 2 years during covid lockdowns to be in agreeance with your proposed scenarios of rate increases? You have already stated you are looking at housing affordability yet you are wanting to put significant stress on rate paying residents. The increase permitted under NSW Govt is surely all you can expect to impose on rate paying residents in the next 12 months? Perhaps increase the rate on holiday homes, or unoccupied homes, or Airbnb lettings, but to slug rate paying residents who may not have had the luxury of full time pay during covid and	Council has no legislative mechanism that allows rates to be levied differently on different uses of residential properties. In the previous long term financial plan a rate increase was proposed as the financial modelling showed the council was running out of cash. That increase was deferred during the COIVD pandemic due to the impact on the landowners.		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	working from home is the height of ignorance and quite arrogant.			
45	Not enough time, so unable to comment meaningfully. However, with the Council being in such a parlous financial situation, I don't feel we can afford the luxury of so much being spent on non-key functions such as all the cultural focus - we just can't afford it at present, and need to stick to the basics like roads, rubbish, etc.			
46	Option one Ratepayers need an audit so council can re program expenditure			
47	We would like an independent evaluation Transparency with structure/ efficiency As we have so much development happening here and with this increase in rate payers, would this not suffice to maintain our rates at the current level or similar to? Many of us are not in the position to double our rates nor do we find it fair for us to double our rates to pay for past overspending. I think a more grass roots, sustainable approach to spending with an independent review for all stakeholders. We should have further community consultation. Advertise on social media and the local radio stations so that people are aware and can plan to attend please. It may take time to complete but it would be an ideal way to proceed. Thank you	Unless there is an immense amount of development it will not substantially change the financial situation. You would need to double the density of the land holdings without adding any new infrastructure.		
48	I'd like to see a full independent audit and gain the trust of the community again then we have an open and honest discussion about rate rises and what services will and will not be provided			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	and from there move forward with things in a positive and open manner			
49	It is only recently that council obtained the ability to link an invoice to a purchase request of project code. How do we know the scenarios positioned to us are based in reality? An independent audit would go a long way to inspire confidence amongst ratepayers.	The costs of providing infrastructure are based on the assets and their values, not the historical spending patterns.		
50	<p>I am disappointed with the finance options provided. I am generally supportive of a rates increase because I would like to see better service delivery in our region.</p> <p>However to me better service delivery would include things like:</p> <ul style="list-style-type: none"> - more planning staff so DA approvals can go through faster, - more mechanics so road and waste trucks can be serviced routinely and efficiently - more traineeships to help young people into a career and increase local workforce and employment options - more green spaces, footpaths and lighting being a requirement of all new developments (cost on the developer) - more rangers to maintain compliance for parking, barking dogs, litter (this can include issuing infringements to raise revenue and enforce better behaviours) - more infrastructure and regular maintenance of public water fountains, footpaths, public toilets, public bins, green spaces, shared walking/riding trails, parks & gardens <p>And none of the suggested options appear to be delivering any of the above - you suggest a rates increase will only go towards</p>	<p>The proposed service level increases would need to be costed. The request for regular maintenance of infrastructure will be included in scenarios where those services remain funded.</p> <p>Scenario 2 is increasing the service level from the current service level, being to allow infrastructure to deteriorate over time and only spend half of the funding needed to maintain it.</p> <p>Paid parking is often seen as a solution. The introduction of such schemes is expensive, as is the ongoing maintenance and servicing of the system. There needs to be a substantial traffic base to make these systems viable. It is unlikely that the parking areas and traffic volumes in Cooma and Jindabyne are at the level to make such a scheme viable.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>roads maintenance - obviously this is a contentious issue as yes we have many roads to service in our area and this last year weather events have caused some issues but from my perspective, roads maintenance is NOT increasing services.</p> <p>From the options provided my preference would be option 3 or 4. If you have to cut services then YES to these:</p> <ul style="list-style-type: none"> - Reduce front counter services - but no cuts to DA services - Reduce tourism and economic development - Reduce or close the info centres (couldn't you combine the info centres with the libraries or the Council offices) - Reduce Library hours - Cease economic development and tourism/events activities and support - go back to offering only in-kind support where if Council provides a service (DA application, waste collection/drop off, hall hire fees) these can be waived on application but stop giving money out in cash/cheques. - Minimal strategic planning to occur - As per the Waste Strategy install Bank of Bins at the less trafficked Transfer Stations and close the smaller/less used transfer stations - Close / Reduce hours to some swimming pools - Yes to increasing maintenance funding to appropriate levels - Keep or increase Ranger services - perhaps looking at compliance where they can generate revenue like parking, littering, bins out on wrong days, - Keep Building - DA's - this generates income and surely can't run at a loss <p>AND some other ideas for revenue raising activities that can be</p>	<p>Council already receives payment for people using the showers at the Jindabyne pool. There has not been any indication that there is a large demand for public (Paid) shower facilities in Cooma.</p> <p>Council cannot charge different rates to different residential uses of properties.</p> <p>To make the towns attractive requires resources invested into streetscapes, parklands and landscaping.</p>		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>sourced from outside rates revenue:</p> <ul style="list-style-type: none"> - Pay for Parkings in the central streets of Cooma and Jindabyne - Pay for hot showers in Cooma and Jindabyne - Look at how some other tourist destinations charge rates where they have premium charges for investment properties (permanent holiday rentals could have their own rating = commercial). Consider charging higher rates to investment/holiday properties but leave the rates for permanent residents (owner occupier and 12+ month rented properties) at the lower tier. - Make our towns attractive for more people to want to live and work here. More people means more rates and more jobs. 			
51	Disagree we pay too much now			
52	<p>I would like to submit my feedback on a few points from the view of a Customer Service Officer and a rate payer. In relation to the closure of council doors to public and only have Cooma Office open I believe this shouldn't even be considered as we are need to answer the phones so why not open to the public this service is free. CSO are the first point of contact for the public and with the service with a smile approach that this amazing team offers and go over and above to help front counter customers. I believe this is like igniting people's perception again over council not doing anything for them and all we as CSO's try to do is the opposite to change their views on council we are here to help however we can. Take Berridale the town is increasing with property purchasers so fast, New IGA shop starting build in October and pub has been bought by a Jindabyne Hotel to refurbish and open.</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>There are many elderly and all walks of live residents they enjoy coming in to make payments, chat and always leave with a smile and thanking us for the service. Residents need doors open if it's for the elderly and all residents with the amount of development and purchasers happening in the areas, the growth is increasing and we are looking at taking this away like lighting a bomb on social media and to all residents perception of us again that we do nothing. All CSO's would welcome Councillors, staff and public the option for them to visit the offices and view the front counter interactions with have.</p> <p>If this does become an option please maybe just revisit the office hours for them to attend and also A MUST would have to be able to pay rates and charges at the post office again with no doubt to help elderly residents more so with this.</p> <p>Being on this side of the phone I believe people are still coming to terms with the harmonisation of rates as some rates went up \$600 per year and others went down to bring all in line with each other. When your rates have already gone up and you don't see progress with roads, roadside up keep etc. they don't see why should pay more to council. I see the public wanting the basics for paying their rates being Roads maintenance up keep and upgrades to a quality standard, Parks and Gardens to be maintained also including the tidiness of roadside with the height or grass and rubbish and take pride in the way our town looks, and to deliver waste services. Some residents are needing kerb and guttering within the centre of town as front and back yards flood when rains as road higher then yards they feel they get nowhere and no one wants to help. Increasing</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>rates for these people I guess doesn't go down well in this example only.</p> <p>I believe when the public can see basic services like this being fulfilled to a good standard they won't have a huge issue with rate increasing over time. Some people call day in day out for communication with council departments and the frustration builds, public want council staff to answer phones or return calls, they want communications and know they have been acknowledged to their issues, that we do recognise and have an upcoming plan, explanation as we are only human as well and sometimes the work load is stopping us from helping new enquiries but the outside don't see this. Think we need to get back to basics with the public and needs for the region we live in and such a big region for outdoor staff to maintain as well</p>			
53	I feel there needs to be a review into council spending before we sell our nursing homes	While there is a financial impact in being in residential aged care, the primary driver for Council is that it is not well suited to be a provider of this type of service.		
54	I think council should take a thought for people who are on low incomes. Such rises would be impossible for the older generation.			
55	NO Rates Rise above the peg. Council must deliver core community services efficiently, no unnecessary expenses. Prioritise the needs of the locals first.			
56	I believe an independent external audit needs to take place to ensure any programs meet the needs of the community before any rate rises are considered			

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	Submission	Commentary	Recommended Actions	Estimated Cost
57	Of the four scenario I support scenario 1 only. However, I do not agree that council should sell its aged care assets.	Retaining aged care will require \$2million to \$3million in additional funding to be diverted from other services.		
58	I need to understand what our current financial position is and how we got here. What impacts has the amalgamation had on our financial position. We need an audit before I and other community members can be in a position to make an informed submission	<p>There is an ongoing structural deficit of around \$6million, based on the financial statements. This is approximately \$4million per annum better than the projected combined deficits of the former three councils of \$10.5million. The full extent of these savings are not due to the merger as had the former councils continued they would also have had to cut budgets until they got to the point where only a rate increase would solve the problems faced.</p> <p>However this does not show the full story. Costing has been developed to look at the replacement cost of the infrastructure, its effective life and the optimal investment to minimise lifecycle costs. In addition the cost of maintaining those assets has been determined by considering benchmarks from the asset management industry for each asset class.</p> <p>Overall the calculations provide for an additional \$13.6million needing to be invested per year to sustainably provide the infrastructure.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
59	<p>Increasing rates is a band aid fix.</p> <p>My rates went up 60% from the 21 FY to the 22 FY. What did you do with all the money from those increase?</p> <p>Until you fix the root cause of your problems, including the mis-management of funds you will continue to need to seek to increase rates to cover your mistakes.</p>	<p>The rate increase referred to is the harmonisation. Not a single extra dollar was raised through that process.</p> <p>The root cause of the problem is long term systemic underinvestment in the infrastructure. This has been made worse by reactive responses, rather than having in place proper asset management processes that drive the investment, but?Z lack of proper investment in infrastructure.</p>		
60	Assumptions seem viable			
61	A financial document - not designed (or intended?) for the general community. It might be beneficial to have a more open and easy to understand supplement to the Financial Plan to explain Council's intentions and its preferred option to raise rates and charges. (The FAQ section is not very helpful in this regard.)	This was the intent of the fact sheets. The content will be reviewed.	Review the information following completion of this project.	
62	Don't put rates up for owner occupiers, charge higher rates on investment properties as at least they can claim some back on tax. Help the locals stay in town.	This is not possible under the current legislation.		
63	<p>Options 1 and 3 are not sustainable and should not be considered otherwise the financial situation will deteriorate further. Option 2 is preferred (with hardship provision) and Option 4 as fallback.</p> <p>Suggest also identify how to achieve improved productivity and better manage risks (rather than avoid).</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
64	<p>independent audit before any rate rises</p> <p>Why is there no clear concise table showing all four options that the community can understand- similar to what went to council earlier this month for the three options</p> <p>Show us how the finances have gone so bad with a full independent audit BEFORE creating more revenue- wouldn't it make sense to know why the finances are so bad before just bringing in more money.</p> <p>It is not adequate to have only customer service in Cooma. What about the rest of the LGA weeds & projects are both grant funded - why cut those services?</p> <p>Aged care is a done deal so why mention it & why seek grants for upgrades to them before the sale is finalised?</p>	<p>The financial situation has been set out in 2015 and 2016 by KPMG and is also shown in the long term financial plan developed by Council in 2018.</p> <p>Weeds are only partially grant funded. While most of the projects team is grant funded the management of that team cannot be booked to grant funded projects. Those were the costs that would be removed.</p> <p>The upgrade was underway before the commencement of discussions on the future of the facilities. The increased beds is considered to improve the viability of the facility, whether it is run by Council or a third party.</p>		
65	<p>I am asking that any rate payer who had their rates adjusted in 2021 by so called harmonisation which increase my rates by over 40% should be exempt from any future rate rises for the next five years</p>	<p>This is not possible unless the Council reverses the approach taken in harmonisation and reintroduces different rates for different localities. Any reductions in one locality will require an increase in another.</p>		
66	<p>Independent audit and inquiry into council and councillors financial dealings and expenditure, present and retrospective first then go from there.</p> <p>Bombala was very financial until the forced merger.</p> <p>Reverse the amalgamation and refund Bombala what Cooma inherited.</p>	<p>Bombala was not financially sound prior to the merger.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	Bombala shouldn't have to pay for Cooma council's bad management.			
67	<p>Honestly, the draft that has been put forward to the community is nothing short of laughable.</p> <p>OPTION 5: Independent Audit of the financial standing of the current council and the appointment of an administrator to sort out current lack of substantial funds to keep the council running for the entire community.</p> <p>Closing parks is absolutely ludicrous, no tourism event ridiculous.</p> <p>You need to go back to the NSW State Government and apply pressure to get the cash that this amalgamation requires to be a worthwhile pursuit for all parties. We need a leader at the top e.g. GM that can push past being polite and to start the push for the right allocation of funding to support such a large shire created to apparently make things better.</p> <p>We will see a mass exodus of families moving away from our area because of the lack of community facilities not to mention the proposed rate increases. You can't ask for more money and close facilities, this just makes no sense.</p> <p>A full transparent audit of this council needs to be a priority.</p>	It is unlikely that people will leave the area due to the rate increases as most similar places they could move to already have higher rates.		
68	Raising rates 9.37% each year over the next 8 years is absolutely abhorrent, and will see people leave the area due to the inability to afford their rates. The average income for this	The Office of Local Government comparative data shows the average household incomes of the SMRC region to		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>area is not all that high, and it will absolutely see people losing most of their pay checks trying to pay them if they attempt to stay.</p> <p>The fact that council has only divulged an in-depth amount of information regarding their preferred financial strategy is also disgusting. It shows that council really hasn't attempted to think of anything other plans, and have tacked the other options on as an afterthought.</p>	<p>be \$52,889 and the average for regional town/city councils to be \$54,176.</p> <p>The information on the cost of providing services relates to all of the scenarios. The cost of providing services does not change if the level of revenue is lower.</p>		
69	<p>Council have gone straight to the 'preferred option' that is going to raise revenue the most. Why? Ratepayers are going to be under more and more financial strain in the moving years with increased costs of living in all aspects of life. It appears Council are really trying to gouge...</p> <p>Again, How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?</p>	<p>Council provides more infrastructure than nearly all other regional town/city councils per landowners and extremely low rates compared to those councils. This supports the position that the level of revenue is an issue.</p> <p>Council is seeking to identify efficiencies and will continue to do so. Over time any efficiency savings can be adjusted for is they result in lower costs.</p> <p>The delivery plan already includes ongoing service reviews.</p>		
70	<p>I support the option 2 we need to increase the rates to cover cost and improve infrastructure.</p>			
71	<p>Council should keep Rates and Charges at the current level and have NO increases beyond yearly State Government Increases. Current Rates and Charges are comparable and in some instances higher than other areas in NSW including some</p>	<p>Council is not currently operating cost efficiently. The current underinvestment in infrastructure maintenance will be causing assets to deteriorate before their optimal</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	Sydney Metropolitan areas. To increase above the rest of the state will put enormous pressure on Households, discourage Young Families and Single Parent Families from seeking property ownership and make the area unattractive for people considering relocation to the area. Council needs to show leadership to maintain its cost efficiency and to minimise any future Rate and Charges increases	lifespan. The cost of needing to replace assets early or undertake much more costly remediation will greatly outweigh the cost of undertaking proper preventative maintenance in the first instance. In roads, as an example, the cost of failing to properly invest is to increase the cost 6-8 times for the areas where failure occurs.		
72	<p>If I must choose one of the four scenarios, I choose Scenario 1.</p> <p>I would prefer a new scenario where:</p> <p>(a) Rates do not rise;</p> <p>(b) Council cuts its services and to become efficient in the delivery of core water, sewage, waste, roads and planning services.</p> <p>(c) Council becomes “pro development” in order to attract more people to live and invest in our region. This will grow the rates base and allow council to receive more income but not at the expense of individual rate payers.</p> <p>In respect to cuts, I recommend that the following areas be cut substantially:</p> <ul style="list-style-type: none"> - Economic development – After 10 years of recession council’s spending is clearly unhelpful. Suggest you cut this by 50% or more. - Library services – Do not open the unaffordable Jindabyne Library. Reduce library operating hours (and staff) by 50%. Discontinue expensive afterhours (overtime) programs operated through the library. - Youth events – Reduce the number of youth events and 	<p>It is an option to reduce those services. It is considered unlikely that an area with minimal or no pools, community facilities, parks or sporting facilities will be an attractive place to relocate to.</p> <p>The financial analysis does not make sense in a local government context. The infrastructure and operating expenses are not linked. The reduction in non-current assets is reflective of the ongoing use of capital to offset operating losses, it is just not a logical connection to say that growth in operating expenses can be reduced due to that fact</p> <p>As noted previously the forward estimates already include significantly reduced expenditure from the year that seems to have been selected for these comparisons.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>coordinating staff.</p> <ul style="list-style-type: none"> - Capital grants that lead to increased rate payer funded operating costs. Please stop applying for grants for things that we do not really need and that increase our operating costs. Jindabyne Library is a good start. - Discontinue disability services. In my view these are not council services and should be delivered by the private sector. <p>In terms of efficiency it is clear that Council's expenditure has risen at a faster rate than its non-current asset base (37% versus 9% for the consolidated entity) since the merger. In the case of the General Fund expenditure has 44% while non-current assets have actually declined in value (n.b. all figures are adjusted for inflation). Therefore, it is likely that a well-managed and correctly focused efficiency program could achieve significant savings.</p> <p>The best way forward is to grow the economy and also to grow the number of rate-able properties. More people living on more separate lots means more money for core services without needing to raise individual rates.</p> <p>To grow our economy we need more people to live and invest here. More people means more cash in the economy, more businesses, more jobs and more vibrancy. But people need somewhere to live and confidence that they can invest and that their investments will provide a return on investment.</p> <p>This is where council can help. It should:</p> <p>A. Protects land rights – No one will invest here if the capricious rezoning proposals in the draft rural land use strategy are</p>	<p>While the submitter is of the view that aged care facilities are worth millions of dollars to sell it is considered that the current projections made by Council based on our investigations and actions so far are more likely realistic.</p> <p>The loan is included at this stage as it considered more likely to remain with the Council than transfer. The forecasts will be adjusted if the loan is no longer required. The loan will need to be repaid, much like most loans Council undertakes, which are not for commercial purposes. The next loss of a service is funded by rates and general purpose grants.</p> <p>The scenarios do show expenditure based on the current service level as the actual cuts to services are not yet determined. Where the cuts would be undertaken will materially change the financial plan components. As mentioned, the commentary indicates that the cuts need to be made to the expenditure, after which there would be adequate cash. It can be seen that this approach may have been confusing, but at the same time was conscious not to give the impression that the decisions had been made on the service changes that would occur.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>allowed to proceed. So this needs to go once and for all.</p> <p>B. Standardises and expand land use rules to allow a greater diversity of businesses and farms (e.g. small lot farming of berries, nuts, olives, cherries, fish farming, etc).</p> <p>C. Lower lot sizes for dwelling entitlements in rural areas and allows lot averaging (or its equivalent) everywhere to free-up non-productive areas of farm land for homes.</p> <p>D. More village and town lots</p> <p>E. Speed up planning – We should aim to have the fastest and most helpful planning service possible.</p> <p>F. Run a move and work in the Snowy Monaro campaign – Council should run a national and international campaign to get people to move here and bring their money with them!</p> <p>G. Attract new industries – Council should seek to attract new industry to our region. Energy is one - more solar farm developments, micro pumped hydro on our many (hilly) farms, hydrogen production. What about data centre hosting (using our cold and windy climate too reduce air conditioning) and electric vehicle and battery deep maintenance services, etc.</p> <p>>>>>>>>>>>></p> <p>Deficiencies of the current document</p> <p>Beyond not including the above scenario, the LTFP document has many deficiencies. It is materially inconsistent and therefore hopelessly flawed. I recommend that SMRC withdraw this document from exhibition and address its problems before recommencing the exhibition and consultation process.</p> <p>Some of the key inconsistencies include:</p>	<p>It will not be possible to provide redrafted financial scenarios until such time as decisions are made on service level changes. The extent of the variations in the deficit are considered most likely to indicate to most users the financial outcomes.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>1. Missing material financial impacts and cash flows from the divestment from aged care</p> <p>Each scenario in the LTFP includes a description and a series of financial tables reflecting the projected operating results, annual asset positions, and cash flows. Each description includes a statement to the effect that council will divest from Aged Care in November 2022. As SMRC's key short term strategy to address its budget deficits, this is a vitally important component of the LTFP. However the document provides no detail of what this divestment will entail.</p> <p>Divestment from Aged Care could include:</p> <ul style="list-style-type: none"> § The sale of valuable buildings and land or otherwise their lease to a new services provider. § The sale of other business PP&E, intangible assets and goodwill. § The transfer of several million dollars in cash and investments related to Accommodation Bonds to the new provider, and a reduction in liabilities. § The payment of severance amounts to staff who leave employment with SMRC. § Payment of redundancy amounts to staff who leave employment with SMRC but do not join the new provider. § Changes in insurance costs. § Operating loss subsidy - SMRC's aged care operations currently operate at a loss of around \$2m p.a. This loss is currently funded from council's funds reserve. Therefore divesting from aged care will improve SMRC's operating results. § Etcetera. 			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>The most significant of these points is the cash inflow from the potential sale of aged care facilities and land. As such a sale could generate many millions of dollars, there is potential that the proceeds could help fund council's operating deficits for many years.</p> <p>Despite each scenario's description noting the divestiture from aged care in just six months' time, the financial projections in the LTFP do not include any impacts from divesting from aged care. I raised this matter with the Mayor who confirmed my observation. Given that the income from the divestment (especially selling the facilities) could be sufficient to maintain council's operational losses for many years, this is a material inconsistency that misinforms any reader of the LTFP.</p> <p>2. Inclusion of a loan from the Water Fund to the Aged Care Fund (which won't exist)</p> <p>Page 15 of the LTFP states that \$700,000 will be loaned from the Water Fund to allow for the extension of the Yallambee Aged Care Lodge. The loan is set to be over 10 years at a rate of interest of 1% p.a.</p> <p>This noted loan is inconsistent with the assumption that council will divest from aged care in just six months' time. As council will not have aged care operations there will be no aged care income from which to repay the loan. According to the Mayor, no loan repayments have been agreed with the purchaser. This, in effect, means that the loan will likely be written off. However, this is not included in the financial modelling.</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>Council staff managing the exhibition advised that the LTFP’s financial modelling assumes aged care will remain in council control (even though the LTFP assumes and states the opposite). However, under an assumption that no divestment occurs, then SMRC will continue to make a loss on its aged care assets (i.e. this is why they are planning to divest in the first place) and therefore will not be able to pay back the loan or its interest.</p> <p>It seems clear that the LTFP has mishandled this matter. Either the \$700,000 loan is really a \$700,000 gift to the new provider, or it is an internal loan that will never be repaid. Both cases are inconsistent with the LTFP. This is important as the Water Fund reserve exists to meet our region’s future water infrastructure needs, and as you will be aware, access to clean water is a problem for a number of towns and villages at the present time.</p> <p>3. Scenario One’s financial modelling is defective</p> <p>Scenario One is SMRC’s ‘base case’. It proposes that SMRC will “operate as normal except for a targeted \$3.865M reduction in current service levels in 2023/24 in order to achieve balanced budgets over the life of the plan. The results of the scenario show cash levels sufficient to fund internal and external reserves if reductions in expenses are achieved, sufficient to eliminate annual deficits.”</p> <p>Despite its very clear description that the scenario will see SMRC achieve balanced budgets, the scenarios financial modelling shows only deficits being achieved in each and every</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>year modelled into the future. As Scenario One is likely to be attractive to many individuals (i.e. it involves no rate rises), this error may cause some to change their views when they would not have done so had the modelling showed a balanced budget result as promised. To make matters worse the LTFP highlights these modelled deficits by use of emotion-rich red coloured numerals.</p> <p>I raised this matter with SMRC through their website. They responded that the deficits in Scenario One arise because the income in that scenario does not increase. This answer is completely at odds with the description that scenario will achieve balanced budget by reducing services (i.e. expenditure).</p> <p>4. Expenditure modelling does not vary despite two scenarios stating it will be reduced</p> <p>The description of Scenario One states a specific reduction of \$3.865M in spending will be achieved. The description of Scenario 2 states that SMRC will “reduce its expenditure through efficiency gains and cost savings with moderate adjustments to service levels”. Scenarios Three and Four make no mention of efficiency gains or cost savings.</p> <p>Based on these descriptions the expenditure projections for scenarios One and Two should be reduced compared to those for scenarios Three and Four, and also likely different from each other. However, the expenditure projections for each scenario are exactly the same. As the expenditure forecasts are wrong, so too are the forecast deficits/surpluses in each year. Clearly at least two of the scenarios have modelling that is</p>			

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	<p>inconsistent with their descriptions. However, the reader is unable to determine if a specific scenario's, or indeed if any scenarios', expense and surplus/deficit modelling is correct. Accordingly, the entire document is useless.</p> <p>These four errors alone demonstrate that the LTFP document is materially inconsistent and therefore hopelessly flawed. It is not fit for purpose. As such many members of the community will not be able to provide considered feedback. I would encourage council to correct the document and re-exhibit it once corrected.</p> <p>Other planning documents</p> <p>As the LTFP is not fit for purpose, and because all other plans and documents on exhibition are material to this plan, no sensible comments can be provided on these other plans and documents other than they are equally not fit for purpose.</p> <p>However, I would urge council adopt:</p> <p>(a) A holistic affordability principle – If we can live without something and cannot afford to maintain it if build or acquired (even if capital grants are available) then it should not be purchased or build. This can be revisited when our region's economy has recovered.</p> <p>(b) A simple hierarchy of needs when considering how to spend on capital projects. For example, ensuring that communities have clean drinking water should be highly priorities, then adequate sewerage services, roads and waste. This will help</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	avoid absurdities of considering enclosing of swimming pools ahead of providing clean water.			
73	Bombala is being bled out in this model	The increase will apply equally across the local government area.		
74	<p>I support the proposed rates increases under Option 2.</p> <p>I applaud Council's plan to secure its future financial stability by planning for asset maintenance and other necessities ahead.</p> <p>If Council is to ask ratepayers to double their rates over the next 10 years, it should be expected to deliver a quality of service that is truly felt. The following suggestions target that goal.</p> <p>1. Personnel. The Financial Plan reports that 35% of consolidated ongoing expenses are employment costs. Since - like most organisations - Council's most important asset is its personnel, I would like to see higher investment in improving the quality of its staff (experience, skills, attitude). If rates are to double in the next ten years, then Council is going to have to deliver better service to its customers (rate payers). There are many ways to improve recruitment, retention and function of staff and this should be one of the deliverables built into the Financial Plan.</p> <p>2. Reviews of current operations - staff, services and contracts. In return for a rates increase, I would like to see reviews of some of Council's operational departments, particularly Biosecurity, Development Assessment, Open Space and Recreation, Roads, and Land and Property. These should be</p>	<p>1. The current level of funding for training is well below standard. As the increases have been focused on restoration of infrastructure additional funding has not been identified for service delivery or support services. There will remain areas, such as training and information technology where it is know that the level of investment is below standard. This will impact on service delivery.</p> <p>2. The areas mentioned are to be subject to service reviews.</p> <p>3. As noted above addition service staff or service levels have not been funded in the scenarios. Doing so will require additional funding to be raised or cut in other areas.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>reviews of staff performance as well as of costs savings by doing things differently.</p> <p>3. Key staff appointments. I would like to see more staff support for the COO. I would also like to see the appointment of a Natural Environment officer and creation of a mini-department for this cross-cutting function.</p> <p>4. Contractor services. I would like to see a review of service contracts with Council's main Contractor suppliers and a review of its contract management.</p> <p>5. Community engagement on the IPR documents. I appreciate the effort by the Mayor and senior staff to put on the community 'road shows' to talk about the Planning documents and other matters. While these events were excellent (and the only hope for getting community agreement for a rates increase), the communications surrounding the advertisement of these were really poor, thus undermining the efforts. Likewise, while most of the documentation provided was high quality in its content, some of its presentation was confusing (jargon, acronyms, imprecision, inconsistent). Attention to detail and professionalism in such documents is much more likely to win people over and convince them that Council knows what it is doing. (The same applies to Council's Press Releases - the typos, mixture of fonts and sometimes obscure language does not do the Executive any favours).</p>			
75	<p>Please do an audit as your plan is flawed until it is conducted and I see no value in the rates I currently pay to provide a properly funded long term financial plan</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
76	<p>(1) Focus council on the basics that they are responsible for and forget about any long term plans that will increase council expenditure Council needs to focus on the basic core services that are essential for our prosperity. Clean water, functional sewage, waste services, drivable roads, maintenance of the current community facilities and planning are the core things it should do. Other stuff, regardless of its appeal to some, needs to wait until it can be afforded. So good bye to Rail trails, Teddy Bear Sleepovers at our libraries and Yoga classes to help us cope. The same too for councils marketing department. We don't need it spending our money telling us how good they are. We will know that when you can drink the water in each town without needing to boil it.</p> <p>(2) Become efficient again Since amalgamation Council's spending is up 45% since the merger, but its physical assets under management have increased only by 9%. This shows that council has become significantly less efficient at managing our community's assets, and this is the true cause of its deficits. To address this council needs to undertake an efficiency program that empowers and rewards staff to find and deliver costs savings while delivering core services.</p> <p>(3) Grow the economy and grow the rates base The best way forward is to grow the economy and also to grow the number of rate-able properties. More people living on more separate lots means more money for core services without needing to raise individual rates – in fact our extremely high rates should be reduced which in turn can help to attract more people and more industry.</p>	<p>This respondent also relies on connection of figures that make no sense in the account.</p> <p>There would need to be an immense growth in properties to have the type of impact on revenue suggested would occur. You would have to double the number of properties without increasing infrastructure.</p> <p>Rates are not extremely high, they are amongst the lowest of this classification of council. Based on the statements that the level of rates will impact on the people who will come to the area and the comments on the current situation it would appear the logical assumption is that low rates and the impacts of that are likely driving people away.</p> <p>In reality (based on statistical analysis of rates against population growth) low rates does not correlate to population growth. Council areas with very low rates are those that also are experiencing the greatest population declines. There is only a weak correlation, however generally the areas with the higher rates are having higher population growth.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>To grow our economy we need more people to live and invest here. More people means more cash in the economy, more businesses, more jobs and more vibrancy. But people need somewhere to live and confidence that they can invest and that their investments will provide a return on investment. This is where council can help. It should:</p> <p>A. Protects land rights – No one will invest here if the rezoning proposals in the draft rural land use strategy are allowed to proceed. So this needs to go once and for all.</p> <p>B. Standardises and expand land use rules to allow a greater diversity of businesses and farms (e.g. small lot farming of berries, nuts, olives, cherries, fish farming, etc).</p> <p>C. Lower lot sizes for dwelling entitlements in rural areas and allow lot averaging (or its equivalent) everywhere to free-up non-productive areas of farm land for homes.</p> <p>D. More village and town lots</p> <p>E. Speed up planning – We should aim to have the fastest and most helpful planning service possible.</p> <p>F. Run a move and work in the Snowy Monaro campaign – Council should run a national and international campaign to get people to move here and bring their money with them!</p> <p>G. Attract new industries – Council should seek to attract new industry to our region. Energy is one - more solar farm developments, micro pumped hydro on our many (hilly) farms, hydrogen production. What about data centre hosting (using our cold and windy climate too reduce air conditioning) and electric vehicle and battery deep maintenance services, etc. Also encourage industry specifically producing products from waste eg. Composite plastic building materials so that waste is re-used whilst reducing the need for timber and steel products.</p>	<p>The belief that low rates will attract population is a fallacy.</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	H. Maybe provide support and encouragement to the Cooma Progress Association to re-open the rail corridor from Queanbeyan to Bombala and onwards to Eden to open up more tourism and industry throughout the Snowy Monaro Putting up rates and doing the same old is not going to help in the long run. Rather we need to URGENTLY attract people and investment to revive our failing economy or our region will become far worse off very, very quickly.			
77	Concerns increase in rates will add to financial pressures being felt to long time locals due to influx of transitory Snowy 2 workers - housing pressures, increasing rent prices. Concerns increased housing prices will increase rateable values of properties making a percentage rate increase higher cost than projected. Maintenance of council fleet expenses that includes staff driving new Subaru's etc. when a lot of people make do with older vehicles because their personal budget doesn't allow a brand new vehicle doesn't point to responsible management of a budget. If you can't afford it don't buy it.	Increased land values will not lead to a greater percentage increase in rates as the rates only change by the rate cap and not the changes in land values. In managing its fleet the Council looks to find the point that leads to the optimal long term cost of vehicle ownership. Incurring high running costs can easily offset the savings of changeover. This is monitored regularly and only in the last few months Council changed the period to hold vehicles longer based on the assessment of the changeover costs.		
78	Need more smaller blocks of land to increase revenue not raise rates	This would require a doubling of the number of land parcels to achieve the desired outcome.		
79	Am I correct in reading most of our rates basically amount to the salary of the staff?? This would be easier to swallow if we actually seen anything being done over our council area, other than mowing and the odd pot hole gang very little action. I assume majority of it is to the ever growing office/	This is not correct. Services take a range of inputs and the staff are just one of those components. It would be like saying when you buy a car all you are paying for is the metal.		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	administration staff. When you increase our rates will there be more inefficient admin or actual activity getting some work done around here?	<p>The issue is that the current level of investment means that what Council now does is only low cost reactive maintenance. All of the scenarios are planning to change that, in that what services are provided need to be provided well.</p> <p>All of the additional funding is to be allocated to restoring and maintaining infrastructure. The support services are not seeing any of the funds, leading to those costs reducing as a percentage of the overall costs.</p>		
80	<p>Referring to the Option 1 through to Option 4 regarding the Special Rate Variation:</p> <p>If they are only 4 options on the table for discussions and if we as rate payers actually have a say or some input into this Integrated Planning & Reporting outcome this is my input.</p> <p>I would only agree with Option 4 first and then Option 3 if I had to supply an alternative.</p> <p>And here's why and this is just my opinion;</p> <p>Stop wasting money on tourism, Cooma is not a tourist "destination", it's a drive through to other tourist destinations, the snow, the rivers, fishing, Jindabyne, the mountains, the coast, Victoria etc e.g.: "There's so much to love" in Cooma 1 1/2-hours' drive away.</p> <p>That's not to say Cooma isn't a great place to live, it is,</p>			

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>otherwise we wouldn't choose to live and retire here.</p> <p>It has "So much to love" and offer "residents", clean air, the community involvement/spirit, the medical services and all the other services that are available, the hospital, multiple school options, sporting opportunities and facilities, local businesses and work opportunities e.g.: traineeships, apprenticeships etc, close to other tourist destinations but not having to live in those destinations, e.g.: to many "tourists". The positive small-town attitude, friendly, actually knowing people, multiple coffee shops, great variety of eateries etc. There is so much to love in Cooma.</p> <p>Move out of residential aged care services while ensuring they are kept in the community; Sell off all residential aged care and offer incentives to lifestyle community companies like Ingenia Lifestyle etc to build new Over 55's residential accommodation. This will increase the demand for services and employment and keep people in the town that want to downsize and retire here.</p> <p>That's my 2c on the matter if it makes any difference, I'd like to think so but I doubt it.</p>			
81	<p>With regard to the suggested restructuring of our rating I find it astounding that Council would consider cutting Tourism & Economic Development. These are the main drivers of this area's economy. Everything relies on tourism.</p> <p>AgriFutures stated aim is to promote rural Destination Tourism through Diversification Farming & value-adding our traditional agricultural products. They are actively financing these activities & Council should access these as a priority in</p>	<p>Informal approaches to gain funding from the proceeds of Kosciusko National Park have not been successful.</p>		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>promoting our tourism aside from the snow. Bombala is isolated from the snow trail and is actively looking at ways to increase Destination Tourism with the aim of increasing longer-stay visitation. To close the Bombala VIC would be disastrous for these plans. They already have a program of day-trip bus trips which are aiding the local economies of both Bombala & Delegate. Longer-stay visitation plans will promote increased retail opportunities, accommodation entrepreneurs, and employment opportunities & even hopefully, new permanent residents and this is already happening. The VIC would play an important role in facilitating these activities. This is the future for Bombala.</p> <p>Has consideration been given of the impact of reduced Library hours to our school children?</p> <p>The biggest problem for this vast Shire is the amount of unrateable land occupied by State Forests & National Parks. Given that Kosciuszko NP is one of the most lucrative, could Govt be approached to contribute some of that largesse to SMRC. KNP is a huge earner for the GDP and Council should be acknowledged for its contribution.</p>			
82	<p>Council should continue to align its rates with those approved by IPART and no more. It is better to reduce overheads and infrastructure rather than raise rates. For instance, why does Jindabyne get both a skateboard ramp and a library? There is too much favouritism and finances being poured into the southern end of the LGA. In future, Council should be more holistic when it considers infrastructure projects. They should</p>	<p>Both the projects mentioned are grant funded, however the library operations will now need to be funded from rates. It does need to be mentioned that the population of Jindabyne exceeds that on Bombala, which has a library service provided.</p>		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>be things that benefit the whole community and not just one section of the community. Those small communities that receive no services are severely disadvantaged by the current approach by Council to bolster towns. In my case, the only service the area I live in is a once a year road grade. Can you imagine how disgruntled I am at having to pay rates to Council for nearly nothing? OK. I can hear you saying 'Well you chose to live there!' That may be the case but we still pay rates for no services. The next few years will see Australians repaying the costs of keeping us all going during Covid. Already these are on the increase. Energy costs are about to go through the roof. Fuel costs are the same - and this impacts greatly on your ratepayers. Health insurance costs are about to go up. Food security is a concern and it is obvious to all that the cost of living and food is increasing as well. Interest rates are increasing as is inflation.</p> <p>So my feedback is - don't increase rates at this time. Maintain the status quo in accordance with IPART and find ways of reducing your costs to balance your books.</p> <p>I'm concerned that the Labor Government has announced it will axe two government grant funds, the Regionalisation Fund (\$400m) and the Community Development Grants Program (\$350m). This was announced at the National Press Club by Mr Albanese saying that Labor's costs would include slashing uncommitted funding. This is just turning its back on Regional Australia. I was very disheartened to hear this. What pressure is it going to put on Council's to maintain a standard of living commensurate with the expectations of Australians?</p>	<p>Grant funds are also going into Bombala and Delegate.</p> <p>Rates are not us user charge. They are the contribution made towards the level of services the community agrees will be provided across the region. However, the work undertaken during the rates harmonisation showed that the level of expenditure into rural areas compared to the rates raised show that services such as libraries, swimming pools and parks are effectively subsidised by urban properties to the benefit of rural residents, who often also use those facilities at some stage of their families lives.</p> <p>While there is a view that the smaller villages are neglected, the rates harmonisation process identified that the smaller urban areas are the most heavily subsidised. This is not because they have high service levels, just that the cost of providing services such as halls and parks to a small number of properties creates a high cost per property.</p>		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	So, by all means, increase rates. But the timing is not right. Financial hardship over the next few years is going to affect us all and probably more so for those of who live in regional areas.			
83	<p>As we are recipients of the Age pension and, therefore, on a fixed income, we would prefer OPTION 1/\$4.20/week increase although this apparently will mean a degradation of council services which are already lacking. We appreciate that the SMRC LGA covers a large area with a relatively small ratepayer base, but, like any business, must live within its means. If we cannot make ends meet on our income, I feel that a request for more money. Would be met with a deafening silence!</p> <p>A few points which come to mind in our local village and region:-</p> <p>Our local water supply (bore) has had problems of contamination in recent years due, I believe, to high rainfall and flooding and the changing course of the river. Surely, the considerable expenditure on water cartage over the last couple of years would have been better spent on fixing/cleaning/replacing the bore so as to solve the problem once and for all.</p> <p>Our local village park is a disgrace! The grass is mown at irregular and lengthy intervals leaving windrows of cut grass reminiscent of a cut lucern paddock prior to baling. The edges around pathways, gardens, fences, buildings etc are never trimmed and the gardens are overgrown and in need of trimming and weeding. Some of the log barriers are broken or missing and in need of repair and or replacement. Prior to last</p>	<p>Feedback from those on a fixed income during the face to face consultations gave a similar view to that presented here in terms of that they would find it difficult to fund increases in rates. This is the group that will see the greatest impact of the change. Other than using hardship provisions the only other option available would be for Council to increase the pension rebate, however this would need to be funded by increasing the overall rate increase.</p>		

LONG TERM FINANCIAL PLAN - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>ANZAC Day ceremony, the Bredbo Mens' Shed spent some time mowing, trimming and generally tidying up the area around the ANZAC Memorial as the state of it was an insult to our Veterans who fought and gave the ultimate sacrifice for our country. It would not take much more time for the 3 or 4 staff to do a complete job. In reality, if it is done properly each time and more frequently it does not become a big task.</p> <p>The cleaning staff give the toilet block a good clean daily but the men's urinal has not flushed for some considerable time and smells. Also the septic smells and needs attention. As the park and toilets get a lot of use from passing traffic they need to be more inviting and appealing.</p> <p>Some of the roads, particularly unsealed ones, in our region are atrocious. Admittedly, the recent wet weather has exacerbated this but some roads are not only dangerous to traffic but can cause damage to vehicles which may leave Council open to compensation claims. A proactive approach is surely a better option.</p> <p>Having said all that, we feel that we could possibly stretch to OPTION 3/\$7.70/week increase, but only if Council were to implement efficiencies and curtail wastage.</p>			

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5.1.2 POST-EXHIBITION REPORT - DELIVERY PROGRAM 2022-2026, OPERATIONAL PLAN 2022-2023, REVENUE POLICY 2022-2023, FEES AND CHARGES 2022-2023

Record No: 122/379

OFFICER'S RECOMMENDATION

That Council

- a) Adopt the 2022-26 Delivery Program, with the following amendments to the Draft:
1. Amend Page 39 of Draft DP doc: 1st sentence: add "& divestment" to the end of the sentence.
 2. Amend Page 40 of Draft DP doc: Timeframe table: Both Row 1 & Row 2 should have ticks in all four of the year boxes. (Indicating progressive, ongoing carriage).
 3. Amend Page 41 remove measure "60% Council buildings maintained to an asset condition level ≤ 4 ".
 4. Amend Page 42 Delete the measure text "< ten complaints of illegal activity against compliance with POMs"; -
 5. Include investigate funding opportunities to develop a Climate Resilience Strategy. This action to be included in year one of the Delivery Program and 2022-2023 Operational Plan as an action.
 6. Include scope a parking gaps analysis for Cooma as part of the 2022-2026 Delivery Program, to be funded within existing budgets.
 7. Include project scope a Cooma and Cooma Back Creek beautification project as part of year one Delivery Program, to be funded within existing budgets.
- b) Adopt the 2022-2023 Operational Plan, including the annual budget, with the following amendments to the Draft:
1. Include action in the 2022-2023 Operational Plan to seek costings for digitisation of records.
 2. Included project scope a Cooma and Cooma Back Creek beautification project as part of the 2022-2023 Operational Plan, to be funded within existing budgets.
 3. Include investigate funding opportunities to develop a climate resilience strategy. This action to be included in 2022-2023 Operational Plan as an action, and funded from existing budgets.
 4. Amend Page 26 of Draft doc: 1st sentence: Please add "& divestment" to the end of the sentence.
 5. Remove \$000's from operating expenditure column title.
 6. Remove duplication - Actions table - 7th row:
 7. Amend actions table 4th row: Measure text should read: "Project plan is completed and key stakeholders identified."
 8. Remove duplication - Actions table 2nd row.

9. - Referring to the end results of a project which is yet to be completed, the PoMs; The measure "<10 complaints received of illegal activity"
10. Remove measure "60% Council buildings maintained to an asset condition level <= 4" from actions table 1st row:
11. Amend 2nd bullet point after delivery program principal activities, should read: "Prepare a project plan for the streamlining of access to key public and operational sites."

c) Adopt the 2022-23 Revenue Policy as placed on public exhibition.

d) Adopt the 2022-2023 Schedule of Fees and Charges, in accordance with section 608 of the *Local Government Act 1993*, as placed on exhibition, with the following amendments to the Draft:

1. Amend the Delegate Sportsground annual fees and charges to the following:

Delegate Sports Ground	Hire Fee	Unit
All Facilities, including grounds	330.00	Per Day
Chairs (Breakage at cost to replace)	1.10	Each
Crockery (Breakages at cost replace)	77.00	
Cutlery	77.00	
Hire of yards	583.00	Annual Fee
Kiosk	121.00	Full Day
Kiosk	66.00	Half Day
Pony Club rental - Annual	121.00	Annual
Removal of garbage by caretaker	143.00	Each
Stools per each	1.10	Each
Trestles per each	4.40	Each
Urn rental	6.60	
Use of grounds only	44.00	Per Day
Kitchen/Supper room/hall and conveniences	242.00	Per Day
Hall, conveniences & kiosk	143.00	Per Day
Supper room/hall conveniences	110.00	Per Day

Kitchen/Supper room and conveniences	143.00	Per Day
<p>2. Amend the Michelago Hall hire fees to the following:</p> <ul style="list-style-type: none"> (i) A flat fee per hour: \$12.00 (ii) Refundable deposit bond: \$160.00 (iii) (no longer distinguishing between community or commercial) (iv) Private evening / Party function: \$215.00 (v) Refundable deposit bond: \$250.00 (vi) Requests for hire of equipment such as tables, chairs, kitchen, etc, to be arranged on a case-by-case basis with the committee. <p>3. Amend the Bombala Showground fees to the following:</p> <ul style="list-style-type: none"> (i) Delete, use of stove and hire of wooden trestles. (ii) Chairs, tables, crockery be noted as (outside hire). (iii) Amend to round off fees to the nearest 5 cents. 		

