



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

PUBLIC EXHIBITION COPY

**Ordinary Council Meeting
16 March 2023**

STATEMENT OF ETHICAL OBLIGATIONS

Councillors are reminded of their oath or affirmation of office made under section 233A of the Local Government Act 1993 and their obligations under the Council's code of conduct to disclose and appropriately manage conflicts of interest.

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 Part 2, Division 1 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

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

**ON THURSDAY 16 MARCH 2023
COMMENCING AT 1:00PM**

BUSINESS PAPER

1.	OPENING MEETING	
2.	ACKNOWLEDGEMENT OF COUNTRY	
3.	COUNCILLOR REQUEST FOR ATTENDANCE VIA AUDIO-VISUAL	
4.	APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS	
5.	DISCLOSURE OF INTEREST	
	(Declarations also to be made prior to discussions on each item)	
6.	MATTERS DEALT WITH BY EXCEPTION	
7.	CONFIRMATION OF MINUTES	
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	<i>Item 14.1 is confidential in accordance with s10(A)(2)(e) of the Local Government Act because it contains information that would, if disclosed, prejudice the maintenance of law and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.</i>	

8.1 DEVELOPMENT APPLICATION 10.2022.467.1 - SINGLE STOREY DWELLING AND SHED

Record No: I22/844

Applicant Number:	10.2022.467.1
Applicant:	D T Morgan
Owner:	D T Morgan
DA Registered:	18/11/2022
Property Description:	267 Geikle Creek Road AVONSIDE NSW 2627 Lot 6 DP 810652
Zone:	RU1 - Primary Production
Current Use:	Vacant Land
Proposed Use:	Dwelling
Permitted in Zone:	Yes
Recommendation:	Approval

RECOMMENDATION

Pursuant to section 4.16 of the *Environmental Planning and Assessment Act 1979 (as amended)* it is recommended that Council grants consent to 10.2021.467.1 for a Single Dwelling and Shed on Lot 6 DP 810652, 267 Geikle Creek Road AVONSIDE NSW 2627 subject to conditions of consent attached to this report.

BACKGROUND

The proposal is to seek approval for the erection of a dwelling and shed on an agricultural lot without a dwelling entitlement. The subject site is 2.308 hectares in size and is below the mapped minimum lot size of 40 hectares. The property is the residual lot created by a previous subdivision. The subdivision created the subject lot as an agricultural allotment.

The development seeks a variation to clause 4.2D (Erection of Dwelling Houses and Dual Occupancies on Land in Certain Rural, Residential and Environment Protection Zones) under clause 4.6 (Exceptions To Development Standards) of the Snowy River LEP 2013 to allow for the erection of a dwelling.

The proposal is for a four (4) bedroom dwelling, ensuite, open plan kitchen, dining and family area, bathroom, laundry, deck and double lock up garage.

8.1 DEVELOPMENT APPLICATION 10.2022.467.1 - SINGLE STOREY DWELLING AND SHED

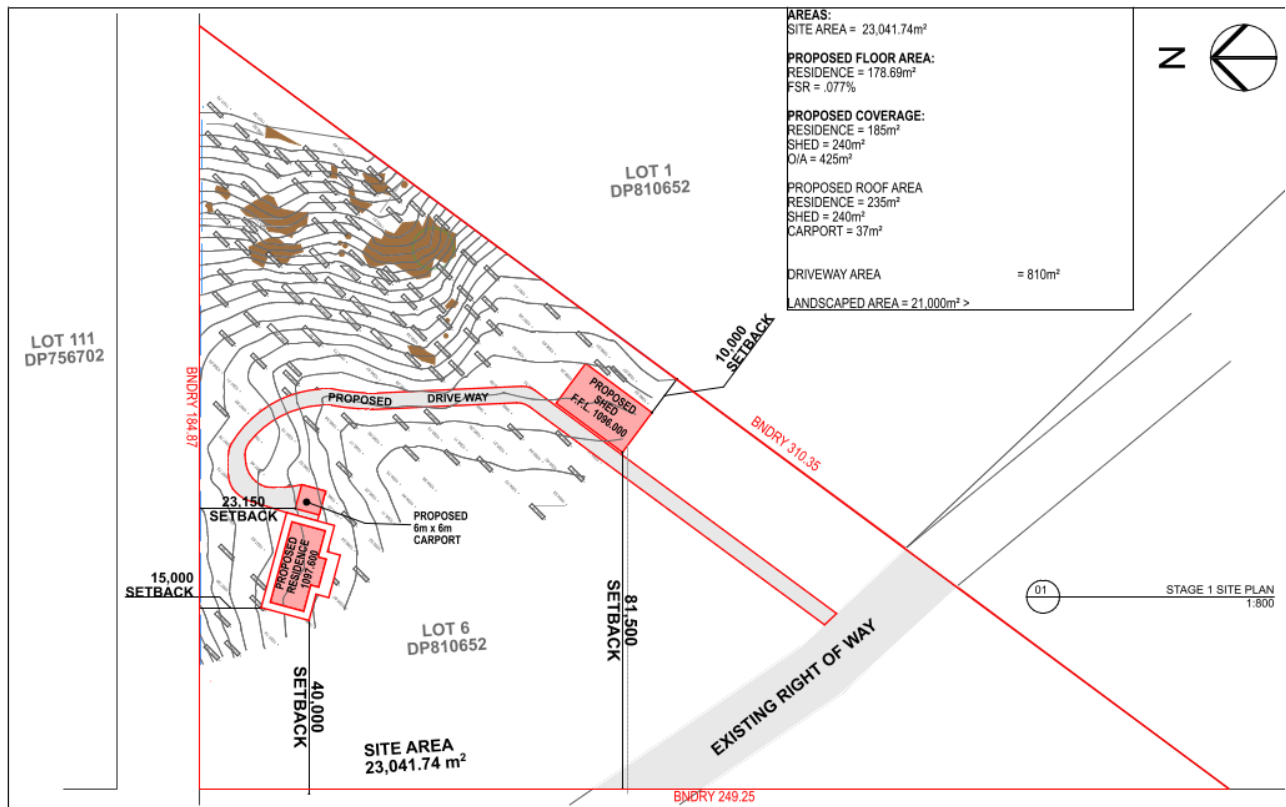


Figure 1: Proposed Site Plan