ISSUES

At the extraordinary Council meeting held 5 May 2022, Council resolved to place the following documents on public exhibition for a period of 28 days from 9 May 2022 to midnight 6 June 2022:

- Draft Delivery Program 2022-2026
- Draft Operational Plan 2022-2023
- Draft Revenue Policy 2022-2023
- Draft Fees and Charges 2022-2023

Throughout the public consultation period, 24 separate engagement activities including pop-up stalls, drop-in sessions and online Zoom sessions were undertaken across the Council region, led by Council employees, executive leaders, and councillors.

Council's YourSay on-line engagement tool, traditional and social media methodologies were also used to connect and engage with our community.

The YourSay platform had a total of 1,430 visits, and a total of 664 document downloads.

Overall, Council received 154 submissions through our YourSay page and via traditional methods of email and hardcopy letter during the public exhibition period. This number also includes the submissions relating to the long-term financial plan subject to a separate report.

Of these, 33 submissions related to the delivery program, 21 to the operational plan, 7 to the revenue policy, and 5 to the fees and charges. 1 submission contained a number of matters with some relating to the process of integrated planning and reporting (IPR).

The primary items from the submissions have been listed with response comments and any recommended actions are included in attachment 2.

Delivery Program

The submissions received did not identify a single theme for Council's consideration for either amendment or inclusion to the principal activities and projects within the draft delivery program. Items raised were varied and tended to be more statements or comments on the draft itself. Items with recommended actions are as follows:

- Page 39 of draft DP doc: 1st sentence: add "& divestment" to the end of the sentence.
- Page 40 of draft DP doc: Timeframe table: Both row 1 & row 2 should have ticks in all four of the year boxes. (Indicating progressive, ongoing carriage).
- Page 41 remove measure "60% Council buildings maintained to an asset condition level <= 4".
- Page 42 Delete the measure text "< ten complaints of illegal activity against compliance with POMs"; -
- Investigate funding opportunities to develop a climate resilience strategy. This action to be included in year one of the delivery program and 2022-2023 Operational Plan as an action.
- Include investigate and scope a parking gaps analysis for Cooma as part of the 2022-2023 Operational Plan
- Project scope a Cooma and Cooma Back Creek beautification project as part of the year one delivery program and 2022-2023 Operational Plan.

Operational Plan

The submissions received did not identify a single theme for Council's consideration for either amendment or inclusion to the projects and actions within the draft operational plan. Items raised were varied and tended to be more statements or comments on the draft itself. Items with recommended actions are as follows:

- Amend Page 26 of Draft doc: 1st sentence: Please add "& divestment" to the end of the sentence.
 - Amend 2nd bullet point after delivery program principal activities should read: "Prepare a project plan for the streamlining of access to key public and operational sites."
 - Amend actions table 1st row: Remove measure "60% Council buildings maintained to an asset condition level <= 4"
 - Amend actions table 2nd row: Remove this activity item. Duplication.
- Referring to the end results of a project which is yet to be completed, the PoMs; The measure "<10 complaints received of illegal activity"
 - Amend actions table 4th row: Measure text should read: "Project plan is completed and key stakeholders identified."
-

- Remove duplication from the actions table 7th row.
- Remove \$000's from operating expenditure column title.
- Include action in the 2022-2023 Operational Plan to seek costings for digitisation of records
- Included project scope a Cooma and Cooma Back Creek beautification project as part of the 2022-2023 Operational Plan, to be funded within existing budgets.
- Investigate funding opportunities to develop a climate resilience strategy. This action to be included in 2022-2023 Operational Plan as an action, and funded from existing budgets.

Revenue Policy

While Council received submissions, the submissions were generally comments and statements. There were no submissions requesting amendments.

Fees and Charges

A number of submissions received in regards to fees and charges were comments and statements outlining concerns of relating to cost of living and affordability. Three submissions were received directly relating to requests for consideration of amendments. Bombala Showground, Delegate Showground, and Michelago Hall fees all requested amendments to proposed fees and charges.

RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Asset Management	Low	Low	Yes
Economic Activity SJ	Low	Low	Yes
Environmental Security	Low	Low	Yes
External Political Environment	Medium	Low	Yes
Financial Sustainability	High	Medium	Yes
Health and Safety	Low	Low	Yes
Legislative Governance and Compliance	Medium	Low	Yes
Reputation and Image	Medium	Low	Yes
Service Delivery	Medium	Low	Yes

The expected risks are predominantly low, with the exception of financial sustainability. Dependant on the long-term financial plan SRV Scenario outcomes, the risk of financial sustainability may remain medium to high.

FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	0	NIL
Estimated Annualised Net Cost	0	NIL
Capital Investment	0	NIL
Capital Funding Source	0	NIL

The recommendations do not impact the financial bottom line. Recommended amendments that include undertaking works are to be absorbed within existing budgets of the delivery program financial forecasts and operational plan annual budget.

RESPONSIBLE OFFICER: Coordinator of Strategy Development

OPTIONS CONSIDERED

A number of submissions that identified issues or matters that warranted comment and response did not result in a need to amend the draft documents. In many cases the reason is that Council was already undertaking the works or action. In other cases legislative reasons may have meant not opting to make amendments to the drafts. Reasons have been articulated within attachment (Submission responses)

IMPLEMENTATION PLANS

If the delivery program, operational plan, revenue policy and fees and charges are adopted, all submitters will be notified of the outcomes and Council resolution. The adopted plans will be published to Council website within 28 days of Council resolution.

ATTACHMENTS

1. Submission Responses to Draft Delivery Program | Draft Operational Plan | Draft Revenue Policy | Draft Fees and Charges
 2. Redacted Submissions
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ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
1	<p>Delivery Program</p> <p>Page 39 of Draft DP doc: 1st sentence: Please add “& divestment” to the end of the sentence.</p> <p>Page 40 of Draft DP doc: Timeframe table: Both Row 1 & Row 2 should have ticks in all four of the year boxes. (Indicating progressive, ongoing carriage).</p> <p>Page 41 of Draft DP doc: Service Delivery table Row 1 on Page 41: I have concerns with the arbitrary insertion of “60% Council buildings maintained to an asset condition level <= 4” as a measure. - Obviously this is a 4 year goal reference, however has any analysis been done that it is financially achievable?</p> <p>Page 42 of Draft DP doc: Service Delivery table Row 1 on Page 42: Delete the measure text “< ten complaints of illegal activity against compliance with POMs”; - Insert measure text: “Active engagement and education of the community on the opportunities & constraints related to Crown Reserves; Seek grant funding for the betterment of the site use, supported by and in accordance with the PoMs.</p> <p>Operational Plan Service Area – Land & Property - Page 26 of Draft doc:-</p> <p>1st sentence: Please add “& divestment” to the end of the sentence.</p>	<p>This is an internal submission - Agree to requested amendments.</p>	<p>Agree to requested amendments</p>	<p>NIL</p>

ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

	<p>2nd bullet point after Delivery Program Principal Activities should read: “Prepare a project plan for the streamlining of access to key public and operational sites.”</p> <p>Actions Table 1st row: I have concerns with the arbitrary insertion of “60% Council buildings maintained to an asset condition level <= 4” as a measure. Requesting that this be removed from 2022/23 OP.</p> <p>Actions Table 2nd row: Delete this activity item. Duplication. - Referring to the end results of a project which is yet to be completed, the PoMs; Note: The Crown Lands PoMs body of work is individually referenced in the Projects table (1st row) on this same page; with completion target June 2023.</p> <p>Actions Table 4th row: Measure text should read: “Project plan is completed and key stakeholders identified.”</p> <p>Actions Table 7th row: Delete this activity item. Duplication. - Referring to the end results of a project which is yet to be completed, the PoMs; Note: The Crown Lands PoMs body of work is individually referenced in the Projects table (1st row) on this same page; with completion target June 2023.</p>			
2	<p>Delivery Program Climate change and the need for greater recognition of climate change in the Council’s strategic documents, the 'Delivery Program 2022-2026' and the 'Snowy Monaro Community Strategic Plan 2042 '</p>	<p>Climate change did not come through significantly throughout public consultation, hence not featuring within the CSP as a singular objective or strategy; however; climate change has been recognised as an emerging issue within the ‘Our</p>	NIL	NIL

ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

		Environment' theme within the CSP.		
3	Delivery Program Ok to make smaller blocks of land to increase revenue	This matter relates to the Rural Land Use Strategy, not the Delivery Program	NIL	NIL
4	Operational Plan Look at sealing smiths road	Smiths Road is identified for capital expenditure of \$212 000 for the 2022-2023 Financial Year.	NIL	NIL
6	Delivery Program I have concerns there are too many major projects to focus energies and finances.	All Projects in the Delivery Program have been planned and scoped for delivery. Most Capital Works projects are grant funded with milestone dates to be achieved with their funding deed of agreements.	NIL	NIL
7	Operational Plan So my feedback on the 2022-2023 Operational Plan is 'Great plan. Ticks all the boxes. Delivery on the small but important items poor '.	Noted	NIL	NIL
8	Delivery Program I have looked over the draft delivery program for 2022-2026. I have noticed that there is not one mention of any infrastructure improvement for the town of Berridale yet there is a plan to spend over 10 million dollars on the already established Jindabyne shared trail. This is quite preposterous when the imminent developmental growth of Berridale with 5 new subdivisions shows inadequate prior infrastructure and roads planning. This is an issue you simply must address. Good infrastructure improvements, adequate road improvements and access to new sections of Berridale and improved water and sewerage infrastructure is urgently needed. I see from your draft program an avoidance of urgent needs and concerns that have already been put to you by long term residents in submissions about certain	The Lake Jindabyne Shared Trail has been funded by the NSW State Government. Council is preparing a Settlements Strategy to encompass all towns and villages within the Snowy Monaro region, which identifies areas suitable for future growth based on current infrastructure and identifies the future needs of infrastructure. Council's Development Control Plans and Developer Contribution plans ensure that developers both construct and contribute towards infrastructure needs as part of any subdivision development.	NIL	NIL

ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

	<p>developments. Sorry but this is not good enough...Berridale heart of the Monaro, being neglected in your plans I would say. We need urgent road and new street improvements, we need an urgent look at infrastructure planning to cope with the imminent growth of this town over the next 5-10 years.</p>			
9	<p>Delivery Program Biosecurity I see no evidence of the below CSP Objectives happening. Who is inspecting these areas regularly? Who is checking the spraying contractor's work? Who is taking action on illegal bike trail building on Council's high ecological value land? Who is educating the roads and parks maintenance team about weed hygiene, soil disturbance, erosion, etc. Who is monitoring tree removal and replacement in our residential areas?</p> <p>- Monitoring the environmental assets including our air, land, and waterways to ensure they are protected - Undertake programs that prevent degradation of the environment. - Implement programs that manage the impacts on vulnerable environments</p> <p>2. Development Assessment - all Service Delivery items. I don't see any evidence of planning our towns and villages for enhancement as stated in the CSP Objective below. This function - planning - seems to be MIA. Instead, we are getting 'town planning by DA'. Where is the strategic overview and plan? Who is looking at the bigger</p>	<p>For Council contracted work Council officers schedule, monitor and review post season to identify areas for improvement. Council inspects 1600 properties per annum in accordance with WAP targets.</p> <p>Council has an internal policy on hygiene and regular training is undertaken.</p> <p>It is everyone's responsibility, including government agencies and the community to monitor environmental assets. The CSP is a community plan, not solely Council.</p> <p>The CSP is a 20 year plan. Council is in the final stages of the development of a Settlements Strategy for the planning of future growth. The draft strategy will be placed on public exhibition to seek feedback prior to adoption.</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p> <p>NIL</p>

ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

<p>picture? Who is monitoring whether all these DA approvals are having the impacts on the local community that the DA process is supposed to address?</p> <p>- Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development</p> <p>I also see non-compliance of developers, both of subdivisions and individual properties. Where are the footpaths required under the consent conditions? Where are the street trees? Who is measuring the road widths and signing them off as compliant? Who is monitoring the installation of illegal driveways? Who is monitoring illegal occupation of sites prior to approval?</p> <p>3. Civic Maintenance I see that the Service Delivery only includes 'Maintain high priority, high use parks, sporting facilities and other grounds' but does not include the small parks. These are also valued by the community and generally very poorly maintained. A good example of this is Kokoda Park at East Jindabyne which services a high number of visitors but which is somewhat neglected and for which community efforts to upgrade it have been resisted. Similarly, the other public space area at East Jindabyne - the block with the fire shed - has been significantly degraded under Council's auspices and community efforts to rectify</p>	<p>Council has successfully employed a Compliance Officer to undertake legislative compliance work for developments.</p> <p>All parks and gardens are maintained and scheduled for maintenance.</p>	<p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p>
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ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

<p>this have not been supported.</p> <p>Amenities. I find the Berridale toilets to be very poorly maintained. After paying such an enormous amount for these, and providing a good design, it is really a shame to see them degrade to the general state of public toilets across the country (e.g., those in Jindabyne Old Town) which one would only use if desperate.</p> <p>4. Land and Property. Project Name Finalise and implement Plans of Management (PoM) for Crown Reserves to provide strategic planning and governance for the management and use of community land in Council's care and control, in accordance with Crown Land Management Act 2016.</p> <p>I see this is marked as 'BAU'. Is there a PoM? Every time I have asked about which Crown Reserves Council looks after, I get a different answer from different staff. I would like to see this PoM reviewed and expanded to other peri-urban Crown Land that has high ecological value and community amenity.</p> <p>I also see it essential for Council to have a mapping system that shows all assets and areas of responsibility that all staff can access and interrogate while 'in the field'.</p> <p>5. Engagement. Service Delivery 'Undertake educational programs to address environmental impacts throughout our region relating to Biosecurity and Waste Management'</p>	<p>Cleaning of Council facilities is a point in time. All facilities are cleaned; however, this is a challenge in the highly used facilities to control condition 24 hours per day.</p> <p>Plans of Management (POM) of specific Crown Lands under Council care and control are required by legislation, as such, are considered Business as Usual (BAU). POMs will be placed on public exhibition in as part of the general process.</p> <p>Council has an Asset Management System and major assets such as roads and bridges are identified through Council's internal mapping system (SSA).</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p>
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ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

<p>I welcome this. I also think that part of this is to educate the staff themselves who, on the whole, are ignorant about weed hygiene, native vegetation, and environmental regulations.</p>	<p>Internal training programs are undertaken for employees for vehicle hygiene in accordance with Council’s policy. Council has an environment officer responsible for part 5 assessments to identify native vegetation and threatened species. Both flora and fauna.</p>	<p>NIL</p>	<p>NIL</p>
<p>Service Delivery 'Provide communication and engagement support to the organisation' The ramping up and organising of communications from Council over the past year or two has been astounding. This can only be beneficial to both the community and Council. Sometimes, however the quality is poor. I would like to see more attention to detail and presentation so that the message is not lost in distraction from typos, small fonts, inconsistent formatting, poor spelling. ('Sort or 'Sought'? 'Principle' or 'Principal'? Broken web links are also a frequent occurrence. I would like to see more quality checking before communications are visited on the public, i.e., higher probability of effective engagement from the effort put in.</p>	<p>Council endeavours to provide the best possible service to our community. There are times that errors do occur, and Council is committed to ensuring corrections are made.</p>	<p>NIL</p>	<p>NIL</p>
<p>6. Corporate Projects When will an upgrade of Jerrara Drive make it onto the Projects list? The scoping study has been done. How will it move forward? Why does Council keep approving development in East Jindabyne without attending to this essential infrastructure?</p>	<p>When grant funding can be sourced.</p>	<p>NIL</p>	<p>NIL</p>
<p>7. Workforce Management From the outside, this area seems to me to be the one that requires much more</p>			

ATTACHMENT 2 – SMRC DELIVERY PROGRAM | OPERATIONAL PLAN | REVENUE POLICY | FEES AND CHARGES - SUBMISSION RESPONSES

	<p>focus. The individual performance of the staff is highly variable and, in my view, sometimes unacceptable. I perceive the problems, where they occur, are ones of people management, not resources. I would like to see performance-based salary increments, routine performance reviews, incentives for redundancy, incentives to attract more skilled staff to the region and maybe a consultant-led review of staff management practices. Council's personnel are their best asset: if they work well then much of the negativity from the community will dissipate and turn into willing partnerships.</p>	<p>Council works under a performance based salary system. Performance reviews are undertaken.</p>	NIL	NIL
10	<p>Delivery Program Bombala region is forgotten and funding Jindabyne</p>	<p>There are many projects that are happening in Bombala.</p> <ul style="list-style-type: none"> • New Waste Water Treatment Plant. • New Parks • Proposed new Water Treatment Plant 	NIL	NIL
11	<p>Operational Plan Well-constructed and considered</p>	<p>Noted</p>	NIL	NIL
12	<p>Delivery Plan I support the plan but wish to emphasise the importance of the roads not only for the resident but also to keep the tourists coming. We need Bobeyan and Shannons Flat roads upgrade programs to go ahead given the volume of traffic from the ACT and the tourist revenue it brings in.</p>	<p>Bobeyan Road is currently being sealed as part of a major construction project expected to take four years.</p> <p>Shannons Flat Road is identified for \$1 335 000 of capital works for the 2022-2023 financial year.</p>	NIL	NIL

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13	<p>Delivery Plan How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?</p>	<p>Council has identified undertaking service reviews within a number of service delivery areas of Council. The purpose of the service reviews is to identify efficiencies and implement actions identified through the review.</p>	NIL	NIL
14	<p>Operational Plan Roads are one of the biggest issues in this council area. Why is funding for infrastructure, across your 1700km of unsealed roads, not improving exponentially? Farmland provides a good chunk of your rates and most residents have minimal access to other council services (water, sewerage, facilities like pools and libraries) but the one thing the Farming small communities need from council to keep their businesses functioning most efficiently (ie, road access) isn't being prioritised? How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?</p>	<p>Council is operating with a deficit. This means we do not have the required funds to undertake asset renewal, including roads to an acceptable standard. Council has undertaken a service review of the Transport Infrastructure service of Council and intends to rollout reviews across the whole organisation. This has been factored into the 2022-2023 Operational Plan.</p>	NIL	NIL
15	<p>Delivery Program My interest is with Roads Infrastructure. This document provides a list of service delivery projects, the related CSP objectives and measures. I would suggest that the CSP objectives be stated in the first column, and then the related service delivery item, measure (ie how to achieve) and then the desired outcome with a delivery time frame. Without these missing bits of information or programming, the Delivery Program is meaningless.</p>	<p>The primary purpose of the Delivery Program is to identify the projects and principal activities for a four year period. The CSP column is to identify the link to the CSP not be a primary identifier in the Delivery Program Document.</p>	NIL	NIL
16	<p>Delivery Program</p>	<p>This is too specific; however, given the recent election</p>	NIL	NIL

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	Pg 48 - Monaro Rail Trail should add "commence negotiations with NSW Government regarding a Lease of the SMRC section of the dis-used rail corridor between Queanbeyan and Bombala which includes maintenance funding presently paid to the Transport4NSW contractor"	result and pending announcement by our Federal Member, Kristy McBain, in regards to potential funding. It is too soon to reword the commentary against this project. Once more details around potential funding is known, a variation to this project can be resolved through monthly reporting to Council. The state position is not known at this stage.		
17	Operational Plan Pg 32 - Monaro Rail Trail should add "commence negotiations with NSW Government regarding a Lease of the SMRC section of the dis-used rail corridor between Queanbeyan and Bombala which includes maintenance funding presently paid to the Transport4NSW contractor"	This is too specific; however, given the recent election result and pending announcement by our Federal Member, Kristy McBain, in regards to potential funding. It is too soon to reword the commentary against this project. Once more details around potential funding is known, a variation to this project can be resolved through monthly reporting to Council. The state position is not known at this stage.	NIL	NIL
18	Delivery Program For a four year delivery program most (if not all) the Projects start in year one (22/23) and finish in year two (occasionally in years three and four). No projects appear to be scheduled to start in years three or four of the program?	Projects that are identified are currently funded projects. The Delivery Program is reviewed on an annual basis, thus projects that have sourced funding will be included in the plan.	NIL	NIL
19	Operational Plan A good overview of Council's work and proposed achievements for the year.	Noted	NIL	NIL
20	Operational Plan There are too many capital projects planned to be completed in the 22/23 year. It would be impossible to undertake all the projects even in an efficient and well-resourced council. You are just planning to fail. I do not agree with borrowing \$150,000 for design of new	Projects have been funded and planned for delivery. Several projects are grant funded and require completion as part of the funding deed of agreement.	NIL	NIL

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	<p>civic centre, I have attempted to see where an allocation to undertake the upgrade/new building has been made in future years and cannot find one.</p> <p>Work on the Monaro Rail Trail should only be undertaken if funding for the planning of the next stage is available. This would save another \$100K</p> <p>The Communications Strategy should be undertaken as BAU this would save another \$40K</p> <p>A number of your measures fall short of what I would expect eg councillors should always have their papers a week before the meeting they are huge, council should comment on all SSD, all annual performance reviews should be undertaken particularly as the majority of the process is undertaken by the employee.</p> <p>Likewise some of the activities do not equate to your measures eg all positions filled within 2 months measure 75% of positions filled with 2 months,</p>	<p>Agreed – Hence why the project is identified as being unfunded.</p> <p>At present the Communications team do not have the resources to deliver this project, hence external resources will be sourced.</p> <p>This means 75% of all vacant positions filled within two months</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p>
21	<p>Operational Plan</p> <p>It is silly that you are proposing to work on swimming pools when people do not have clean drinking water. You should prioritise what you do more carefully and no spend water fund money on anything other than water.</p>	<p>The upgrade of the swimming pools are grant funded projects.</p>	<p>NIL</p>	<p>NIL</p>
22	<p>Operational Plan</p> <p>Very concerning that your publicly available document could be presented with errors such as included on pg15 where column 2 "Operating Income (000s)\$" insinuates that council has an operating income of \$90billion.</p>	<p>Agreed – and this will be amended.</p>	<p>Remove the reference to 000's on page 15.</p>	<p>NIL</p>

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	<p>I believe that each service area should provide the number of staff in each area and the amount of savings identified through improved efficiencies - I have read the section on "why is council only relying on rates to fix my problem" which refers to restructure of removal of 7-8 positions over 7 years and minimal actual savings. I believe that council should have each service area consider what is needed to be achieved and how things can be done differently to make it easier for staff and cheaper in delivery.</p>	<p>Council has committed to undertaking service reviews to identify such efficiencies and savings. Service reviews are identified within the 2022-2023 Operational Plan.</p>	<p>NIL</p>	<p>NIL</p>
23	<p>Delivery Program It is entirely pointless asking for feedback on draft delivery programs ahead of having any factual information to base our consideration upon. For example, the Jindabyne SAP planning details remains completely unknown at this stage, and we might not see the plan details until July, or later. With a new Labor government, the whole Jindabyne SAP might be re-designed, scrapped, changed or enlarged. I see the \$100 million 'bypass' appears to be funded in the 2022/23 Federal Govt budget, but the design of that project is incredibly poor and the outcomes are seemingly driven around just building more houses. If we are building significantly more houses in Jindabyne, this will deplete council resources from the rest of the shire and our remote areas and villages will suffer while council chases the dollar. We need an audit.</p>	<p>The SAP does not cover the whole Local Government Area. Council will respond and adapt to resourcing needs, if and when the situation arises.</p>	<p>NIL</p>	<p>NIL</p>

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24	<p>Operational Plan</p> <p>It is entirely pointless asking for feedback on draft delivery programs ahead of having any factual information to base our consideration upon. We need the audit to get some truth to the financial figures that council state as relating to these plans. If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong. We also do not know the true extent of the deficit this Fin Year, is it \$5 million, \$6 million, or is it going to exceed \$13 million? We the public know that the OLG is currently investigating financial anomalies in the SMRC and it would be prudent for the council to halt a lot of its 'plans' until the outcome of these investigations is made known.</p> <p>Let's also look at the S410 applications, where there are 6 of them, seeking to borrow money form the Water Fund, where that money is actually needed to construct and install water treatment plants in a range of villages and population centres.</p> <p>The 2022/23 Op Plan relies on these borrowings, and I don't think the minister has the legal power to actually approve the borrowings, and if she does, she will have broken the law. Further, the application to borrow the money only offers a 1% interest rate, when the commercial comparison rate from T-Corp is closer to 3.4% so again, this council is not complying with the law, not complying with accepted</p>	<p>Council is required to deliver an Operational Plan on an annual basis under the Local Government Act 1993 within the resources it has available – People Money Assets.</p>	NIL	NIL
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	<p>practice and needs to be investigated.</p> <p>This council needs to ask the Goulburn-Mulwaree council about the interest rate it has agreed to in borrowing money from T-Corp, as that sets the comparison rate for council borrowing.</p>			
25	<p>Delivery Program</p> <p>a) Council's bid to reclassify or transfer a number of regional roads to state in the priority round (Nov 2020) failed. What is the plan for these roads going forward as they don't appear in the Delivery plan? I will single out Polo Flat Road here as I am familiar with its use as a heavy vehicle bypass (B-doubles) and used for Snowy 2 segment trucks. It does not appear reasonable to expose rate payers to maintenance costs of this road.</p> <p>b) Roads service delivery program - is there a better measure that aligns customer sentiment to required expenditure? Infrastructure backlog ratio is reported on at an OLG level, why isn't this metric used?</p>	<p>Council has made a submission to the second round upon invitation. It is hoped to be considered by the state government in the 22-23 financial year.</p> <p>Service Level Agreements are yet to be determined between Council and our community for infrastructure maintenance and renewal.</p>	NIL	NIL
26	<p>Operational Plan</p> <p>Re: Polo Flat to Cooma East ring main extension - is this project funded by the Snowy 2.0 JV since from my understanding the issue impacts the segment factory primarily?</p>	<p>This project is not identified within the Operational Plan</p>	NIL	NIL
27	<p>Delivery Program</p> <p>Haven't had time to go into this one, so cannot comment in a detailed way. However, the first impression I have is of a lengthy document that could do without so many pretty pictures (like a full page of three people not named -</p>	<p>The format of the Delivery Program is simple and designed to comply with the Office of Local Government IPR Guidelines. From the previous Delivery Program the use of photographs has significantly reduced.</p>	NIL	NIL

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	<p>why?) and meaningless "motherhood statements" - so many generalised aspirational statements that mean nothing without any detail. The Council Values were particularly unnecessary, yet perfect examples of such statements. Please, just give the required detail to make it less onerous to go through.</p>			
28	<p>Operational Plan I cannot see how Council can meet its obligations under the Biosecurity Act if it were to go ahead with a 250 hectare minimum lot size in rural areas. Even 40 hectares presents a huge challenge for weed control. In my area of Tinderry, we don't have high value primary agricultural land as it's mostly rock. Larger blocks are only going to enable major weed infestations to occur because they are simply unmanageable for weeds as well as pest, fire, & erosion management. It will also lessen the number of ratepayers to add to the Council rate base, which is a major problem in itself, and add to the housing shortage and limit opportunities for growth.</p>	<p>This matter relates to the Draft Rural land use Strategy, not the Operational Plan.</p>	NIL	NIL
29	<p>Delivery Program Yes the delivery program is across 4 years, but can you actually deliver on any of the individual areas in that time? I also believe expecting residents to read through the length of these documents is over the top.</p>	<p>Performance monitoring is undertaken as a requirement every six months under the Local Government Act, and also within the Annual Report to Council. Monthly reporting to Council is also undertaken to ensure progress is being made, and to identify any variances.</p>	NIL	NIL
30	<p>Operational Plan As for saying the goal is to improve affordability for living here? How exactly will you do that? The entire country is in the same situation. How will</p>	<p>This comment is against the Community Strategic Plan, not the Operational Plan. Feed to receive comments on the CSP has closed.</p>	NIL	NIL

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	<p>you ensure people in, say Jindabyne or Adaminaby, have access to health services that are 70+kms away? What are you providing for these residents? (P12). Provide well maintained sporting facilities (p12) this here is the same as health, how do people with children in areas not in COOMA get to utilise these facilities. You expect them to pay for this in their rates? And then travel 70+kms to use them?</p> <p>Sadly the community does not have confidence in the leadership as the first task you have provided to the community is reading 100s of pages of documents trying to justify why you are going to do what you want to do.</p> <p>P18 building certification...the time it currently takes for anything to get through is well outside your goal. This area is the bane of many residents existence particularly those with very simple industrial estate buildings that sit in a pile for months. Information back to community waiting on these applications is non-existent. It has even been suggested by some that if you ask a question of council, you go further down the pile.</p> <p>Community facilities p21, why is the Jindabyne pool open less hours than the Cooma pool in summer? There is a very clear discrepancy.</p> <p>P23 aged care. One would hope this would also include the reopening of Currawarna?</p>	<p>Construction certificates are assessed within mandatory timeframes.</p> <p>The Cooma Pool is leased and the operator sets their own hours. The Jindabyne Pool operates with Council employees.</p> <p>Council is not the operator of Currawarna, it has been privately operated.</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p>
31	<p>Delivery Program The bike track to Kalkite should not proceed due to cost and ongoing maintenance costs. If the track does go ahead it should enter Kalkite on Hilldown road</p>	<p>This matter relates to the Jindabyne Shared Trail Project delivered by Corporate Projects. Consultation in the Kalkite community is planned.</p>	<p>NIL</p>	<p>NIL</p>

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	and should not go along the land in front of homes.			
32	Operational Plan Do not continue to add more mountain bike tracks. The impact on lakefront residents at Kalkite will be negative. Put the trail along Hilldown road to Kalkite rd.	This matter relates to the Jindabyne Shared Trail Project delivered by Corporate Projects. Consultation in the Kalkite community is planned.	NIL	NIL
33	Operational Plan The plan doesn't outline what measures are being taken to ensure that the council is running efficiently before spending additional money on staffing and operations.	The Operational Plan identifies that a program of service reviews is to be prepared, and to undertake an Assets Service Review. Service reviews are designed to identify waste and improve service delivery through a program of actions.	NIL	NIL
34	Operational Plan I cannot find any reference towards whether council should be a service provider or manager. Local council in almost all area cannot provide services at levels competitive private enterprise can. Areas that come mind here are Quarry ownership and operations. Park maintenance and bio security/ weed control. All of these areas are over supplied and under delivered and can be outsourced for better rate payer return and council cost savings.	Biosecurity services are required to be provided under the Biosecurity Act 2015 by Council.	NIL	NIL
35	Delivery Program I think other cuts can be made. Eg. Fix leaking public toilets would save so much water. Less maintenance of cemeteries - perhaps ask for volunteers Reduce staff, particularly duplication between departments and branches. If there is a media officer or subcontractors doing simple things like social media posts allocate this to current admin or CSO.	Noted - maintenance works forwarded through to Civic maintenance. Council operates 23 cemeteries and several are maintained by local volunteers.	NIL NIL	NIL NIL

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36	<p>Operational Plan \$600000 plus for community engagement. A few social media posts, posters, community visits shouldn't cost this much. \$1000000 shortfall for biosecurity. Surely efficiencies can be found. Get state or federal government to help as it is their problem too. 8 full time employees less than few years ago, out of over 400 employees is hardly cutting down costs. Some mention of restrictions in losing staff while amalgamation happening but surely now belt tightening can be done.</p>	<p>The budget to deliver this service includes all expenditure, including employee salaries. There is four full time equivalent employees.</p> <p>NSW State Govt do provide funding to Council in the form of the Weeds Action Program (WAP) funding. The funding is based on the number of private property inspections undertaken annually.</p>	<p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p>
37	<p>Delivery Program Infrastructure before recreation. Water supply to Bombala and Delegate is more important than a skate park upgrade. Go and drink the water in those places and tell me residents should be expected to pay for that! Council needs to stop providing all the resources to Jindabyne and give the smaller struggling areas some support.</p>	<p>The 2022-2023 Operational Plan identifies the expenditure of \$10M dollars towards new water treatment plant for both Bombala and Delegate.</p>	NIL	NIL
38	<p>Operational Plan Stop tendering for management of community services, such as pools. They should not be about profit and that is all having external parties managing them is about. Stop being lazy. Employ locals and keep money and profits in the hands of the council and locals working for you.</p>	<p>Council has employees to operate and manage Bombala, Jindabyne, Berridale and Adaminaby Pools. Cooma is the only pool leased.</p>		
39	<p>Delivery Program I feel that this delivery program is centred too much on the main centres of Cooma and Jindabyne. The small</p>	<p>The Delivery Program identifies a total expenditure of \$15M over two years to be spent on new water supplies in Bombala and Delegate.</p>	NIL	NIL

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	villages like Delegate are suffering from basic needs while Jindabyne and Cooma receive upgrades to roads, drinking water and waste facilities while being charged rates and charges to lose our facilities and upgrade the main areas like Cooma. These towns already have potable water so why is an upgrade to the facility a priority to you when Delegate and other small towns need upgrading first. Delegate has been paying 3 times as much water service charges ever since the merger and still don't have potable water that is suitable to drink. This is Not a third world country. Every Australian deserves drinking water.			
40	Operational Plan Again Delegate is getting left behind. We had a streetscape design that was totally unnecessary while drainage and other problems exist.	Delegate is soon to benefit of the commencement of construction of a new water supply for the town. The 2022-2023 Operational Plan identifies this project within the capital works program.	NIL	NIL
41	Delivery Program Agree with the objectives but have issues with the implementation. Allow opportunities for rural living by giving back building entitlements and reducing minimum lot sizes. Any funds that can be diverted from projects to fund the fixing of roads should be considered. At the moment the roads are the most important. All ratepayers should have access to their properties.	Building entitlements and minimum lot sizing is part of the Rural Land Use Strategy, not the Delivery Program.	NIL	NIL
42	Delivery Program Jindabyne is not the only town in the SMRC region. It is high time to start developing Cooma and the other towns.	Cooma has a number of subdivision applications nearing commencement and the recent land release area announced by the NSW State Govt will kick-start a growth spurt for Cooma	NIL	NIL

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43	<p>Operational Plan I didn't see anything that provides for the development of specific parking in Cooma for campervans and caravans. Publicising the SMRC region as a caravan friendly area, where it is easy for caravans to park, shop and use restaurants and cafes will increase tourism all the year round. At present caravans and campervans are taking up parking used by local residents and these vehicles are often not parked safely.</p>	<p>Parking for Caravans and Campervans is lawfully located on the western end of Vale Street Cooma.</p>	NIL	NIL
44	<p>Delivery Program Holiday letting is out of control in the region. Obviously it's making some wealthy but it's at the cost of a community.</p>	<p>Unfortunately, Short Term Rental Accommodation (STRA) is administered by the NS State Govt. The NSW Government has implemented a new state-wide regulatory framework for short-term rental accommodation (STRA), which includes a new planning framework, fire safety standards for STRA dwellings and a new Government-run STRA Register.</p>	NIL	NIL
45	<p>Fees and Charges Some charges have increased well beyond inflation and are excessive. Draft Fees and Charges policy should be reviewed to reflect community expectations before adoption.</p>	<p>There are number of fees and charges that have increased more than 5%. The fees and charges summary document provides the rationale. Generally, the increase is to meet the cost of running the service or to meet legislative setting of fees.</p>	NIL	NIL
46	<p>Revenue Policy All the revenue policies are based on the concept of increasing rates, fees and charges and decreasing services for residents particularly for those who are aged, infirm, disabled and homeless.</p>	<p>Rate increases are set by IPART and Fees and Charges are set to meet the cost of providing a service.</p>	NIL	NIL
47	<p>Fees and Charges I have carefully read the increased fees and charges for aged care and home care services and they are excessive for people who are</p>	<p>The unit prices reflect what other service providers for home care services in the region charge for each service outlet. The new fees will ensure the full cost of</p>	NIL	NIL

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	<p>in receipt of Centrelink pensions. These increases are way in excess of the Cost of Living increases to pensions set down by Centrelink. Very few elderly people in the SMRC area are going to be able to afford these increases. The new annual charges for maintaining cemeteries and graves are outrageous. Charging over \$1000 per year to mow a grave site is disgusting. Perhaps it is time that the Council hires full time staff instead of relying on contractors on outrageously high pay packages.</p>	<p>providing the service, so it is cost neutral to Council.</p> <p>This is not an annual fee, it is a one off fee to pay at time of interment.</p>	NIL	NIL
48	<p>Fees and Charges 'We wish to make comment of the fees and charges year 22/23, Page 65 Bombala Showground.</p> <p>General</p> <ul style="list-style-type: none"> - Use of stove and hire of wooden trestles be deleted. - Chairs, tables, crockery be noted as (outside hire). <p>Why cannot fees 22/23 be rounded off to nearest figure (80 cents or 85 cents, not 83 cents)</p> <p>Written as Treasurer on behalf of the Bombala Exhibition Ground Management Committee</p>	<p>General Fees & Charges 2022/23 adjustments as tabled by s355 Management Committee for the site - Agreed (inclusive of rounding).</p>	Amend Fees and Charges as agreed to in commentary.	NIL
49	<p>Revenue Policy Rubbish collection increases are very small. I am sure that there has been a significant cost increase in providing this service therefore that should be reflected in the increase. I do not have rubbish collection at my property and I do not want my rates to increase to cover this, when it does not impact me. People should be paying for the services they</p>	<p>Waste collection services are paid for by the user. All rural properties pay a waste management charge, which does not include collection services nor the use of waste facilities as they are pay as you go.</p>	NIL	NIL

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	receive and not subsidising the ones they do not.			
50	<p>Fees and Charges Fees and charges should help and encourage investment through from personal home renovations etc to business creations. If fees keep travelling upwards, people will begin to spend less on going about their lives within the shire.</p>	<p>Unfortunately, Council is no different to any other business and must operate within their means. The services where we can recover costs through fees and charges in providing the service, the fees should cover the cost of providing the service.</p>	NIL	NIL
51	<p>Fees and Charges Council should stop adding new fees and charges to the list. People are struggling to pay their way, suffering the cumulative impacts of lockdowns, restrictions, rent increases and inflation.</p> <p>Fuel has doubled, fresh food is increasing weekly, and all this gormless council can think to do is invent new fees, and raise existing charges. Either this council has no cash, no capital and is effectively insolvent, or it is not.</p> <p>Increasing fees and charges disadvantages the public, and makes their lives more expensive so they cut back on using services... which reinforces the death-spiral situation where only councillors and council employees can 'afford' to use the council services.</p> <p>Council either exists to serve the people, or it exists to bleed the people to death.</p> <p>I know which type of council I prefer, and what I would rather see.</p> <p>Stop increasing fees and charges.</p>	<p>Unfortunately, Council is no different to any other business and must operate within their means. The services where we can recover costs through fees and charges in providing the service, the fees should cover the cost of providing the service.</p>	NIL	NIL

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52	<p>Fees and Charges These need to be simplified across the region. They are confusing given there is so much variation. They need standardisation and simplification where possible. Make it easy for the community to understand.</p>	<p>Agreed - Some level of fees and charges harmonisation has already occurred across the council region. This may take some years to level out as Council continues to work with our community to work towards fee harmonisation.</p>	NIL	NIL
53	<p>Revenue Policy The same rate charges for business, farmland and residential is ridiculous. Do you provide the same infrastructure for all of these parcels of land to utilise (tarred, sealed roads, garbage collection, sewerage, water supply)? You don't even provide green waste collection to all centres and yet our properties have the same equation put against them to make rate cost decisions. This continues to be a very one centred council, providing infrastructure and services to Cooma and that is it. Expecting other areas to spend significant time on the road to access any services.</p>	<p>This is the result of the consultations on the rates harmonisation. When the calculations were undertaken the same rates base charge and ad valorem aligned as well with the costs of services for residential and farmland. There is insufficient evidence to show a different cost should apply for business. Council provide halls, swimming pool, sporting grounds, showgrounds, parklands, roads, water, sewer, waste and many other services to multiple locations across the region. We also have offices in four locations.</p>	NIL	NIL
54	<p>Fees and Charges Unhappy that my local community hall at Michelago is mooted to have the refundable deposit bond more than doubled. I feel it should remain around where it already is so we can get more use from this facility instead of discouraging people from hiring it. The proposed hire fees are as follows: A flat fee per hour: \$12.00 Refundable Deposit Bond: \$160.00 (no longer distinguishing between Community or Commercial) Private Evening / Party Function: \$215.00</p>	<p>1) General Fees & Charges 2022/23 adjustments as tabled by s355 Management Committee for the site - Agreed (inclusive of rounding). 2) If the Michelago Hall S355 Management Committee wish to have a site specific Deposit/Bond amount reflected, that can be accommodated. <u>Note:</u> The proposed default Deposit for Community Halls was increased by 3% from \$329.46 in 21/22 to \$340.00 (round up) in the Draft 2022/23 Fees & Charges. The default deposit for Community Halls specifies "unless otherwise specified." This has been the case for a number of</p>	Amend the fees as agreed in the commentary	NIL

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	<p>Refundable Deposit Bond: \$250.00 Requests for hire of Equipment such as tables, chairs, kitchen, etc, to be arranged on a case-by-case basis with the Committee.</p>	<p>years. Majority of hall sites do not reference bespoke deposit/bond amounts.</p>		
55	<p>Revenue Policy Whilst I have not had the opportunity to read the draft revenue policy. I do believe that council should lobby the state government to bring in a tourism bed tax to assist in bringing in revenue to help the area. Prior to an election and in collaboration with other high tourism LGA's I think it is the perfect opportunity to look outside its constituents to help fund services which tourists benefit from.</p>	<p>Council has an advocacy role as identified within the Snowy Monaro Community Strategic Plan (CSP) towards improving the affordability of living within the region. Council is constantly advocating at both State and Federal levels to seek opportunities for increased funding. Currently, there are no LGAs in NSW charging a bed tax as this would be State Government driven.</p>	NIL	NIL
56	<p>Revenue Policy Just a comment about when the waste policy/fee structure was changed for farmland areas- we were meant to be better off however, our rates remained the same, and base rates for farmland and town remain the same whilst we have very few services provided in comparison. I use to come into Cooma to process my waste (for free) and then do my shopping etc. Now I go to Queanbeyan/Canberra (as do many other people around me) so there is an unintended impact on the community.</p>	<p>The waste management charge will still be charged, however, waste disposal is pay as you go if a waste facility is utilised.</p>	NIL	NIL
57	<p>Revenue Policy Council should not be making revenue off services they cannot provide. We pay a \$750 waste management charge per annum (6 rural blocks two dwellings). We also have to pay tip fees when we take our rubbish to the tip</p>	<p>6 properties are able to be amalgamate for rating purposes, this has no effect on the properties as this is only for ratable purposes only. All 6 properties need to be in the same name for this to occur. There is forms</p>	NIL	NIL

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	after risking our lives and destroying vehicles on the gravel section of the Barry way. You do not even provide a wheelie bin for each dwelling.	available at Council to facilitate this process.		
58	Fees and Charges Fees and Charges increases should be limited to a maximum of CPI increases for the future. All areas of the Economy are under large pressure at the moment and Council should be a leader in limiting any future increases.	Fees have been set with a cost recovery of delivering the service. In some instances the cost of operating the service has outstripped CPI increases.	NIL	NIL
59	Revenue Policy Recovering 50% of rate revenue by a common base rate per lot is grossly unfair. This policy means that a lot such as the entire Nuggets Crossing lot, with a value of millions of dollars, pays (as to 50%) the same rate as a tiny strata apartment. The % recovered by base rate must be set much lower. I think 0% base rate and 100% ad valorem rate would be the most equitable solution.	This change would substantially change the balance of rates between properties. Properties with lower than average land rates would see a decrease while those with higher land values would see an increase. In the rates harmonisation process it was considered that most properties benefited from the services equally and thus a higher base was more equitable. There will still be a large variation between the rates paid by the two properties due to the relative land values.	NIL	NIL
60	Fees and Charges Some fees and charges are not proportionate. Just one e.g. 120 litre bin of rubbish \$4 and 240 litre bin of rubbish \$15. Doesn't seem fair to pay nearly three times as much for only double the amount. Appreciate that the cost of operations increases so fees and charges do have to go up too.	The \$4.00 charge stated is for up to 120 litres only. For 120 litres it is proposed to be \$7.50, which is half of the \$15.00 stated for a 240 litres bin.	NIL	NIL
61	Fees and Charges The Delegate Sportsground Committee meet recently and discussed the fees they would like to see charged for use of	General Fees & Charges 2022/23 as tabled by s355 Management Committee for the site - Agreed (inclusive of rounding).	Amend fees and charges to concur with commentary	NIL

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<p>the facilities at the Sportsground for the following financial year. These figures were arrived at taking into account increasing cost of utilities, particularly electricity, ease of book keeping when calculating the GST and the upgrade to facilities that has occurred at the grounds over the past few years. SEE TABLE in document The Committee also requests that Council make provision in its budget for the annual maintenance grant that has been paid to this Committee over the past few years.</p>	<p><u>Note:</u> The request for budget of maintenance grant 2022/23 – Needs to be reviewed in terms of financial capacity of Council; alignment with Governance’s operational manual for s355 Committees; & any relevant Council resolution that may exist.</p>	<p>against submission</p>																																																																																											
<table border="1"> <thead> <tr> <th data-bbox="316 992 738 1093">Facility</th> <th data-bbox="745 992 890 1093">Hire Fee Proposed by Council 2022/23</th> <th data-bbox="896 992 1102 1093">Hire Fee Proposed by Sportsground Committee 2022/23</th> <th data-bbox="1109 992 1230 1093">Unit</th> <th data-bbox="1236 992 1319 1093">GST</th> </tr> </thead> <tbody> <tr> <td>All facilities, including grounds</td> <td>296.12</td> <td>330.00</td> <td>Per Day</td> <td>Y</td> </tr> <tr> <td>Chairs (Breakage at cost to replace)</td> <td>1.03</td> <td>1.10</td> <td>Each</td> <td>Y</td> </tr> <tr> <td>Crockery (Breakages at cost to replace)</td> <td>71.07</td> <td>77.00</td> <td></td> <td>Y</td> </tr> <tr> <td>Cutlery</td> <td>71.07</td> <td>77.00</td> <td></td> <td>Y</td> </tr> <tr> <td>Hire of Yards</td> <td>593.28</td> <td>583.00</td> <td>Annual Fee</td> <td>Y</td> </tr> <tr> <td>Kiosk</td> <td>118.97</td> <td>121.00</td> <td>Full Day</td> <td>Y</td> </tr> <tr> <td>Kiosk</td> <td>59.22</td> <td>66.00</td> <td>Half Day</td> <td>Y</td> </tr> <tr> <td>Pony Club Rental – Annual</td> <td>118.97</td> <td>121.00</td> <td>Annual</td> <td>Y</td> </tr> <tr> <td>Removal of Garbage by Caretaker</td> <td>142.13</td> <td>143.00</td> <td>Each</td> <td>Y</td> </tr> <tr> <td>Stools Per Each</td> <td>1.03</td> <td>1.10</td> <td>Each</td> <td>Y</td> </tr> <tr> <td>Trestles Per Each</td> <td>4.12</td> <td>4.40</td> <td>Each</td> <td>Y</td> </tr> <tr> <td>Urn Rental</td> <td>6.17</td> <td>6.60</td> <td></td> <td>Y</td> </tr> <tr> <td>Use of Grounds Only</td> <td>35.53</td> <td>44.00</td> <td>Per Day</td> <td>Y</td> </tr> <tr> <td>Kitchen/Supper Room/Hall and Conveniences</td> <td>236.90</td> <td>242.00</td> <td>Per Day</td> <td>Y</td> </tr> <tr> <td>Hall, Convenience & Kiosk</td> <td>142.13</td> <td>143.00</td> <td>Per Day</td> <td>Y</td> </tr> <tr> <td>Supper Room/Hall & Conveniences</td> <td>142.13</td> <td>110.00</td> <td>Per Day</td> <td>Y</td> </tr> <tr> <td>Kitchen/Supper Room and Conveniences</td> <td>142.13</td> <td>143.00</td> <td>Per Day</td> <td>Y</td> </tr> </tbody> </table>				Facility	Hire Fee Proposed by Council 2022/23	Hire Fee Proposed by Sportsground Committee 2022/23	Unit	GST	All facilities, including grounds	296.12	330.00	Per Day	Y	Chairs (Breakage at cost to replace)	1.03	1.10	Each	Y	Crockery (Breakages at cost to replace)	71.07	77.00		Y	Cutlery	71.07	77.00		Y	Hire of Yards	593.28	583.00	Annual Fee	Y	Kiosk	118.97	121.00	Full Day	Y	Kiosk	59.22	66.00	Half Day	Y	Pony Club Rental – Annual	118.97	121.00	Annual	Y	Removal of Garbage by Caretaker	142.13	143.00	Each	Y	Stools Per Each	1.03	1.10	Each	Y	Trestles Per Each	4.12	4.40	Each	Y	Urn Rental	6.17	6.60		Y	Use of Grounds Only	35.53	44.00	Per Day	Y	Kitchen/Supper Room/Hall and Conveniences	236.90	242.00	Per Day	Y	Hall, Convenience & Kiosk	142.13	143.00	Per Day	Y	Supper Room/Hall & Conveniences	142.13	110.00	Per Day	Y	Kitchen/Supper Room and Conveniences	142.13	143.00	Per Day	Y
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<p>62</p>	<p>Delivery Program PROPOSED CIVIC COMPLEX I believe the concept of Council building a new Civic Complex is pie in the sky. Council is unable to provide basic services to its ratepayers so the \$150000 for the design should be used for other purposes. A staff location assessment needs to be carried out to ensure the most efficient use of its offices and</p>	<p>The current office building has significant assess and safety issues that will need to be addressed if it continues to be used as the office. Before committing multiple millions of dollars into a building that have a limited remaining life alternative are being reviewed to see if there is a more efficient and effective outcome.</p>	<p>NIL</p>	<p>NIL</p>																																																																																									

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<p>depots.</p>	<p>The result of the investigation will allow the Council to better understand the best path forward.</p>		
<p>WHOLE OF LIFE COSTINGS Council willingly takes on projects with grant funding without consideration of the ongoing costs. The new Jindabyne Library and the Jindabyne Shared Trail pathway are examples of this. It is well and good to provide the library building but annual book purchases and staffing will seriously impact on Councils budget. Similarly with the cycle pathway, Council might get away with the construction of the path but ongoing maintenance costs will severely impact the budget when the current volunteers get tired of committing to the ongoing maintenance work. I raised that point when the proposal was put out for public comment and was told that provision had been made for one person to maintain the project. One person will never be able to maintain 20km of earth formed narrow pathway. User fees and charges will be a solution but will be expensive to collect. Council is finding with its existing road network, it is unable to adequately maintain it to an acceptable standard.</p>	<p>Whole of life costings are considered when undertaking Capital Expenditure Reviews in accordance with the Office of Local Government Expenditure review Guidelines.</p>	<p>NIL</p>	<p>NIL</p>
<p>RATES The business community currently enjoys the same base rate and the same rate in the dollar as the residential ratepayer. The businesses located on land that has a business designation are able to make substantial funds from their sites and can claim</p>	<p>Values on business land is generally higher than residential land, leading to business still contributing more because of the land value created by the earning potential of the land.</p>	<p>NIL</p>	<p>NIL</p>

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<p>those rates as a tax offset for the business. Residential ratepayers are bearing the brunt of the costs without the tax benefits.</p> <p>ACCURACY OF FUNDING INFORMATION I note that the project figures for many projects are shown as grant funding but in the loans section of the document there is a loan component attached to it. The project figure is misleading as there is no mention of loan amounts being attached to the project. The Jindabyne Library and the Cowbed Creek bridge projects are examples of this deception.</p> <p>ROAD PRIORITIES I am having some difficulty in determining how road funding is allocated. There are substantial funds allocated to the Dry Plains Road and the Avonside Roads. Even though those roads will be reconstructed with grant funding, I wonder what criteria was used to favour those roads over others I consider would be far more deserving of the funding. Was the decision criteria traffic volumes, asset assessment, squeaky wheels or a figment of some ones imagination?</p> <p>I note the urban reseals propose almost the same funding as the rural network but the rural network has more kilometres of sealed pavement and possibly in a far worse condition.</p> <p>POOLS Councils swimming pools continue to lose money despite funds being thrown at them. There needs to be a</p>	<p>A submission was requested by John Barilaro following amalgamation. The requested submission was to deliver road upgrades across an equal split of roads, with any submission not to exceed 17M in total. There was history from Snowy River Shire Council in relation to Dry Plains Road, especially in relation to an existing causeway.</p> <p>Avonside Road had already been subject to a seal where the road connected with Kosciuszko Road (Bus Stop) Therefore, it seemed reasonable to extend the seal further and, failing access to any accurate asset data at that time, a list was prepared, and endorsed by the Director of Engineering supported by the Executive.</p> <p>A Pool Strategy has been identified for delivery in the 2022-2023 Operational Plan.</p>	<p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p>
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	strategic approach to pools to determine what the ratepayers are prepared to throw at them for the return the community gains.			
63	Delivery Program Social/ affordable housing strategy and advocacy in all major towns especially Jindabyne and Cooma, also needs to include advocacy for itinerate worker accommodation	The draft CSP includes objective 2.2 to <i>Improve the affordability of living within the region</i> . It identifies Council's role as advocacy and to ensure through strategy that suitable land is zoned for all types of housing. Council's draft settlements strategy is inclusive of a housing strategy.	NIL	NIL
64	Delivery Program Climate resilience strategy and plan for the region that will support funding opportunities from State and federal governments	This project has not been identified for the Delivery Program. Investigations with a neighbouring Council revealed approximate costings for the development of this strategy. There is opportunity to seek funding for the strategy development through the Local & Regional Stream of the Disaster Risk Reduction Fund.	Investigate funding opportunities to develop a Climate Resilience Strategy. This action to be included in year one of the Delivery Program and 2022-2023 Operational Plan as an action.	BAU
65	Delivery Program Parking in Soho St - project redevelop Soho St between Sharp and Massie Sts for increased parking.	This is a project that would have to be scoped and costed. Currently, we do not have a Strategy identifying a need for additional parking in Cooma.	Include investigate parking gaps analysis for Cooma as part of the 2022-2023 Operational Plan	BAU
66	Delivery Program Plans for asset management in small towns inclusive of Berridale, As the consultation has progressed this strategy needs to be a town plan in partnership with the community on maintenance, renewal and management of assets supporting the town but also timeframes of	Council's Asset Management System contains all Council assets and includes asset renewal data and information. Asset management Plans have been developed for all classes of assets.	NIL	NIL

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	planned work. Secondly their needs to a list of projects that will add value or renew assets in the town for grant funding opportunities.			
67	Delivery Program Water supply quality in small towns	A small towns and villages scoping study has already been developed to identify gaps, and strategically plan for the future. This will be briefed and presented to Council before the end of calendar year.	NIL	NIL
68	Delivery Program Cooma creek and Cooma back creek beautification project plan - Identify this project in the plans and develop for grant funding	The Delivery program identifies a principal activity within the Economic Development Team for the <i>Development and implementation of visitor attraction strategies and town beautification</i> . This project may fall within this remit. As a separate project, it would need to be scoped and costed.	Project scope a Cooma and Cooma Back Creek beautification project as part of the year one Delivery Program and 2022-2023 Operational Plan.	BAU
69	Delivery Program Customer Service Improvement project.	There are two projects identified within the 2022-2026 Delivery Program 1. Establish a Customer request system to improve customer service and streamline allocation of requests throughout the organisation. 2. Prepare and Implement a Community Engagement Strategy.	NIL	NIL
70	Delivery Program Digitisation of records. Facility management. What budget is required to move to the next step of efficiency?	This project has not been scoped or costed.	Include action in the 2022-2023 Operational Plan to seek costings for digitisation of records.	BAU
71	Delivery Program Advocate for sustainable aged care services for our region.	The draft Community Strategic Plan identifies Council's role as advocacy in objective 1.2 – Strategy – <i>Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all life stages</i> .	NIL	NIL
72	Fees and Charges Transit fees for sale yards - My view is we charge all agents	Transit Stock usage fees are included within the draft fees and charges for both the	To be investigated as part of the 23-	NIL

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	an annual fee for transit use of yards and they can only use certain sections of the yards.	Cooma and Bombala Saleyards. The charging of an annual fee to agents will need to be investigated.	24 Annual Fees and Charges review.	
73	General Council’s draft suite of IP&R documents do not comply with the OLG IP&R <i>Guidelines for Local Government in NSW, September 2021</i> , and the IP&R provisions of the <i>NSW Local Government Act 1933</i> and accompanying Regulations.	Disagree – Council is tabling all relevant documents for consideration at the 23 June 2022 Council meeting with a recommendation for adoption. All documents and plans are have been developed using the OLG IPR Guidelines.	NIL	NIL
74	General Council has not reviewed the current “Snowy Monaro 2040 Community Strategic Plan” following the election of Councillors in December 2021, as required by Clauses 1.10 - 1.11 of the NSW OLG IP&R Guidelines for Local Government in NSW, September 2021 (IP&R Guidelines, p14).	Council resolved to participate in the Regional Community Strategic Plan partnering with the Canberra Region Joint Organisation in September 2020, therefore a review was not considered necessary, and a new CSP has been developed.	NIL	NIL
75	General The draft “Community Strategic Plan Towards 2042” has not been adopted by Council	A post exhibition report will be tabled at the 23 June 2022 Council meeting with a recommendation for adoption.	NIL	NIL
76	General The draft Community Strategic Plan “Towards 2042” should only cover a 10-year period to 2032, given Council’s unsatisfactory financial situation and anticipated changing economic and financial environment and operating costs over the next 10 years. The community survey and results that informed the development of the draft “Community Strategic Plan Towards 2042” are unreliable.	The Office of Local Government IPR Guidelines states a minimum timeframe of 10 years. This does not mean a maximum of 10 years. All seven Councils participating in the Regional Community Strategic plan have developed 20 year plans for their Local Government Areas. Towards 2042 survey work was undertaken both in house an independently using the same surveys and tabulated by experienced personnel. Council’s 400n random customer satisfaction survey cross referenced the Towards 2042 survey work.	NIL NIL	NIL NIL
77	General Council should put on hold the development of its IP&R framework for 2022 - 2032.	The full suite of IPR documents will be tabled at the 23 June 2022 Council	NIL	NIL

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		meeting. An extension is not required.		
78	General Council will need to adopt its Revenue Policy and Fees and Charges for 2022-23 by 30 June 2022 at an extraordinary Council meeting.	Agreed – The Revenue Policy and Fees and Charges post exhibition report will be tabled at the 23 June 2022 Council meeting with a recommendation for adoption.	NIL	NIL
79	General Council should write to the NSW Office of Local Government and seek a 6-month extension to the 30 June 2022 timeframe for the adoption of Council’s IP&R framework for 2022-2032.	The full suite of IPR documents will be tabled at the 23 June 2022 Council meeting. An extension is not required.	NIL	NIL
80	General In partnership with the Snowy Monaro community, Snowy Monaro business groups and individuals, the Canberra Region Joint Organisation and State Government Agencies, including the NSW DPIE on the Snowy Mountains Special Activation Precinct Masterplan, Council should develop a new Snowy Monaro Community Plan for 2022-2032.	This has been undertaken. Council committed to undertaking a Regional Community Strategic Plan in 2020 with the Canberra Region Joint Organisation (CRJO). The post exhibition report will be tables at the 23 June 2022 Council meeting with a recommendation for adoption.	NIL	NIL
81	General Council should develop a complete Resourcing Strategy for the four years 2022-2026 as part of its draft IP&R framework for 2022-2032 that consists of 3 inter-related elements:	This has been completed and will be tabled at the 23 June 2022 Council meeting	NIL	NIL
82	General Council should work with the Snowy Monaro community and business groups and identify and prioritise the core local government services the community and business wants and expects over the next 10 years.	This has been undertaken as part of the development of the Snowy Monaro Community Strategic Plan 2042 consultation process to develop our community’s aspirational priorities.	NIL	NIL
83	General Working with the Snowy Monaro community and	Council has prepared a draft Long-Term Financial Plan, Workforce Management	NIL	NIL

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	business groups Council should identify the Council infrastructure, asset and workforce needs and financial resources that will be required to meet community and business main priorities and expectations for the delivery of Council's services	Strategy, Asset Management Policy, Asset Management Strategy and Asset Management Plans for each Asset Class for consideration at the 23 June 2022, Council meeting.		
84	Delivery Program Suggest changing the action to read - The current Destination Management Plan (DMP) ends in 2024. A new SMRC Tourism Strategy that is aligned to the Destination Southern NSW DMP 2022 to 2030 will plan for building and managing the visitor economy for our region.	Until such time the DMP has been developed, Council cannot commit to aligning the SMRC Tourism Strategy until we know what it contains, but no objections in principle.	NIL	NIL
85	Delivery Program (1) Focus council on the basics that they are responsible for and forget about any long term plans that will increase council expenditure Council needs to focus on the basic core services that are essential for our prosperity. Clean water, functional sewage, waste services, drivable roads, maintenance of the current community facilities and planning are the core things it should do. Other stuff, regardless of its appeal to some, needs to wait until it can be afforded. So good bye to Rail trails, Teddy Bear Sleepovers at our libraries and Yoga classes to help us cope. The same too for councils marketing department. We don't need it spending our money telling us how good they are. We will know that when you can drink the water in each town without needing to boil it. (2) Become efficient again Since amalgamation Council's spending is up 45% since the merger, but its physical assets	Council is committed to undertaking a Service Review Program as identified within the draft Delivery Program. Service Reviews will identify waste and provide actions to work towards gaining efficiencies. Council is implementing the Australian Business Excellence Framework (ABEF). ABEF	NIL NIL	NIL NIL

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<p>under management have increased only by 9%. This shows that council has become significantly less efficient at managing our community’s assets, and this is the true cause of its deficits. To address this council needs to undertake an efficiency program that empowers and rewards staff to find and deliver costs savings while delivering core services.</p> <p>(3) Grow the economy and grow the rates base The best way forward is to grow the economy and also to grow the number of rate-able properties. More people living on more separate lots means more money for core services without needing to raise individual rates – in fact our extremely high rates should be reduced which in turn can help to attract more people and more industry. To grow our economy we need more people to live and invest here. More people means more cash in the economy, more businesses, more jobs and more vibrancy. But people need somewhere to live and confidence that they can invest and that their investments will provide a return on investment. This is where council can help. It should:</p> <p>A. Protects land rights – No one will invest here if the rezoning proposals in the draft rural land use strategy are allowed to proceed. So this needs to go once and for all.</p> <p>B. Standardises and expand land use rules to allow a greater diversity of businesses and farms (e.g. small lot farming of berries, nuts, olives, cherries, fish farming,</p>	<p>works on a set of 9 principles that work towards gaining efficiencies.</p> <p>Council has a committed Economic Development team that lobbies and advocates within all tiers of government to strengthen the economy of our region. There is no doubt that increasing our rate base will increase revenue.</p> <p>This matter relates to the Rural land Use Strategy</p> <p>This matter relates to the Rural land Use Strategy</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p> <p>NIL</p> <p>NIL</p>
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<p>etc). C. Lower lot sizes for dwelling entitlements in rural areas and allow lot averaging (or its equivalent) everywhere to free-up non-productive areas of farm land for homes. D. More village and town lots E. Speed up planning – We should aim to have the fastest and most helpful planning service possible. F. Run a move and work in the Snowy Monaro campaign – Council should run a national and international campaign to get people to move here and bring their money with them! G. Attract new industries – Council should seek to attract new industry to our region. Energy is one - more solar farm developments, micro pumped hydro on our many (hilly) farms, hydrogen production. What about data centre hosting (using our cold and windy climate too reduce air conditioning) and electric vehicle and battery deep maintenance services, etc. Also encourage industry specifically producing products from waste eg. Composite plastic building materials so that waste is re-used whilst reducing the need for timber and steel products. H. Maybe provide support and encouragement to the Cooma Progress Association to re-open the rail corridor from Queanbeyan to Bombala and onwards to Eden to open up more tourism and industry throughout the Snowy Monaro</p>	<p>New industry is approaching Council regularly, particularly for renewable energy projects. Council works with proponents as they navigate the NSW Planning System, as most of these types of projects are categorised as state significant development.</p> <p>Council endeavours to support all community groups and associations.</p>	<p>NIL</p> <p>NIL</p>	<p>NIL</p> <p>NIL</p>
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31/05/2022



NSW 2630

RECEIVED
03 JUN 2022

SNOWY MONTAROO REGIONAL COUNCIL
P.O. Box 714
COOMA NSW. 2630

TO WHOM IT MAY CONCERN,

RECENTLY MY HUSBAND WAS GIVEN
A "SMAC FINANCIAL SNAPS 01/2022" MY
CONCERNS WITH THIS OVERVIEW ARE AS

FOLLOWS:-

OPTION 1

BIOSECURITY - THERE WOULD REMAIN THE SAME
LEVEL TO BE DISPOSED OF, WHERE WILL THE 49%
GO?

ANGERS - MOST NEED FOR THEIR SERVICES SOON
OCCURS WHEN THE "RECREATIONAL USES" ARE ON
SITE IE WEEKENDS. IT IS SELF DEFEATING
TO NOT HAVE THEM ON DUTY THEN.

ILLEGAL DUMPING - IS A HEALTH HAZARD, MUST BE
CONTACTED.

PASS - ABSOLUTELY NECESSARY FOR THE HEALTH

0

AND WELFARE OF THE RATE PAYERS,
ESPECIALLY AFTER THE LAST TWO YEARS
STRATEGIC PLANNING - IF ABANDONED
MEANS CRISIS PLANNING IS ALL THAT
IS LEFT AND IT IS WASTEFUL ADMIN -
INSTEAD TO STUMBLE FROM
CRISIS TO CRISIS.

AGED CARE RESIDENTIAL SERVICES - THIS IS
COMPLETELY AND TOTALLY UNECONOMIC
IF THERE IS LESS THAN 1000 BEDS
WITHIN THE REMIT SO IS NOT A

SUITABLE COMMERCIAL ENTERPRISE FOR
INDIVIDUAL COUNCILS.

BUILDING/DEVELOPMENT ASSESSMENTS - WHAT
ASSISTANCE IS CURRENTLY BEING GIVEN?

WHO DOES THIS BENEFIT - CAN IT BECOME
AUGER PAYS SERVICE?

COMMUNITY FACILITIES CLOSURE - WHAT FACILITIES
WILL CLOSE? WHO WILL BE AFFECTED?
MARGINALISED?

FRONT COUNTER SERVICES - AFFECTS THE
MARGINALISED. SAVING A COMPARISON IS

④ THE OTHER TWO POINTS IN OPTIONS 2 (NOT AGED CARE) SEEM TO BE SELF EVIDENT AND A PART OF ANY SENSIBLE STRATEGIC PLANNING.

I DID NOT FIND THIS INFORMATION CLEARLY EXPLAINED THOSE COMMUNITY SERVICES WHICH WERE TO BE CLOSED, AND THIS LEAVES ME A LITTLE UNSETTLED AS TO WHO WILL BE AFFECTED.

TOURISM NEEDS ALL THE HELP IT CAN GET AFTER THE LAST TWO YEARS. NOW IS NOT THE TIME TO REDUCE FUNDING/SUPPORT IN THIS AREA.

Years immediately [REDACTED]

③ POSSIBLE - WHY NOT A SAYPE SERVICE IN AN ALREADY EXISTING SERVICE WHICH CAN BE AUGMENTED BY ANOTHER STAFF MEMBER.

TOURISM - HOW WILL REDUCING THESE SERVICES AFFECT BUSINESSES/STAFF MEMBERS IN THE AREA. THE PROSPECT OF THE AREA IS CERTAINLY A RESPONSIBILITY OF COUNCIL. COULD THIS ALSO BECOME A YEARLY SERVICE OVER TIME.

LIBRARY OPENING HOURS/DAYS - BEFORE THIS OCCURS THERE IS AN ASSURANCE NOTED TO CAUSE USERS TO FIND OUT WHAT DAYS WOULD BE MOST CONVENIENT FOR YEARS ROAD MAINTENANCE - WHY IS THIS ONLY MENTIONED IN OPTION 2. THE TIMETABLE APPEARS TO BE EXCELLENT AND DESIRABLE. SO LONG AS ALL ROADS ARE SAFE AND USEABLE BY ALL VEHICLES THIS IS IDEAL

P.S. I have written this
document when trying to
email this I kept on timing
out. Services leave a list to
be denied out here.

From: [REDACTED]
Subject: Re: Rates
Date: Thursday, 5 May 2022 12:42:51 PM

[REDACTED]

On 5 May 2022, at 12:03 pm, [REDACTED] wrote:

UNOFFICIAL

Good morning [REDACTED]
Not impressed in relation to rates being raised by around 9 percent, I live at The Angle and am not impressed with the lack of attention to our area which is the furthest area North which I call no mans land. As to where our rates go I don't know as we have no parks, have our own water tanks and have reticulated septic and no infrastructure in our community, the only thing I can think of is the horrendous road that we risk travelling on each day due to hardly maintenance been carried out since I can remember. I find it disgusting and insulting to be treated by council in the past and as it seems with council now, I would like this proposal of this large and seemed to be continuing rate rise to be stopped and find another solution due this situation was caused by incompetence of previous council.
Regards,
[REDACTED]

Sent from my Samsung Mobile on the Telstra Mobile Network
Get [Outlook for Android](#)

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[REDACTED]

[REDACTED]

On 5 May 2022, at 7:06 am, [REDACTED] wrote:

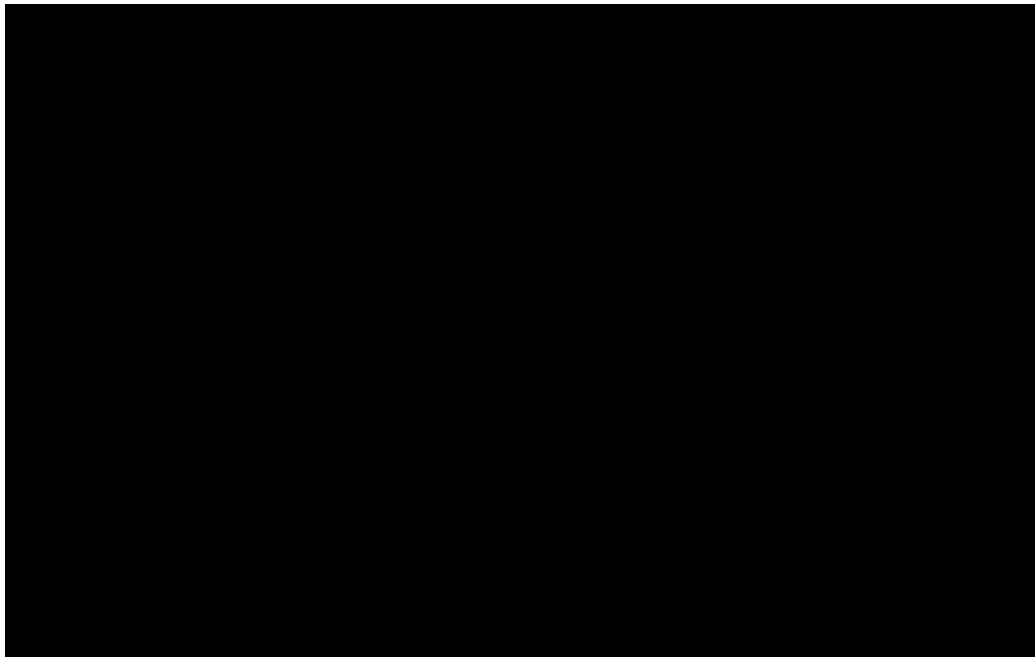
Good morning Councillor,

Would you please consider rejecting the draft financial plan in favour of one which does not place any further burdens on ratepayers but aims for better Council efficiencies and services.

My rates already had increased last year by 78% as a result of rezoning rural residential to residential (without any more services) and another 2% recently. You have before you a plan which proposes another 9.375% increase each year. Whilst this may have no impact on mostly absentee owners of holiday houses at present, inflation and Australia's economic recovery from the pandemic have potential for high interest rates (e.g. 18% as some of us experienced during the Keating years). This combined with a year or two of low snowfalls will further fracture what is left of our rural communities.

Regards

[REDACTED]



On 5 May 2022, at 10:34 am, [REDACTED]
wrote:

Hello

I am disappointed to learn of the proposed rate increase of 9.375% each year for eight years plus the increase in Annual Charges to be imposed on top.

I strongly oppose this move which would more than double the cost of our rates over that eight year period. Heaven knows what the Annual charge increase will amount to.

I strongly believe a demerger is the only way forward. Snowy Monaro council region is too big to be handled efficiently. Just increasing rates doesn't mean we are going to get a better service or performance from the council. The whole of council needs to be shown how to run as a well organized, logical and coherent group. Just the handling of repairs to our flood damaged roads is not being handled in cost effective manner. The roads issue was what most councillors put forward as a major problem to be solved. We are still waiting for our local road problem to be solved. Increasing rates won't help if the people running the show don't know how to plan properly.

Regards,

[REDACTED]

From: [REDACTED]
To: [REDACTED]
Subject: Proposed amendment to motion regarding exhibition of council plans
Date: Thursday, 5 May 2022 11:45:35 AM

Dear Councillors,

Please find following a proposed amendment for your consideration at today's meeting:

Proposed amendment to extraordinary meeting resolution of 5 May 2022

That council adopt an additional scenario (#4) for exhibition being:

- **Request to the Office of Local Government for a review of council's management structure and processes to determine the reasons why the merged Snowy Monaro Regional Council has not delivered the promised savings and benefits.**
- **The preparation of a Demerger Business case to identify the cost that the Minister of Local Government must pay to council to restore the former Snowy River Shire, Cooma Monaro Shire and Bombala Councils.**
- **Increase in rates in accordance with CPI for the 22-23 financial year.**
- **Targeted reduction in operational overheads of 5% per year out to 2032.**
- **Targeted increase of operation technical efficiency by 5% per year out to 2032.**

Background:

The recent staff recommended options for the long term financial plan highlights the failure of the forced merger of the local councils. Clearly the promised savings have not materialised nor have the services improved nor has the condition of our road network improved. Indeed for the executive to promote such options for the councillor's consideration speaks of serious systemic issues within the culture of the organisation.

There is far too little consideration of the efficiencies and productivity benefits that should be central to the management of the organisation. To simply request more and more funds with the threat of reduced services is not acceptable.

I also believe there is a role for the Office of Local Government to engage in finding the solution. The merger was forced by the hand of their minister and they are duty bound to assist council in delivering the benefits promised.

Recent changes to the Local Government Act require the Minister for Local Government to fund the costs of demerging. The Minister is bound by the legislation to fund the costs and the costs are to be identified in a business case. Council cannot ignore the opportunity to have significant funds flow into our communities that a demerger will bring, all options must be considered to enhance the financial and social well being of our residents.

The preparation of a business case for demerging does not imply support for demerging, it will merely inform council and the community of the benefits and costs of demerging. The decision to demerge is ultimately a matter for the community at large. That said I note that it is the position of State Labor, Greens, Shooters and other cross benches to support binding demerger plebiscites and that there is state election early next year.

The form and content of a demerger business case is not set by the legislation however the intended purpose is to identify the cost that the minister must pay. In terms of natural justice, where in this case the merger was forced and not supported by the former councils nor the community, it is clear that the costs must strive to reconstitute the three former councils and their communities to the positions they once enjoyed.

Regards

[REDACTED]

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Date: Thursday, 5 May 2022 9:23:25 AM

The council should not be having a rate rise for the [REDACTED] he should be made responsible NOT the ratepayers, this is absolutely discussing!! we have one of the highest rates here and there's nothing to show for it, shame on you council!!! You work for the ratepayers, it's about time you started!!!

From: [Snowy Monaro Regional Council Executive Office](#)
To: [REDACTED]
Cc: [Snowy Monaro Regional Council Executive Office](#)
Subject: FW:
Date: Monday, 9 May 2022 2:59:12 PM

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: Thursday, 5 May 2022 9:23 AM
To: Records Snowy Monaro Regional Council
Subject:

The council should not be having a rate rise for the [REDACTED] he should be made responsible NOT the ratepayers, this is absolutely disgusting!! we have one of the highest rates here and there's nothing to show for it, shame on you council!!! You work for the ratepayers, it's about time you started!!!

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Say no to rate rises
Date: Wednesday, 11 May 2022 7:17:20 PM
Importance: High
Sensitivity: Confidential

I say 'No' to any rate rises until a full & independent audit of SMRC from its inception has been undertaken & published.

Kind Regards

[REDACTED]

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Rate rise-Feedback
Date: Wednesday, 11 May 2022 4:02:05 PM

Good afternoon,

I live at [REDACTED].

GM says our financial situation is because of the amalgamation. But he has no independent financial analysis to back up that statement. There is nothing to say if he is right or wrong, he needs an audit to do that.

We didn't vote for the amalgamation, so if it's the reason we are broke then the government should be paying for its own mistakes, not increasing our rates by over 100% over the next 8 years to pay for their mistakes!!

Was the amalgamation the problem or is the problem in its implementation? Can we trust the GM to be objective? We dont need to trust anyone if we have an Audit.

So I say no to any rate rises until a full and independent audit of SMRC, from its inception, has been undertaken and published.

[REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: [Records Snowy Monaro Regional Council](#); [John Barilaro](#); [monaro@nswnationals.org.au](#)
Subject: RE: Special Rate Variation?
Date: Wednesday, 11 May 2022 9:43:51 PM

Thanks [REDACTED], in taking the hall booking from [REDACTED], I was not informed of the purpose of the meeting, other than that it is a community drop-in session, but I asked for information to be sent to [REDACTED] regarding it's purpose and for distribution.

I wonder how many community members have had time to peruse the information and form some idea of a response. It appears typical of recent council procedure to put out material for community response at the last minute before a presumably coherent consideration is expected. As president of a S355 Management Committee, despite questions raised with council staff, I have still no idea of whom I should contact in council for discussion of important issues pertinent to its operation. I have tried emails to various staff members, generally without response. This is just another aspect of council's opacity. I will try again tomorrow to make an appointment to consult with the relevant staff member.

[REDACTED]
[REDACTED].

Sent from [Mail](#) for Windows

From: [REDACTED]
Sent: Wednesday, 11 May 2022 6:44 PM

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Cc: [Records Snowy Monaro Regional Council](#); [monaro@parliament.nsw.gov.au](#);
[monaro@nswnationals.org.au](#)

Subject: Special Rate Variation?

Hi Councillors,

On behalf of the [REDACTED] and the [REDACTED] community generally. I'd like to express our concerns with respect to Council's apparent financial position and its intent to apply for, and presumably implement, a Special Rate Variation, or SRV.

Not only is the magnitude of debt a concern, but Council's inability to know the actual amount of debt is worrying. There's been a variety of numbers reported over recent times, all very large. How is it that in 2022, with the aid of computerised accounting and bookkeeping systems, it's not possible to push a virtual button and have an accurate report readily available?

A number of you, when campaigning at the recent election, included in your platform a plan for a forensic analysis of Council's books. This now seems to have morphed into engaging a consultant to determine a scope for what needs to be looked at by another consultant down the track, all at additional cost to the community. At face value this appears to be an attempt to limit the scope of any resulting review, ie predetermining the outcome. And if it actually needs to be done, how is it possible that current Council staff are incapable of providing the necessary scope?

Supposedly, we're told, the Region is so large post amalgamation that its difficult to manage efficiently, yet we were also told that the amalgamation would result in efficiencies of scale that would benefit Council and its ratepayers. Why hasn't there been a post amalgamation review to review the basis of the amalgamation vs the reality?

Surely understanding the actual debt position and identifying and implementing identified efficiencies should be undertaken prior to applying for an SRV. Applying for an SRV now implies that Council already knows that there is nothing to be gained from a proper and full audit allied with the identification and implementation of efficiencies.

Once again, from the outside looking in, it appears that many Councillors are functioning as Council employees rather than representing their constituency and are 'rubber stamping' a staff proposal without adequate scrutiny.

Further, I've just discovered that there is a drop in session at Numeralla next Monday afternoon, 16/05 17:00; [Have your say on our suite of Integrated Planning and Reporting Documents | Your Say Snowy Monaro](#) Apart from a general announcement that Council is seeking feedback on the draft Integrated Planning and Reporting Documents, why have we not been specifically informed about the drop in session here? This has been a forever challenge, asking Council to tell us what is going on locally, why do we have to keep asking to be informed?

Why is it all so?

Thanks,

[REDACTED]

--

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]
To: [REDACTED]
Subject: Re: Draft Long Term Financial Plan
Date: Thursday, 12 May 2022 10:29:27 AM
Attachments: [SnowyMonaroLogo_clear_87475f20-44af-4059-b1e9-d983b1ff3e94.png](#)

Good morning [REDACTED]

Sorry to do this, but upon looking a little more this morning I have another question if you wouldn't mind tacking it on to my others.

The forecast revenue for the 2022/23 year is lower than that which is forecast for the 2021/22. Overall, excluding grants for operating and capital, is lower by nearly \$2.4m, or nearly 5%. Is there a reason why, for example, 'Rates and Annual charges' is lower by nearly \$1m?

Looking forward to receiving a response.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



PO Box 714 Direct (02) 6451 1308
COOMA NSW 2630 Phone 1300 345 345
Fax (02) 6456 3337
snowymonaro.nsw.gov.au

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From: [REDACTED]

Sent: Monday, 9 May 2022 9:19 PM

Subject: Draft Long Term Financial Plan

Good evening (morning hopefully by the time you read this) [REDACTED]

I was hoping you could clear up a few questions I have with some of the content of the draft Long Term Financial Plan.

1. It appears to be a recurring theme to include reference to something called the "draft Financial Planning and Sustainability Policy" or "Council's sustainability plan". Would you happen to know where this document is located, or be able to provide it, so that I might be able to read it to get better context for the sections where it is referenced?
2. I note there is a new scenario added following the resolution by Council last week. Within the business papers there was an easy to read "guide" provided to councillors that detailed the impacts of each of the three scenarios. Is there something similar for scenario 4? Also, why isn't this table included in the attachments for the "your say" consultation?
3. I noticed that what is called "the base case" isn't really continuing on with BAU, and factors in a reduction of approximately \$3.8m of services. Is there a particular reason why the status quo has not been included in the options (understanding that as things currently stand, this appears unfavourable)?
4. I am also wondering why, when in the past it was provided, are Council Funds not split? In this long term financial plan, all the financials are for the consolidated fund, incorporating the general, waste, water, sewer and aged care funds.

I look forward to receiving a response and some clarification.

With thanks

[REDACTED]

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Say no to rate rises
Date: Wednesday, 11 May 2022 7:06:07 PM

I say No to any rate rises until a full and independent audit of SMRC from its inception has been undertaken and published

[REDACTED]

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Rate rises
Date: Sunday, 15 May 2022 5:02:09 PM

To all council staff and councillors,

There currently is a lot of talk in the community, mostly complaints, about the council wanting to implement a rate rise.

I understand that rate rises are necessary, and I appreciate things are hard for everyone financially.

I wish to express that I support council raising rates a reasonable amount to be able to better afford services to the community and for fixing roads.

Regards

From:

To:

Cc:

Subject:

Re: HAVING A SAY ON FINANCIAL PLANNING

Date:

Monday, 23 May 2022 8:16:18 AM

[REDACTED]

On 22 May 2022, at 9:19 am, [REDACTED] wrote:

Dear Councillors.

Am not computer literate (as evident).. I was editing and somehow the E-mail apparently was sent. I don't resile from anything I have said which you may have received.

The most important PROVISION within the LG Act is s 6A LAND and VALUATION Act. PRIVATE LAND DEEDS are not to be tampered with.....in other words what is written on the DEED cannot be removed *from* the DEED of TITLE over the LAND.....unless with the knowledge and consent of the DEED Holder. (Premier Baird did not follow this process when he forced the Amalgamations) contrary to the constitutional GUARANTEES.

The current LAND VALUATIONS apparently apply across the Snowy Monaro REGIONwhich has been illegally PROCLAIMED without the consent of the affected RATEPAYERS.

The Private LAND DEEDS REFLECTING THE CURRENT D/AS (S113 Lg Act) now carry LAND IDENTIFICATIONS which have been /were agreed to between the CROWN and the DEED HOLDER.

I did not consent to my DEED being TAMPERED WITH TO THE EXTENT.....that the Parish/ County LAND description LG area on my DEEDS is now said to apply to a Snowy Monaro REGION.

I do not believe that I am BOUND to pay a RATE- COMMITMENT agreed between ME and the CROWN on LAND and DEVELOPMENT LEGALLY registered within the SHIRE of SNOWY RIVER.....when I am told that SNOWY RIVER SHIRE no longer exists.

[REDACTED]

OPTION 1 | Reduce services
(per week avg \$ noted below is by end of ten-year period)

\$4.20 per week avg. residential increase - rate peg increase ONLY:

- Biosecurity services reduced by 40%
- Building/Development assessments – minimum regulatory role only. No assistance
- Rangers during work week only and only responding to extreme issues on weekends
- Minimal response to illegal dumping
- Close some community facilities
- Reduced library operating days
- Reduce park areas by 30%
- Reduce front counter services to Cooma office only
- Cease any economic development or tourism/ events activities and support
- Minimal strategic planning to occur
- Move out of residential aged care services

OPTION 2 | Invest in current services

\$16 per week avg. increase:

- Roads:
- Fund road reseal every 15 years on average
- Fund gravel reheeting every eight years on average
- Gravel maintenance grade every year on average
- Introduce program to renew buildings over time
- Increase maintenance funding to appropriate level
- Move out of residential aged care services

OPTION 3 | Reduce services partially

\$7.70 per week avg. increase:

- Building/Development assessments – minimum regulatory role only. No assistance.
- Rangers during work week only and only responding to extreme issues on weekends
- Close some community facilities
- Reduce front counter services to Cooma office only
- Not undertake any tourism activities
- Move out of residential aged care services

OPTION 4 | Small service reduction

\$9.40 per week avg. increase:

- Not undertake any tourism activities
- Move out of residential aged care services

RECEIVED

24 MAY 2022

Records
Cooma Office

COOMA NSW 2630

Snowy Monaro Regional Council
'Ongoing consultation: Integrated Planning + Reporting'

I don't like increases, but the option of \$16 per week increase in rates appears necessary (my opinion!)
'Bottom line' if roads are not maintained the whole area will be impacted:-

Business, farming, schooling, cost of living, tourism, etc.

Assessment Number

From: [Snowy Monaro Regional Council Executive Office](#)
To: [REDACTED]
Cc: [Snowy Monaro Regional Council Executive Office](#)
Subject: RE: Finance options feedback
Date: Monday, 30 May 2022 1:47:59 PM

Dear [REDACTED],

On behalf of the Chief Executive Officer, please accept this letter as receipt of your correspondence below.

The Executive Office has requested staff to consider your request and a response will be provided to you in due course.

Should you have any queries regarding this matter please contact Council on 1300 345 345.

Kind regards

[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: Monday, 30 May 2022 7:58 AM
To: Records Snowy Monaro Regional Council <council@snowymonaro.nsw.gov.au>
Subject: Finance options feedback

Good morning,
I have reviewed the forward document son the website.

In relation to the four finance options proposed as an annual increase for ten years on top of indexation increases, I am not supportive of options 1 or 2.

I assume you have received legal advice relating to option 1 proposed reduction or cessation of services as some of them appear to be on wobbly grounds.

It is fiscally inappropriate to support option 2 when by your own ad, is soon you have not been able to manage your "business" at this level for many years.

My preference is option 3 but I would not be unopposed to option 4. I assume with option 3 that your clarification of the words of tourism and events (option 1 v 3) means you would still support events. Can you please confirm this?

I was unable to find the detail associated with closure of some community facilities - that is, which ones?


I would appreciate any answers to my questions.


Many thanks for consulting

[REDACTED]

Sent from my iPad

Delegate Sportsground Committee

President: 


DELEGATE NSW 2633

The Chief Executive Officer
Snowy Monaro Regional Council

E: council@snowymonaro.nsw.gov.au

Dear Sir

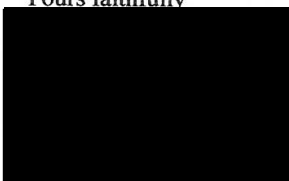
Submission re Proposed Fees and Charges for 2022/23 for the Delegate Sportsground

The Delegate Sportsground Committee meet recently and discussed the fees they would like to see charged for use of the facilities at the Sportsground for the following financial year. These figures were arrived at taking into account increasing cost of utilities, particularly electricity, ease of book keeping when calculating the GST and the upgrade to facilities that has occurred at the grounds over the past few years.

Facility	Hire Fee Proposed by Council 2022/23	Hire Fee Proposed by Sportsground Committee 2022/23	Unit	GST
All facilities, including grounds	296.12	330.00	Per Day	Y
Chairs (Breakage at cost to replace)	1.03	1.10	Each	Y
Crockery (Breakages at cost to replace)	71.07	77.00		Y
Cutlery	71.07	77.00		Y
Hire of Yards	593.28	583.00	Annual Fee	Y
Kiosk	118.97	121.00	Full Day	Y
Kiosk	59.22	66.00	Half Day	Y
Pony Club Rental – Annual	118.97	121.00	Annual	Y
Removal of Garbage by Caretaker	142.13	143.00	Each	Y
Stools Per Each	1.03	1.10	Each	Y
Trestles Per Each	4.12	4.40	Each	Y
Urn Rental	6.17	6.60		Y
Use of Grounds Only	35.53	44.00	Per Day	Y
Kitchen/Supper Room/Hall and Conveniences	236.90	242.00	Per Day	Y
Hall, Convenience & Kiosk	142.13	143.00	Per Day	Y
Supper Room/Hall & Conveniences	142.13	110.00	Per Day	Y
Kitchen/Supper Room and Conveniences	142.13	143.00	Per Day	Y

The Committee also requests that Council make provision in its budget for the annual maintenance grant that has been paid to this Committee over the past few years.

Yours faithfully



SUBMISSION ON IP & R DOCUMENTS 2022/23

IP & R DOCUMENT GENERALLY

I consider the Council is expecting too much from the generosity of its ratepayers by expecting them to agree with a rate increase that will more than double their rates over an 8 year period without sufficient guarantees it will achieve what is promised. I think the promised achievements will not be able to be realised even with the increased funding. To expect the community to agree with what Council is proposing without a complete picture of Councils operations is naive.

The public needs to be advised on the following in order for its ratepayers to assess if Council can be a “trusted community partner”.

- Total staff numbers currently compared with staffing numbers at the time of the merger of the three Councils in 2016.
- The cost of administration as opposed to the cost of services delivered or estimated to be delivered.
- A complete staff structure diagram including offices where particular positions are housed and or work from.
- Details of where contractors are used and an explanation of why Councils own staff can't do that work.

PROPOSED CIVIC COMPLEX

I believe the concept of Council building a new Civic Complex is pie in the sky. Council is unable to provide basic services to its ratepayers so the \$150000 for the design should be used for other purposes. A staff location assessment needs to be carried out to ensure the most efficient use of its offices and depots.

WHOLE OF LIFE COSTINGS

Council willingly takes on projects with grant funding without consideration of the ongoing costs. The new Jindabyne Library and the Jindabyne Shared Trail pathway are examples of this.

It is well and good to provide the library building but annual book purchases and staffing will seriously impact on Councils budget.

Similarly with the cycle pathway, Council might get away with the construction of the path but ongoing maintenance costs will severely impact the budget when the current volunteers get tired of committing to the ongoing maintenance work. I raised that point when the proposal was put out for public comment and was told that provision had been made for one person to maintain the project. One person will never be able to maintain 20km of earth formed narrow pathway. User fees and charges will be a solution but will be expensive to collect.

Council is finding with its existing road network, it is unable to adequately maintain it to an acceptable standard.

RATES

The business community currently enjoys the same base rate and the same rate in the dollar as the residential ratepayer. The businesses located on land that has a business designation are able to make substantial funds from their sites and can claim those rates as a tax offset for the business. Residential ratepayers are bearing the brunt of the costs without the tax benefits.

2.

ACCURACY OF FUNDING INFORMATION

I note that the project figures for many projects are shown as grant funding but in the loans section of the document there is a loan component attached to it. The project figure is misleading as there is no mention of loan amounts being attached to the project. The Jindabyne Library and the Cowbed Creek bridge projects are examples of this deception.

ROAD PRIORITIES

I am having some difficulty in determining how road funding is allocated. There are substantial funds allocated to the Dry Plains Road and the Avonside Roads. Even though those roads will be reconstructed with grant funding, I wonder what criteria was used to favor those roads over others I consider would be far more deserving of the funding. Was the decision criteria traffic volumes, asset assessment, squeaky wheels or a figment of some ones imagination?

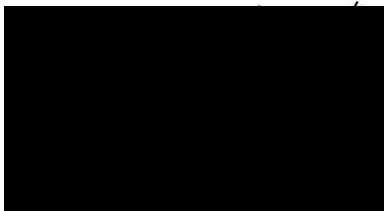
I note the urban reseals propose almost the same funding as the rural network but the rural network has more kilometers of sealed pavement and possibly in a far worse condition.

POOLS

Councils swimming pools continue to lose money despite funds being thrown at them. There needs to be a strategic approach to pools to determine what the ratepayers are prepared to throw at them for the return the community gains.

CONCLUSION

**I DO NOT SUPPORT ANY INCREASE IN RATES FOR THE 2022/23
FINANCILA YEAR OTHER THAN THE 0.8% RATE PEGGING FIGURE
UNTIL COUNCIL PROVIDES MORE DETAILS OF ITS OPERATIONS AND
THE UNDERPINNING REASONS FOR ITS ACTIONS**





ABN 669 250 169 46
Charity Fundraiser 14049

Snowy Monaro regional Council
ATTENTION Mr Clancy Noakes (via email)

COMMUNITY CONSULTATION
RE: INTEGRATED PLANNING AND REPORTING
APPLICATION FOR SPECIAL RATE INCREASE

Dear Sir

In reply to your emails of 30th May 2022 and your request for more community input about the matters raised we have pleasure in passing on the following summary.

CAVEAT

The Rotary Club of Bombala is solely acting as an intermediary, summarising opinions given by members of the community who otherwise may not be engaging in the consultation process.

SUMMARY

In accordance with your Media Release dated 30th May 2022 where you stated:
"but an increase is only one of the options you can tell us you want our Council to pursue"
the following was submitted.

- None of the four stated options were acceptable as they involved increased rates and/or reduction in services. Of particular concern was the removal of a Council Service Facility in Bombala.
- Before any option is considered, more detailed information is required including details of the needs and methods of implementation.
- The process which would best satisfy the need for community confidence would be a broad based independent audit of Council's activities (financial and operational). This would need to be undertaken urgently and fully released to the Community on completion.
- Whilst the audit is in progress Council to maintain the status quo particularly regarding rates and services.
- Council to continue to identify and implement further internal cost savings.
- Council to continue with two way community consultation and pursue a process of detailed transparency.

Thank you for the opportunity to inform you of this community's concerns.
For any further information please contact the undersigned.
We look forward to continuing a co-operative dialogue with the Council.

Yours faithfully



President 2021-2022

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Have your say on our suite of Integrated Planning and Reporting Documents
Date: Monday, 6 June 2022 11:42:17 AM

I have just been made aware of this and like most locals they may not be aware of this either.

Council's need to stick to their core business at this time as many businesses and families are hurting financially, perhaps you don't know what is happening with families and businesses in Cooma.

Most people aren't going to wade through these mammoth documents, clear and simple is best. I object to rates being raised to double in 8 years it is very unconstitutional, we need transparency with structure, efficiency and an independent evaluation prior to us agreeing to such an increase.

[REDACTED]

[REDACTED]

[REDACTED]

Attached is my submission on Council's Suite of Draft IP&R documents on public exhibition on Council's Have Your Say webpage ending today 6 June 2022.

2. My submission should be read in conjunction with my comments on the Feedback Form 2022/23 IPR Suite on Council's "Have your say on our suite of Integrated Planning and Reporting Documents" webpage.

3. For Councillors and Council staff pressed for time to read my overall submission, pages 1-4 provide an overview and outline the key issues identified in my submission regarding the draft IP&R documents and a way forward to address Council's financial operating situation.

4. I trust my submission will assist Council with the development and consideration of its IP&R Framework.

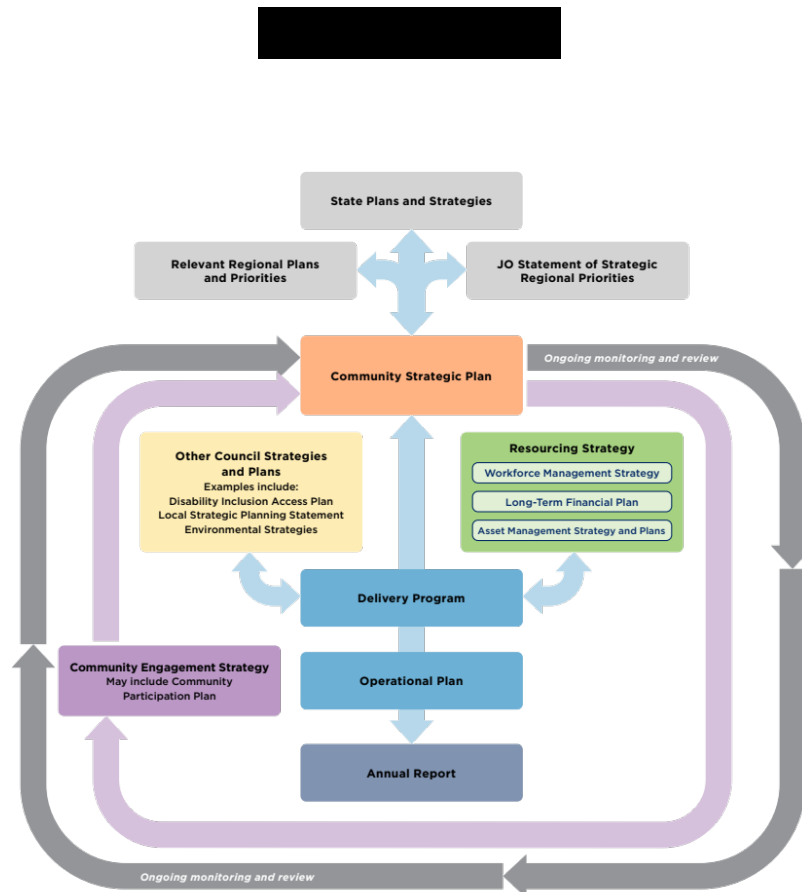
5. I am happy to discuss my submission with you, Council staff and Councillors.

Kind Regards

[REDACTED]

SUBMISSION
SNOWY MONARO REGIONAL COUNCIL
DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING
(IP&R) DOCUMENTS
2022-2042

A WAY FORWARD




Source: *Integrated Planning and Reporting, Guidelines for Local Government in NSW, September 2021*, NSW Office of Local Government

2.

OVERVIEW - KEY POINTS

- Council's **draft suite of IP&R documents do not comply with the OLG IP&R Guidelines for Local Government in NSW, September 2021**, and the **IP&R provisions of the NSW Local Government Act 1933 and accompanying Regulations** (see p5 for specific details).
- Council has **not reviewed the current "Snowy Monaro 2040 Community Strategic Plan"** following the election of Councillors in December 2021, as required by Clauses 1.10 - 1.11 of the NSW OLG IP&R Guidelines for Local Government in NSW, September 2021 (IP&R Guidelines, p14).
- The **draft "Community Strategic Plan Towards 2042" has not been adopted** by Council;
 - ☞ the Community Strategic Plan is the highest-level plan that a Council prepares and must identify the community's main priorities and aspirations for the future and plan strategies for achieving these goals (IP&R Guidelines, p 12).
- The **draft Community Strategic Plan "Towards 2042" should only cover a 10-year period** to 2032, given Council's unsatisfactory financial situation and anticipated changing economic and financial environment and operating costs over the next 10 years.
 - ☞ the community **survey and results** that informed the development of the draft "Community Strategic Plan Towards 2042" **are unreliable**.
- Council should **put on hold the development of its IP&R framework for 2022 - 2032**.
- Council will **need to adopt its Revenue Policy and Fees and Charges for 2022-23 by 30 June 2022** at an extraordinary Council meeting.
- Council **should write to the NSW Office of Local Government and seek a 6-month extension to the 30 June 2022 timeframe** for the adoption of Council's IP&R framework for 2022-2032.
- In partnership with the Snowy Monaro community, Snowy Monaro business groups and individuals, the Canberra Region Joint Organisation and State Government Agencies, including the NSW DPIE on the Snowy Mountains Special Activation Precinct Masterplan, **Council should develop a new Snowy Monaro Community Plan for 2022-2032**.
 - ☞ this should **include community workshops across the LGA**.
- The **new draft Community Plan should be completed by 30 September 2022** and presented to Council at its October 2022 Ordinary Council meeting.
- Council should develop a **complete Resourcing Strategy** for the four years 2022-2026 as part of its draft IP&R framework for 2022-2032 that consists of 3 inter-related elements:
 - ☞ a **Long-Term Financial Plan**,
 - ☞ a **Workforce Management Plan**;

 an **Asset Management Plan** (IP&R Guidelines, pp 4 and 17).

3.

DRAFT LONG TERM FINANCIAL PLAN 2022-2032

- I do not support draft Long Term Financial Plan 2022-2032 and the financial projections in the draft Plan.
- I do not support the 4 financial scenarios contained in the draft Long Term Financial Plan 2022-2032 currently on public exhibition by Council.

A DEEP DIVE REVIEW OF COUNCIL'S SERVICE DELIVERY PRIORITIES AND ITS FINANCIAL POSITION AND MANAGEMENT PROCESSES.

- Council should **establish a Community Reference Group**, nominated by Councillors, to **undertake a deep dive review of Council's service delivery priorities and its financial management processes and position, and its workforce and asset requirements to implement its local government services obligations** as set out in the NSW *Local Government Act 1993 - Chapter 3 Principles for local government, Chapter 5 What are a council's function and Chapter 6 What are the service functions of a council.*
- Council and the CRG should **work closely with the NSW Office of Local Government** in its current review of Council's financial performance, position and governance processes.
- Council and the CRG should **seek the assistance and expert advice of Council's Audit, Risk and Improvement Committee (ARIC) and the Audit-Office of NSW during the deep dive review** of Council's service delivery priorities and its financial management, workforce and asset requirements for delivering local government services.
- The deep dive review should be **completed by 30 November 2022** and the results and recommendations presented to Council at its December 2022 Ordinary Council meeting.
- Following **completion of the deep dive review and OLG review these will inform the finalisation of Council's Community Strategic Plan 2022-2032, Delivery Program 2022-2026, Resourcing Strategy, Operational Plan and Community Engagement Strategy** as required by the IP&R Guidelines;
 - 📎 all **draft IP&R documents should be completed by 30 December 2022** and presented to Council for adoption at its first ordinary Council meeting in 2023.
 - 📎 this would **meet the 6-month extension approved by the NSW Office of Local Government** for the completion of Council's IP&R documentation for 2022-2036.
- Council should **implement a 2.3% Additional Special Rate Variation (ASV) for 2022-23 if approved by IPART.**
- Council should **consider the need for any further Special Rate Variation (SRV) applications to IPART after completion of the deep dive review and the OLG review** of Council's financial performance, position and governance processes.

4.

COUNCIL'S EXPENDITURE PROBLEM

- The **3 previous Council's** - Bombala, Snowy Monaro and Snowy River - were all **operating with a budget surplus** in their operational budget **prior to amalgamation**.
- **Council has been operating budget deficits since amalgamation** with a \$2.3 million deficit at end FY2016/17 and a \$24 million operating deficit in 2020/21.
- **SMRC has an expenditure problem not an income problem. From 2016/17 to 2020/21:**
 - ☞ Council's income from **operating grants and contributions has increased** from \$13.5 million to \$23.2 million (projected to increase to \$28.7 million at end 2021/22 (see *Council's Quarterly Budget Review Statement to end March 2022*);
 - ☞ **income from rates and charges has increased** from \$30.3 million to \$31.2 million;
 - ☞ **employee costs have increased** from \$31.8 million to \$33.4 million, and;
 - ☞ **annual total expenses have increased** from \$84.4 million to \$98 million (including a \$11 million legacy liability for landfill site rehabilitation).

REDUCING COUNCIL SERVICES OR INVESTING IN COUNCIL SERVICES

- It is **impossible for ratepayers to be aware of the full suite of** Commonwealth, State and local government **services** that Councils deliver.
- The Council service delivery options for each of the **4 financial rates scenarios** shown in the draft LTFP and detailed in Council's "Finance Options" Factsheet **only cover a small number of Council services**.
- **Ratepayers are unable to determine which services should be reduced** or which services should be invested in.

FINALISATION OF A COUNCIL IP& R FRAMEWORK TO 2032

- Council should **work the Snowy Monaro community and business groups and identify and prioritise the core local government services** the community and business wants and expects **over the next 10 years**.
- Working with the **Snowy Monaro community and business groups** Council should **identify the Council infrastructure, asset and workforce needs and financial resources that will be required to meet community and business main priorities** and expectations for the delivery of Council's services, and;
 - ☞ Council and the community should **develop strategies for meeting the main priorities and expectations which inform the development and adoption of Council's Integrated Planning and Reporting (IP&R) Framework for the next 10 years to 2032**, and;
 - ☞ with the **assistance of the NSW OLG, the Audit Office of NSW and Council's ARIC address Council's unsatisfactory financial operation situation**, and ensure that Council is operating in a financially sustainable manner and in accordance with

the relevant **NSW local government regulatory frameworks and policies**,
accounting practices and the IP&R framework.

5.

MAIN ISSUES

I do not support Council's suite of draft Integrated Planning and Reporting (IP&R) documents: (draft 2022-2026 Delivery Program (four-year plan), 2022-2023 Operational Plan (one year plan and budget), draft Long Term Financial Plan 2022-2032 (10-year forecast), draft Revenue Policy 2022-2023 and draft Fees and Charges (services and facilities) for the following reasons.

- the **suite of draft documents do not conform with the requirements** outlined in the NSW **Local Government Act 1993** (the Act) and the **NSW Local Government (General) Regulations 2021** (the Regulations), specifically:

☞ (the Act): Principles for Local Government Chapter 3 Section (s)8A(1) - *Exercise of functions generally* (see s8A(1) (a-h) and s8A(2) - *Decision-making* and s8A(3) - *Community participation*, s8B - *Sound financial management* and s8C - *Integrated planning and reporting*;

☞ (the Act): Section (s)402 - *Community strategic plan*, s403 - *Resourcing strategy* and s406 - *Integrated planning and reporting guidelines*;

☞ (the Regulations): Section (s)196A - *Integrated planning and reporting guidelines - the Act, s406*.

(see: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.402> and <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.402>)

- The **suite of draft documents do not conform with the NSW Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW, September 2021** (the Guidelines).

1. SMRC DRAFT "COMMUNITY STRATEGIC PLAN TOWARDS 2042"

- The draft SMRC "*Community Strategic Plan Towards 2042*" is the highest level plan that a Council will prepare in the IP&R framework;

☞ the draft Plan covers a 20-year timeframe;

☞ development of the plan involved **online and oral surveys of 1042 Snowy Monaro residents** out of a total population of approx 21,000 (see p 10 of the draft Plan).

- The Plan informs Council's draft Delivery Program, draft Operational Plan and draft Long Term Financial Plan and Resourcing Strategy Revenue Policy and Charges and Fees (Guidelines pp 4, 6, and 13);

: the Plan has **not been adopted by Council** and may be amended further by Council to reflect community input.

- **Seeking community comments on the suite of draft IP&R documents that are informed by the draft Community Strategic Plan before it is adopted is premature.**

6.

- The draft Community Strategic Plan **does not reflect the NSW Government's South East and Tablelands Regional Plan 2036** (see the Guidelines pp 4, 5, 6, 12, 13 and 14);
 - ☞ **nor** does it adequately reflect the **NSW Government's Snowy Mountains Special Activation Precinct Master Plan** (see the Guidelines pp 5 and 13).
- The **20-year timeframe of the draft Community Strategic plan is far too ambitious** to identify the community's main priorities and aspirations for the future and to plan strategies and secure funding to achieve the goals;
 - ☞ **priorities will change over the next 20 years, inflation is on the rise, energy and wage costs are increasing, funding arrangements are unpredictable** and might change;
 - ☞ there will be **significant changes to the local economy in 20 years**, Council's **income and expenditure position between now and 2042 will change**, as will **operational costs between 2022 and 2042; workforce requirements and skills needed to deliver Council services over the next 20 yrs will change**, and **costs and what assets** will Council have and need, and their condition, **will also change** significantly over the next 20 years.
- **The SMRC Community Strategic Plan should be no longer than 10 years.**

2. STATISTICAL RELIABILITY OF SURVEYS/RESULTS USED TO DEVELOP THE COMMUNITY STRATEGIC PLAN TOWARDS 2042

- The draft Community Strategic Plan Towards 2042 **does not address whether the results of the consultations and the surveys were statistically reliable;**
 - ☞ **did the surveys measure what they were designed to measure?** Did the Towards 2042 consultations ask the same questions as the CRJO Community Survey?
 - ☞ the **small sample size of participants** (1042 of 21,000 residents) in the development of the draft Community Plan calls into question the reliability of the Plan.
- The **Snowy Monaro region ratepayers in towns, villages and rural regions.** There are also a range of businesses in towns, villages and rural areas;
 - ☞ **were residents in towns, villages and rural areas asked the same questions in both surveys?** Were businesses asked the same questions?
 - ☞ **how relevant were the questions depending on where people lived?** For example, people living in towns and villages are more likely to value kerbing and guttering of streets; whereas people living in rural areas are more likely to value well maintained and safe local roads.
- Without answering these questions the **reliability of the results of the surveys and the confidence that the community can have that the Plan reflects what the Snowy Monaro community values is highly questionable.**

7.

3. INTEGRATED PLANNING AND REPORTING - RESOURCING STRATEGY

- Council's suite of draft IP&R documents do not include a **Resourcing Strategy** (Guidelines pp 4, 5, 16-17);
 - ☞ the Resourcing **Strategy must include provisions for long-term financial planning, workforce management planning and asset management planning**, and shows how Councils will resource their strategic priorities, identified through IP&R (Guidelines p17).
- The Resourcing Strategy includes **3 inter-related elements**:
 - ☞ **Long-Term Financial Planning**, and;
 - ☞ **Workforce Management Planning**, and;
 - ☞ **Asset Management Planning** (Guidelines 4 and 16).
- Each council must develop and endorse a **Workforce Management Strategy** to address the **human resourcing requirements** of a council's Delivery Program and its Community Strategic Plan. The costs associated with delivering the Workforce Management Strategy must be reflected in the Long-term Financial Plan (Guidelines p 18).
- Each council must prepare and **adopt an Asset Management Policy, an Asset Management Strategy and Asset Management Plans for each class of assets** to support the Community Strategic Plan and Delivery Program (Guidelines p18).

(see: <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/> and <https://www.olg.nsw.gov.au/wp-content/uploads/2021/11/IPR-Guidelines-2021.pdf>)

4. DRAFT SMRC'S LONG-TERM FINANCIAL PLAN (LTFP)

- SMRC's **suite of draft IP&R documents only includes a Long-Term Financial Plan (LTFP), without the other two inter-related and essential elements** that should be included in a **Resources Strategy**;
 - the LTFP is used to inform decision making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program (Guidelines p17).
- **I do not support the 4 financial scenarios and accompanying projections in the LTFP aimed at bringing Council's operating budget in balance over time** (pp 17-32).
- It is **fundamentally unfair for Council to ask ratepayers to contribute more to Council's income** from annual rates and charges when Council's operating budget situation has been allowed to deteriorate without proper accountability or oversight by past and present Councils under s8 of the NSW *Local Government Act 1993*.
- The **4 financial scenarios are premised on Council exiting the delivery of Aged Care services by November 2022**; no revenue from the sale of current Council Aged Care assets has been included in the LTFP or 4 financial scenarios projections.

8.


- **Council has been operating budget deficits since amalgamation** with a \$2.3 million deficit at end FY2016/17 culminating with a \$24 million operating deficit in 2020/21;
 - ☞ the 3 previous Council's - Bombala, Snowy Monaro and Snowy River - were all operating with a budget surplus prior to amalgamation.
- **SMRC has not been living within its means since amalgamation** and Council's asset base has depreciated without fully accounting and planning for renewal and replacement.

5. COUNCIL'S EXPENDITURE PROBLEM (NOT AN INCOME PROBLEM)

- **SMRC has an expenditure problem not an income problem. From 2016/17 to 2020/21:**
 - ☞ Council's income from **operating grants and contributions has increased** from \$13.5 million to \$23.2 million (*Council received an additional \$6 million in operating grants from the NSW Government's New Council Implementation Fund in 2016/17 and 2017/18*);
 - : this is **projected to increase to \$28.7 million at end 2021/22** (*see Council's Quarterly Budget Review Statement end March 2022*).
 - ☞ **income from rates and charges has increased** from \$30.3 million to \$31.2 million;
 - ☞ **employee costs have increased** from \$31.8 million to \$33.4 million;
 - ☞ **annual total expenses have increased** from \$84.4 million to \$98 million.
- Since September 2021 Council's Audit, Risk and Improvement Committee (**ARIC**) has **expressed serious concerns about Council's financial situation** and its negative operating performance ratio of 13.25% (*see Minutes of ARIC meeting, 27 Sept 2021*).

6. REDUCING COUNCIL SERVICES OR INVESTING IN COUNCIL SERVICES

- **Councils operate** in a complex environment, with responsibilities for the **delivery of local government services under some 67 different Commonwealth and State Government Acts and Regulations**, and numerous policies which fall under the responsibilities of various State Government agencies.
- It is **impossible for ratepayers to be aware of the full suite of** Commonwealth, State and local government **services** that Councils deliver.
- The Council service options for each of the **4 financial rates scenarios** shown in the draft LTFP and detailed in Council's "Finance Options" Factsheet **only cover a small number of Council services**.
- **Ratepayers are unable to determine which services should be reduced** or which services should be invested in.
- Council **service delivery priorities will be different for ratepayers in towns, villages and rural areas**, e.g. curbing and guttering is important in towns and villages; well maintained and safe unsealed rural roads are a high priority for ratepayers in rural areas;

 Council's financial and workforce capabilities to **deliver services to different areas across the LGA will differ depending on locality.**

9.

7. A COMPREHENSIVE REVIEW OF SMRC'S BUDGETARY POSITION - OFFICE OF LOCAL GOVERNMENT (OLG)

- There should be **no rate increases for Snowy Monaro ratepayers until there is a comprehensive review of SMRC's unsatisfactory and unsustainable operating budgetary situation** to investigate whether SMRC is "Fit For the Future" and can continue to be a going concern;
 - ☞ the review should also investigate whether SMRC has abided by the NSW OLG's Code of Accounting Practice and Financial Reporting, and associated policies.
- The NSW **Office of Local Government wrote to me on 26 May 2022** and advised that **OLG is currently conducting a review of Council's financial performance**, its current position and financial governance processes (*see attached letter*);
 - ☞ the review will also determine if Council is appropriately responding to its situation.
- Council should **not apply to NSW IPART for any Special Rate Variation** from 2023/24 **until the OLG review is completed** in consultation with the Audit Office of NSW and Council's Audit, Risk and Improvement Committee, and the Snowy Monaro community.

8.A THE WAY FORWARD - COUNCIL'S SUITE OF DRAFT INTEGRATED PLANNING AND REPORTING (IP&R) DOCUMENTS

- Council's draft suite **IP&R documents do not conform with NSW legislative and the NSW OLG IP&R policy frameworks.**
- Council's **draft suite IP&R documents and overall Framework** on public exhibition **should be put on hold.**
- Council should **write to the NSW Office of Local Government and seek an extension** to the 30 June 2022 deadline for adoption of Council's IP&R framework for 2022 - 2042.
- The SMRC **draft suite of IP&R documents for 2022-2042 should not be adopted by Council until the NSW Office of Local Government has completed its review** of Council's financial performance, its current position and financial governance processes.
- Council should **work closely with the Snowy Monaro community to develop a new Community Strategic Plan and suite of IP&R documents** that identify the broad community's main priorities and aspirations for the future and strategies for achieving these priorities;
 - ☞ **including the resources** - time, money, assets and people - **to actually carry them out.**
- Council should **arrange a number of ongoing community workshop** across the LGA from 1 July 2022 to develop the new suite of IP&R documents for the LGA.
- Council should **work with the Snowy Monaro community and identify and prioritise** the core local government services the community wants and expects, and identify the

infrastructure that will be required and the cost of meeting community expectations over the IP&R timeframes.

10.

- Council's **Audit, Risk and Improvement Committee** (ARIC) should work closely with Council on the OLG review of Council's financial situation, and;
 - ☞ keep implementation of the Community Strategic Plan, Delivery Program and other council IP&R strategies under review.
- Council should also **seek the assistance and advice** of the **Audit Office of New South Wales** for a special purpose review of Council's financial statements and compliance with the legislative and accounting frameworks for local Councils in NSW.
- Council should **not apply to NSW IPART for any Special Rate Variation from 2023/24 until the OLG review is completed in consultation with the Audit Office of NSW** and Council's **Audit, Risk and Improvement Committee**, and the **Snowy Monaro community**.

8B. THE WAY FORWARD - SMRC REVENUE POLICY FOR 2022/23 AND SCHEDULE OF FEES AND CHARGES

- Council must have in place by **1 July 2022** its **Revenue Policy for 2022/23 and its Schedule of Fees and Charges for 2022/23**.
- Council **could review and adopt these draft documents before 30 June 2022** while it **awaits OLG approval to extend the deadline for adoption** of Council's key **IP&R documents** for 2022-2032 (10 year timeframe, not 20 years).
- This will **allow more extensive and comprehensive community engagement on the IP&R framework documents** and finalisation of a better quality suite of documents that meet the NSW legislative requirements and OLG's Guidelines;
 - ☞ and **meet the Snowy Monaro community's main priorities and aspirations** for the future delivery of local government services.
- Council should **work with the community and federal and state government agencies and develop a Resources Strategy** that shows how Council will;
 - ☞ **resource their strategic priorities** (projected income and expenditure, human resourcing requirements and **account for and plan for all the existing assets** under its control, and **any new asset solutions** proposed in its **Community Strategic Plan and Delivery Program**).



5 June 2022



Correspondence from the Office of Local Government (Our Ref: A815714) – NC

OLG Office of Local Government Mailbox <olg@olg.nsw.gov.au>

26 May 2022 at 10:31

To: [REDACTED]

Doc ID: A815714

Contact: Performance Team

Phone: [REDACTED]

Mr [REDACTED]

[REDACTED]

Dear [REDACTED]

Thank you for your email and letter of 7 April 2022 to the Minister for Local Government, the Hon. Wendy Tuckerman MP, regarding your concerns about the administration and oversight of the Snowy Monaro Regional Council's budget and finances. The Minister has asked the Office of Local Government (OLG) to respond on her behalf.

OLG is aware of Council's recent financial performance and that it has not met certain key benchmarks. OLG has also received feedback from individuals including yourself that raise questions on matters such as the quality of financial information being presented, Council's ongoing financial performance and what steps it is taking to address these.

OLG is currently conducting a review of Council's financial performance, its current position and financial governance processes. The review will determine if Council is appropriately responding to its situation.

If the review concludes the actions being taken by Council are not appropriate or that no actions are occurring the OLG will establish what further steps are needed. This may involve providing relevant assistance or some form of intervention as outlined under the *Local Government Act 1993* (Act).

I note that you requested a public inquiry which can be called by the Minister under the Act, however, a decision on whether this is an appropriate response would only be made once OLG has

concluded its review.

I hope this information is of assistance.

Yours sincerely

[REDACTED]

Director Sector Performance and Intervention

Office of Local Government | Department of Planning and Environment
T 02 4428 4100 | E olg@olg.nsw.gov.au
5 O'Keeffe Ave, NOWRA NSW 2541
www.olg.nsw.gov.au

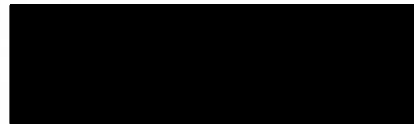


The Department of Planning and Environment acknowledges that it stands on Aboriginal land. We acknowledge the traditional custodians of the land and we show our respect for elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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6th June 2022

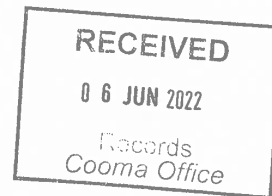


To Snowy Monaro Regional Council,
Cooma Office.

I would choose the Option 2, for a
\$16.00 per week increase in Rates, to continue
to allow current services. I am very happy
with our current services, and I don't
want them out.

I have lived in the same house since
December 1968.

Yours faithfully



From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: [REDACTED] - Feedback form on 2022/23 IPR Suite
Date: Monday, 6 June 2022 11:56:52 PM

Hi

I have just spent a number of hours completing the feedback / survey form on your webpage. But unfortunately the site would not allow me to submit my comments and finally my comments disappeared.

In brief, the two key issues I wanted to raise were:

1. In relation to the rates options – I have a strong preference for Scenario One, and in conjunction with this, I suggest the Council should place significant focus on identifying efficiency options (and there may be value in engaging the community in this, and highlighting that efficiency gains can result in cost savings and hence less pressure on the budget and rates).

2. Climate change and the need for greater recognition of climate change in the Council's strategic documents, the 'Delivering Program 2022-2026' and the 'Snowy Monaro Community Strategic Plan 2042', etc. Similarly these documents at the very least should also highlight the importance of and need for planning and management strategies associated with minimising greenhouse gas emissions and planning for adaption and where possible mitigating the potential impacts of climate change. The potential impact of climate change on the region is already evident with our recent drought, bushfire and flooding/high rain events. The impact of climate will likely have far reaching impacts on our region including economic and social impacts. The IPCC, (not so recent) 'TAR Climate Change 2001: Impact, Adaption and Vulnerability' report (Chapter 12) for example stated 'Alpine Areas: In Australia, significant warming will raise snowlines, diminish the ski industry, and threaten alpine ecosystems. ...Options for relocation of the ski industry are limited by the relatively low altitude of Australia's alpine regions ...'

As mentioned above, unfortunately, the online feedback page would not let me submit my comments and after numerous attempts to submit my comments the site lost my more detailed input. Accordingly, I submit this brief summary of the key points I wished to raise.

Regards

[REDACTED]

Feedback form 2022/23 IPR Suite

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Long Term Financial Plan
Date: Monday, 6 June 2022 5:44:03 PM

I'm sending this to you again by email to make sure my feedback gets through. I also submitted a survey. Thanks.

I was only made aware of Snowy Monaro Regional Council's (SMRC) long term financial plan and other documents at short notice in an email from the Smiths Road website about a meeting at the community shed on Smiths Road on the 20th of May. Not every land owner is able to attend SMRC meetings or is aware of changes that are being made to existing legislation. I think SMRC should have sent me a letter regarding the rates increase and other proposed changes giving me a reasonable opportunity to question what was happening. SMRC has given landowners four bad choices from what I can see and there's no information that justifies the rate increases the Council is proposing or an explanation of which is the cheapest rate rise option. Landowners have to pay for the Council's buildings, vehicles and other machinery, computers and administration which is very expensive and doesn't actually deliver much in the way of services other than an inefficient bureaucracy. I can't find any information on the SMRC website or Smiths Road website regarding the meeting on the 4th of May when the financial plan and other documents were apparently adopted or know where else I could look. To read through the long term financial plan and understand exactly what the SMRC is proposing was difficult. I would have liked more notice from SMRC so I could attend the meeting in person on the 4th of May and get the information straight from the horse's mouth. Also SMRC needs to make information more concise and relevant to the Smiths Road area. The NSW part of Smiths Road is poorly maintained and in the past we've had to sign petitions to force the Council to grade the road. Smiths Road is a public road that can be driven on by anybody and I don't understand why road maintenance isn't covered by the cost of car registration?

I bought my property in 2001 when Yarrowlumla Shire Council (YSC) was doing the administration. Around 2004 YSC was merged into the Cooma Monaro Shire Council and rates doubled overnight without any increase in services. An increase in rates at that time should have been more gradual so land owners had time to adjust to the rate rises. I went to a meeting to object to the sudden rate rises after 2004 and [REDACTED] made some weak arguments about cross subsidisation. People in the bush have to travel a long way to access services and just because a service is available somewhere else doesn't mean that's a practical arrangement for a person in the bush. I don't expect to have all the services in the bush that are available in the city but for that reason I believe our rates should be less than people in the city. I can't easily go to a library in the bush and I've got no services like power, water, sewage or mail delivery that I can connect to. I also called Cooma Council at the time to complain about the sudden rate increase and was told YSC was bankrupt. The sudden increase in rates tends to support that version of events although the Cooma Monaro Council hasn't been willing to admit that the YSC bankruptcy occurred in more recent times. Now SMRC are talking about doubling rates again without any increase in investment or services on Smiths Road that I can see mentioned in your documentation. This seems very unfair if SMRC considers that my land is completely off grid and the only services available in the area are the community shed, garbage/recycling and a phone line which is no longer useful. The garbage/recycling service is only available on a Saturday from what I understand which is very unsatisfactory because it forces residents to arrange their life around garbage collection. I'm not a permanent resident in the area so I don't use that service anyway. My land is zoned as environmentally sensitive and I'm very limited in what I can do on my land in terms of development compared to other types of zoning. In the past I've paid rates as high as \$2200 per year. My rates have been reduced recently to a manageable level which is more in keeping with the services that are available in the Smiths Road area and the environmentally sensitive zoning of my land. My land is currently part of a government program called Land For Wildlife (LFW) which is affiliated with the Great Eastern Ranges Project. My land is essentially a privately owned nature park. I'm providing a service to the

community and wildlife. Has SMRC considered the fact that I'm engaged in conservation with LFW on my land providing habitat for wildlife and I need to put lots of time into noxious weed control on 50 acres of difficult terrain?

I intended to build a house on my land at the time I bought the property in 2001 but the sudden rate increase around 2004 and the Tharwa bridge closure which lasted for 3 years or more around the same time made me think twice about investing money on my land and being overcapitalised. To drive into town everyday and service debt on the poorly maintained Smiths Road simply wasn't practical. The additional distance caused by the extended Tharwa Bridge closure and having to use Point Hut Crossing instead made the situation even more difficult. We also had bushfires around 2003 which destroyed the pine plantation along Smiths Road and devalued the area. Around 2010 the bridge over the Gudgenby river washed away and Kullaroo Road which I use to access my property was also damaged requiring emergency work. During the rebuilding of the Gudgenby bridge I had to use a ford over the Gudgenby River on Sunshine Road to access my land. We recently had more bushfires in 2019 caused by a helicopter landing in Orroral Valley within Namadgi National park that luckily burnt itself out 5 kilometres from my land. This was a very stressful period in my life as the fire burnt out of control closing in on my land. Obviously the Council is not to blame for the natural disasters but the sudden rate increases due to Council mismanagement have made my dreams of building on my land seem impossible. Costs have now increased for building because of building regulations in rural areas regarding fire safety.

It's also worth mentioning that Local Land Services (LLS) formerly known as The Rural Lands Protection Board also sends me regular bills despite the fact I'm not engaged in agriculture. My last bill was \$144 and I've never received any service from LLS. I'm essentially being forced to subsidise agriculture just because I live in a rural area even though I'm actually engaged in conservation with Land For Wildlife as I mentioned previously. Some of the services like poison baits LLS provides aren't suitable in an environmentally sensitive area because they could kill native animals in addition to the intended feral animals. I'm of the opinion that LLS should be merged into the SMRC or another branch of the government so I'm not paying two rates bills. Has the Council considered that I'm paying rates to LLS in addition to SMRC?

I feel like I'm not getting a fair go from SMRC. Responding to the SMRC's proposals has taken me 5 hours. I'm very disappointed with the performance and accountability of government and various Councils throughout the period I've owned my land since 2001. Having multiple Councils, States and Territories is hopelessly inefficient and the Council mergers don't seem to have reduced costs or increased efficiency. I feel like I've got a big and small monkey on my back in the form of SMRC and LLS. Smiths Road residents are inextricably bound with the ACT which is the closest major city and I consider myself to be part of the ACT community. It's often not possible to cross the Murrumbidgee River at Angle Crossing and driving to Cooma for services is significantly further than the ACT anyway. Have SMRC considered the fact that jurisdictional difficulties, diffusion of responsibility, uncertainty about delivery of services and investment long term land owners like myself have suffered has significantly disadvantaged land owners in the Smiths Road Area?

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#); [Erin Donnelly](#); [Teena Paterson](#)
Cc: [REDACTED]
Subject: Draft Fees and Charges 2022-2023
Date: Monday, 6 June 2022 7:07:55 PM
Attachments: [Michelago Memorial Hall - Minute of a Resolution on Draft Fees & Charges for 2022-23.pdf](#)
Importance: High

To: Chief Executive Officer

Hello

The Michelago Memorial Hall & Tennis Courts S355 Committee wish to make this submission on the Draft Fees and Charges 2022-2023 document.

We wish to have a simpler fee structure for the hire of the Michelago Memorial Hall and will no longer make a distinction between Community and Commercial use. We have particular concern with the proposal of the refundable deposit bond being increased to \$340.00 - double the existing bond amount. Due to feedback from some existing and potential customers about the current charges, the Committee had already been working on an amended fee structure to encourage use of this community facility and, thereby, increase revenue. However, we had been considering a slightly lower bond amount, but certainly feel \$340 would be very counter-productive to those endeavours.

Therefore, we are requesting to have an individualised deposit bond and much simpler fee structure, as outlined in the attached Resolution document.

Kind regards

[REDACTED]
Acting Secretary
Michelago Memorial Hall & Tennis Courts S355 Committee

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This email has been checked for viruses by AVG.
<https://www.avg.com>

Michelago Memorial Hall Section 355
Management Committee



MINUTES of a RESOLUTION actioned by an Out-of Session Meeting via Email 6 June 2022

The Committee agreed to submit a proposal to Snowy Monaro Regional Council with a revised Schedule of Fees for the hire of the Michelago Memorial Hall for the financial year 2022-2023.

The proposed hire fees are as follows:

A flat fee per hour:	\$12.00
Refundable Deposit Bond:	\$160.00
(no longer distinguishing between Community or Commercial)	

Private Evening / Party Function:	\$215.00
Refundable Deposit Bond:	\$250.00

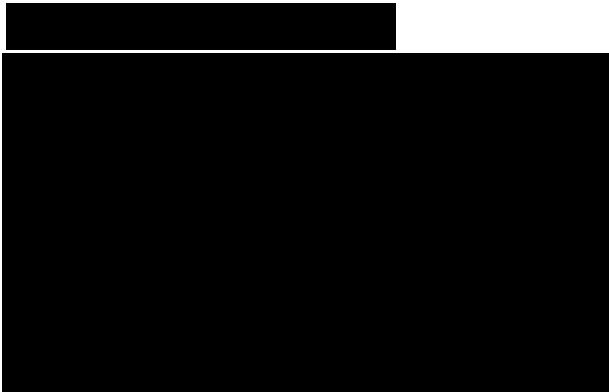
Requests for hire of Equipment such as tables, chairs, kitchen, etc, to be arranged on a case-by-case basis with the Committee.

The Committee is cognisant of the need to raise at least enough funds to cover running costs, and feel this simplified approach is more likely to encourage people to hire and make use of the Hall. This fee structure can then be reviewed toward the end of the 2023 financial year.

Resolution passed on 6 June 2022 via email by a majority of Committee members:

██████████ - Acting Treasurer
██████████ - Committee Member
██████████ - Acting Secretary

██████████ - Committee Member
██████████ - MRCA Member



I have previously sent in the following additions to Delivery and operational plan
Social/ affordable housing strategy and advocacy in all major towns especially Jindabyne and Cooma,
also needs to include advocacy for itinerate worker accommodation
Climate resilience strategy and plan for the region that will support funding opportunities from State
and federal governments
Parking in Soho st - project redevelop soho st between Sharp and Massie Sts for increased parking.
Plans for for asset management in small towns inclusive of Berridale, As the consultation has
progressed this strategy needs to be a town plan in partnership with the community on maintenance,
renewal and management of assets supporting the town but also timeframes of planned work. Secondly
their needs to a list of projects that will add value or renew assets in the town for grant funding
opportunities.
Water supply quality in small towns -
Cooma creek and cooma back creek beautification project plan - Identify this project in the plans and
develop for grant funding
Customer Service Improvement project.
Digitisation of records. Facility management. What budget is required to move to the next step of
efficiency?
Advocate for sustainable aged care services for our region.
Long term financial plan. Having attended most of the consultation, the feedback I heard is that the
community do not want loose services, they want the roads repaired and improved and they want
footpaths repaired and extended. Most of all the community does not have a full appreciation of what is
the full range of services that council provides.
Transit fees for sale yards - My view is we charge all agents an annual fee for transit use of yards and
they can only use certain sections of the yards.
If you want more detail please let me know
Regards

█



From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Hike in rates
Date: Monday, 6 June 2022 7:07:52 PM

I don't mind a rise in rates but doubled really!!!!
Do you think the council as the rite to ask that??
Apart from the fact our council has NO funds there the services we haven't received to me
it seems outside cooma we have been overlooked no tip opened when we need it
NO green bins
And the roads are like a patch work quilt when there aren't full of pot holes
And the back road to Canberra well that's been that way since I have lived in Adaminaby
24 yes but one day it might be drivable So I say NO to your rate hike and I hope more
residents say NO because I think OUR council has to work a little harder before they
double the rates over so many years TRY AGAIN

Get [Outlook for Android](#)

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Submission for the suite of IPR documents offer for public comments.
Date: Monday, 6 June 2022 10:52:04 PM

I have attended a Berridale Pop up session, that only had 7 people attend in the hour I was there.
I have attended a Jindabyne pop up session, that only had 5 people attend in the 90 mins I was there.
I had enrolled in Zoom presentation that did not have any other attendants, so was postponed for a one to one with David Rawlings.
I have assisted in attempting to organise a Jindabyne Action Group meeting which was then merged with the Jindabyne East Residents Committee meeting - to which less than 10 turned up.

What does it all mean? Perhaps that nobody cares OR that the information is too hard to digest and everyone hope someone else will care.

I DO NOT believe its offers a mandate for a rate rise.

I do believe that the distribution of so much information over a relative short period of time is not conducive to constructive dialogue.

I do believe that more could have been done to explain issue in simpler form.

My take on the issue is not to agree to an extraordinary rate rise until such a time a growth strategy can be developed. Growth is our only antidote to successive rate increases. Additionally the State Government needs to be held to account for firstly a forced amalgamation and secondly for not having a working process to adequately fund rural councils.

This NSW LGA is further subjected to hardship due to the extra 2.2m day visitors each year using the resources barely designed for 20k residents plus our environment (alpine) conditions subjects all our infrastructure to a level not experienced anywhere else in NSW.

I would like the council to considered a community group approach (participatory democracy) in assisting to solve the revenue vs expenditure problem. I'd like to see the council explain what are the legislative imperatives versus to nice to have's.

I do believe the council should avail itself to greater financial scrutiny before overing 4 scenario which are all unpleasant to the extreme.

I ave a very 1:1 with [REDACTED] where I shared more opportunities to improve commination plus offered suggestions to improve our longer prospects by looking at increasing the 'pie' and thus revenue opportunities.

I do believe that participatory government is a recipe for success, demonstrated by the rate harmonisation process plus the rural land use strategy dialogue.

Regards,
[REDACTED]

From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: Comments on Integrated Planning and Reporting Documents
Date: Tuesday, 7 June 2022 8:33:57 AM

Please find below my comments on the documents on display for public comment.

It is gratifying that Council is attempting to inform the ratepayers of our financial situation, the Council workload and the need for change, in such a comprehensive and genuine way. However, asking the general public to digest such complex and detailed documents is challenging carries the risk of attracting little useful comment given the time and understanding required and the majority of the public's reluctance to read anything longer than a few sentences and usually only on social media. It may have been useful to also engage in a more targeted messaging campaign via social media in conjunction with the conventional channels.

I found the substantive documents to be loaded with much internal jargon and expressions which have little meaning to external readers and so make them hard to read and understand. I feel that they are not suitable as documents for public comment on council's operations and proposed actions due to their length and complexity. The Long Term Financial Plan provides a useful combination document but perhaps could have incorporated more graphical summaries and fewer large complex tables. Despite that, I accept them as genuine working documents to explain Council's operations and objectives.

The proposed weekly rate increases for our rates are a bit frightening and need some explanation as to how this would increment over the 10 year period and provide some relevant indices of other relative cost of living eg CPI, incomes or land values in order to soften its initial apparent impact and enhance the chances of being accepted. It also needs to be clarified that the rate increase in Option 1 is the base scenario for all options.

Long Term Financial Plan

Each option/scenario includes moving out of residential aged care services which I assume means Council not owning and/or operating aged care facilities but it is not clear if this means all aged care services.

Option 1 – I do not support the reduction of any of the service outlined except for Moving out of aged care (depending on what that actually involves).

Option 2 – Support this with the caveat that it does what it says it will do and achieve it with a lower rate rise than proposed.

Option 3 – Do not support this option.

Option 4 – Support this option if Council's preferred option (#2) is not adopted.

Operational Plan

I generally agree with most things being proposed though the amount of detail is too great to be very specific.

It is gratifying to see the inclusion of a proposal to develop a foreshore management plan for East Jindabyne and I look forward to it beginning. This will be an important program to accompany the proposed development in East Jindabyne under the SAP plans.

It is disappointing to not see any proposals for the upgrade or installation of traffic safety measures along Jerrara Drive in accordance with the consultants study of 2020. This could have at least been included under a category as 'subject to grant funding'. Council should press the SAP team to commit funding to road upgrades on Jerrara Drive that will be directly affected by their (SAP) plan for development as the plan is underpinned by a development objective set by the State Government and not Council.

Council should form firmer views of what SAP outcomes they want for our community and make them public rather than be involved in a vague, piecemeal and ad-hoc way with little public presence in the process. The current generalised support of the plan does not reflect any substantial objectives for representing the community's views.

Delivery Plan

The overall document structure involved a lot of repetition of text and images in the tables which made for

tiring reading. There were too many pages of images of staff and scenery which make the document larger and take longer to download and are quite superfluous for such a document. There were images and CSP Objectives repeated within tables which although were links to Strategic Plan visions are repetitive, visual clutter and space-takers in the tables where a large amount has to be read to understand what is being proposed.

Yours sincerely

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

Draft DP 2022-26 - Land & Property

Page 39 of Draft DP doc:

1st sentence: Please add "& divestment" to the end of the sentence.

Page 40 of Draft DP doc:

Timeframe table: Both Row 1 & Row 2 should have ticks in all four of the year boxes. (indicating progressive, ongoing carriage).

Page 41 of Draft DP doc:

Service Delivery table Row 1 on Page 41: I have concerns with the arbitrary insertion of "60% Council buildings maintained to an asset condition level <= 4" as a measure.

- L&P have no awareness of what asset condition level 4 actually equates to; plus no certainty that there is the manning resources or budget to achieve.
- Obviously this is a 4 year goal reference, however has any analysis been done that it is financially achievable?

Page 42 of Draft DP doc:

Service Delivery table Row 1 on Page 42: Delete the measure text "< ten complaints of illegal activity against compliance with POMs";

- Insert measure text: "Active engagement and education of the community on the opportunities & constraints related to Crown Reserves; Seek grant funding for the betterment of the site use, supported by and in accordance with the PoMs.

Draft OP 2022-23

Service Area – Land & Property - Page 26 of Draft doc:-

1st sentence: Please add "& divestment" to the end of the sentence.

2nd bullet point after Delivery Program Principal Activities should read: "Prepare a project plan for the streamlining of access to key public and operational sites."

Actions Table 1st row: I have concerns with the arbitrary insertion of "60% Council buildings maintained to an asset condition level <= 4" as a measure. Requesting that this be removed from 2022/23 OP.

- L&P have no awareness of what asset condition level 4 actually equates to; plus no certainty that there is the manning resources or budget to achieve.
- L&P, as a business unit, do not wish to be held accountable for something that is, at best, not fully understood in terms of implications; and at worst, possibly not achievable in the current fiscal climate.

Note: The L&P portfolio does not have immediate oversight of "60% Council buildings"

Actions Table 2nd row: Delete this activity item. Duplication.

- Referring to the end results of a project which is yet to be completed, the PoMs; The measure "<10 complaints received of illegal activity" is not something that L&P would

have control or full awareness of and it is not wording tabled by L&P in the consult for this Draft OP.

Note: The Crown Lands PoMs body of work is individually referenced in the Projects table (1st row) on this same page; with completion target June 2023.

Actions Table 4th row: Measure text should read: "Project plan is completed and key stakeholders identified."

Actions Table 7th row: Delete this activity item. Duplication.

- Referring to the end results of a project which is yet to be completed, the PoMs; The measure "<10 complaints received of illegal activity against compliance with PoMs" is not something that L&P would have control or full awareness of and it is not wording tabled by L&P in the consult for this Draft OP.

Note: The Crown Lands PoMs body of work is individually referenced in the Projects table (1st row) on this same page; with completion target June 2023.

<>



Think of the environment, please don't print this email unless you really need to

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From: [REDACTED]
To: [Records Snowy Monaro Regional Council](#)
Subject: NO TO RATE RISE
Date: Monday, 6 June 2022 9:45:59 AM

To whom it may concern...We would like TO SAY NO to your rate rises over the next few yrs,considering ours already have went up TWICE already in the space of not even a year..you also changed our rating category to residential...i live 25 km out of town,not on your town water or sewer and you guys seem to charge us like we live in town..your turning our home into somewhere nobody wants to stay.our roads out here are nearly gone because you think fixing them is pouring some gravel in the holes which dont stay filled for more than 2 days and also in most spots there are that many potholes the road is cut in half bout time to reseal properly dont you think??because iv watched you come out fill holes with gravel,spray paint on sections that need fixing over and over again,so god knows how much youv spent on spray paint marking the same same repairs that never get repaired...the road edges got some black shit sprayed on them before they were even repaired again another waste of materials labour on a job half assed..SO AGAIN WE SAY NO TO YOUR RATE RISES .cheers [REDACTED]



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ABN: 65 617 944 662 ACN: 65 617 944 662

www.dsnsw.com.au

2 June 2022



Snowy Monaro Regional Council
PO Box 714
Cooma NSW 2630

Re: Destination Southern New South Wales Feedback – Snowy Monaro Regional Council Draft Delivery Program 2022 to 2026 and Draft Operational Plan 2022 to 2023

Dear 

Thank you for the opportunity to submit feedback on the Snowy Monaro Regional Council Draft Delivery Program 2022 to 2026 and Draft Operational Plan 2022 to 2023.

It is pleasing to see the acknowledgment of tourism within the Draft Delivery Program through the functions of the Service Area: Economic and Tourism, and reference to the Snowy Monaro Destination Management Plan (including the preparation of a new tourism strategy in 2024) to build and manage the local visitor economy. Furthermore, the recognition of pursuing industry alignment locally, regionally and state-wide within the broader tourism space with the aim to grow the tourism offering across the Snowy Monaro region is considered best practice. The Snowy Mountains Activation Precinct and investigation of the Monaro Rail Trail could also be significant catalyst projects to support the growth of the local visitor economy.

Council's commitment to participate and collaborate on the revision of the Regional Economic Development Strategy (REDS) is also relevant. Destination Southern NSW has been working with Regional NSW to ensure the alignment of the priorities for the Southern NSW visitor economy are represented in the new REDS updates (2022).

It is also important that Councils' Delivery and Operational Plans consider and align with the Destination Southern NSW Destination Management Plan (DMP) 2022 to 2030 and consequent directions of the directions of the NSW Government's Visitor Economy Strategy 2030. The following outlines specific feedback on the Draft Delivery Program (page 32) and Draft Operational Plan (page 49) to refer to the Destination Southern NSW DMP.

Project Name: Develop a SMRC Tourism Strategy to support and grow the region's tourism industry to replace Destination Management Plan

- Suggest changing the action to read - The current Destination Management Plan (DMP) ends in 2024. A new SMRC Tourism Strategy, that is aligned to the Destination Southern NSW DMP 2022 to 2030, will plan for building and managing the visitor economy for our region.

The supporting paper Finance Options – **SMRC Financial Snapshot 2022** is of concern to Destination Southern NSW, in particular for consideration by Council.

Option 1 – Cease any economic development or tourism/events activities and support

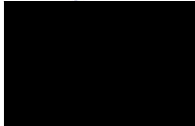

Option 3 & 4 – Not undertake any tourism activities

Whilst we understand the pressures on Council to reduce expenditure to ensure long term financial sustainability, we would support a scenario that reviewed tourism expenditure with an opportunity to identify service reductions alongside activities that support the sector across the

LGA to become more economically sustainable and build stronger partnerships between SMRC and the visitor economy. We would welcome the opportunity to work with SMRC to explore these options.

Please contact me if you or your staff wish to discuss this suggestion.

Yours sincerely,

A large black rectangular redaction box covering the signature of the sender.A small black rectangular redaction box covering the name of the sender.

General Manager
Destination Southern New South Wales

Survey Responses

08 May 2022 - 06 June 2022


Feedback form 2022/23 IPR Suite

Your Say Snowy Monaro

Project: Have your say on our suite of Integrated Planning and Reporting Documents



VISITORS					
229					
CONTRIBUTORS			RESPONSES		
111			120		
10	0	101	11	0	109
Registered	Unverified	Anonymous	Registered	Unverified	Anonymous

	Respondent No: 1	Responded At: May 09, 2022 14:44:47 pm
	Login: Anonymous	Last Seen: May 09, 2022 14:44:47 pm
	Email: n/a	IP Address: n/a

Q1. **Name** Rate Payer

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Stop spending money YOU don't have and stop increasing rates for services we don't have from last year.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Stop spending money YOU don't have and stop increasing rates for services we don't have from last year.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Stop spending money YOU don't have and stop increasing rates for services we don't have from last year.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Stop spending money YOU don't have and stop increasing rates for services we don't have from last year.

Q7. **Please provide your feedback on the draft Fees and Charges**

Stop spending money YOU don't have and stop increasing rates for services we don't have from last year.

Q8. **Please provide any additional feedback here**

The new councilors were put into council to rein in the drain on finances and start to live within the council's means, not drain the ratepayers dry for services that we never end up getting, your too busy being woke and we are going broke because of it, [REDACTED]

	Respondent No: 2	Responded At: May 09, 2022 21:28:32 pm
	Login: Anonymous	Last Seen: May 09, 2022 21:28:32 pm
	Email: n/a	IP Address: n/a

- Q1. **Name** [REDACTED]
-
- Q2. **Email** [REDACTED]
-
- Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**
No to rates rise Yes to a full audit
-
- Q4. **Please provide your feedback on the 2022-2023 Operational Plan**
No to rates rise Yes to a full audit
-
- Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**
No to rates rise Yes to a full audit
-
- Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**
No to rates rise Yes to a full audit
-
- Q7. **Please provide your feedback on the draft Fees and Charges**
No to rates rise Yes to a full audit
-
- Q8. **Please provide any additional feedback here**
No to rates rise Yes to a full audit
-



Respondent No: 3

Login: Anonymous

Email: n/a

Responded At: May 13, 2022 02:58:58 am

Last Seen: May 13, 2022 02:58:58 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Recovering 50% of rate revenue by a common base rate per lot is grossly unfair. This policy means that a lot such as the entire Nuggets Crossing lot, with a value of millions of dollars, pays (as to 50%) the same rate as a tiny strata apartment. The % recovered by base rate must be set much lower. I think 0% base rate and 100% ad valorem rate would be the most equitable solution.

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 4

Login: Anonymous

Email: n/a

Responded At: May 13, 2022 08:48:16 am

Last Seen: May 13, 2022 08:48:16 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I am not in favour of doing nothing & keeping the rates the same Council needs more funds to maintain roads and infrastructure AND complete new projects The option which provides this is my preferred ?9.8% pa

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Well constructed and considered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Need more funds

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Agree with options

Q7. **Please provide your feedback on the draft Fees and Charges**

As above

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 5	Responded At: May 13, 2022 09:17:22 am
	Login: Anonymous	Last Seen: May 13, 2022 09:17:22 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Council should keep Rates and Charges at the current level and have NO increases beyond yearly State Government Increases. Current Rates and Charges are comparable and in some instances higher than other areas in NSW including some Sydney Metropolitan areas. To increase above the rest of the state will put enormous pressure on Households, discourage Young Families and Single Parent Families from seeking property ownership and make the area unattractive for people considering relocation to the area. Council needs to show leadership to maintain its cost efficiency and to minimise any future Rate and Charges increases

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

Fees and Charges increases should be limited to a maximum of CPI increases for the future. All areas of the Economy are under large pressure at the moment and Council should be a leader in limiting any future increases.

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 6

Login: Anonymous

Email: n/a

Responded At: May 14, 2022 15:12:12 pm

Last Seen: May 14, 2022 15:12:12 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I support the plan but wish t emphasise the importance of the roads not only for the resident but also to keep the tourists coming. We need Bobeyan and Shannons Flat roads upgrade programs to go ahead given the volu dot traffic from the ACT and the tourist revenue it brings in.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I support the option 2 we need to increase the rates to cover cost and improve infrastructure.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

Support it

Q8. **Please provide any additional feedback here**

Do t go weak and just put the increases in, but I suppose there should be considerable thought to offering payment plan options to people and also perhaps giving a discount to those who pay all their rates on one bit annually.



Respondent No: 7
Login: Anonymous
Email: n/a

Responded At: May 15, 2022 20:34:15 pm
Last Seen: May 15, 2022 20:34:15 pm
IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Roads are one of the biggest issues in this council area. Why is funding for infrastructure, across your 1700km of unsealed roads, not improving exponentially? Farmland provides a good chunk of your rates and most residents have minimal access to other council services (water, sewerage, facilities like pools and libraries) but the one thing the Farming small communities need from council to keep their businesses functioning most efficiently (ie, road access) isn't being prioritised? How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Council have gone straight to the 'preferred option' that is going to raise revenue the most. Why? Ratepayers are going to be under more and more financial strain in the moving years with increased costs of living in all aspects of life. It appears Council are really trying to gouge... Again, How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?

Q7. **Please provide your feedback on the draft Fees and Charges**

How do council plan to identify potential efficiencies and implement changes that will reduce the operating and service provision costs of Council?

Q8. **Please provide any additional feedback here**

Why is there no clear sign of how council will review their methods and practices to develop efficiencies? I would be happy to pay higher rates, if there was a much clearer indication of how that money would be used more efficiently, rather than just asking your ratepayers to keep throwing money at you to fund what appear to be poorly-budgeted and expensive practices (a perfect example is the very poor road maintenance - grading and works done in wet weather, works that fail within weeks if not sooner). What efficiencies will be sought? Can you put out an Efficiencies Plan?

	Respondent No: 8	Responded At: May 15, 2022 21:27:59 pm
	Login: [REDACTED]	Last Seen: May 15, 2022 11:11:37 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Raising rates 9.37% each year over the next 8 years is absolutely abhorrent, and will see people leave the area due to the inability to afford their rates. The average income for this area is not all that high, and it will absolutely see people losing most of their paychecks trying to pay them if they attempt to stay. The fact that council has only divulged an indepth amount of information regarding their preferred financial strategy is also disgusting. It shows that council really hasn't attempted to think of anything other plans, and have tacked the other options on as an afterthought.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 9

Login: Anonymous

Email: n/a

Responded At: May 17, 2022 11:34:28 am

Last Seen: May 17, 2022 11:34:28 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Honestly, the draft that has been put forward to the community is nothing short of laughable. OPTION 5: Independent Audit of the financial standing of the current council and the appointment of an administrator to sort out current lack of substantial funds to keep the council running for the entire community. Closing parks is absolutely ludicrous, no tourism event ridiculous. You need to go back to the NSW State Government and apply pressure to get the cash that this amalgamation requires to be a worthwhile pursuit for all parties. We need a leader at the top eg GM that can push past being polite and to start the push for the right allocation of funding to support such a large shire created to apparently make things better. We will see a mass exodus of families moving away from our area barbecue of the lack of community facilities not to mention the proposed rate increases. You cant ask for more money and close facilities, this just makes no sense. A full transparent audit of this council needs to be a priority.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Honestly, the draft that has been put forward to the community is nothing short of laughable. OPTION 5: Independent Audit of the financial standing of the current council and the appointment of an administrator to sort out current lack of substantial funds to keep the council running for the entire community. Closing parks is absolutely ludicrous, no tourism event ridiculous. You need to go back to the NSW State Government and apply pressure to get the cash that this amalgamation requires to be a worthwhile pursuit for all parties. We need a leader at the top eg GM that can push past being polite and to start the push for the right allocation of funding to support such a large shire created to apparently make things better. We will see a mass exodus of families moving away from our area barbecue of the lack of community facilities not to mention the proposed rate increases. You cant ask for more money and close facilities, this just makes no sense. A full transparent audit of this council needs to be a priority.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

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Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

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Q7. Please provide your feedback on the draft Fees and Charges

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Q8. Please provide any additional feedback here

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Respondent No: 10

Login: Anonymous

Email: n/a

Responded At: May 17, 2022 11:34:46 am

Last Seen: May 17, 2022 11:34:46 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Independent audit and inquiry into council and councilors financial dealings and expenditure, present and retrospective first then go from there. Bombala was very financial until the forced merger. Reverse the amalgamation and refund Bombala what cooma inherited. Bombala shouldn't have to pay for Cooma councils bad management.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Independent audit and inquiry into council and councilors financial dealings and expenditure, present and retrospective first then go from there. Bombala was very financial until the forced merger. Reverse the amalgamation and refund Bombala what cooma inherited. Bombala shouldn't have to pay for Cooma councils bad management.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Independent audit and inquiry into council and councilors financial dealings and expenditure, present and retrospective first then go from there. Bombala was very financial until the forced merger. Reverse the amalgamation and refund Bombala what cooma inherited. Bombala shouldn't have to pay for Cooma councils bad management.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Independent audit and inquiry into council and councilors financial dealings and expenditure, present and retrospective first then go from there. Bombala was very financial until the forced merger. Reverse the amalgamation and refund Bombala what cooma inherited. Bombala shouldn't have to pay for Cooma councils bad management.

Q7. **Please provide your feedback on the draft Fees and Charges**

Independent audit and inquiry into council and councilors financial dealings and expenditure, present and retrospective first then go from there. Bombala was very financial until the forced merger. Reverse the amalgamation and refund Bombala what cooma inherited. Bombala shouldn't have to pay for Cooma councils bad management.

Q8. **Please provide any additional feedback here**

Independent audit and inquiry into council and councilors financial dealings and expenditure, present and retrospective first then go from there. Bombala was very financial until the forced merger. Reverse the amalgamation and refund Bombala what cooma inherited. Bombala shouldn't have to pay for Cooma councils bad management.

	Respondent No: 11	Responded At: May 18, 2022 08:34:31 am
	Login: Anonymous	Last Seen: May 18, 2022 08:34:31 am
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

You require an audit before proven with a rate rise. Otherwise you'll just misuse the extra money raise and introduce new rate rises to justify the added running costs

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

You require an audit before proven with a rate rise. Otherwise you'll just misuse the extra money raise and introduce new rate rises to justify the added running costs

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

You require an audit before proven with a rate rise. Otherwise you'll just misuse the extra money raise and introduce new rate rises to justify the added running costs

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

You require an audit before proven with a rate rise. Otherwise you'll just misuse the extra money raise and introduce new rate rises to justify the added running costs

Q7. **Please provide your feedback on the draft Fees and Charges**

You require an audit before proven with a rate rise. Otherwise you'll just misuse the extra money raise and introduce new rate rises to justify the added running costs

Q8. **Please provide any additional feedback here**

You require an audit before proven with a rate rise. Otherwise you'll just misuse the extra money raise and introduce new rate rises to justify the added running costs My rates increased by 40 % last financial year. To receive less services I'm expected to pay another 10% or another 50% to receive the same services. On what planet is this reasonable?



Respondent No: 12

Login: Anonymous

Email: n/a

Responded At: May 19, 2022 19:10:49 pm

Last Seen: May 19, 2022 19:10:49 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I am asking that any rate payer who had their rates adjusted in 2021 by so called harmonisation which increase my rates by over 40% should be exempt from any future rate rises for the next five years

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 13	Responded At: May 22, 2022 20:16:50 pm
	Login: Anonymous	Last Seen: May 22, 2022 20:16:50 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Council should not be making revenue off services they cannot provide. We pay a \$750 waste management charge per annum(6 rural blocks two dwellings). We also have to pay tip fees when we take our rubbish to the tip after risking our lives and destroying vehicles on the gravel section of the Barry way. You do not even provide a wheely bin for each dwelling.

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. Please provide any additional feedback here

Council should not be increasing rates if they unable to provide the basic services they already charge for. Once you leave the tar on the Barry Way, south of Old Grosses Road turn off the road has become dangerous and not fit for purpose. It should be closed to non essential traffic until emergency repairs are made, or at least warning signs are in place to mark hazards. Another resident from Ingebyra who requested the road be closed was informed that the Shire can not close the road because it is a Federal road? If this is the case can you please forward me contact details of the relevant person I should be talking to. On the 21/05/22, a semi trailer carting hay to Ingebyra damaged his fuel tanks trying to get through a sinkhole. He also damaged his exhaust stacks on low tree limbs trying to avoid sinkholes. These sinkholes or bogs need emergency repairs now, while they are reasonably dry. There are no warning signs at the end of the bitumen to warn motorists of the road condition ahead. There are no signs in place to mark hazards. A lot of the bogs are in the shade and are hard to see. If they become buried in snow you won't be able to see them at all. This road does not meet RFS fire trail standards because of the overhanging vegetation. When it snows, the snow lays the trees over the road and buries the limbs so they cannot be seen. Every winter rate payers have to use chainsaws in the snow to cut their way out of Ingebyra to get kids to school, or get to work. The vegetation maintenance that has been neglected for thirty years has made it impossible in some places for grader drivers to be able to get water off the road. The rain is not the problem you only have to cross the boarder into Victoria to see this. The windrows from the grader have got higher and higher over the decades, these windrows end up being pushed onto rate payers fences. A lot of gravel from these mounds in the road lane way could be put back on the road if the vegetation was removed. Ingebyra has basically no mobile phone service; the landlines are unreliable and can be out for weeks at a time. My Father lives alone at Ingebyra. He has medical conditions that require him to go to the doctor regularly. He relies on aged care providers, friends and family to get him to and from Jindabyne. Their cars are being damaged by your unmarked hazards. There is a high probability this road could become impassable to emergency services if defects are not repaired. The residents should not be put at risk due to impassable roads. I have attached a number of photos that show the condition of the road. These only show a small number of the road defects. I have logged defects with your staff at least three months ago, I have had no reply or response other than to be told you were busy because of the rain. I have had to fix these defects myself. At my cost and public liability risk. Why do I pay \$11000 a year in rates? We have no school bus no rubbish collection, rate payers are required to do council, road, drainage and vegetation maintenance so they are able to continue to make a living from their farm safely. Council should not be increasing rates until they are able to provide basic services to all rate payers. Can you please confirm if the Shire receives Federal, State or National Park funding to maintain this busy tourist route. If so, how much of this funding that is allocated, is spent on the road? Regards

██████████



Respondent No: 14

Login: Anonymous

Email: n/a

Responded At: May 23, 2022 14:32:43 pm

Last Seen: May 23, 2022 14:32:43 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

My interest is with Roads Infrastructure. This document provides a list of service delivery projects, the related CSP objectives and measures. I would suggest that the CSP objectives be stated in the first column, and then the related service delivery item, measure (ie how to achieve) and then the desired outcome with a delivery time frame. Without these missing bits of information or programming, the Delivery Program is meaningless.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

A roadworks delivery program should be accessible to all ratepayers on line. I have sent several emails to Council about the state of our road and have received NO REPLY. There must be a works program in existence that could be shared publicly??



Respondent No: 15
Login: Anonymous
Email: n/a

Responded At: May 24, 2022 14:14:05 pm
Last Seen: May 24, 2022 14:14:05 pm
IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

independent audit before any rate rises Why is there no clear concise table showing all four options that the community can understand- similar to what went to council earlier this month for the three options Show us how the finances have gone so bad with a full independent audit BEFORE creating more revenue- wouldn't it make sense to know why the finances are so bad before just bringing in more money. It is not adequate to have only customer service in Cooma. what about the rest of the LGA weeds & projects are both grant funded - why cut those services? aged care is a done deal so why mention it & why seek grants for upgrades to them before the sale is finalised?

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

independent audit before any rate rises Why is there no clear concise table showing all four options that the community can understand- similar to what went to council earlier this month for the three options Show us how the finances have gone so bad with a full independent audit BEFORE creating more revenue- wouldn't it make sense to know why the finances are so bad before just bringing in more money. It is not adequate to have only customer service in Cooma. what about the rest of the LGA weeds & projects are both grant funded - why cut those services? aged care is a done deal so why mention it & why seek grants for upgrades to them before the sale is finalised?

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

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Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

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Q7. **Please provide your feedback on the draft Fees and Charges**

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Q8. Please provide any additional feedback here

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Respondent No: 16

Login: Anonymous

Email: n/a

Responded At: May 26, 2022 16:29:18 pm

Last Seen: May 26, 2022 16:29:18 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Pg 48 - Monaro Rail Trail should add "commence negotiations with NSW Government regarding a Lease of the SMRC section of the dis-used rail corridor between Queanbeyan and Bombala which includes maintenance funding presently paid to the Transport4NSW contractor"

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Pg 32 - Monaro Rail Trail should add "commence negotiations with NSW Government regarding a Lease of the SMRC section of the dis-used rail corridor between Queanbeyan and Bombala which includes maintenance funding presently paid to the Transport4NSW contractor"

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Options 1 and 3 are not sustainable and should not be considered otherwise the financial situation will deteriorate further. Option 2 is preferred (with hardship provision) and Option 4 as fallback. Suggest also identify how to achieve improved productivity and better manage risks (rather than avoid).

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

1) Delighted at how SMRC has presented the Financial options, provided data and included consequences - congratulations on being open & honest about the conversation that needs to be held. - congratulations on well presented options. 2) Pleasing that SMRC recognises the considerable benefits to the community from the Monaro Rail Trail. In particular, the MRT is the main (only?) initiative that will help Bombala be a vibrant community. 3) Surprised that little, if any, reference to the huge impact on Cooma, Adaminaby and Berridale arising from Snowy 2.0. Expected there should be some legacy value for these towns (and the LGA) arising from this huge project as occurs in Queensland mining towns. 4) Benefits arising for the community from the Snowy Mountains Special Activation Project and how SMRC is engaged could be better articulated. 5) Has consideration been given the revenue for SMRC through a "Bed tax" on tourist accommodation providers to offset the substantial additional cost on SMRC providing services to visitors eg water, sewage, rubbish, roads etc that are unlikely to be recouped through rates? Happy to elaborate further if required.



Respondent No: 17

Login: Anonymous

Email: n/a

Responded At: May 26, 2022 20:18:05 pm

Last Seen: May 26, 2022 20:18:05 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Don't put rates up for owner occupiers, charge higher rates on investment properties as at least they can claim some back on tax. Help the locals stay in town.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Stop approving DA's for holiday accommodation so that locals can stay in town. We need more properties available for 12 month leases not more Air BNBs.

	Respondent No: 18	Responded At: May 26, 2022 21:25:39 pm
	Login: Anonymous	Last Seen: May 26, 2022 21:25:39 pm
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

I attempted to provide feedback but gaveup as the task was overwhelming. It would be much better to request feedback in small "bite size" segments rather than a suite of draft programs. I now understand why so many have viewed these programs but only 19 submissions have been made. I suggest an extension on feedback and a more friendly format for the average ratepayer would get more responses. [REDACTED]

	Respondent No: 19	Responded At: May 27, 2022 06:53:40 am
	Login: Anonymous	Last Seen: May 27, 2022 06:53:40 am
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Nothing really positively affects my area (certainly none of the major projects and the like).

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

A little bit concerning that you plan to operate with a fairly substantial loss, though understand there is intent to address this over the four-year tenure.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Just a comment about when the waste policy/ fee structure was changed for farmland areas- we were meant to be better off however, our rates remained the same, and base rates for farmland and town remain the same whilst we have very few services provided in comparison. I use to come into Cooma to process my waste (for free) and then do my shopping etc. Now I go to Queanbeyan/ Canberra (as do many other people around me) so there is an unintended impact on the community.

Q7. **Please provide your feedback on the draft Fees and Charges**

It is not realistic to consider not raising rates. Given the current cost of living pressures, the incremental increase over multiple years would ease the impact.

Q8. **Please provide any additional feedback here**

Sealing roads is a much more lasting effect than constant grading, however, there also needs to be quicker response times to damage in bitumen roads to reduce degradation and maintain the roads.



Respondent No: 20

Login: Anonymous

Email: n/a

Responded At: May 27, 2022 11:26:20 am

Last Seen: May 27, 2022 11:26:20 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Perused only

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Looks ok

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Assumptions seem viable

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Plenty of contention but good detail

Q7. **Please provide your feedback on the draft Fees and Charges**

Perused and a worry for the future

Q8. **Please provide any additional feedback here**

I have not had the time and opportunities to examine these documents. I must say I am impressed with the entire process that has increase my confidence in Council and its management



Respondent No: 21

Login: Anonymous

Email: n/a

Responded At: May 27, 2022 11:53:52 am

Last Seen: May 27, 2022 11:53:52 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Don't believe that the csp has enough community specific targets . Too generic due to the CRJO option. This effect then cascading through the subordinate plans.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

No extra rates increase

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 22

Login: Anonymous

Email: n/a

Responded At: May 27, 2022 17:41:31 pm

Last Seen: May 27, 2022 17:41:31 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

On the plus side, the Delivery Program provides an overview of what Council wants to achieve. Explains the responsibilities within Council and the complexity of managing the program of projects/activities. On the not so plus side: The measurement criteria for achieving the objectives appear to be too ambitious and readily achievable. (Time will tell.) For a four year delivery program most (if not all) the Projects start in year one (22/23) and finish in year two (occasionally in years three and four). No projects appear to be scheduled to start in years three or four of the program? I wonder if the community really prefers "good leadership" as a Strategic Objective over "good management". (The former might inspire but good management delivers.)

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

A good overview of Council's work and proposed achievements for the year. However, the community's attention should be specifically drawn to the importance of the Special Rate Variation project and the proposal to significantly increase rates and charges through the Longterm Financial Plan 22/23.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

A financial document - not designed (or intended?) for the general community. It might be beneficial to have a more open and easy to understand supplement to the Financial Plan to explain Council's intentions and its preferred option to raise rates and charges. (The FAQ section is not very helpful in this regard.)

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

No comment.

Q7. **Please provide your feedback on the draft Fees and Charges**

Appears reasonable

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 23

Login: Anonymous

Email: n/a

Responded At: May 28, 2022 16:59:11 pm

Last Seen: May 28, 2022 16:59:11 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Unable to simply read the document. It is located on a pdf to which requires downloading.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

As above, too many steps to find it.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

As above, the reason why there are so few comments is because it has been set up to minimise easy access and commenting process.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


As above, it would have easier for users just to list the main items on website

Q7. **Please provide your feedback on the draft Fees and Charges**

As above

Q8. **Please provide any additional feedback here**

Try providing information in a similar one step manner.

	Respondent No: 24	Responded At: May 28, 2022 21:36:45 pm
	Login: [REDACTED]	Last Seen: May 28, 2022 11:29:31 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Increasing rates is a band aid fix. My rates went up 60% from the 21 FY to the 22 FY. Why did you do with all the money from those increase? There's a reason you can't keep a decent CFO. The executive don't like hearing the truth and won't take accountability. Until you fix the root cause of your problems, including the mis-management of funds you will continue to need to seek to increase rates to cover your mistakes.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 25	Responded At: May 28, 2022 21:57:42 pm
	Login: Anonymous	Last Seen: May 28, 2022 21:57:42 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I need to understand what our current financial position is and how we got here. What impacts has the amalgamation had on our financial position. WE NEED AN AUDIT BEFORE I AND OTHER COMMUNITY MEMBERS CAN BE IN A POSITION TO MAKE AN INFORMED SUBMISSION

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

I need to understand what our current financial position is and how we got here. What impacts has the amalgamation had on our financial position. WE NEED AN AUDIT BEFORE I AND OTHER COMMUNITY MEMBERS CAN BE IN A POSITION TO MAKE AN INFORMED SUBMISSION

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I need to understand what our current financial position is and how we got here. What impacts has the amalgamation had on our financial position. WE NEED AN AUDIT BEFORE I AND OTHER COMMUNITY MEMBERS CAN BE IN A POSITION TO MAKE AN INFORMED SUBMISSION

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

I need to understand what our current financial position is and how we got here. What impacts has the amalgamation had on our financial position. WE NEED AN AUDIT BEFORE I AND OTHER COMMUNITY MEMBERS CAN BE IN A POSITION TO MAKE AN INFORMED SUBMISSION

Q7. **Please provide your feedback on the draft Fees and Charges**

I need to understand what our current financial position is and how we got here. What impacts has the amalgamation had on our financial position. WE NEED AN AUDIT BEFORE I AND OTHER COMMUNITY MEMBERS CAN BE IN A POSITION TO MAKE AN INFORMED SUBMISSION

Q8. **Please provide any additional feedback here**

I need to understand what our current financial position is and how we got here. What impacts has the amalgamation had on our financial position. WE NEED AN AUDIT BEFORE I AND OTHER COMMUNITY MEMBERS CAN BE IN A POSITION TO MAKE AN INFORMED SUBMISSION



Respondent No: 26

Login: Anonymous

Email: n/a

Responded At: May 29, 2022 07:20:00 am

Last Seen: May 29, 2022 07:20:00 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

None

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

It is silly that you are proposing to work on swimming pools when people do not have clean drinking water. You should prioritise what you do more carefully and no spend water fund money on anything other than water.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Of the four scenario i support scenario 1 only. However, I do not agree that council should sell its aged care assets.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 27	Responded At: May 29, 2022 08:04:42 am
	Login: Anonymous	Last Seen: May 29, 2022 08:04:42 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I believe an independent external audit needs to take place to ensure any programs meet the needs of the community before any rate rises are considered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

I believe an independent external audit needs to take place to ensure any programs meet the needs of the community before any rate rises are considered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I believe an independent external audit needs to take place to ensure any programs meet the needs of the community before any rate rises are considered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


I believe an independent external audit needs to take place to ensure any programs meet the needs of the community before any rate rises are considered

Q7. **Please provide your feedback on the draft Fees and Charges**

I believe an independent external audit needs to take place to ensure any programs meet the needs of the community before any rate rises are considered

Q8. **Please provide any additional feedback here**

I believe an independent external audit needs to take place to ensure any programs meet the needs of the community before any rate rises are considered

	Respondent No: 28	Responded At: May 29, 2022 17:54:48 pm
	Login: Anonymous	Last Seen: May 29, 2022 17:54:48 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Tables do not add up correctly so it is hard to judge the worth of the Delivery Program as a true financial position cannot be calculated.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Again tables do not add correctly. There are too many capital projects planned to be completed in the 22/23 year. It would be impossible to undertake all the projects even in an efficient and well resourced council. You are just planning to fail. I do not agree with borrowing \$150,000 for design of new civic centre, I have attempted to see where an allocation to undertake the upgrade/new building has been made in future years and cannot find one. Work on the Monaro Rail Trail should only be undertaken if funding for the planning of the next stage is available. This would save another \$100K The Communications Strategy should be undertaken as BAU this would save another \$40K A number of your measures fall short of what I would expect eg councillors should always have their papers a week before the meeting they are huge, council should comment on all SSD, all annual performance reviews should be undertaken particularly as the majority of the process is undertaken by the employee. Likewise some of the activities do not equate to your measures eg all positions filled within 2 months measure 75% of positions filled with 2 months,

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. Please provide any additional feedback here

I think there needs to be a re think on the number of Executive positions. We are a small rural council that should not require 6 Executive positions. Reducing the Executive to 4 would greatly improve the bottom line. Greater planning is required to ensure that staff from say the Bombala Office are not sent to Berridale or Burra with staff from Jindabyne sent to Bombala/Delegate. A requirement of the merger was that there would be no loss of staff from the various offices it would appear that currently this is being overcome by stating that the position is based in Bombala when in reality the position only works out of the Bombala Office once in a while. All staff should be paying much more attention to keeping to budgets. I question the figure of \$200K saved on photocopying and would like to know how much is currently being spent? I do not agree with any of the options re rates. I resent having to pay additional rates because of the demonstrably, extremely poor, and ineffective financial management by Council since the merger. I also resent being told that other areas pay more so we should be prepared to pay more. Frankly I dont give a dam what other areas pay. I am only concerned with what I pay and what services I receive or dont receive. I am totally against the proposed loss of economic development and tourism to fix the budget problems. These 2 areas are what drive the local economy to think that closing the VICS and sacking staff is the way forward is not the thinking of a progressive council. I feel it is vital that a true picture of the finances is provided ie tables add and explanations made for increases in some costs eg other expenses while income from grants reduces before the community can comment on the way forward. I would propose that for the 22/23 year a concerted effort is made to curb waste, serious thought given to the reduction of the executive, all areas take a 5% decrease in expenses, red tape is reduced, all projects are completed on time and within budget and meaningful communication is undertaken.



Respondent No: 29

Login: Anonymous

Email: n/a

Responded At: May 31, 2022 16:19:57 pm

Last Seen: May 31, 2022 16:19:57 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Very concerning that your publicly available document could be presented with errors such as included on pg15 where column 2 "Operating Income (000s)\$" insinuates that council has an operating income of \$90billion. I believe that each service area should provide the number of staff in each area and the amount of savings identified through improved efficiencies - i have read the section on "why is council only relying on rates to fix my problem" which refers to restructure of removal of 7-8 positions over 7 years and minimal actual savings. I believe that council should have each service area consider what is needed to be achieved and how things can be done differently to make it easier for staff and cheaper in delivery.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


whilst i have not had the opportunity to read the draft revenue policy. i do believe that council should lobby the state government to bring in a tourism bed tax to assist in bringing in revenue to help the area. Prior to an election and in collaboration with other high tourism lga's i think it is the perfect opportunity to look outside its constituents to help fund services which tourists benefit from.

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 30	Responded At: Jun 01, 2022 16:40:53 pm
	Login: Anonymous	Last Seen: Jun 01, 2022 16:40:53 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

N/A

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

N/A

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

As we are recipients of the Age pension and, therefor, on a fixed income, we would prefer OPTION 1/\$4.20/week increase although this apparently will mean a degradation of council services which are already lacking. We appreciate that the SMRC LGA covers a large area with a relatively small ratepayer base, but, like any business, must live within its means. If we cannot make ends meet on our income, I feel that a request for more money. would be met with a deafening silence! A few points which come to mind in our local village and region:- Our local water supply (bore) has had problems of contamination in recent years due, I believe, to high rainfall and flooding and the changing course of the river. Surely, the considerable expenditure on water cartage over the last couple of years would have been better spent on fixing/cleaning/replacing the bore so as to solve the problem once and for all. Our local village park is a disgrace! The grass is mown at irregular and lengthy intervals leaving windrows of cut grass reminiscent of a cut lucern paddock prior to baling. The edges around pathways, gardens, fences, buildings etc are never trimmed and the gardens are overgrown and in need of trimming and weeding. Some of the log barriers are broken or missing and in need of repair and or replacement. Prior to last ANZAC Day ceremony, the Bredbo Mens' Shed spent some time mowing, trimming and generally tidying up the area around the ANZAC Memorial as the state of it was an insult to our Veterans who fought and gave the ultimate sacrifice for our country. It would not take much more time for the 3 or 4 staff to do a complete job. In reality, if it is done properly each time and more frequently it does not become a big task. The cleaning staff give the toilet block a good clean daily but the mens' urinal has not flushed for some considerable time and smells. Also the septic smells and needs attention. As the park and toilets get a lot of use from passing traffic they need to be more inviting and appealing. Some of the roads, particularly unsealed ones, in our region are atrocious. Admittedly, the recent wet weather has exacerbated this but some roads are not only dangerous to traffic but can cause damage to vehicles which may leave Council open to compensation claims. A proactive approach is surely a better option. Having said all that, we feel that we could possibly stretch to OPTION 3/\$7.70/week increase, but only if Council were to implement efficiencies and curtail wastage.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

N/A

Q7. **Please provide your feedback on the draft Fees and Charges**

N/A

Q8. **Please provide any additional feedback here**

N/A



Respondent No: 31
Login: Anonymous
Email: n/a

Responded At: Jun 01, 2022 21:17:24 pm
Last Seen: Jun 01, 2022 21:17:24 pm
IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Council should continue to align its rates with those approved by IPART and no more. It is better to reduce overheads and infrastructure rather than raise rates. For instance, why does Jindabyne get both a skateboard ramp and a library. There is too much favouritism and finances being poured into the southern end of the LGA. In future, Council should be more holistic when it considers infrastructure projects. They should be things that benefit the whole community and not just one section of the community. Those small communities that receive no services are severely disadvantaged by the current approach by Council to bolster towns. In my case, the only service the area I live in is a once a year road grade. Can you imagine how disgruntled I am at having to pay rates to Council for nearly nothing. OK. I can hear you saying "Well you chose to live there!" That may be the case but we still pay rates for no services. The next few years will see Australians repaying the costs of keeping us all going during Covid. Already these are on the increase. Energy costs are about to go through the roof. Fuel costs are the same - and this impacts greatly on your ratepayers. Health insurance costs are about to go up. Food security is a concern and it is obvious to all that the cost of living and food is increasing as well. Interest rates are increasing as is inflation. So my feedback is - don't increase rates at this time. Maintain the status quo in accordance with IPART and find ways of reducing your costs to balance your books. I'm concerned that the Labor Government has announced it will axe two government grant funds, the Regionalisation Fund (\$400m) and the Community Development Grants Program (\$350m). This was announced at the National Press Club by Mr Albanese saying that Labor's costs would include slashing uncommitted funding. This is just turning its back on Regional Australia. I was very disheartened to hear this. What pressure is it going to put on Council's to maintain a standard of living commensurate with the expectations of Australians. So, by all means, increase rates. But the timing is not right. Financial hardship over the next few years is going to affect us all and probably more so for those of who live in regional areas.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 32	Responded At: Jun 02, 2022 11:36:49 am
	Login: Anonymous	Last Seen: Jun 02, 2022 11:36:49 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

With regard to the suggested restructuring of our rating I find it astounding that Council would consider cutting Tourism & Economic Development. These are the main drivers of this area's economy. Everything relies on tourism. AgriFutures stated aim is to promote rural Destination Tourism through Diversification Farming & value-adding our traditional agricultural products. They are actively financing these activities & Council should access these as a priority in promoting our tourism aside from the snow. Bombala is isolated from the snow trail and is actively looking at ways to increase Destination Tourism with the aim of increasing longer-stay visitation. To close the Bombala VIC would be disastrous for these plans. They already have a program of day-trip bus trips which are aiding the local economies of both Bombala & Delegate. Longer-stay visitation plans will promote increased retail opportunities, accommodation entrepreneurs, employment opportunities & even hopefully, new permanent residents and this is already happening. The VIC would play an important roll in facilitating these activities. This is the future for Bombala. Has consideration been given of the impact of reduced Library hours to our school children? The biggest problem for this vast Shire is the amount of unrateable land occupied by State Forests & National Parks. Given that Kosciuszco NP is one of the most lucrative, could Govt be approached to contribute some of that largesse to SMRC. KNP is a huge earner for the GDP and Council should be acknowledged for it's contribution.

	Respondent No: 33	Responded At: Jun 02, 2022 17:51:37 pm
	Login: [REDACTED]	Last Seen: Jun 02, 2022 05:45:36 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. Name [REDACTED]

Q2. Email [REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

Go to 8..

Q4. Please provide your feedback on the 2022-2023 Operational Plan

Go to 8..

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

Go to 8..

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

Go to 8..

Q7. Please provide your feedback on the draft Fees and Charges

Go to 8..

Q8. Please provide any additional feedback here

Referring to the Option 1 through to Option 4 regarding the Special Rate Variation: If they are only 4 options on the table for discussions and if we as rate payers actually have a say or some input into this Integrated Planning & Reporting outcome this is my input. I would only agree with Option 4 first and then Option 3 if I had to supply an alternative. And here's why and this is just my opinion; Stop wasting money on tourism, Cooma is not a tourist "destination", it's a drive through to other tourist destinations, the snow, the rivers, fishing, Jindabyne, the mountains, the coast, Victoria etc e.g.: "There's so much to love" in Cooma 1 1/2-hours' drive away. That's not to say Cooma isn't a great place to live, it is, otherwise we wouldn't choose to live and retire here. It has "So much to love" and offer "residents", clean air, the community involvement/spirit, the medical services and all the other services that are available, the hospital, multiple school options, sporting opportunities and facilities, local businesses and work opportunities e.g.: traineeships, apprenticeships etc, close to other tourist destinations but not having to live in those destinations, e.g.: to many "tourists". The positive small-town attitude, friendly, actually knowing people, multiple coffee shops, great variety of eateries etc. There is so much to love in Cooma. Move out of residential aged care services while ensuring they are kept in the community; Sell off all residential aged care and offer incentives to lifestyle community companies like Ingenia Lifestyle etc to build new Over 55's residential accommodation. This will increase the demand for services and employment and keep people in the town that want to downsize and retire here. That's my 2c on the matter if it makes any difference, I'd like to think so but I doubt it.



Respondent No: 34

Login: Anonymous

Email: n/a

Responded At: Jun 03, 2022 16:08:28 pm

Last Seen: Jun 03, 2022 16:08:28 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

NO RATES RISE above the peg. Council needs to have an independant efficiency and costing audit!

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Needs of residents of the whole this council must come before tourisum. Council must learn to operate within the current rates level.

	Respondent No: 35	Responded At: Jun 03, 2022 16:17:45 pm
	Login: Anonymous	Last Seen: Jun 03, 2022 16:17:45 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

NO RATES RISE! In my opinion with inflation running so high- the rate peg could increase massively. Locals Residents in the area are already under pressure with housing, electricity, food, and other cost of living pressures. Please remember that this region is not a high income area. Most earn well below average wage. It would be difficult for the local community to afford a rate rise.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 36

Login: Anonymous

Email: n/a

Responded At: Jun 03, 2022 18:51:41 pm

Last Seen: Jun 03, 2022 18:51:41 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

No rate rise

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

No rate rise

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

No rate rise

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

No rate rise

Q7. **Please provide your feedback on the draft Fees and Charges**

No rate rise

Q8. **Please provide any additional feedback here**

No rate rise



Respondent No: 37

Login: Anonymous

Email: n/a

Responded At: Jun 03, 2022 21:03:19 pm

Last Seen: Jun 03, 2022 21:03:19 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

Am I correct in reading most of our rates basically amount to the salary of the staff?? This would be easier to swallow if we actually seen anything being done over our council area, other than mowing and the odd pot hole gang very little action. I assume majority of it is to the ever growing office/ administration staff. When you increase our rates will there be more inefficient admin or actual activity getting some work done around here?

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

not answered

Q7. Please provide your feedback on the draft Fees and Charges

not answered

Q8. Please provide any additional feedback here

not answered



Respondent No: 38

Login: Anonymous

Email: n/a

Responded At: Jun 04, 2022 01:18:09 am

Last Seen: Jun 04, 2022 01:18:09 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Ok to make smaller blocks of land to increase revenue

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Look at sealing smiths road

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Need more smaller blocks of land to increase revenue not raise rates

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Cut back spending until more revenue by other way but not rate rise

Q7. **Please provide your feedback on the draft Fees and Charges**

No to rate charges ,to dear for the services we receive

Q8. **Please provide any additional feedback here**

Don't need politicians pay risers until they prove that they have earned them



Respondent No: 39

Login: Anonymous

Email: n/a

Responded At: Jun 04, 2022 09:38:07 am

Last Seen: Jun 04, 2022 09:38:07 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

No rate rises, get back to basic services, water, sewage, waste services and drivable roads, cut the fluff, stop wasting rate payers funds on non essential projects, when you don't have the money then stop spending like you have unlimited funds.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

No

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

No

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

Overcharging for all council services, cost of anything to go to council for is prohibitive and certainly not encouraging development.

Q8. **Please provide any additional feedback here**

To keep spending money you don't have is criminal and should be treated as such.

	Respondent No: 40	Responded At: Jun 04, 2022 13:47:55 pm
	Login: [REDACTED]	Last Seen: Jun 04, 2022 03:46:19 am
	Email: [REDACTED]	IP Address: 1.129.31.129

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

We do not need a rate rise. We need an audit

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

We do not need a rate rise. We need an audit

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

We do not need a rate rise. We need an audit

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

We do not need a rate rise. We need an audit

Q7. **Please provide your feedback on the draft Fees and Charges**

We do not need a rate rise. We need an audit

Q8. **Please provide any additional feedback here**

We do not need a rate rise. We need an audit



Respondent No: 41

Login: Anonymous

Email: n/a

Responded At: Jun 04, 2022 17:40:18 pm

Last Seen: Jun 04, 2022 17:40:18 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

I have concerns there are too many major projects to focus energies and finances.

Q4. Please provide your feedback on the 2022-2023 Operational Plan

Support an independent financial review as a way forward in determining ability to fund operations and projects.

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

Concerns increase in rates will add to financial pressures being felt to long time locals due to influx of transitory Snowy 2 workers - housing pressures, increasing rent prices. Concerns increased housing prices will increase rateable values of properties making a percentage rate increase higher cost than projected. Maintenance of council fleet expenses that includes staff driving new Subarus etc when a lot of people make do with older vehicles because their personal budget doesn't allow a brand new vehicle doesn't point to responsible management of a budget. If you can't afford it don't buy it.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

Seems reasonable.

Q7. Please provide your feedback on the draft Fees and Charges

Some fees and charges are not proportionate. Just one e.g. 120 litre bin of rubbish \$4 and 240 litre bin of rubbish \$15. Doesn't seem fair to pay nearly three times as much for only double the amount. Appreciate that the cost of operations increases so fees and charges do have to go up too.

Q8. Please provide any additional feedback here

not answered



Respondent No: 42

Login: Anonymous

Email: n/a

Responded At: Jun 04, 2022 19:31:58 pm

Last Seen: Jun 04, 2022 19:31:58 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

(1) Focus council on the basics that they are responsible for and forget about any long term plans that will increase council expenditure Council needs to focus on the basic core services that are essential for our prosperity. Clean water, functional sewage, waste services, drivable roads, maintenance of the current community facilities and planning are the core things it should do. Other stuff, regardless of its appeal to some, needs to wait until it can be afforded. So good bye to Rail trails, Teddy Bear Sleepovers at our libraries and Yoga classes to help us cope. The same too for councils marketing department. We don't need it spending our money telling us how good they are. We will know that when you can drink the water in each town without needing to boil it. (2) Become efficient again Since amalgamation Council's spending is up 45% since the merger, but its physical assets under management have increased only by 9%. This shows that council has become significantly less efficient at managing our community's assets, and this is the true cause of its deficits. To address this council needs to undertake an efficiency program that empowers and rewards staff to find and deliver costs savings while delivering core services. (3) Grow the economy and grow the rates base The best way forward is to grow the economy and also to grow the number of rate-able properties. More people living on more separate lots means more money for core services without needing to raise individual rates – in fact our extremely high rates should be reduced which in turn can help to attract more people and more industry. To grow our economy we need more people to live and invest here. More people means more cash in the economy, more businesses, more jobs and more vibrancy. But people need somewhere to live and confidence that they can invest and that their investments will provide a return on investment. This is where council can help. It should: A. Protects land rights – No one will invest here if the rezoning proposals in the draft rural land use strategy are allowed to proceed. So this needs to go once and for all. B. Standardises and expand land use rules to allow a greater diversity of businesses and farms (e.g. small lot farming of berries, nuts, olives, cherries, fish farming, etc). C. Lower lot sizes for dwelling entitlements in rural areas and allow lot averaging (or its equivalent) everywhere to free-up non-productive areas of farm land for homes. D. More village and town lots E. Speed up planning – We should aim to have the fastest and most helpful planning service possible. F. Run a move and work in the Snowy Monaro campaign – Council should run a national and international campaign to get people to move here and bring their money with them! G. Attract new industries – Council should seek to attract new industry to our region. Energy is one - more solar farm developments, micro pumped hydro on our many (hilly) farms, hydrogen production. What about data centre hosting (using our cold and windy climate too reduce air conditioning) and electric vehicle and battery deep maintenance services, etc. Also encourage industry specifically producing products from waste eg. composite plastic building materials so that waste is re-used whilst reducing the need for timber and steel products. H. Maybe provide support and encouragement to the Cooma Progress Association to re-open the rail corridor from Queanbeyan to Bombala and onwards to Eden to open up more tourism and industry throughout the Snowy Monaro Putting up rates and doing the same old is not going to help in the long run. Rather we need to URGENTLY attract people and investment to revive our failing economy or our region will become far worse off very, very quickly.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

SMRC's key short term strategy to address its budget deficits, this is a vitally important component of the LTFP. However the document provides no detail of what this divestment will entail. Divestment from Aged Care could include: The sale of valuable buildings and land or otherwise their lease to a new services provider. The sale of other business PP&E, intangible assets and goodwill. The transfer of several million dollars in cash and investments related to Accommodation Bonds to the new provider, and a reduction in liabilities. The payment of severance amounts to staff who leave employment with SMRC. Payment of redundancy amounts to staff who leave employment with SMRC but do not join the new provider. Changes in insurance costs. Operating loss subsidy - SMRC's aged care operations currently operate at a loss of around \$2m p.a. This loss is currently funded from council's funds reserve. Therefore divesting from aged care will improve SMRC's operating results. Etcetera. The most significant of these points is the cash inflow from the potential sale of aged care facilities and land. As such a sale could generate many millions of dollars, there is potential that the proceeds could help fund council's operating deficits for many years. Despite each scenario's description noting the divestiture from aged care in just six months time, the financial projections in the LTFP do not include any impacts from divesting from aged care. I raised this matter with the Mayor who confirmed my observation. Given that the income from the divestment (especially selling the facilities) could be sufficient to maintain council's operational losses for many years, this is a material inconsistency that misinforms any reader of the LTFP.

2. Inclusion of a loan from the Water Fund to the Aged Care Fund (which won't exist) Page 15 of the LTFP states that \$700,000 will be loaned from the Water Fund to allow for the extension of the Yallambee Aged Care Lodge. The loan is set to be over 10 years at a rate of interest of 1% p.a. This noted loan is inconsistent with the assumption that council will divest from aged care in just six months' time. As council will not have aged care operations there will be no aged care income from which to repay the loan. According to the Mayor, no loan repayments have been agreed with the purchaser. This, in effect, means that the loan will likely be written off. However, this is not included in the financial modelling. Council staff managing the exhibition advised that the LTFP's financial modelling assumes aged care will remain in council control (even though the LTFP assumes and states the opposite). However, under an assumption that no divestment occurs, then SMRC will continue to make a loss on its aged care assets (i.e. this is why they are planning to divest in the first place) and therefore will not be able to payback the loan or its interest. It seems clear that the LTFP has mishandled this matter. Either the \$700,000 loan is really a \$700,000 gift to the new provider, or it is an internal loan that will never be repaid. Both cases are inconsistent with the LTFP. This is important as the Water Fund reserve exists to meet our region's future water infrastructure needs, and as you will be aware, access to clean water is a problem for a number of towns and villages at the present time.

3. Scenario One's financial modelling is defective Scenario One is SMRC's 'base case'. It proposes that SMRC will "operate as normal except for a targeted \$3.865M reduction in current service levels in 2023/24 in order to achieve balanced budgets over the life of the plan. The results of the scenario show cash levels sufficient to fund internal and external reserves if reductions in expenses are achieved, sufficient to eliminate annual deficits." Despite its very clear description that the scenario will see SMRC achieve balanced budgets, the scenario's financial modelling shows only deficits being achieved in each and every year modelled into the future. As Scenario One is likely to be attractive to many individuals (i.e. it involves no rate rises), this error may cause some to change their views when they would not have done so had the modelling showed a balanced budget result as promised. To make matters worse the LTFP highlights these modelled deficits by use of emotion-rich red coloured numerals. I raised this matter with SMRC through their website. They responded that the deficits in Scenario One arise because the income in that scenario does not increase. This answer is completely at odds with the description that scenario will achieve balanced budget by reducing services (i.e. expenditure).

4. Expenditure modelling does not vary despite two scenarios stating it will be reduced The description of Scenario One states a specific reduction of \$3.865M in spending will be achieved. The description of Scenario 2 states that SMRC will "reduce its expenditure through efficiency gains and cost savings with moderate adjustments to service levels". Scenarios Three and Four make no mention of efficiency gains or cost savings. Based on these descriptions the expenditure projections for scenarios One and Two should be reduced compared to those for scenarios Three and Four, and also likely different from each other. However, the expenditure projections for each scenario are exactly the same. As the expenditure forecasts are wrong, so too are the forecast deficits/surpluses in each year. Clearly at least two of the scenarios have modelling that is inconsistent with their descriptions. However, the reader is unable to determine if a specific scenario's, or indeed if any scenarios', expense and surplus/deficit modelling is correct. Accordingly, the entire document is useless. These four errors alone demonstrate that the LTFP document is materially inconsistent and therefore hopelessly flawed. It is not fit for purpose. As such many members of the community will not be able to provide considered feedback. I would encourage council to correct the document and reexhibit it once corrected. Other planning documents As the LTFP is not fit for purpose, and because all other plans and documents on exhibition are material to this plan, no sensible comments can be provided on these other plans and documents other than they are equally not fit for purpose. However, I would urge

council adopt: (a) A holistic affordability principle – If we can live without something and cannot afford to maintain it if build or acquired (even if capital grants are available) then it should not be purchased or build. This can be revisited when our region's economy has recovered. (b) A simple hierarchy of needs when considering how to spend on capital projects. For example, ensuring that communities have clean drinking water should be highly priorities, then adequate sewerage services, roads and waste. This will help avoid absurdities of considering enclosing of swimming pools ahead of providing clean water.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

See comments for the Long Term Financial Plan

Q7. Please provide your feedback on the draft Fees and Charges

See comments for the Long Term Financial Plan

Q8. Please provide any additional feedback here

See comments for the Long Term Financial Plan



Respondent No: 44

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 16:18:20 pm

Last Seen: Jun 05, 2022 16:18:20 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

No rate rise yes to audit

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

No rate rise yes to audit

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

No rate Rise yes to an audit

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Motu rate Rise yes to audit

Q7. **Please provide your feedback on the draft Fees and Charges**

No to rate rise yes to an audit

Q8. **Please provide any additional feedback here**

As in your by laws states concerning parking off Street accommodation in Jindabyne you're by laws stayed there must be adequate parking for tenants! An obviously no one is looking after this if you employee parking offices between the hours of 1500 hours and 0600 hours the coffers would be full over money from illegal parking, medium strips, close to corners, across people's driveways, over stay, obviously if you employee parking inspectors between the hours of 0600 1500 in the afternoon there will be no parking offences.you could retrain parks and garden rangers to be parking inspectors as the grass is not growing in the winter



Respondent No: 45

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 16:30:44 pm

Last Seen: Jun 05, 2022 16:30:44 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

No rate rise

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

No rate rise!

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 46

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 18:35:20 pm

Last Seen: Jun 05, 2022 18:35:20 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

I have looked over the draft delivery program for 2022-2026.. I have noticed that there is not one mention of any infrastructure improvement for the town of Berridale yet there is a plan to spend over 10 million dollars on the already established Jindabyne shared trail. This is quite proposterous when the imminent developmental growth of Berridale with 5 new subdivisions shows inadequate prior infrastruture and roads planning. This is an issue you simply must address.. good infrastruture improvements, adequate road improvements and access to new sections of Berridale and improved water and sewerage infrastructure is urgently needed. I see from your draft program an avoidance of urgent needs and concerns that have already been put to you by long term residents in submissions about certain developments. Sorry but this is not good enough...Berridale heart of the Monaro..being neglected in your plans I would say. We need urgent road and new street improvements, we need an urgent look at infrastructure planning to cope with the imminent growth of this town over the next 5-10 years.

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

not answered

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

not answered

Q7. Please provide your feedback on the draft Fees and Charges

As a long term residents who already feels that we pay some of the highest council rates in NSW, I strongly object to you sourcing revenue by increasing rates by 100% over 8 years... that will become untenable for many residents..particularly in the smaller towns in our local government area.

Q8. Please provide any additional feedback here

I wish you well in sorting out the financial issues you face and vastly improving our community.. however please only do what is necessary and focus funds across all communities and dont waste them on improving assets that are totally ok..like the Jindabyne shared trail.



Respondent No: 47

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 19:22:06 pm

Last Seen: Jun 05, 2022 19:22:06 pm

IP Address: n/a

Q1. **Name**

████

Q2. **Email**

██

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

I recently attended a meeting and after considering a comment by an attendee, I have a suggestion option 5, a bed tax it could be fairly easy to implement and would not come at cost to residents and businesses. I've been to several countries where a small cash tax is payable it's not a big inconvenience. One way that visitors can contribute without being too offended if the fee was minimal.



Respondent No: 48

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 19:26:04 pm

Last Seen: Jun 05, 2022 19:26:04 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Please do an audit as your plan is flawed until it is conducted and I see no value in the rates I currently pay to provide a properly funded delivery of your program.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Please do an audit as your plan is flawed until it is conducted and I see no value in the rates I currently pay to provide a properly funded operational plan.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Please do an audit as your plan is flawed until it is conducted and I see no value in the rates I currently pay to provide a properly funded long term financial plan

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Please do an audit as your plan is flawed until it is conducted and I see no value in the rates I currently pay to provide a properly funded delivery of your revenue plan

Q7. **Please provide your feedback on the draft Fees and Charges**

Please do an audit as your plan is flawed until it is conducted and I see no value in the rates I currently pay to provide a properly funded delivery of your fees and charges.

Q8. **Please provide any additional feedback here**

Please do an audit as your plan is flawed until it is conducted and I see no value in the rates I currently pay to provide a properly funded delivery of anything. May rates seem to pay for only Cooma and Jindabyne, I l8ve 9n a Crown Road and due to the poor and incompetent disperment of funds for road maitenance, the crown road I require to access my property is in need of major repair due to councils lack of drainage and upkeep of the road it comes off.



Respondent No: 49

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 20:04:31 pm

Last Seen: Jun 05, 2022 20:04:31 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

The Plan was not downloadable from the website, making it difficult to examine and comment on. 1. Biosecurity - Service Delivery 'Minimise the risk posed by widespread weeds on the economy, environment and community' I believe this Service is not operating well, i.e., preventing degradation of the environment through weeds and other Council operations. This comment is generated by: (a) dissatisfaction with management of weed spraying in our town and peri-urban areas, particularly in areas of high quality native vegetation, and (b) frequent observations of poor practice by roads, parks and services maintenance teams. I see no evidence of the below CSP Objectives happening. Who is inspecting these areas regularly? Who is checking the spraying contractor's work? Who is taking action on illegal bike trail building on Council's high ecological value land? Who is educating the roads and parks maintenance team about weed hygiene, soil disturbance, erosion, etc. Who is monitoring tree removal and replacement in our residential areas? - Monitoring the environmental assets including our air, land, and waterways to ensure they are protected - Undertake programs that prevent degradation of the environment. - Implement programs that manage the impacts on vulnerable environments 2. Development Assessment - all Service Delivery items. I don't see any evidence of planning our towns and villages for enhancement as stated in the CSP Objective below. This function - planning - seems to be MIA. Instead, we are getting 'town planning by DA'. Where is the strategic overview and plan? Who is looking at the bigger picture? Who is monitoring whether all these DA approvals are having the impacts on the local community that the DA process is supposed to address? - Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development I also see non-compliance of developers, both of subdivisions and individual properties. Where are the footpaths required under the consent conditions? Where are the street trees? Who is measuring the road widths and signing them off as compliant? Who is monitoring the installation of illegal driveways? Who is monitoring illegal occupation of sites prior to approval? 3. Civic Maintenance I see that the Service Delivery only includes 'Maintain high priority, high use parks, sporting facilities and other grounds' but does not include the small parks. These are also valued by the community and generally very poorly maintained. A good example of this is Kokoda Park at East Jindabyne which services a high number of visitors but which is somewhat neglected and for which community efforts to upgrade it have been resisted. Similarly, the other public space area at East Jindabyne - the block with the fire shed - has been significantly degraded under Council's auspices and community efforts to rectify this have not been supported. Amenities. I find the Berridale toilets to be very poorly maintained. After paying such an enormous amount for these, and providing a good design, it is really a shame to see them degrade to the general state of public toilets across the country (e.g., those in Jindabyne Old Town) which one would only use if desperate. 4. Land and Property. Project Name Finalise and implement Plans of Management (PoM) for Crown Reserves to provide strategic planning and governance for the management and use of community land in Council's care and control, in accordance with Crown Land Management Act 2016. I see this is marked as 'BAU'. Is there a PoM? Every time I have asked about which Crown Reserves Council looks after, I get a different answer from different staff. I would like to see this PoM reviewed and expanded to other peri-urban Crown Land that has high ecological value and community amenity. I also see it essential for Council to have a mapping system that shows all assets and areas of responsibility that all staff can access and interrogate while 'in the field'. 5. Engagement. Service Delivery 'Undertake educational programs to address environmental impacts throughout our region relating to Biosecurity and Waste Management' I welcome this. I also think that part of this is to educate the staff themselves who, on the whole, are ignorant about weed hygiene, native vegetation, environmental regulations. Service Delivery 'Provide communication and engagement support to the organisation' The ramping up and organising of communications from Council over the past year or two has been astounding. This can only be beneficial to both the community and Council. Sometimes, however the quality is poor. I would like to see more attention to detail and presentation so that the message is not lost in distraction from typos, small fonts, inconsistent formatting, poor spelling. ('Sort or 'Sought'? 'Principle' or 'Principal'? Broken web links are also a frequent occurrence. I would like to see

more quality checking before communications are visited on the public, i.e., higher probability of effective engagement from the effort put in. 6. Corporate Projects When will an upgrade of Jerrara Drive make it onto the Projects list? The coping study has been done. How will it move forward? Why does Council keep approving development in East Jindabyne without attending to this essential infrastructure? 7. Workforce Management From the outside, this area seems to me to be the one that requires much more focus. The individual performance of the staff is highly variable and, in my view, sometimes unacceptable. I perceive the problems, where they occur, are ones of people management, not resources. I would like to see performance-based salary increments, routine performance reviews, incentives for redundancy, incentives to attract more skilled staff to the region and maybe a consultant-led review of staff management practices. Council's personnel are their best asset: if they work well then much of the negativity from the community will dissipate and turn into willing partnerships.

Q4. Please provide your feedback on the 2022-2023 Operational Plan

The document is excellent. However, I question its verity with regard to what has actually been delivered. There are currently many outstanding matters regarding East Jindabyne that have either not progressed at all for 20 months, or have partially progressed and stalled. Some of them are in the Operational Plan. In the past two years when the Op Plan has been put out for consultation, I have responded with a specific list of the items that I believe to be relevant to the Plan. This has then been responded to by Council with, for most items, a dismissal of responsibility, refusal to take action or a delaying excuse. While I could again provide a long list of items for the 2022-2023 Operational Plan in this feedback forum, I am not going to do so. Instead, I am going to re-submit our working list to the COO and hope again for a response. I think the above highlights the difference between broad promises in the Operational Plan and the detailed and specific responses to (often very small) issues sought by the public but which make a big difference to people's lives (as well as their perception of Council's performance). Take, for example, road safety. Sometimes this is just a white line across a road or a child pedestrian sign or a cut-back of an apple tree on a roadside. How does the Operational Plan help this to happen? So my feedback on the 2022-2023 Operational Plan is 'Great plan. Ticks all the boxes. Delivery on the small but important items poor'.

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

I support the proposed rates increases under Option 2. I applaud Council's plan to secure its future financial stability by planning for asset maintenance and other necessities ahead. If Council is to ask ratepayers to double their rates over the next 10 years, it should be expected to deliver a quality of service that is truly felt. The following suggestions target that goal. 1. Personnel. The Financial Plan reports that 35% of consolidated ongoing expenses are employment costs. Since - like most organisations - Council's most important asset is its personnel, I would like to see higher investment in improving the quality of its staff (experience, skills, attitude). If rates are to double in the next ten years, then Council is going to have to deliver better service to its customers (rate payers). There are many ways to improve recruitment, retention and function of staff and this should be one of the deliverables built into the Financial Plan. 2. Reviews of current operations - staff, services and contracts. In return for a rates increase, I would like to see reviews of some of Council's operational departments, particularly Biosecurity, Development Assessment, Open Space and Recreation, Roads, and Land and Property. These should be reviews of staff performance as well as of costs savings by doing things differently. 3. Key staff appointments. I would like to see more staff support for the COO. I would also like to see the appointment of a Natural Environment officer and creation of a mini-department for this cross-cutting function. 4. Contractor services. I would like to see a review of service contracts with Council's main Contractor suppliers and a review of its contract management. 5. Community engagement on the IPR documents. I appreciate the effort by the Mayor and senior staff to put on the community 'road shows' to talk about the Planning documents and other matters. While these events were excellent (and the only hope for getting community agreement for a rates increase), the communications surrounding the advertisement of these were really poor, thus undermining the efforts. Likewise, while most of the documentation provided was high quality in its content, some of its presentation was confusing (jargon, acronyms, imprecision, inconsistent). Attention to detail and professionalism in such documents is much more likely to win people over and convince them that Council knows what it is doing. (The same applies to Council's Press Releases - the typos, mixture of fonts and sometimes obscure language does not do the Executive any favours).

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 50	Responded At: Jun 05, 2022 20:17:45 pm
	Login: Anonymous	Last Seen: Jun 05, 2022 20:17:45 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

No rate rises until AUDIT

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

No rate rises until AUDIT

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

No rate rises until Audit

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

No rate rises until Audit

Q7. **Please provide your feedback on the draft Fees and Charges**

No anything until Audit

Q8. **Please provide any additional feedback here**

No rate rises until Audit



Respondent No: 51

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 20:30:10 pm

Last Seen: Jun 05, 2022 20:30:10 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Please look after Cooma for the locals not for tourists. It's us who pay the rates, shop locally all year and vote. Spend money more wisely on our town



Respondent No: 52

Login: Anonymous

Email: n/a

Responded At: Jun 05, 2022 21:02:33 pm

Last Seen: Jun 05, 2022 21:02:33 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Bombala region is forgotten and funding Jindabyne

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Bombala has no value paying rates

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Bombala is being bled out in this model

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


The council business model is unsustainable and the rate payers should not be left holding the baby on behalf of misappropriation of historic spending

Q7. **Please provide your feedback on the draft Fees and Charges**

It is an unsustainable proposition for families in the region

Q8. **Please provide any additional feedback here**

Who ever is reading this, we both know there is a major, major problem that can not be fixed with the propositions at hand or the business operations that are in practice. Even renters are listening this time.

	Respondent No: 53	Responded At: Jun 06, 2022 00:11:58 am
	Login: [REDACTED]	Last Seen: Jun 05, 2022 13:50:24 pm
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

re: Finance Options SMRC Financial Snapshot | 2022 "Move out of residential aged care services" is listed on ALL four (4) options. In other words, moving out of residential aged care services, for SMRC, is Not an option, it is inevitable, it's going to happen. What does "Move out of residential aged care services" really mean? What does this mean? What services will be closed? And why, when very clearly aged care is so important? The closure of Currawarna Residential Aged Care, by operator Southern Cross Care (SCC) has been devastating for so many people that many locals, including myself, have written letters to MPs in the Federal Government. Although SCC is supposed to be 'NOT-FOR-PROFIT' many people that I've spoken to feel that aged care has been 'hijacked' for money, whereas it should be a public good.



Respondent No: 54

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 05:42:30 am

Last Seen: Jun 06, 2022 05:42:30 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Stop wasting money on frivolous things and invest in repairing roads properly not the dodgy repairs they have been doing.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Learn how to operate a council properly rubbish collections and road repairs

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Waste of money when you cant competently repair current roads and infrastructure and service the current area

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

You raise enough revenue and don't spend it correctly learn to budget better

Q7. **Please provide your feedback on the draft Fees and Charges**

Council already does minimal for the money they get why should they get more.

Q8. **Please provide any additional feedback here**

Fix the roads!! It's a absolute joke damaging people's cars and not caring have a council that cares for the locals and listens instead of just ignoring the people and do as you please.



Respondent No: 55

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 07:34:04 am

Last Seen: Jun 06, 2022 07:34:04 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I believe the council needs a full Audit, how can you know where you are losing money. Where and how is the best way to save money and keep services without a audit. I believe the council needs to track complaints better and have better oversight when it comes to tracking council spending. This includes how much can sign off on when it comes to spending, better tracking of where assets and who and when they are being used.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Your plan is useless as you have not done a full audit of financial assets, staffing and how you track invoicing, complaints, staff spending limits

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Your plan is useless as you have not done a full audit of spending, financial assets, staff and how you track invoicing, complaints, staff spending limits.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Your plan is useless as you have not done a full audit of spending, financial assets, staff and how you track invoicing, complaints, staff spending limits.

Q7. **Please provide your feedback on the draft Fees and Charges**

Your plan is useless as you have not done a full audit of spending, financial assets, staff and how you track invoicing, complaints, staff spending limits.

Q8. **Please provide any additional feedback here**

Your plan is useless as you have not done a full audit of spending, financial assets, staff and how you track invoicing, complaints, staff spending limits.

	Respondent No: 56	Responded At: Jun 06, 2022 07:36:34 am
	Login: Anonymous	Last Seen: Jun 06, 2022 07:36:34 am
	Email: n/a	IP Address: n/a

Q1. **Name**

████

Q2. **Email**

████████████████████

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

independent audit report

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

independent audit report

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

independent audit report

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

independent audit report

Q7. **Please provide your feedback on the draft Fees and Charges**

independent audit report

Q8. **Please provide any additional feedback here**

independent audit report/deamalgamation



Respondent No: 57

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 07:58:08 am

Last Seen: Jun 06, 2022 07:58:08 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

I see quite a lot of duplication in the top executive level. Whilst asking bottom level rate payers to pay more and take less - the executive needs to be trimmed. For example. Just when and where in the corporate world does a CEO not provide strategy? In this council the CEO has a Chief Strategy Officer. I cannot find any reference towards whether council should be a service provider or manager. Local council in almost all areas cannot provide services at levels competitive private enterprise can. Areas that come to mind here are Quarry ownership and operations. Park maintenance and bio security/ weed control. All of these areas are over supplied and under delivered and can be outsourced for better rate payer return and council cost savings.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I don't agree with any of these options. I think councils rate base will increase by default with land values rising massively. Further cost cutting at executive level and rationalisation of council owned assets and transparently tendering private enterprise will deliver better net outcomes.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

I don't agree with any of these options. I think councils rate base will increase by default with land values rising massively. Further cost cutting at executive level and rationalisation of council owned assets and transparently tendering private enterprise will deliver better net outcomes.

Q7. **Please provide your feedback on the draft Fees and Charges**

I don't agree with any of these options. I think councils rate base will increase by default with land values rising massively. Further cost cutting at executive level and rationalisation of council owned assets and transparently tendering private enterprise will deliver better net outcomes.

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 58

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 08:06:31 am

Last Seen: Jun 06, 2022 08:06:31 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Audit

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Audit

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Audit

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Audit

Q7. **Please provide your feedback on the draft Fees and Charges**

Audit

Q8. **Please provide any additional feedback here**

This council needs an audit. How can they expect rate payers to foot the bill for their incompetence again and again. No to a rate rise yes to an audit.



Respondent No: 59

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 08:11:25 am

Last Seen: Jun 06, 2022 08:11:25 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Infrastructure before recreation. Water supply to Bombala and Delegate is more important than a skate park upgrade. Go and drink the water in those places and tell me residents should be expected to pay for that! Council needs to stop providing all the resources to Jindabyne and give the smaller struggling areas some support.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Stop tendering for management of community services, such as pools. They should not be about profit and that is all having external parties managing them is about. Stop being lazy. Employ locals and keep money and profits in the hands of the council and locals working for you.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Insure all your major assets. Spending \$5 million on an asset and the damage it caused through negligence is NOT acceptable. Why should us small people pay huge amounts of money through your negligence? That is simply not acceptable and fair. Your job is to manage, so MANAGE ASSETS PROPERLY.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Rubbish collection increases are very small. I am sure that there has been a significant cost increase in providing this service, therefore that should be reflected in the increase. I do not have rubbish collection at my property and I do not want my rates to increase to cover this, when it does not impact me. People should be paying for the services they receive and not subsidising the ones they do not.

Q7. **Please provide your feedback on the draft Fees and Charges**

Stop outsourcing. The costs are much higher and do not keep the money within the council. Stop being lazy. Get good managers that have experience and stop shifting money into the hands of private companies. It is LAZY and not cost effective. Improve pool facilities if you are going to increase the charges for them.

Q8. **Please provide any additional feedback here**

The water tank issue is not acceptable for the local community. Funds spent on the damage caused should be taken from wage cuts to those involved. How can you not have major assets insured? Whoever decided to fill that tank (against engineers recommendations from my understanding) needs to be held accountable and is clearly not capable of doing their role. \$5 million is not a small amount. NOT OK UNDER ANY EFFECTIVE MANAGERS WATCH. I understand rates need to increase, but it needs to be a slow and incremental process. Increases should be passed onto those who use those services and not those that don't.

	Respondent No: 60	Responded At: Jun 06, 2022 08:22:56 am
	Login: Anonymous	Last Seen: Jun 06, 2022 08:22:56 am
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Small business cannot survive rate rises You need to sort your own financial issues out before slugging the community to pay back what past council has lost

	Respondent No: 61	Responded At: Jun 06, 2022 08:37:18 am
	Login: Anonymous	Last Seen: Jun 06, 2022 08:37:18 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

The timeframe for feedback has been too compressed for alternative options to be presented and considered. A lack of independent financial audit also places the region in a difficult position as it appears we have to trust the people who have gotten us into this mess to get us out without an independent evaluation. I would have liked to hear more about plans the council has to enable financial success rather than dot points buried in a difficult to navigate website. Inefficiencies are present and there is duplication of work across council that could be avoided through the implementation of more effective systems. I know council was trying to get the state government to take over maintenance of the regions roads. This should be a key priority as a key tourist destination our roads are key to unlocking the tourism potential. Not to mention the importance of safety for locals. I believe a rate rise is a knee jerk reaction to what has been continuous mismanagement.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Trying to find the appropriate documents for feedback is impossible. On social media you have posted a range of graphs but I requested you publish the time that these images represent and this request has gone unanswered, yet the social media team is engaging in defensive banter online.

	Respondent No: 62	Responded At: Jun 06, 2022 08:55:06 am
	Login: Anonymous	Last Seen: Jun 06, 2022 08:55:06 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

All these plans are good but what are we doing about the welfare of our people. It's all well and good to fix roads, infrastructure and water supplies etc which are all needed but what about the homeless in our communities and those struggling to support themselves. We all need to work together (businesses, community groups and churches to help those who are struggling. What plans are in place to work on this. Thanks you taking your time to read this.



Respondent No: 63

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 09:22:49 am

Last Seen: Jun 06, 2022 09:22:49 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Audit of finance is needed we are not in a financial position to gave massive increases for services

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


No to rate rise . We as rate payers can not afford to have our rates increased

Q7. **Please provide your feedback on the draft Fees and Charges**

No we can not afford increases

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 64	Responded At: Jun 06, 2022 09:27:27 am
	Login: Anonymous	Last Seen: Jun 06, 2022 09:27:27 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

I absolutely refuse to pay exorbitant rate rises, particularly as I believe it's result of council financial mismanagement and downright subterfuge. Doubling existing rates is obscene and those of us on pensions simply won't be able to pay. Are you going to drag is out of our own homes for unpaid rates? Also, why are we one of the only areas that don't have a yearly hard waste collection. How are older folks like me supposed to get big stuff to the tip. Look after your residents before yourselves.



Respondent No: 65

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 09:29:41 am

Last Seen: Jun 06, 2022 09:29:41 am

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. Please provide any additional feedback here

Thank you for the opportunity to comment. We live at [REDACTED] where we have been rate payers for 30 years. I concur with the comments made by [REDACTED]. (1) Focus council on the basics and 'cut the fluff' Council needs to focus on the basic core services that are essential for our prosperity. Clean water, functional sewage, waste services, drivable roads, maintenance of the current community facilities and planning are the core things it should do. Other stuff, regardless of its appeal to some, needs to wait until it can be afforded. So good bye to Teddy Bear Sleepovers at our libraries and Yoga classes to help us cope. The same too for councils marketing department. We don't need it spending our money telling us how good they are. We will know that when you can drink the water in each town without needing to boil it. (2) Become efficient again Since amalgamation Council's spending is up 45% since the merger, but its physical assets under management have increased only by 9%. This shows that council has become significantly less efficient at managing our community's assets, and this is the true cause of its deficits. To address this council needs to undertake an efficiency program that empowers and rewards staff to find and deliver costs savings while delivering core services. Designing and delivering this type of program is my professional domain. In my estimation our council could operate at 20% to 30% less than they do today. (3) Grow the economy and grow the rates base The best way forward is to grow the economy and also to grow the number of rate-able properties. More people living on more separate lots means more money for core services without needing to raise individual rates – in fact I think we should reduce rates. To grow our economy we need more people to live and invest here. More people means more cash in the economy, more businesses, more jobs and more vibrancy. But people need somewhere to live and confidence that they can invest and that their investments will provide a return on investment. This is where council can help. It should: A. Protects land rights – No one will invest here if the capricious rezoning proposals in the draft rural land use strategy are allowed to proceed. So this needs to go once and for all. B. Standardises and expand land use rules to allow a greater diversity of businesses and farms (e.g. small lot farming of berries, nuts, olives, cherries, fish farming, etc). C. Lower lot sizes for dwelling entitlements in rural areas and allows lot averaging (or its equivalent) everywhere to free-up non-productive areas of farm land for homes. D. More village and town lots E. Speed up planning – We should aim to have the fastest and most helpful planning service possible. F. Run a move and work in the Snowy Monaro campaign – Council should run a national and international campaign to get people to move here and bring their money with them! G. Attract new industries – Council should seek to attract new industry to our region. Energy is one - more solar farm developments, micro pumped hydro on our many (hilly) farms, hydrogen production. What about data centre hosting (using our cold and windy climate too reduce air conditioning) and electric vehicle and battery deep maintenance services, etc. In summary putting up rates and doing the same old same old is not going to help in the long run. Rather we need to URGENTLY attract people and investment to revive our failing economy or our region will become far worse off very, very quickly. If you agree please go to council's "Have Your Say" webpage and tell them what you think we should do. <https://yoursaysnowymonaro.com.au/draft-smrc-ipr-documentation-2023L>

	Respondent No: 66	Responded At: Jun 06, 2022 10:03:01 am
	Login: Anonymous	Last Seen: Jun 06, 2022 10:03:01 am
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 67	Responded At: Jun 06, 2022 10:03:49 am
	Login: Anonymous	Last Seen: Jun 06, 2022 10:03:49 am
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 68	Responded At: Jun 06, 2022 10:22:41 am
	Login: Anonymous	Last Seen: Jun 06, 2022 10:22:41 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

This is an absolute DISGRACE! How DARE you try to increase rates for the residents of this district after giving yourselves pay rises even after the fact it was discovered that council has NO money due to mismanagement by YOURSELVES!!! I am a single parent trying to put my child through University, working full time, and EVERY DAY is a struggle to make ends meet as it is. This council should be ASHAMED of themselves!. The land and water rates were increased not long ago under the guise of 'a fairer system'. Fairer to WHO? Not me that's for sure! NOBODY will be able to afford to bloody live here!!!!.

Q8. **Please provide any additional feedback here**

I REFUSE to pay any more in rates. Sue me!!



Respondent No: 69

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 10:36:16 am

Last Seen: Jun 06, 2022 10:36:16 am

IP Address: n/a

Q1. **Name**



Q2. **Email**



Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Not acceptable

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Not acceptable

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Not acceptable

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Not acceptable

Q7. **Please provide your feedback on the draft Fees and Charges**

Not acceptable

Q8. **Please provide any additional feedback here**

We as residents should not have to pay for councils stuff ups, rates are already to dear for what we get,roads are dangerous,pot holes everywhere,the back dirt roads you can't even access and we have been slashing 2 KMs of the nature strip for many years because the council won't do it many of an accident has been avoided because we done this, we're doing someone's job ,and all you want to do is put rates up we should be paid we are not the only ones doing councils job.Theres to many pen pushers not enough manual workers,that's the first money saving cut that can be done

	Respondent No: 70	Responded At: Jun 06, 2022 10:45:20 am
	Login: [REDACTED]	Last Seen: Jun 06, 2022 00:42:05 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Council has asked for feedback on its plan to increase rates. In so doing, 1 month was allocated. Once again, this is too short a timeframe for the community to become aware of the process, its importance and develop an understanding such that they can provide meaningful feedback. The documents provided have been shown to be in error in a few areas, and have been modified during the feedback period, this is wrong!!!! This has been further compounded by the use of community 'drop in' session in lieu of proper presentations whereby people get the opportunity to listen to other community member's Q&A. In addition, the notification of the drop in sessions has been random, failing to utilise all the mediums available. The IP&R is in advance of undertaking an audit of the books as identified as necessary by many councilors in the lead up to last year's election. Council is in parallel is calling for tenders to undertake scoping of an audit to follow, which hints at a predetermined outcome, and the predetermined need to increase rates and reduce services.

	Respondent No: 71	Responded At: Jun 06, 2022 10:55:05 am
	Login: Anonymous	Last Seen: Jun 06, 2022 10:55:05 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

I am not going to comment on each of the above. I just wonder about few things though. It would appear that all roads lead to Cooma. Closure of offices in other offices and centralised in Cooma. We have lost enough. Council out of aged care. Bombala once had an aged care facility privately owned. I wonder if it will ever be opened again? I am hearing that another town would like an aged care facility. Why build another one when there are already others in the district - Cooma, Berridale. I have been travelling the Mila Road for over 50 years and wonder how much has been spent on the repairs on that road. I am told that when the road was first sealed the gravel underneath was not good quality. The pot holes are filled frequently but now some of the holes are so deep that when they get filled up the trucks travelling over them squash the bitumen out leaving a sealed pothole and then when it rains the road deteriorates again. The gravel road was recently graded and it is also deriorating. The graded roads don't last long. I notice the willows in the Bombala River are starting to slowly spread again. If these continue spreading during floods this may cause flood water to be higher than would normally be if they were not here. Just wondering if it is necessary to work on weekends? Sometimes you see a flexi Friday and then work both days on the weekend. I know there are always emergencies.

	Respondent No: 72	Responded At: Jun 06, 2022 11:28:05 am
	Login: [REDACTED]	Last Seen: Jun 06, 2022 00:42:31 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Not support. See my separate submission of 6 June 2022 sent by email to Council's CEO.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Not support. See my separate submission of 6 June 2022 sent by email to Council's CEO.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Not support. See my separate submission sent by email on 6 June 2022 to Council's CEO.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Some charges have increased well beyond inflation and are excessive. Draft Revenue Policy should be reviewed to reflect community expectations before adoption.

Q7. **Please provide your feedback on the draft Fees and Charges**

Some charges have increased well beyond inflation and are excessive. Draft Fees and Charges policy should be reviewed to reflect community expectations before adoption.

Q8. **Please provide any additional feedback here**

See my separate submission sent to Council's CEO on 6 June 2022 which highlights that Council's draft suite of IP&R documents do not conform with the NSW Local Government Act 1993 and accompanying Regulations and the NSW OLG's Integrated Planning and Reporting Guidelines. 2. I do not support the 4 financial scenarios and projections outlined in the draft Long Term Financial Plan (LTFP) designed to bring Council's operating budget back into balance over the long term. 3. It is impossible for ratepayers to be aware of the full suite of Commonwealth, State and local government services that Councils deliver. Ratepayers are unable to determine which services should be reduced or which services should be invested in. 4. The Council service delivery options for each of the 4 financial rates scenarios shown in the draft LTFP and detailed in Council's "Finance Options" Factsheet only cover a small number of Council services. 5. The NSW Office of Local Government is undertaking a review of Council's financial performance, its current position and financial governance processes. Council's IP&R Framework should be put on hold until the review is completed. 6. Council should write to the NSW Office of Local Government and seek an extension to the 30 June 2022 deadline for adoption of Council's IP&R framework. 7. Council should not apply to NSW IPART for any Special Rate Variation from 2023/24 until the OLG review is completed in consultation with the Audit Office of NSW, Council's Audit, Risk and Improvement Committee (ARIC), and the Snowy Monaro community. 8. My separate submission outlines a way forward for Council to address its IP&R Framework for 2022-2032 and its unsatisfactory financial operating position to meet Snowy Monaro community and business key priorities and expectations for the delivery of local government services in a financially sustainable manner by Snowy Monaro Regional Council over a 10-year timeframe covered by Council's new IP&R Framework. 9. The proposed way forward requires that Council work with the Snowy Monaro community, including business, the NSW Office of Local Government, the Audit Office of NSW and Council's Audit, Risk and Improvement Committee (ARIC) to ensure that Council is operating in a financially sustainable manner and in accordance with the relevant NSW local government regulatory frameworks and policies, accounting practices and the IP&R framework.



Respondent No: 73

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 11:32:46 am

Last Seen: Jun 06, 2022 11:32:46 am

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

I do not support any rate rise proposed in the draft Long Term Financial Plan 2022-32. A thorough forensic audit (as per electioneering) of Council finances needs to be conducted before any rate changes are considered by Council. I am disturbed by the changed Council financial situation since the amalgamation of councils. I need to feel confident that Council understands it's role and is working in the best interests of the community it represents. Your link title is incorrect.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023


not answered

Q7. Please provide your feedback on the draft Fees and Charges

Some of the changes to select services seem unreasonably excessive, over a one year period. There needs to be a cap on the allowable percentage increase.

Q8. Please provide any additional feedback here

I find the graphs provided in some documents difficult to read. The whole community needs to feel confident that access to the material presented for comment is clear.

	Respondent No: 74	Responded At: Jun 06, 2022 11:35:28 am
	Login: Anonymous	Last Seen: Jun 06, 2022 11:35:28 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Holiday letting is out of control in the region. Obviously it's making some wealthy but it's at the cost of a community.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Holiday letting is out of control in the region. Obviously it's making some wealthy but it's at the cost of a community.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Holiday letting is out of control in the region. Obviously it's making some wealthy but it's at the cost of a community.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Holiday letting is out of control in the region. Obviously it's making some wealthy but it's at the cost of a community.

Q7. **Please provide your feedback on the draft Fees and Charges**

Holiday letting is out of control in the region. Obviously it's making some wealthy but it's at the cost of a community.

Q8. **Please provide any additional feedback here**

Holiday letting is out of control in the region. Obviously it's making some wealthy but it's at the cost of a community.

	Respondent No: 75	Responded At: Jun 06, 2022 11:52:30 am
	Login: Anonymous	Last Seen: Jun 06, 2022 11:52:30 am
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

No rate rises or new additional services and infrastructure to be committed to by council until a complete independent forensic financial audit has been undertaken and the findings made public and recommendations implemented. Establish a s355 Forensic Audit oversight committee to prepare the terms of reference for the audit.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

No rate rises or new additional services and infrastructure to be committed to by council until a complete independent forensic financial audit has been undertaken and the findings made public and recommendations implemented. Establish a s355 Forensic Audit oversight committee to prepare the terms of reference for the audit.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

No rate rises or new additional services and infrastructure to be committed to by council until a complete independent forensic financial audit has been undertaken and the findings made public and recommendations implemented. Establish a s355 Forensic Audit oversight committee to prepare the terms of reference for the audit.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

No rate rises or new additional services and infrastructure to be committed to by council until a complete independent forensic financial audit has been undertaken and the findings made public and recommendations implemented. Establish a s355 Forensic Audit oversight committee to prepare the terms of reference for the audit.

Q7. **Please provide your feedback on the draft Fees and Charges**

No rate rises or new additional services and infrastructure to be committed to by council until a complete independent forensic financial audit has been undertaken and the findings made public and recommendations implemented. Establish a s355 Forensic Audit oversight committee to prepare the terms of reference for the audit.

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 76

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 12:04:00 pm

Last Seen: Jun 06, 2022 12:04:00 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Fix the town. Soon Cooma will become another ghost town. We need to refresh the area to appeal to more people. Bring better shops for locals. Fix the dam roads before serious accidents occur. Spend money in town instead of Jindabyne! Why should rates be raised when services are not changing and repairs to general infrastructure are not carried out. How about your 10% raise for sitting on your bums, goes to fixing the town properly. Absolutely appalling that it has come to this. We need a rehaul and get out with the old and build us back to a thriving town, kick out those who own and owe money to the town. Those who have left historical pubs go to despair and become a eye sore to the town..that does not encourage visitors!. Wake up!!



Respondent No: 77

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 12:33:41 pm

Last Seen: Jun 06, 2022 12:33:41 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Too many questions need answers, figures don't make sense etc P36" Undertake footpath renewals"? Where? "Programme completed" ? How can that be? The budget isn't passed yet? that's just one of many.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Please take note of pages 10 -13!

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Need infrastructure in Jindabyne now. Footpaths, social/cultural spaces, etc etc. Other towns in the SMRC have sufficient for their pop. But council constantly ignoring calls for this. It shouldn't take facebook programmes to get things done. (Council MUST be aware of the current petition raising for safe access, i.e. footpaths and lighting?)

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

This problem was caused by State , get into them & make them get into the feds! One year to state election, lets see some action.

Q7. **Please provide your feedback on the draft Fees and Charges**

Water, sewer & waste have had large increases , so they are paying their way, no more than CPI should be enough.

Q8. Please provide any additional feedback here

Until council recognises the awful state that Jindabyne is in, especially compared to the other towns in the area, I can't see justification for any rise past max. 5% for this coming fin.year only. There seems to be no adjustment for the war problems or the pay rise heading to pub.service employees via the new Feds? So it would not be pertinent for council to suggest they can hold increases for 8 years. 8 years compounding with the likelihood of higher increases in that period? Besides, I have just had my rates increased by 66%, nearly doubled in 2 years, & likely to be increased even more via land valuation next year. So council needs to be devising a more fair and equitable way of charging. Those with few facilities etc. Aged care; - I can't see the "preferred" purchaser proceeding without the Jindabyne proposal set in concrete. That's why , I think, they asked for a year. If nothing set by then, they will either pull out or ask for more time, leaving a problem for you to deal with. You suggest to reduce services? Maybe amalgamate the Cooma Visitor Centre with the library, plenty of room at the front? then rent out the building at the Park. Besides, you appear to have closed it already, as on the "find almost anything" SMRC site, it draws a blank page. same with Parks and Gardens, there are none , according to the website, used to be full descriptions of all. So maybe they have all been given away to the Mountain Bikers? Reduce counter services, move to centralise. Wonderful! that would go with the half hourly bus service? That will also go to the "REGIONAL sports hub"? Close some community facilities? I guess that means the public toilets? we don't have much else! \$5 mill + \$5000,000 for a temp library that could have been a simple 2 storey build to allow for social space as well that is so sadly lacking. Berridale ignored Jindabyne's growth, now it's happening again with Cooma. Nothing, as yet , from the amalgamation monies? What sort of future is there for this town? If council has a problem with the SAP, then they will be the ones left to fix everything. So far the community has had little input to this. All about "stakeholders" & Commercial interests. There has only been suggestions of percentage rate rises, how about a one off levy, say \$100-\$200 from ALL rateable premises? How about STRA classified as commercial & lift their ad valorem rate? Would , perhaps, assist with low wage earners for long term rentals? (All job ads are for hospitality especially cleaners!) Perhaps revive the English historical window tax, only make it a bed tax? Too many STRA's with excessive bunk beds or garage's filled with beds. Dual occ's with no gardens putting extra strain on recreational facilities. ("Eco" villages too!).



Respondent No: 78

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 12:50:23 pm

Last Seen: Jun 06, 2022 12:50:23 pm

IP Address: n/a

Q1. **Name**

████

Q2. **Email**

████████████████████

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

We as rural land holders get nothing for our rates now. We get our roads part graded once a year and the other part every 2 years if we are lucky and when it is done the pot holes and wash outs are back the very next day. We pay waste on our rates and get no service at all as we have to pay to take house hold rubbish to the tip. Bring back our tip cards atleast.



Respondent No: 79

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 13:17:17 pm

Last Seen: Jun 06, 2022 13:17:17 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

no to rate rises

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

no to rate rises

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

no to rate rises

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

no to rate rises

Q7. **Please provide your feedback on the draft Fees and Charges**

no to rate rises

Q8. **Please provide any additional feedback here**

YES TO AUDIT Before anything



Respondent No: 80

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 13:19:53 pm

Last Seen: Jun 06, 2022 13:19:53 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

NO Rates Rise above the peg. Coucil must deliver core community services efficiently, no unnecessary expenses. Prioritise the needs of the locals first.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

not answered

Q7. Please provide your feedback on the draft Fees and Charges

not answered

Q8. Please provide any additional feedback here

not answered



Respondent No: 81

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 13:54:54 pm

Last Seen: Jun 06, 2022 13:54:54 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Development is necessary but longtime residents are being left out in ways such as maintenance ect. If the council can't even fix our existing roads ect. What's it going to be like for maintenance with more development

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I think council should take a thought for people who are on low incomes. Such rises would be impossible for the older generation.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

It will be very difficult for a lot of people to afford to live here .

Q7. **Please provide your feedback on the draft Fees and Charges**

Far too much money for nothing in return our roads have been very difficult to drive on for months. We only have a bank of bins that are 1.5 klm from our house and put our lives in danger crossing the Snowy River Way doing so and we still pay for garbage collection.

Q8. **Please provide any additional feedback here**

Please give consideration for the elderly and low income earners who would find this difficult to pay for the increases



Respondent No: 82

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 13:56:13 pm

Last Seen: Jun 06, 2022 13:56:13 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Do an Audit !!!! The corruption is obvious. Expose who is responsible for this mess....

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Do an audit, then show us an operational plan....

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Do an Audit.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Do an Audit

Q7. **Please provide your feedback on the draft Fees and Charges**

Overpriced Corrupt. Do an Audit

Q8. **Please provide any additional feedback here**

As a community member, it has become obvious we are in a corrupt broken council...We need transparency & an independent audit now.



Respondent No: 83

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 14:11:00 pm

Last Seen: Jun 06, 2022 14:11:00 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I feel there needs to be a review into council spending before we sell our nursing homes

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


I feel we shouldn't be getting rid of our nursing homes

Q7. **Please provide your feedback on the draft Fees and Charges**

The water and rates seem to be very high compared to just 5 years ago and the water is so expensive

Q8. **Please provide any additional feedback here**

Roads are getting terrible dirt roads especially

	Respondent No: 84	Responded At: Jun 06, 2022 14:35:57 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 14:35:57 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

See below

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

See below

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

See below

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

See below

Q7. **Please provide your feedback on the draft Fees and Charges**

See below

Q8. **Please provide any additional feedback here**

I am broadly supportive of a strategy that seeks to balance revenue against expenditure. I think we under-pay relative to the costs of managing a large LGA, and that there are serious issues with the State/Council funding arrangements that need to be fixed. I have a much bigger concern though with the community engagement approach. Once again Council has massively over-baked the drafts for community consultation (100's of pages!! and a month to review), which means that a huge amount of effort (\$\$\$\$) has gone into documents that may be significantly amended or replaced entirely. They also contain enough minor errors that allow a few people to make (loud) accusations of unprofessionalism, if not dishonesty. A better use of time (and money) would be engage the community with some basic principles and error-free information documents, and then build gradually from there. I encourage Councillors to better instruct the CEO and Council Staff to build such complex discussion gently, from the bottom up, rather than waste many person-years of time (and \$\$\$) on documents that just rile up a fraction of the community, even though they are 'drafts'. It would have been far better to start with "we don't have enough money and we don't earn enough money (evidence here) - we think there are a few things we can do to help with that (list of options); what do you think?". 2 pages and some charts, and maybe a gradual exposure to iron out the bugs, and it's a much friendlier start. Good luck with this process.



Respondent No: 85

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 14:49:04 pm

Last Seen: Jun 06, 2022 14:49:04 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Totally against raising rates more than CPI. When is the promised financial audit going to happen and when will it's findings released to ratepayers.

	Respondent No: 86	Responded At: Jun 06, 2022 14:50:00 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 14:50:00 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

It is entirely pointless asking for feedback on draft delivery programs ahead of having any factual information to base our consideration upon. For example, the Jindabyne SAP planning details remains completely unknown at this stage, and we might not see the plan details until July, or later. With a new Labor government, the whole Jindabyne SAP might be re-designed, scrapped, changed or enlarged. I see the \$100 million 'bypass' appears to be funded in the 2022/23 Federal Govt budget, but the design of that project is incredibly poor and the outcomes are seemingly driven around just building more houses. If we are building significantly more houses in Jindabyne, this will deplete council resources from the rest of the shire and our remote areas and villages will suffer while council chases the dollar. We need an audit. We need the audit to get some truth to the financial figures that council state as relating to these plans. If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong. The scenarios also fail to properly account for the disposal or retention of Yallambe. Why?

Q4. Please provide your feedback on the 2022-2023 Operational Plan

It is entirely pointless asking for feedback on draft delivery programs ahead of having any factual information to base our consideration upon. We need the audit to get some truth to the financial figures that council state as relating to these plans. If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong. We also do not know the true extent of the deficit this Fin Year, is it \$5 million, \$6 million, or is it going to exceed \$13 million? Couple this to year-on-year deficits and we see a pattern of deficit from a corrupt executive that has bloated the ranks of council staff, where everybody is a 'manager' managing other 'managers'. We the public know that the OLG is currently investigating financial anomalies in the SMRC and it would be prudent for the council to halt a lot of its 'plans' until the outcome of these investigations is made known. Lets also look at the S410 applications, where there are 6 of them, seeking to borrow money form the Water Fund, where that money is actually needed to construct and install water treatment plants in a range of villages and population centres. The 2022/23 Op Plan relies on these borrowings, and I don't think the minister has the legal power to actually approve the borrowings, and if she does, she will have broken the law. Further, the application to borrow the money only offers a 1% interest rate, when the commercial comparison rate from T-Corp is closer to 3.4% so again, this council is not complying with the law, not complying with accepted practice and needs to be investigated. This council needs to ask the Goulburn-Malwaree council about the interest rate it has agreed to in borrowing money from T-Corp, as that sets the comparison rate for council borrowing. Why do members of the public have to do this homework checking for this council.. doesn't the council have a competent CFO?

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

We need the audit to get some truth to the financial figures that council state as relating to these plans. If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong. Information to base our consideration upon. For example, the Jindabyne SAP planning details remains completely unknown at this stage, and we might not see the plan details until July, or later. With a new Labor government, the whole Jindabyne SAP might be re-designed, scrapped, changed or enlarged. I see the \$100 million 'bypass' appears to be funded in the 2022/23 Federal Govt budget, but the design of that project is incredibly poor and the outcomes are seemingly driven around just building more houses. If we are building significantly more houses in Jindabyne, this will deplete council resources from the rest of the shire and our remote areas and villages will suffer while council chases the dollar. We need an audit.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023


Council should stop adding new fees and charges to the list. People are struggling to pay their way, suffering the cumulative impacts of lockdowns, restrictions, rent increases and inflation. Fuel has doubled, fresh food is increasing weekly, and all this gormless council can think to do is invent new fees, and raise existing charges. Not satisfied with increasing charges, the council voted at the first opportunity to increase their pay by 10.5% which is corrupt. Either this council has no cash, no capital and is effectively insolvent, or it is not. Councillors putting up their pay is the most offensive thing that could be done in such a situation, and it behooves the council to undo that vote and reduce the cash costs of the councillors. I know it's hard to stand between a Green or Labor councillor and public money, but the optics of this shows complete disconnection from the everyday person, the everyday ratepayer. It is also evidence of the elite mentality pervading councillor thinking, where those 'elected' think they are elected to 'rule' over the electors. This is wrong, and shows how misguided our current crop of elected representatives actually are... notwithstanding the use of the term 'elected' is used rather liberally as four of our current mob cheated to get elected, and another two were completely un-electable but for the party brand they ran under. This coalition of six councillors are holding the ratepayers and public to ransom and expecting to raise the cost of living against a backdrop of extreme un-affordability of the Snowy Monaro already. Increasing fees and charges disadvantages the public, and makes their lives more expensive so they cut back on using services... which reinforces the death-spiral situation where only councillors and council employees can 'afford' to use the council services. Council either exists to serve the people, or it exists to bleed the people to death. I know which type of council I prefer, and what I would rather see. Stop increasing fees and charges. We Need an Audit.

Q7. Please provide your feedback on the draft Fees and Charges

Answered in 6. above. Council should stop adding new fees and charges to the list. People are struggling to pay their way, suffering the cumulative impacts of lockdowns, restrictions, rent increases and inflation. Fuel has doubled, fresh food is increasing weekly, and all this gormless council can think to do is invent new fees, and raise existing charges. Not satisfied with increasing charges, the council voted at the first opportunity to increase their pay by 10.5% which is corrupt. Either this council has no cash, no capital and is effectively insolvent, or it is not. Councillors putting up their pay is the most offensive thing that could be done in such a situation, and it behooves the council to undo that vote and reduce the cash costs of the councillors. I know it's hard to stand between a Green or Labor councillor and public money, but the optics of this shows complete disconnection from the everyday person, the everyday ratepayer. It is also evidence of the elite mentality pervading councillor thinking, where those 'elected' think they are elected to 'rule' over the electors. This is wrong, and shows how misguided our current crop of elected representatives actually are... notwithstanding the use of the term 'elected' is used rather liberally as four of our current mob cheated to get elected, and another two were completely un-electable but for the party brand they ran under. This coalition of six councillors are holding the ratepayers and public to ransom and expecting to raise the cost of living against a backdrop of extreme un-affordability of the Snowy Monaro already. Increasing fees and charges disadvantages the public, and makes their lives more expensive so they cut back on using services... which reinforces the death-spiral situation where only councillors and council employees can 'afford' to use the council services. Council either exists to serve the people, or it exists to bleed the people to death. I know which type of council I prefer, and what I would rather see. Stop increasing fees and charges. We need an Audit.

Q8. Please provide any additional feedback here

We need an audit. This is non-negotiable. After watching this corrupt council for the last decade and longer, all I see is ever-increasing costs and less service delivery. And it is a trend that continues apace. Never relenting, never halting, just lies, more lies and more lies. Our roads are dangerous. We cannot drink the water. We are too expensive to live here. Rates are higher on a land-value comparison than nearly every other council in NSW, if not the country. The executive is corrupt. It lies. It lies constantly. It bullies, victimises and defames. The lies are observed in each council meeting, where erroneous financial reports are adopted as 'true and correct' while simultaneously not declaring the factual account balances of the council. The Financial scenarios of the IPR documents set out the premise of Disposing of the Yallambe aged care facility in each option, yet seems to not properly reflect this disposal in the financial scenarios. This is either deliberate, incompetence or deliberate-incompetence. What if the council cannot dispose of the facility and must continue to operate it as per now? Why is that not included in the considerations? The public consultation of this IPR suite of documents has been terrible. Hardly anyone out of 14,300 rate-paying properties has actively engaged. At the Jindabyne pop-up nobody attended. [REDACTED] went along, but was shocked that not one other person attended. This is an acute failure of the communication team. Out of 21,000 population I see very very little public engagement into these important topics. It cannot be assumed that council are doing such a splendid job that people do not feel the need to attend, it isn't that council is not connecting with people who are not on Facebook and so they do not know about the consultation. I see the waste of the 2040 long-term plan, where we are being asked to support the development of a 2042 plan. It is only 2022.. so why chuck out the previous plan, or was it rubbish? What tells me, or the public, that this LTFP is not also rubbish? Councillors are not serving the people. Councillors are serving themselves. Council workplace is toxic, morale is atrocious and council communication is completely ineffective. We need to sack the [REDACTED] team, it is bloated and wasteful. Our region is the key Economic Development driver, not some useless staff who self-promote from vacuous job titles. The [REDACTED] officer is without skill, nuance, or regard to reality. The strategy is more truthfully put as rolling-deficits and increasing fees and charges. This sits against a backdrop of coverups, lies, malpractice, corruption and incompetence. This council must stop trying to charm the community, because it cannot. Council must conduct an audit. While that happens, council must stick to roads, rubbish, sewer and water, and mowing the grass. That's it. Everything else this council touches leads to cost-blowouts, damage, or compensation. The SMRC has what is known in the game as the reverse-midas-touch. Just look at the Botanical Garden in Bombala. Just look at the Truck Wash at the saleyard in Cooma. Just look at the roads. Just look at the town water. And lets not forget the Platypus Viewing Platform debacle, or the Cooma Water tank, or the unlawful commercial use of the Cooma Council building for a decade against its 'approved' use as a residential apartments. Just look at the whole organisation, and realise that it has lost its way. Those who cheated to get elected must hang their heads in shame, and ideally resign, and those that ran under a false party brand whose ideal is openness and transparency must also resign, because not only did the two labor councillors grab the pay-rise with both hands, they continue to break the Code of Conduct in the most egregious manner and with flagrant disregard. I have zero confidence in this council and I reject the entire suite of IPR documents and strategies as false, built upon falsehoods and erroneous. Lastly, I know that council staff are being actively encouraged to support the rate-rise agenda, by entering online submissions and that this has been actively acknowledged by the [REDACTED]. We know [REDACTED] admitted to this strategy. To this end, any submission supporting the rate rise proposal MUST be considered as suspicious and likely to have been submitted by a council staff member, or worse [REDACTED] himself. Council staff are to receive a 2.5% pay increase in July 2022 which protects them from the impact of a rate-rise, while the pensioners, the battlers, the renters, the self-employed DO NOT receive a pay rise.. they only ever receive increases in costs of living. Council MUST NOT raise rates.

	Respondent No: 87	Responded At: Jun 06, 2022 15:02:16 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 15:02:16 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Disagree

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Disagree

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Disagree

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Disagree

Q7. **Please provide your feedback on the draft Fees and Charges**

We already pay way too much disagree

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 88
Login: Anonymous
Email: n/a

Responded At: Jun 06, 2022 15:16:39 pm
Last Seen: Jun 06, 2022 15:16:39 pm
IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Hi, I would like to submit my feedback on a few points from the view of a Customer Service Officer and a rate payer. In relation to the closure of council doors to public and only have Cooma Office open I believe this shouldn't even be consider as we are need to answer the phones so why not open to the public this service is free. CSO are the first point of contact for the public and with the service with a smile approach that this amazing team offers and go over and above to help front counter customers. I believe this is like igniting peoples perception again over council not doing anything for them and all we as CSO's try to do is the opposite to change their views on council we are here to help however we can. Take Berridale the town is increasing with property purchasers so fast, New IGA shop starting build in October and pub has been bought by a Jindabyne Hotel to refurbish and open. There are many elderly and all walks of live residents they enjoy coming in to make payments, chat and always leave with a smile and thanking us for the service. Residents need doors open if its for the elderly and all residents with the amount of development and purchasers happening in the areas, the growth is increasing and we are looking at taking this away like lighting a bomb on social media and to all residents perception of us again that we do nothing. All CSO's would welcome Councilors, staff and public the option for them to visit the offices and view the front counter interactions with have. If this does become and option please maybe just revisit the office hours for them to attend and also A MUST would have to be able to pay rates and charges at the post office again with no doubt to help elderly residents more so with this. Being on this side of the phone i believe people are still coming to terms with the harmonisation of rates as some rates went up \$600 per year and others went down to bring all in line with each other. When your rates have already gone up and you don't see progress with roads, roadside up keep etc they don't see why should pay more to council. I see the public wanting the basics for paying their rates being Roads maintenance up keep and up grades to a quality standard, Parks and Gardens to be maintained also including the tidiness of roadside with the height or grass and rubbish and take pride in the way our town looks, and to deliver waste services. Some residents are needing kerb and guttering within the centre of town as front and back yards flood when rains as road higher then yards they feel they get no where and no one wants to help. Increasing rates for these people i guess doesn't go down well in this example only. I believe when the public can see basic services like this being fulfilled to a good standard they wont have a huge issue with rate increasing over time. Some people call day in day out for communication with council departments and the frustration builds, public want council staff to answer phones or return calls, they want communications and know they have been acknowledged to their issues, that we do recongise and have an up coming plan, explanation as we are only human as well and sometimes the work load is stopping us from helping new enquiries but the outside dont see this. Think we need to get back to basics with the public and needs for the region we live in and such a big region for outdoor staff to maintain as well. Thanks for listening [REDACTED]:)

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. Please provide your feedback on the draft Fees and Charges

not answered

Q8. Please provide any additional feedback here

not answered

	Respondent No: 89	Responded At: Jun 06, 2022 15:26:08 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 15:26:08 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Disagree

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Disagree

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Disagree we pay to much now

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Disagree

Q7. **Please provide your feedback on the draft Fees and Charges**

Disagree we pay way to much now

Q8. **Please provide any additional feedback here**

Get rid of some office staff

	Respondent No: 90	Responded At: Jun 06, 2022 15:57:16 pm
	Login: [REDACTED]	Last Seen: Jun 06, 2022 05:52:46 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered


Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

COMMUNITY CONSULTATION RE: INTEGRATED PLANNING AND REPORTING APPLICATION FOR SPECIAL RATE INCREASE Dear Sir In reply to your emails of 30th May 2022 and your request for more community input about the matters raised we have pleasure in passing on the following summary. CAVEAT The [REDACTED] is solely acting as an intermediary, summarising opinions given by members of the community who otherwise may not be engaging in the consultation process. SUMMARY In accordance with your Media Release dated 30th May 2022 where you stated: "but an increase is only one of the options you can tell us you want our Council to pursue" the following was submitted. • None of the four stated options were acceptable as they involved increased rates and/or reduction in services. Of particular concern was the removal of a Council Service Facility in Bombala. • Before any option is considered, more detailed information is required including details of the needs and methods of implementation. • The process which would best satisfy the need for community confidence would be a broad based independent audit of Council's activities (financial and operational). This would need to be undertaken urgently and fully released to the Community on completion. • Whilst the audit is in progress Council to maintain the status quo particularly regarding rates and services. • Council to continue to identify and implement further internal cost savings. • Council to continue with two way community consultation and pursue a process of detailed transparency. Thank you for the opportunity to inform you of this community's concerns. For any further information please contact the undersigned. We look forward to continuing a co-operative dialogue with the Council. Yours faithfully [REDACTED]

[REDACTED]

	Respondent No: 91	Responded At: Jun 06, 2022 15:58:27 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 15:58:27 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

I am disappointed with the Finance Options provided. I am generally supportive of a Rates Increase because I would like to see better service delivery in our region. However to o me better service delivery would include things like: - more planning staff so DA approvals can go through faster, - more mechanics so road and waste trucks can be serviced routinely and efficiently - more traineehips to help young people into a career and increase local workforce and employment options - more green spaces, footpaths and lighting being a requirement of all new developments (cost on the developer) - more rangers to maintain compliance for parking, barking dogs, litter (this can include issuing infringements to raise revenue and enforce better behaviours) - more infrastructure and regular maintenance of public water fountains, footpaths, public toilets, public bins, green spaces, shared walking/riding trails, parks & gardens And none of the suggested options appear to be delivering any of the above - you suggest a rates increase will only go towards roads maintenance - obviously this is a contentious issue as yes we have many roads to service in our area and this last year weather events have caused some issues but from my perspective, roads maintenance is NOT increasing services. From the options provided my preference would be option 3 or 4. If you have to cut services then YES to these: - Reduce front counter services - but no cuts to DA services - Reduce tourism and economic development - Reduce or close the info centres (couldn't you combine the info centres with the libraries or the Council offices) - Reduce Library hours - Cease economic development and tourism/events activities and support - go back to offering only in-kind support where if Council provides a service (DA application, waste collection/drop off, hall hire fees) these can be waived on application but stop giving money out in cash/cheques. - Minimal strategic planning to occur - As per the Waste Strategy install Bank of Bins at the less trafficked Transfer Stations and close the smaller/less used transfer stations - Close / Reduce hours to some swimming pools - Yes to increasing maintenance funding to appropriate levels - Keep or increase Ranger services - perhaps looking at compliance where they can generate revenue like parking, littering, bins out on wrong days, - Keep Building - DA's - this generates income and surely can't run at a loss AND some other ideas for revenue raising activities that can be sourced from outside rates revenue: - Pay for Parking in the central streets of Cooma and Jindabyne - Pay for hot showers in Cooma and Jindabyne - Look at how some other tourist destinations charge rates where they have premium charges for investment properties (permanent holiday rentals could have their own rating = commercial). consider charging higher rates to investment/holiday properties but leave the rates for permanent residents (owner occupier and 12+ month rented properties) at the lower tier. - Make our towns attractive for more people to want to live and work here. More people means more rates and more jobs.

Q4. Please provide your feedback on the 2022-2023 Operational Plan

no comment

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

I am disappointed with the Finance Options provided. I am generally supportive of a Rates Increase because I would like to see better service delivery in our region. However to o me better service delivery would include things like: - more planning staff so DA approvals can go through faster, - more mechanics so road and waste trucks can be serviced routinely and efficiently - more traineehips to help young people into a career and increase local workforce and employment options - more green spaces, footpaths and lighting being a requirement of all new developments (cost on the developer) - more rangers to maintain compliance for parking, barking dogs, litter (this can include issuing infringements to raise revenue and enforce better behaviours) - more infrastructure and regular maintenance of public water fountains, footpaths, public toilets, public bins, green spaces, shared walking/riding trails, parks & gardens And none of the suggested options appear to be delivering any of the above - you suggest a rates increase will only go towards roads maintenance - obviously this is a contentious issue as yes we have many roads to service in our area and this last year weather events have caused some issues but from my perspective, roads maintenance is NOT increasing services. From the options provided my preference would be option 3 or 4. If you have to cut services then YES to these: - Reduce front counter services - but no cuts to DA services - Reduce tourism and economic development - Reduce or close the info centres (couldn't you combine the info centres with the libraries or the Council offices) - Reduce Library hours - Cease economic development and tourism/events activities and support - go back to offering only in-kind support where if Council provides a service (DA application, waste collection/drop off, hall hire fees) these can be waived on application but stop giving money out in cash/cheques. - Minimal strategic planning to occur - As per the Waste Strategy install Bank of Bins at the less trafficked Transfer Stations and close the smaller/less used transfer stations - Close / Reduce hours to some swimming pools - Yes to increasing maintenance funding to appropriate levels - Keep or increase Ranger services - perhaps looking at compliance where they can generate revenue like parking, littering, bins out on wrong days, - Keep Building - DA's - this generates income and surely can't run at a loss AND some other ideas for revenue raising activities that can be sourced from outside rates revenue: - Pay for Parking in the central streets of Cooma and Jindabyne - Pay for hot showers in Cooma and Jindabyne - Look at how some other tourist destinations charge rates where they have premium charges for investment properties (permanent holiday rentals could have their own rating = commercial). consider charging higher rates to investment/holiday properties but leave the rates for permanent residents (owner occupier and 12+ month rented properties) at the lower tier. - Make our towns attractive for more people to want to live and work here. More people means more rates and more jobs.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023


no comment

Q7. Please provide your feedback on the draft Fees and Charges

no comment

Q8. Please provide any additional feedback here

Please investigate how other tourist towns charge higher rates to investment properties but lower rates to owner/occupied Properties. I know Townsville in Queensland is one but there must be other examples. In Townsville the standard rate is very high (like \$5k residential rates per annum), but if you provide proof your residence is owner occupied you get a 50% discount on your rates. With our current housing crisis a similar idea with the discount also offered to residences that have a 12+ month lease would be ideal. We have a large number of properties that are rented out at a HUGE profit to tourists who put additional stress on our public resources. Why can't these investment properties pay the extra rates rather than those living here full time who are of more modest income. The housing crisis is REAL, something like above may also attract more investors to go back to renting to people who want to live here in permanent rentals, keeping valuable people in our community. This would very advantageous to our region. I honestly think other revenue raising infrastructure like paid parking (and parking fines) and paid showers could work well. Paid showers would be well utilised in Jindabyne! Just need grant funding to build something.

	Respondent No: 92	Responded At: Jun 06, 2022 15:59:01 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 15:59:01 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

I think that the current councillors have been very disappointing thus far. Now is their chance to shine, not turn the area into a giant slum, with rate increases forcing people to either compromise their quality of life or move. Prior to the election, we had prospective councillors electioneer on reviewing council spending and getting an audit. Instead of doing that it would appear they are taking the easy way out, not reviewing staffing levels or salaries or prioritising projects. Housing availability and affordability are huge issues in the area, but it appears that council is much more influenced by local developers than community concerns. Amalgamation was supposed to provide economies of scale and efficiencies, and it appears to have done the reverse. Listen to the people that elected you, not developers and others who financially benefit from your decisions. Fulfil your election promises and do not take the easy road of rate increases - we will all lose.

	Respondent No: 93	Responded At: Jun 06, 2022 16:03:58 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 16:03:58 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

a) Council's bid to reclassify or transfer a number of regional roads to state in the priority round (Nov 2020) failed. What is the plan for these roads going forward as they don't appear in the Delivery plan? I will single out Polo Flat Road here as I am familiar with its use as a heavy vehicle bypass (B-doubles) and used for Snowy 2 segment trucks. It does not appear reasonable to expose rate payers to maintenance costs of this road. b) Roads service delivery program - is there a better measure that aligns customer sentiment to required expenditure? Infrastructure backlog ratio is reported on at an OLG level, why isn't this metric used?

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Re: Polo Flat to Cooma East ring main extension - is this project funded by the Snowy 2.0 JV since from my understanding the issue impacts the segment factory primarily?

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

It is only recently that council obtained the ability to link an invoice to a purchase request of project code. How do we know the scenarios positioned to us are based in reality? An independent audit would go a long way to inspire confidence amongst ratepayers.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 94	Responded At: Jun 06, 2022 16:13:33 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 16:13:33 pm
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Option 1, no rate rise. Please sort the finances by sourcing money from elsewhere or put it to the state government we don't have enough income for the shire. Also a de merger should be investigated but not at our expense!

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 95

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 16:22:31 pm

Last Seen: Jun 06, 2022 16:22:31 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I'd like to see a full independant audit and gain the trust of the community again then we have an open and honest discussion about rate rises and what services will and will not be provided and from there move forward with things in a positive and open manner

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

I'd like to see a full independant audit and gain the trust of the community again then we have an open and honest discussion about rate rises and what services will and will not be provided and from there move forward with things in a positive and open manner

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I'd like to see a full independant audit and gain the trust of the community again then we have an open and honest discussion about rate rises and what services will and will not be provided and from there move forward with things in a positive and open manner

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


I'd like to see a full independant audit and gain the trust of the community again then we have an open and honest discussion about rate rises and what services will and will not be provided and from there move forward with things in a positive and open manner

Q7. **Please provide your feedback on the draft Fees and Charges**

I'd like to see a full independant audit and gain the trust of the community again then we have an open and honest discussion about rate rises and what services will and will not be provided and from there move forward with things in a positive and open manner

Q8. **Please provide any additional feedback here**

I'd like to see a full independant audit and gain the trust of the community again then we have an open and honest discussion about rate rises and what services will and will not be provided and from there move forward with things in a positive and open manner

	Respondent No: 96	Responded At: Jun 06, 2022 16:28:06 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 16:28:06 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

We would like an independent evaluation Transparency with structure/ efficiency As we have so much development happening here and with this increase in rate payers, would this not suffice to maintain our rates at the current level or similar to? Many of us are not in the position to double our rates nor do we find it fair for us to double our rates to pay for past overspending. I think a more grass roots, sustainable approach to spending with an independent review for all stakeholders. We should have further community consultation. Advertise on social media and the local radio stations so that people are aware and can plan to attend please. It may take time to complete but it would be an ideal way to proceed. Thank you

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

We would like an independent evaluation Transparency with structure/ efficiency As we have so much development happening here and with this increase in rate payers, would this not suffice to maintain our rates at the current level or similar to? Many of us are not in the position to double our rates nor do we find it fair for us to double our rates to pay for past overspending. I think a more grass roots, sustainable approach to spending with an independent review for all stakeholders. We should have further community consultation. Advertise on social media and the local radio stations so that people are aware and can plan to attend please. It may take time to complete but it would be an ideal way to proceed. Thank you

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

We would like an independent evaluation Transparency with structure/ efficiency As we have so much development happening here and with this increase in rate payers, would this not suffice to maintain our rates at the current level or similar to? Many of us are not in the position to double our rates nor do we find it fair for us to double our rates to pay for past overspending. I think a more grass roots, sustainable approach to spending with an independent review for all stakeholders. We should have further community consultation. Advertise on social media and the local radio stations so that people are aware and can plan to attend please. It may take time to complete but it would be an ideal way to proceed. Thank you

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

We would like an independent evaluation Transparency with structure/ efficiency As we have so much development happening here and with this increase in rate payers, would this not suffice to maintain our rates at the current level or similar to? Many of us are not in the position to double our rates nor do we find it fair for us to double our rates to pay for past overspending. I think a more grass roots, sustainable approach to spending with an independent review for all stakeholders. We should have further community consultation. Advertise on social media and the local radio stations so that people are aware and can plan to attend please. It may take time to complete but it would be an ideal way to proceed. Thank you

Q7. **Please provide your feedback on the draft Fees and Charges**

We would like an independent evaluation Transparency with structure/ efficiency As we have so much development happening here and with this increase in rate payers, would this not suffice to maintain our rates at the current level or similar to? Many of us are not in the position to double our rates nor do we find it fair for us to double our rates to pay for past overspending. I think a more grass roots, sustainable approach to spending with an independent review for all stakeholders. We should have further community consultation. Advertise on social media and the local radio stations so that people are aware and can plan to attend please. It may take time to complete but it would be an ideal way to proceed. Thank you

Q8. Please provide any additional feedback here

We would like an independent evaluation Transparency with structure/ efficiency As we have so much development happening here and with this increase in rate payers, would this not suffice to maintain our rates at the current level or similar to? Many of us are not in the position to double our rates nor do we find it fair for us to double our rates to pay for past overspending. I think a more grass roots, sustainable approach to spending with an independent review for all stakeholders. We should have further community consultation. Advertise on social media and the local radio stations so that people are aware and can plan to attend please. It may take time to complete but it would be an ideal way to proceed. Thank you



Respondent No: 97

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 17:05:07 pm

Last Seen: Jun 06, 2022 17:05:07 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

Option one Ratepayers need an audit so council can re program expenditure

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023


not answered

Q7. Please provide your feedback on the draft Fees and Charges

not answered

Q8. Please provide any additional feedback here

Too many people employed in fields the council should not be involved in like events coordinator

	Respondent No: 98	Responded At: Jun 06, 2022 17:09:23 pm
	Login: [REDACTED]	Last Seen: Jun 06, 2022 04:29:49 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Haven't had time to go into this one, so cannot comment in a detailed way. However, the first impression I have is of a lengthy document that could do without so many pretty pictures (like a full page of three people not named - why?) and meaningless "motherhood statements" - so many generalised aspirational statements that mean nothing without any detail. The Council Values were particularly unnecessary, yet perfect examples of such statements. Please, just give the required detail to make it less onerous to go through.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

My particular area of concern is local unsealed roads and their maintenance (at the very least) - specifically, Tinderry Road. Even though I can no longer work and am on a small fixed income, I am happy to pay some more in rates as this will be less outlay for me than continued car repair costs due to damage from potholes, etc. My preferred option is no.3. Also, I cannot see how Council can meet its obligations under the Biosecurity Act if it were to go ahead with a 250 hectare minimum lot size in rural areas. Even 40 hectares presents a huge challenge for weed control. In my area of Tinderry, we don't have high value primary agricultural land as it's mostly rock. Larger blocks are only going to enable major weed infestations to occur because they are simply unmanageable for weeds as well as pest, fire, & erosion management. It will also lessen the number of ratepayers to add to the Council rate base, which is a major problem in itself, and add to the housing shortage and limit opportunities for growth.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Not enough time, so unable to comment meaningfully. However, with the Council being in such a parlous financial situation, I don't feel we can afford the luxury of so much being spent on non-key functions such as all the cultural focus - we just can't afford it at present, and need to stick to the basics like roads, rubbish, etc.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


I accept that more rates will have to be paid, particularly to fund roadworks.

Q7. **Please provide your feedback on the draft Fees and Charges**

Unhappy that my local community hall at Michelago is mooted to have the refundable deposit bond more than doubled. I feel it should remain around where it already is so we can get more use from this facility instead of discouraging people from hiring it.

Q8. **Please provide any additional feedback here**

Please try to simplify these types of documents wherever possible. Most residents are busy and don't have the necessary time to put into thorough study of them. Just the required detail would be so much better than all the fluff - so many pictures are a pain for those who want to print the document, and all the "feel good" values and virtue statements are just annoying and add nothing. I am pleased that there appears to be an effort to make the residents understand that services cannot be maintained without some additional rates revenue, which is realistic in any budget scenario.

	Respondent No: 99	Responded At: Jun 06, 2022 18:29:54 pm
	Login: [REDACTED]	Last Seen: Jun 06, 2022 04:29:49 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

The [REDACTED] wish to have a simpler fee structure for 2022-23 for the hiring of the Hall, particularly a more reasonable refundable deposit bond than that in the draft document. A formal proposal will be sent through to the Council email as noted on the Your Say page for submissions.

Q8. **Please provide any additional feedback here**

not answered

	Respondent No: 100	Responded At: Jun 06, 2022 17:28:20 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 17:28:20 pm
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Honestly I read this mammoth novel knowing that very few of the targets are achievable. You have stated you need a skilled workforce to pull this off. It's like you are trying to get to the end of the novel without creating the structure. There seems to be so much fiscal wastage in executive levels, all of whom were paid throughout covid lockdowns and reopening. Yes the delivery program is across 4 years, but can you actually deliver on any of the individual areas in that time? I also believe expecting residents to read through the length of these documents is over the top.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

It's a very hard sell saying you inherited debt when the 3 councils amalgamated to those in areas where debt didnt exist. As for saying the goal is to improve affordability for living here? How exactly will you do that? The entire country is in the same situation. How will you ensure people in, say Jindabyne or Adaminaby, have access to health services that are 70+kms away? What are you providing for these residents? (P12). Provide well maintained sporting facilities (p12) this here is the same as health, how do people with children in areas not in COOMA get to utilise these facilities. You expect them to pay for this in their rates? and then travel 70+kms to use them? Sadly the community does not have confidence in the leadership as the first task you have provided to the community is reading 100s of pages of documents trying to justify why you are going to do what you want to do. p18 building certification...the time it currently takes for anything to get through is well outside your goal. This area is the bane of many many residents existence particularly those with very simple industrial estate buildings that sit in a pile for months. information back to community waiting on these applications is non existent. It has even been suggested by some that if you ask a question of council, you go further down the pile. Community facilities p21, why is the jindabyne pool open less hours than the cooma pool in summer? There is a very clear discrepancy. P23 aged care. One would hope this would also include the reopening of Currawarna?

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

think you are using the wrong demographic information. If some parts of the snowy monaro are declining in rateable residents while other parts are increasing significantly...1% really? p13. Cooma will not remain the HUB as you put it of the snowy monaro. You have touched on the special activation precinct in jindabyne, this suggests a population in place of well over 40,000 people, so focussing your funds and energy right now on Cooma is not the best bang for your buck one would think? How do you expect rate payers who do not work for council and did not continue to get paid for the past 2 years during covid lockdowns to be in agreeance with your proposed scenarios of rate increases? You have already stated you are looking at housing affordability yet you are wanting to put significant stress on rate paying residents. The increase permitted under nsw govt is surely all you can expect to impose on rate paying residents in the next 12 months? Perhaps increase the rate on holiday homes, or unoccupied homes, or airbnb lettings, but to slug rate paying residents who may not have had the luxury of full time pay during covid and working from home is the height of ignorance and quite arrogant.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

the same rate charges for business, farmland and residential is ridiculous. Do you provide the same infrastructure for all of these parcels of land to utilise (tarred, sealed roads, garbage collection, sewerage, water supply)? You dont even provide green waste collection to all centres and yet our properties have the same equation put against them to make rate cost decisions. This continues to be a very one centred council, providing infrastructure and services to Cooma and that is it. expecting other areas to spend significant time on the road to access any services.

Q7. Please provide your feedback on the draft Fees and Charges

I gave up here. Once again the thing you need to keep first and foremost in your heads is that whilst all of you have continued to be paid your full salary for the past 2 years, a lot of your rate payers have not. While you have all been able to work from home for the past 2 years, a lot of your rate payers have not and have had to seek work anywhere they could obtain it due to lockdowns. Your scenarios to significantly increase rates, whether it be the 9.whatever % for 9 years or the 18.whatever % once off payment will be hitting long term residents hard, particularly with fuel costs where they are, and your expectation through your actions that everyone has to drive 70+kms to cooma to reap the benefits of council funding. Plus the increased cost of food, electricity, gas...

Q8. Please provide any additional feedback here

Your rate paying residents are under fire financially due to fuel costs, food costs, distance to access services. It is not viable to expect them to meet your need to increase rates above the allowable state govt percentages. You note that this is a tourist area, there are many many properties that are not owner occupied, and not on the long term rental market. Some are vacant most of the year, others are let through airbnb. These are the rate payers who should be subject to other costs, not those rate payers who live here, shop here, and have kept local business afloat during covid lockdowns.



Respondent No: 101

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 17:38:37 pm

Last Seen: Jun 06, 2022 17:38:37 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

I understand that the rates have not gone up in sometime, apart from the land value adjustment recently. If there is a need for a rate rise over the next ten years in order to continue to provide and improve council services, then I support this as I am fortunate to be able to cover this. I understand why this will be tough for some people and however it can be staggered and introduced with the least amount of negative impact, would be good for a community that is exhausted post the impacts of bushfires and COVID and increasing house prices/supply shortage.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

not answered

Q7. Please provide your feedback on the draft Fees and Charges

These need to be simplified across the region. They are confusing given there is so much variation. They need standardisation and simplification where possible. Make it easy for the community to understand.

Q8. Please provide any additional feedback here

get rid of things that are not core business to council and take up much needed funds for issues such as roads and access to fresh drinking water.



Respondent No: 102

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 17:40:20 pm

Last Seen: Jun 06, 2022 17:40:20 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I was only made aware of Snowy Monaro Regional Council's (SMRC) long term financial plan and other documents at short notice in an email from the Smiths Road website about a meeting at the community shed on Smiths Road on the 20th of May. Not every land owner is able to attend SMRC meetings or is aware of changes that are being made to existing legislation. I think SMRC should have sent me a letter regarding the rates increase and other proposed changes giving me a reasonable opportunity to question what was happening. SMRC has given landowners four bad choices from what I can see and there's no information that justifies the rate increases the Council is proposing or an explanation of which is the cheapest rate rise option. Landowners have to pay for the Council's buildings, vehicles and other machinery, computers and administration which is very expensive and doesn't actually deliver much in the way of services other than an inefficient bureaucracy. I can't find any information on the SMRC website or Smiths Road website regarding the meeting on the 4th of May when the financial plan and other documents were apparently adopted or know where else I could look. To read through the long term financial plan and understand exactly what the SMRC is proposing was difficult. I would have liked more notice from SMRC so I could attend the meeting in person on the 4th of May and get the information straight from the horse's mouth. Also SMRC needs to make information more concise and relevant to the Smiths Road area. The NSW part of Smiths Road is poorly maintained and in the past we've had to sign petitions to force the Council to grade the road. Smiths Road is a public road that can be driven on by anybody and I don't understand why road maintenance isn't covered by the cost of car registration? I bought my property in 2001 when Yarrolumla Shire Council (YSC) was doing the administration. Around 2004 YSC was merged into the Cooma Monaro Shire Council and rates doubled overnight without any increase in services. An increase in rates at that time should have been more gradual so land owners had time to adjust to the rate rises. I went to a meeting to object to the sudden rate rises after 2004 and Clive Haggard made some weak arguments about cross subsidisation. People in the bush have to travel a long way to access services and just because a service is available somewhere else doesn't mean that's a practical arrangement for a person in the bush. I don't expect to have all the services in the bush that are available in the city but for that reason I believe our rates should be less than people in the city. I can't easily go to a library in the bush and I've got no services like power, water, sewage or mail delivery that I can connect to. I also called Cooma Council at the time to complain about the sudden rate increase and was told YSC was bankrupt. The sudden increase in rates tends to support that version of events although the Cooma Monaro Council hasn't been willing to admit that the YSC bankruptcy occurred in more recent times. Now SMRC are talking about doubling rates again without any increase in investment or services on Smiths Road that I can see mentioned in your documentation. This seems very unfair if SMRC considers that my land is completely off grid and the only services available in the area are the community shed, garbage/recycling and a phone line which is no longer useful. The garbage/recycling service is only available on a Saturday from what I understand which is very unsatisfactory because it forces residents to arrange their life around garbage collection. I'm not a permanent resident in the area so I don't use that service anyway. My land is zoned as environmentally sensitive and I'm very limited in what I can do on my land in terms of development compared to other types of zoning. In the past I've paid rates as high as \$2200 per year. My rates have been reduced recently to a manageable level which is more in keeping with the services that are available in the Smiths Road area and the environmentally sensitive zoning of my land. My land is currently part of a government program called Land For Wildlife (LFW) which is affiliated with

the Great Eastern Ranges Project. My land is essentially a privately owned nature park. I'm providing a service to the community and wildlife. Has SMRC considered the fact that I'm engaged in conservation with LFW on my land providing habitat for wildlife and I need to put lots of time into noxious weed control on 50 acres of difficult terrain? I intended to build a house on my land at the time I bought the property in 2001 but the sudden rate increase around 2004 and the Tharwa bridge closure which lasted for 3 years or more around the same time made me think twice about investing money on my land and being overcapitalised. To drive into town everyday and service debt on the poorly maintained Smiths Road simply wasn't practical. The additional distance caused by the extended Tharwa Bridge closure and having to use Point Hut Crossing instead made the situation even more difficult. We also had bushfires around 2003 which destroyed the pine plantation along Smiths Road and devalued the area. Around 2010 the bridge over the Gudgenby river washed away and Kullaroo Road which I use to access my property was also damaged requiring emergency work. During the rebuilding of the Gudgenby bridge I had to use a ford over the Gudgenby River on Sunshine Road to access my land. We recently had more bushfires in 2019 caused by a helicopter landing in Orroral Valley within Namadgi National park that luckily burnt itself out 5 kilometres from my land. This was a very stressful period in my life as the fire burnt out of control closing in on my land. Obviously the Council is not to blame for the natural disasters but the sudden rate increases due to Council mismanagement have made my dreams of building on my land seem impossible. Costs have now increased for building because of building regulations in rural areas regarding fire safety. It's also worth mentioning that Local Land Services (LLS) formerly known as The Rural Lands Protection Board also sends me regular bills despite the fact I'm not engaged in agriculture. My last bill was \$144 and I've never received any service from LLS. I'm essentially being forced to subsidise agriculture just because I live in a rural area even though I'm actually engaged in conservation with Land For Wildlife as I mentioned previously. Some of the services like poison baits LLS provides aren't suitable in an environmentally sensitive area because they could kill native animals in addition to the intended feral animals. I'm of the opinion that LLS should be merged into the SMRC or another branch of the government so I'm not paying two rates bills. Has the Council considered that I'm paying rates to LLS in addition to SMRC? I feel like I'm not getting a fair go from SMRC. Responding to the SMRC's proposals has taken me 5 hours. I'm very disappointed with the performance and accountability of government and various Councils throughout the period I've owned my land since 2001. Having multiple Councils, States and Territories is hopelessly inefficient and the Council mergers don't seem to have reduced costs or increased efficiency. I feel like I've got a big and small monkey on my back in the form of SMRC and LLS. Smiths Road residents are inextricably bound with the ACT which is the closest major city and I consider myself to be part of the ACT community. It's often not possible to cross the Murrumbidgee River at Angle Crossing and driving to Cooma for services is significantly further than the ACT anyway. Have SMRC considered the fact that jurisdictional difficulties, diffusion of responsibility, uncertainty about delivery of services and investment long term land owners like myself have suffered has significantly disadvantaged land owners in the Smiths Road Area?

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023


not answered

Q7. Please provide your feedback on the draft Fees and Charges

not answered

Q8. Please provide any additional feedback here

not answered

	Respondent No: 103	Responded At: Jun 06, 2022 17:46:45 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 17:46:45 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

It is entirely pointless asking for feedback on draft delivery programs ahead of having any factual information to base our consideration upon. For example, the Jindabyne SAP planning details remains completely unknown at this stage, and we might not see the plan details until July, or later. With a new Labor government, the whole Jindabyne SAP might be re-designed, scrapped, changed or enlarged. I see the \$100 million 'bypass' appears to be funded in the 2022/23 Federal Govt budget, but the design of that project is incredibly poor and the outcomes are seemingly driven around just building more houses. If we are building significantly more houses in Jindabyne, this will deplete council resources from the rest of the shire and our remote areas and villages will suffer while council chases the dollar. We need an audit. We need the audit to get some truth to the financial figures that council state as relating to these plans. If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong. The scenarios also fail to properly account for the disposal or retention of Yallambe. Why? I also have strong concerns about the alleged community housing planned for polo flat, where it appears to me that secret land deals were done with the NSW government and the Sydney based Aboriginal Land Council COMPLETELY without the knowledge, and approval, of the local Ngarigo people.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

It is entirely pointless asking for feedback on draft delivery programs ahead of having any factual information to base our consideration upon. We need the audit to get some truth to the financial figures that council state as relating to these plans. If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong. We also do not know the true extent of the deficit this Fin Year, is it \$5 million, \$6 million, or is it going to exceed \$13 million? Couple this to year-on-year deficits and we see a pattern of deficit from a corrupt executive that has bloated the ranks of council staff, where everybody is a 'manager' managing other 'managers'. We the public know that the OLG is currently investigating financial anomalies in the SMRC and it would be prudent for the council to halt a lot of its 'plans' until the outcome of these investigations is made known. Lets also look at the S410 applications, where there are 6 of them, seeking to borrow money from the Water Fund, where that money is actually needed to construct and install water treatment plants in a range of villages and population centres. The 2022/23 Op Plan relies on these borrowings, and I don't think the minister has the legal power to actually approve the borrowings, and if she does, she will have broken the law. Further, the application to borrow the money only offers a 1% interest rate, when the commercial comparison rate from T-Corp is closer to 3.4% so again, this council is not complying with the law, not complying with accepted practice and needs to be investigated. This council needs to ask the Goulburn-Malwaree council about the interest rate it has agreed to in borrowing money from T-Corp, as that sets the comparison rate for council borrowing. Why do members of the public have to do this homework checking for this council.. doesn't the council have a competent CFO?

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

We need the audit to get some truth to the financial figures that council state as relating to these plans. If these financial figures are incorrect, as I know them to be, then the plan and any planning commentary provided by the public is redundant because the financial figures are erroneous, or simply wrong. information to base our consideration upon. For example, the Jindabyne SAP planning details remains completely unknown at this stage, and we might not see the plan details until July, or later. With a new Labor government, the whole Jindabyne SAP might be re-designed, scrapped, changed or enlarged. I see the \$100 million 'bypass' appears to be funded in the 2022/23 Federal Govt budget, but the design if that project is incredibly poor and the outcomes are seemingly driven around just building more houses. If we are building significantly more houses in Jindabyne, this will deplete council resources from the rest of the shire and our remote areas and villages will suffer while council chases the dollar. We need an audit.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

Council should stop adding new fees and charges to the list. People are struggling to pay their way, suffering the cumulative impacts of lockdowns, restrictions, rent increases and inflation. Fuel has doubled, fresh food is increasing weekly, and all this gormless council can think to do is invent new fees, and raise existing charges. Not satisfied with increasing charges, the council voted at the first opportunity to increase their pay by 10.5% which is corrupt. Either this council has no cash, no capital and is effectively insolvent, or it is not. Councillors putting up their pay is the most offensive thing that could be done in such a situation, and it behooves the council to undo that vote and reduce the cash costs of the councillors. I know its hard to stand between a Green or Labor councillor and public money, but the optics of this shows complete disconnection from the everyday person, the everyday ratepayer. It is also evidence of the elite mentality pervading councillor thinking, where those 'elected' think they are elected to 'rule' over the electors. This is wrong, and shows how misguided our current crop of elected representatives actually are... notwithstanding the use the term 'elected' rather liberally as four of our current mob cheated to get elected, and another two were completely unelectable but for the party brand they ran under. This coalition of six councillors are holding the ratepayers and public to ransom and expecting to raise the cost of living against a backdrop of extreme un-affordability of the Snowy Monaro already. Increasing fees and charges disadvantages the public, and makes their lives more expensive so they cut back on using services... which reinforces the death-spiral situation where only councillors and council employees can 'afford' to use the council services. Council either exists to serve the people, or it exists to bleed the people to death. I know which type of council I prefer, and what I would rather see. Stop increasing fees and charges.

Q7. Please provide your feedback on the draft Fees and Charges

Answered in 6. above. Council should stop adding new fees and charges to the list. People are struggling to pay their way, suffering the cumulative impacts of lockdowns, restrictions, rent increases and inflation. Fuel has doubled, fresh food is increasing weekly, and all this gormless council can think to do is invent new fees, and raise existing charges. Not satisfied with increasing charges, the council voted at the first opportunity to increase their pay by 10.5% which is corrupt. Either this council has no cash, no capital and is effectively insolvent, or it is not. Councillors putting up their pay is the most offensive thing that could be done in such a situation, and it behooves the council to undo that vote and reduce the cash costs of the councillors. I know its hard to stand between a Green or Labor councillor and public money, but the optics of this shows complete disconnection from the everyday person, the everyday ratepayer. It is also evidence of the elite mentality pervading councillor thinking, where those 'elected' think they are elected to 'rule' over the electors. This is wrong, and shows how misguided our current crop of elected representatives actually are... notwithstanding the use of the term 'elected' is used rather liberally as four of our current mob cheated to get elected, and another two were completely un-electable but for the party brand they ran under. This coalition of six councillors are holding the ratepayers and public to ransom and expecting to raise the cost of living against a backdrop of extreme un-affordability of the Snowy Monaro already. Increasing fees and charges disadvantages the public, and makes their lives more expensive so they cut back on using services... which reinforces the death-spiral situation where only councillors and council employees can 'afford' to use the council services. Council either exists to serve the people, or it exists to bleed the people to death. I know which type of council I prefer, and what I would rather see. Stop increasing fees and charges.

Q8. Please provide any additional feedback here

I own several parcels of land in the Snowy Monaro. I just cannot recommend this area to my friends as a great place to move to, because my experience has been terrible. I have been dragged to court multiple time by this corrupt council in its never-ending efforts to try and damage my husband and my family. I am more than happy to pay the fair rates, but not the secret fees and charges un lawfully and inappropriately added to my rates accounts. The continual defaming of my husband must also stop. This behaviour must end. It is time to draw a line in the sand, grow up and move on. I'm not going away, my husband is not going away, and we will keep fighting to return the council to the people where it serves the interests of the people, the ratepayers, first and foremost. I also say clearly, We need an audit. This is non-negotiable. After watching this corrupt council for the last decade and longer, all I see is ever-increasing costs and less service delivery. And it is a trend that continues apace. Never relenting, never halting, just lies, more lies and more lies. Our roads are dangerous. We cannot drink the water. We are too expensive to live here. Rates are higher on a land-value comparison than nearly every other council in NSW, if not the country. The executive is [REDACTED] The lies are observed in each council meeting, where erroneous financial reports are adopted as 'true and correct' while simultaneously not declaring the factual account balances of the council. The Financial scenarios of the IPR documents set out the premise of Disposing of the Yallambe aged care facility in each option, yet seems to not properly reflect this disposal in the financial scenarios. This is either deliberate, incompetence or deliberate-incompetence. What if the council cannot dispose of the facility and must continue to operate it as per now? Why is that not included in the considerations.? The public consultation of this IPR suite of documents has been terrible. Hardly anyone out of 14,300 rate-paying properties has actively engaged. At the Jindabyne pop-up nobody attended. [REDACTED] went along, but was shocked that not one other person attended. This is an acute failure of the [REDACTED] team. Out of 21,000 population I see very very little public engagement into these important topics. It cannot be assumed that council are doing such a splendid job that people do not feel the need to attend, it isn't that council is not connecting with people who are not on Facebook and so they do not know about the consultation. I see the waste of the 2040 long-term plan, where we are being asked to support the development of a 2042 plan. It is only 2022.. so why chuck out the previous plan, or was it rubbish? What tells me, or the public, that this LTTP is not also rubbish? Councillors are not serving the people. Councillors are serving themselves. Council workplace is toxic, morale is atrocious and council communication is completely ineffective. We need to sack the communications team, it is bloated and wasteful. Our region is the key Economic Development driver, not some useless staff who self-promote from vacuous job titles. The [REDACTED] officer is without skill, nuance, or regard to reality. The strategy is more truthfully put as rolling-deficits and increasing fees and charges. This sits against a backdrop of coverups, lies, malpractice, corruption and incompetence. This council must stop trying to charm the community, because it cannot. Council must conduct an audit. While that happens, council must stick to roads, rubbish, sewer and water, and mowing the grass. That's it. Everything else this council touches leads to cost-blowouts, damage, or compensation. The SMRC has what is known in the game as the reverse-midas-touch. Just look at the Botanical Garden in Bombala. Just look at the Truck Wash at the saleyard in cooma. Just look at the roads. Just look at the town water. And lets not forget the Platypus Viewing Platform debacle, or the Cooma Water tank, or the unlawful commercial use of the Cooma Council building for a decade against its 'approved' use as a residential apartments. Just look at the whole organisation, and realise that it has lost its way. Those who cheated to get elected must hang their heads in shame, and ideally resign, and those that ran under a false party brand whose ideal is openness and transparency must also resign, because not only did the two labor councillors grab the pay-rise with both hands, they continue to break the Code of Conduct in the most egregious manner and with flagrant disregard. I have zero confidence in this council and I reject the entire suite of IPR documents and strategies as false, built upon falsehoods and erroneous. Lastly, I know that council staff are being actively encouraged to support the rate-rise agenda, by entering online submissions and that this has been actively acknowledged by the [REDACTED]. We know [REDACTED] admitted to this strategy. To this end, any submission supporting the rate rise proposal MUST be considered as suspicious and likely to have been submitted by a council staff member, or worse [REDACTED] himself. Council staff are to receive a 2.5% pay increase in July 2022 which protects them from the impact of a rate-rise, while the pensioners, the battlers, the renters, the self-employed DO NOT receive a pay rise.. they only ever receive increases in costs of living. Council MUST NOT raise rates.



Respondent No: 104

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 18:01:15 pm

Last Seen: Jun 06, 2022 18:01:15 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

The bike track to Kalkite should not proceed due to cost and ongoing maintenance costs. If the track does go ahead it should enter Kalkite on hilldown road and should not go along the land in front of homes.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Do not continue to add more mountain bike tracks. The impact on lakefront residents at Kalkite will be negative. Put the trail along hilldown road to Kalkite rd.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Rates should be frozen. The increase of rates is unsustainable and will drive more people away. Services should be equilateral across the region. Council should not be building more mtb tracks. The bike track to Kalkite should not proceed due to cost and ongoing maintenance costs. If the track does go ahead it should enter Kalkite on hilldowns road and should not go along the land in front of homes.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

No more rate rises.

Q7. **Please provide your feedback on the draft Fees and Charges**

No more rates increases. No new mountain bike trails.

Q8. **Please provide any additional feedback here**

No more rates increase. Independent audit into finances. All projects should be stopped until council finances have improved and roads are fixed.



Respondent No: 105

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 18:32:06 pm

Last Seen: Jun 06, 2022 18:32:06 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Too many words to read just stop putting the rates up without doing the roads the footpaths and all the jobs the council should be doing

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Don't put the rates up I'm 70 years old still working to pay off a house and the ongoing rate raises

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Get a council that isn't broke

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

Too many words

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

You are a pathetic council who can't budget the rates you already charge and that is why you are continually having to raise them.



Respondent No: 106

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 19:02:14 pm

Last Seen: Jun 06, 2022 19:02:14 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

I was really hoping for some innovative ideas to be put forth for our communities future in the draft. Things that would address housing affordability, more bums in beds across the shire, more jobs across new industries and diversifying market segments, helping to increase household income and therefore more spend in the local circular economy, investments in fundamental services and facilities to ensure a brighter and happier future for residents and tourists. HUGE rate rises go against all of those things.....and they do not alter the spending habits of a financial downward spiralling council. We need to open up and reduce red tape and fees and allow people to build and invest in homes and businesses through smaller lot sizes, more rural lifestyle blocks and less restrictions on exempt uses within rural zones to allow for smaller agri industries to develop and thrive.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023


not answered

Q7. Please provide your feedback on the draft Fees and Charges

Fees and charges should help and encourage investment through from personal home renovations etc to business creations. If fees keep travelling upwards, people will begin to spend less on going about their lives within the shire.

Q8. Please provide any additional feedback here

We really needed more time to review and evaluate these draft policies. Having only a few weeks for so many MAJOR policies is quite tough.

	Respondent No: 107	Responded At: Jun 06, 2022 19:39:34 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 19:39:34 pm
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Hi Have the projected figures taken into account the land value increase that will also be applied to what we pay in rates now. Given the crazy property price increases since the last valuer general report - For transparency, can you please provide a worked example of what the total rates cost will be for a residential and rural property valued at \$500,000 from the last Valuer General report to an increased value of \$1,000,000. Is it fair to impose a rate increase above the pegged increase, when the land valuations will have a substantial increase on the rates paid? For the residents who have lived here long before the value of their land has increased astronomically and have no intention of selling, the rates are already very high. Example - residential land was purchased in 1963 for £250 latest rateable value is \$290,000, the pensioner has resided in the same home since 1964 and has no intention of selling. However with the neighbouring properties selling in the millions, she is fearful that she will not be able to afford to pay the rates on a pension and be forced out of her home. How will an increase to the rate affect the rental market? Renters are already finding it very difficult to pay their rent. I am sure that the landlords will increase rentals to cover the extra costs they will be paying in rates. Lack of affordable rental property for the tourism staff is already negatively impacting the business in the area. Restrictions on land use i.e building entitlements/ dual occupancies etc, further exacerbates the housing problem. The whole rating system needs to be overhauled where everyone contributes equally to the community's/ council services. One group, demographic or area should not be subsidising the entire council area. Is it fair that a farmer who owns a large holding pays more than a landlord who owns a unit in town? Is it fair that a farmer who owns 1000 acres outside of Jindabyne pays more than a farmer who owns 1000 acres outside Cooma or Bombala?



Respondent No: 108

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 19:39:56 pm

Last Seen: Jun 06, 2022 19:39:56 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

The plan doesn't outline what measures are being taken to ensure that the council is running efficiently before spending additional money on staffing and operations.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I would like to see some kind of independent audit of councils financials to understand where the money is being spent (or where it has previously been spent) to determine if the money has been spent in the communities best interests. It's difficult to make comment on the validity of new financial models without understanding the problem we're trying to solve.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Less expenditure on new works and focus money on core services such as roads and water. Money is being invested in initiatives like the Monaro Rail Trail, including the potential for council to take over control and maintenance of the existing railway land but we can't go a couple of months without having to boil our drinking water and the roads are getting so bad, it's not event worth reporting issues any more. Maybe when we've fixed some of these core services, then we can look at investing in new infrastructure.

	Respondent No: 109	Responded At: Jun 06, 2022 20:06:29 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 20:06:29 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I think other cuts can be made. Eg. Fix leaking public toilets would save so much water. Less maintenance of cemeteries - perhaps ask for volunteers Reduce staff, particularly duplication between departments and branches. If there is a media officer or subcontractors doing simple things like social media posts allocate this to current admin or CSO. The properties on rural roads were always cheaper due to rural road access. To make everyone pay for it when they paid more to live in town and often pay more rates due to land value seems unfair. At least 300 more properties are being built/ sold this year and years to come. These new rate payers can contribute to short fall. Lobby government for shortfall.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

\$600000 plus for community engagement. A few social media posts , posters, community visits shouldn't cost this much. \$1000000 shortfall for biosecurity. Surely efficiencies can be found. Get state or federal government to help as it is their problem too. 8 full time employess less than few years ago, out of over 400 employees is hardly cutting down costs. Some mention of restrictions in losing staff while amalgamation happening but surely now i belt tightening can be done

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

As above - surely can do more for less. More efficiencies need to be found in every department and every process. I can barely afford current rates.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


Option 3 will hurt but 2 and 4 will hurt more. Option 1 hurts the least but cuts too much. Pkease find efficiencies I choose option 3

Q7. **Please provide your feedback on the draft Fees and Charges**

Option 3 will hurt but 2 and 4 will hurt more. Option 1 hurts the least but cuts too much. Pkease find efficiencies

Q8. **Please provide any additional feedback here**

As above. I bet a fly on the wall could see many wastages in every department every day, and see many employees having a lull of a day, a week, a month. Eg does biosecurity run at full levels in winter? Is this cost efficient as many weeds dormant. Council should call on grants, volunteers, state and federal governments to help with shortfalls. I have been ill and nearly gone bankrupt paying last twk years of rates and water that were overdue and went to debt collector. I pick option 3. It will hurt but keep some services. However i believe added measures will help. Cutting unnecessary duplication and processes. Rural land holders moved to rural roads. Most have 4wd and just have to drive slower.

	Respondent No: 110	Responded At: Jun 06, 2022 20:47:59 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 20:47:59 pm
	Email: n/a	IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Why does tourism need to be cut? Can't you save other places? Maybe increase small costs for pools or hall hire or library fees. Or get tourism NSW to help fund things It's ridiculous Barilaro announces a Jindabyne library ... government is so good at announcing assets and developments... what about staffing and ongoing costs.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Reduce printing costs, downsize departments. Every one take small cut.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Apparently the government is going to throw millions if not billion at a few kilometres bypass around jindabyne instead of building pedestrian bridge. Use some of this money to help the towns and the council. Snowy 2.0 surely can help support Adaminaby. B

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


I have injury needing double knee replacement. I haven't worked for nearly a year. I don't qualify for benefits. I can't afford increases. I guess option 3.

Q7. **Please provide your feedback on the draft Fees and Charges**

There must be many ways not explored to make savings. Plus With new residential places being built and new people coming there must be a significant influx of dollars coming there. Option 3 It is ridiculous that rates have increased every year for the 8 years I've lived here and yet there is such a deficit. Amalgamation was meant to save money. I blame Mike Baird and Gladys and the government should dig us out of the hole and we start from fresh. With downsized departments and offices instead of 4. Cooma, Berridale, Jindabyne and Bombala too i guess.

Q8. **Please provide any additional feedback here**

Feedback period not long enough or advertised enough. My elderly neighbours have no idea. Neither do the new families or English as second language

	Respondent No: 111	Responded At: Jun 06, 2022 21:00:45 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 21:00:45 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

We need an audit

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

We need an audit

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

We need an audit

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


We need an audit

Q7. **Please provide your feedback on the draft Fees and Charges**

We need an audit

Q8. **Please provide any additional feedback here**

We need an immediate audit on this council and their spending. No rate rise!

	Respondent No: 112	Responded At: Jun 06, 2022 21:21:25 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 21:21:25 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

I feel that this delivery program is centred too much around the main centres of cooma and jindabyne. The small villages like Delegate are suffering from basic needs while jindabyne and cooma receive upgrades to roads, drinking water and waste facilities while being charged rates and charges to lose our facilities and upgrade the main areas like cooma. These towns already have potable water so why is an upgrade to the facility a priority to you when Delegate and other small towns need upgrading first. Delegate has been paying 3 times as much water service charges ever since the merger and still don't have potable water that is suitable to drink. This is Not a third world country. Every Australian deserves drinking water.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Again Delegate is getting left behind. We had a streetscape design that was totally unnecessary while drainage and other problems exist.

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I strongly appose a rate rise of any form. Many people in this area are Already struggling to pay the bills, while facilities such as hospitals waste recycling facilities and aged care are being taken away. We are not a third world country, a one size fits all approach should not be the ideal to dealing with such a large area without scoping the income. Sometimes the information that is provided dose not always reflect the reality. What's good for cooma is not necessarily good for Delegate. NO RATE RISE IS ACCEPTABLE.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

Putting up the rates and service charges for me will put me under the poverty line and I am pretty sure there will be plenty of others in my position. The way you have explained this information makes it sound like not a lot of money but after paying other bills like home insurance, electricity bills and transport costs plus communications costs there is not much meat left on the bone

Q8. Please provide any additional feedback here

I chose to live in Delegate rather than cooma for the tranquillity and layed back lifestyle and feel that now I am being punished so the folks of cooma and jindabyne can have better facilities. One of the main factors of moving here was due to the fact there was a hospital that my family could attend in an emergency and although there was no doctor there, the nursing staff were capable of keeping you alive until an ambulance could arrive. Now the threat to have that taken away has been devastating. Especially now that the aged care facility in Bombala has been closed. This is putting more strain on the few nurses that we already have. The road situation is atrocious at the moment and while I do understand about the weather the road should not have been neglected to this state that we find ourselves in now. Other councils are able to adequately maintain their roads. Waste management is also going to be taken away and replaced with BOB'S. This in my opinion is just opening up more problems as people will show up and realise they cannot dispose of their waste and will just leave it outside the BOB. This will lead to animals spreading it everywhere and you are going to have to clean that mess up. This is an unsatisfactory idea. Plus as a village that receives many travellers and tourists we do not want banks of bins everywhere, especially if they are going to be overloaded and rubbish spread everywhere. Alot of your ideas may sound good on paper but in reality these things are just not going to work. These are just a few concerns that I have. I could go on but I think you get the idea. Thankyou



Respondent No: 113

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 21:26:10 pm

Last Seen: Jun 06, 2022 21:26:10 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Agree with the objectives but have issues with the implementation. Allow opportunities for rural living by giving back building entitlements and reducing minimum lot sizes. Any funds that can be diverted from projects to fund the fixing of roads should be considered. At the moment the roads are the most important. All ratepayers should have access to their properties.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**


not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

All roads should be given first priority (including grading crown roads) before other community resources. People require access to their properties. Rates are taken from people on crown roads so they should also be included in the road grading program as they were previously maintained. Especially as people moved there and were expected to maintain their driveways to a council standard as it was acknowledged that the road was to be maintained by the council. This can not just be ignored. Some council facilities such as halls and swimming pools are in excessive numbers. This should be reduced if there is not enough funding for the roads. Other facilities should also be investigated for their necessity. Secondly, minimum lot sizes should not apply to previously classified residential properties, therefore, preserving building entitlements. These people should be allowed to build on their own properties, particularly when no notification of these changes was given. Not having town water or connected sewerage should not be a reason to deny people of this. Many have successfully lived on properties without an issue. The documents state providing a variety of different housing. This is a type of housing that is being excluded. Not everyone wants to live in close proximity to others and in towns. Don't add to the housing shortage problem.

	Respondent No: 114	Responded At: Jun 06, 2022 21:48:19 pm
	Login: [REDACTED]	Last Seen: Jun 06, 2022 11:35:45 am
	Email: [REDACTED]	IP Address: [REDACTED]

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

I feel the present general rate system should remain with only the CPI increase each year. Council has the capacity to increase further with service charges and if both general rate and service charges increase dramatically, ratepayers will not have the capacity to be able to pay these increases. So it be services will have to be cut but more efficient planning on works and services is needed. Roads are the major concern and more pressure is needed to both levels of government.

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

We wish to make comment of the fees and charges year 22/23, Page 65 Bombala Showground. General - Use of stove and hire of wooden trestles be deleted. - Chairs, tables, crockery be noted as (outside hire). Why cannot fees 22/23 be rounded off to nearest figure (80 cents or 85 cents, not 83 cents) Written as Treasurer on behalf of the Bombala Exhibition Ground Management Committee

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 115

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 21:53:58 pm

Last Seen: Jun 06, 2022 21:53:58 pm

IP Address: n/a

Q1. **Name**

[REDACTED]

Q2. **Email**

[REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

Too much too read. Too little time.

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

Tried to access tonight meeting 5 minutes late and link was not displayed

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Spend less and use resources of staff and equipment more wisely

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

People can't afford gas, electricity, petrol and food increases. How can they afford rate rise.

Q7. **Please provide your feedback on the draft Fees and Charges**

Option 1 or option 3

Q8. **Please provide any additional feedback here**

People are hurting in the wallet. Maybe some roads need to wait. Maybe some things only need one staff not several. Or less company vehicles.



Respondent No: 116

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 22:17:30 pm

Last Seen: Jun 06, 2022 22:17:30 pm

IP Address: n/a

Q1. Name



Q2. Email



Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

How did our Council get into the financial position it is in now? Was there a lack of due diligence pre merger from the Office of Local Government? If the financial position had been clear, would there have been a greater opportunity to address the deficit pre merger reducing today's deficit on the ratepayer? Without a doubt, the landscape and road span is challenging for the region and will continue to be an issue into the future. We however as a Council and community were and are behind the 8 ball and feel we were put in this position due to an absence of governance from the regulator. Why is our Council not looking to join forces with other Councils in the same position to challenge the governance that led to the initial deficits going under the radar pre merger? Where was the financial accountability? I appreciate that the previous Council requested a bail out from government however had no success. Why is this Council while looking at options not looking to challenge the above? Instead focusing on us, the generation of today paying for the mishaps of others. The concern with a significant short and sharp rate increase is an inability pay. Has been the processing of hardship payments and the management of this process been considered? What measures will Council employ to demand payment of rates through defaulting? Council cannot afford to take residents to court over non payment of rates. Has a percentage of non payment been considered and reduced off the revenue projected from the rate increase?

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

not answered

Q7. Please provide your feedback on the draft Fees and Charges

not answered

Q8. Please provide any additional feedback here

We need to focus on how we got here and why it was allowed to happen.



Respondent No: 117

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 22:38:31 pm

Last Seen: Jun 06, 2022 22:38:31 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

Jindabyne is not the only town in the SMRC region. It is high time to start developing Cooma and the other towns.

Q4. Please provide your feedback on the 2022-2023 Operational Plan

I didn't see anything that provides for the development of specific parking in Cooma for campervans and caravans. Publicising the SMRC region as a caravan friendly area, where it is easy for caravans to park, shop and use restaurants and cafes will increase tourism all the year round. At present caravans and campervans are taking up parking used by local residents and these vehicles are often not parked safely.

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

Long term financial plans must consider the needs and requirements of all residents in the district. For far too long, Jindabyne has been developed to the detriment of other towns in the district. With the rapid increase of temperatures due to climate change, the snow seasons will decrease in length and may not occur at all. The need to encourage and develop new industries and the infrastructures they require in the district is of the highest importance. Relying solely on tourism is not financially viable even in the medium term.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023

All the revenue policies are based on the concept of increasing rates, fees and charges and decreasing services for residents particularly for those who are aged, infirm, disabled and homeless.

Q7. Please provide your feedback on the draft Fees and Charges

I have carefully read the increased fees and charges for aged care and home care services and they are excessive for people who are in receipt of Centrelink pensions. These increases are way in excess of the Cost of Living increases to pensions set down by Centrelink. Very few elderly people in the SMRC area are going to be able to afford these increases. The new annual charges for maintaining cemeteries and graves are outrageous. Charging over \$1000 per year to mow a grave site is disgusting. Perhaps it is time that the Council hires full time staff instead of relying on contractors on outrageously high pay packages.

Q8. Please provide any additional feedback here

I do not agree with any of the proposed models for rate increases. The Valuer General will produce new land values in July 2022 and then in 2025 and again in 2028 and every three years after that. House and land prices have increased enormously in the past three years and the new land values will increase at a similar rate. These new values will be used to calculate the annual rates. So the income from rates will increase substantially without the proposed rate increases. The proposed rate increases are way beyond inflation and also way beyond the wage increases and pension increases of the residents who are not in a position to move to another area. If these increases are implemented, they will force many more people into financial difficulty.



Respondent No: 118

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 22:44:48 pm

Last Seen: Jun 06, 2022 22:44:48 pm

IP Address: n/a

Q1. Name

[REDACTED]

Q2. Email

[REDACTED]

Q3. Please provide your feedback on the draft 2022-2026 Delivery Program

not answered

Q4. Please provide your feedback on the 2022-2023 Operational Plan

not answered

Q5. Please provide your feedback on the draft Long term Financial Plan 2022-2032

The Long Term Financial Plan gives a number of scenarios regarding special rate variations. Whilst it is acknowledged that the rate peg is never enough to cover the increasing costs that Council faces, some of the rate increases suggested are far too large for most of the population to absorb without a great deal of angst. The area that I come from has a number of people who are on fixed incomes and the suggestion that their rates be raised by 100% over eight years is not an option. Also, at the present time the agricultural sector is going well, however, in three years times this may not be the case - with the trends in agriculture always being up and down. Could Council perhaps consider a 5% increase, including the rate peg, for the next two years. This would not commit the next Council to any above rate peg increase but provide the present Council with some additional funds. As the President of both the Delegate Progress Association and the Delegate Early Settlers Hut Committee, the former a volunteer organisation and the latter a Section 355 committee of Council, also composed of volunteers, I do not agree with any suggestions that Council not engage in any tourism or economic development activities. The Bombala Visitors Information Centre organises many bus tours to the Bombala and Delegate districts. These bus tours visit the galleries run by the Progress Association and the Early Settlers Hut and bring much needed funds to these two organisations. I am also aware that these bus tours help other volunteer/community groups to raise funds, thus negating the need, particularly in the Early Settlers Hut Committee's case, in requesting any funds from Council to maintain the facility. On the whole the Visitor Information Centres provide a wonderful service to the area. They help the smaller organisations, both community based and private, who do not have the resources to tap into the larger tourism promotions. Wherever you travel around the country, Visitor Information Centres provide a great service and to suggest that these be closed would be of great detriment to the area.

Q6. Please provide your feedback on the draft Revenue Policy 2022-2023


not answered

Q7. Please provide your feedback on the draft Fees and Charges

not answered

Q8. Please provide any additional feedback here

not answered

	Respondent No: 119	Responded At: Jun 06, 2022 23:22:15 pm
	Login: Anonymous	Last Seen: Jun 06, 2022 23:22:15 pm
	Email: n/a	IP Address: n/a

Q1. **Name** [REDACTED]

Q2. **Email** [REDACTED]

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

Options 1 - no rate rise Yes to audit

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

not answered



Respondent No: 120

Login: Anonymous

Email: n/a

Responded At: Jun 06, 2022 23:27:01 pm

Last Seen: Jun 06, 2022 23:27:01 pm

IP Address: n/a

Q1. **Name**

████

Q2. **Email**

████████████████████

Q3. **Please provide your feedback on the draft 2022-2026 Delivery Program**

not answered

Q4. **Please provide your feedback on the 2022-2023 Operational Plan**

not answered

Q5. **Please provide your feedback on the draft Long term Financial Plan 2022-2032**

not answered

Q6. **Please provide your feedback on the draft Revenue Policy 2022-2023**

not answered

Q7. **Please provide your feedback on the draft Fees and Charges**

not answered

Q8. **Please provide any additional feedback here**

Overall, I feel council tries to do too much, so does most things poorly. Is it an option to delegate certain functions to other areas of government? Such as referring wastewater management to NSW Water? BioSecurity to Local Land Services? It seems like there is considerable overlap in these areas which may be unnecessarily drawing council focus and resources, when there appear to other government bodies who also perform the same function. Also, council processes could be streamlined, for example, DA processes. Instead of having staff tied up with basic general enquiries, have an online system for guidance, like a 'Do I need a DA?' type portal. The current layout of the website makes it very difficult to find any kind of definitive answer for property owners wanting to build sheds, add extensions, basic renovations, build verandahs etc and the general attitude seems to be 'if you're not sure, submit a DA'. This would create a mountain of unnecessary work for the planning department. I would be more than happy to pay on online portal assistance fee or whatever to have this service automated and not have to deal with an overwhelmed planning department. Also, I feel it was highly inappropriate for the councillors to approve the recent superannuation opt in so early in the piece - a section of your strategic plan is to encourage transparency and earn community trust in council leadership. Demonstrate fiscal responsibility first, work and earn our trust before giving yourselves a financial pat on the back. Especially only to then ask your rate payers for more money....baffling. I would be willing to accept a small rate rise coupled with a reduction in services, but I would expect that council would commit to funding essential repairs/maintenance and functions ONLY (roads/rubbish/etc) and getting rid of fluffy extras (public art commissions and other non-essentials). Push harder on state/federal governments to chip in more for repair and resurfacing of roads, for example.

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5.1.3 RESOURCING STRATEGY

Record No: I22/380

OFFICER'S RECOMMENDATION

That Council:

- A. Endorse the Snowy Monaro Workforce Management Strategy as a component of the Resourcing Strategy
- B. Adopt the Snowy Monaro Asset Management Policy as a component of the Resourcing Strategy
- C. Adopt the Snowy Monaro Asset Management Strategy as a component of the Resourcing Strategy
- D. Adopt the Snowy Monaro Asset Management Plans for each class of assets as components of the Resourcing Strategy.

ISSUES

The community strategic plan (CSP) provides a vehicle for expressing long-term community aspirations. From this the Council determines what role it will take on through the delivery plan (DP), via actions and activities. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

Section 403 of the *Local Government Act 1993*, prescribes that:

- A council must have a long-term resourcing strategy for the provision of the resources required to perform its function (including implementing the strategies set out in the community strategic plan that it has responsibility for).

The resourcing strategy consists of three components:

- Long-term financial planning (min 10 year plan) – must be publicly exhibited for min of 28 days
- Workforce management planning (4 year plan) – no requirement to publicly exhibit
- Asset management planning (min 10 year plans) - no requirement to publicly exhibit

The resourcing strategy is the point where Council explains to our community how it intends to perform all of its functions, including implementing strategies set out in the CSP.

Some strategies within the CSP will clearly be the responsibility of other levels of government and some will rely on input from business and industry groups, community groups or individuals.

The resourcing strategy focuses in detail on matters that are the responsibility of Council and considers, in general terms, matters that are the responsibility of others. The resourcing strategy articulates how the Council will allocate resources to deliver the objectives under its responsibility.

For the purposes of this report, the long term financial plan will be considered as a separate report to Council. While the long-term financial plan is a component of the resourcing strategy, the significance of the special rate variations scenarios and the requirement to publicly exhibit the plan for 28 days has meant a heightened coverage and exposure within our community, resulting in many submissions.

RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Asset Management	High	Low	Yes
Economic Activity SJ	Low	Low	Yes
Environmental Security	Low	Low	Yes
External Political Environment	Medium	Medium	Yes
Financial Sustainability	High	Medium	Yes
Health and Safety	Low	Low	Yes
Legislative Governance and Compliance	Low	Low	Yes
Reputation and Image	Medium	Low	Yes
Service Delivery	Medium	Low	Yes

Asset Management

Currently, Council is not able to fund current infrastructure lifecycle costs at current levels of service and available funds. Improving resourcing to being financially sustainable and having the right people will reduce the risk over time.

External Political Environment

NSW Office of Local Government are being lobbied by some sectors of our community to investigate Councils financial position, and to review whether Council is meeting compliance targets and benchmarks.

Financial Sustainability

Council is not currently financially sustainable and has been continually operating with a deficit since the merge, and prior to merge at the pre-merged Councils.

Reputation and Image

Significant community interest has been raised throughout the public consultation period for the draft IPR suite of documents that were placed on public exhibition from 9 May 2022 through to 6 June 2022. The current state and future management of Council's roads has been a focal point throughout the consultation period. Improved service levels through better asset management and funding is planned for the long-term.

Service Delivery

Improved asset planning will fundamentally enhance service delivery.

FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	0	
Estimated Annualised Net Cost	0	
Capital Investment	0	

5.1.3 RESOURCING STRATEGY

	Amount	Details
Current Annualised Net Cost	0	
Capital Funding Source	0	

The endorsement and adoption of the attached strategies and plans will not have a financial impact.

RESPONSIBLE OFFICER: Coordinator of Strategy Development

OPTIONS CONSIDERED

The preparation of a resourcing strategy is a legislative requirement, and no other options were considered.

IMPLEMENTATION PLANS

Council must publish a copy of the adopted resourcing strategy on its website.

EXISTING POLICY/DECISIONS

Section 403 of the *Local Government Act 1993* requires Council to prepare a resourcing strategy.

ATTACHMENTS

1. Draft Resourcing Strategy (*Under Separate Cover*)
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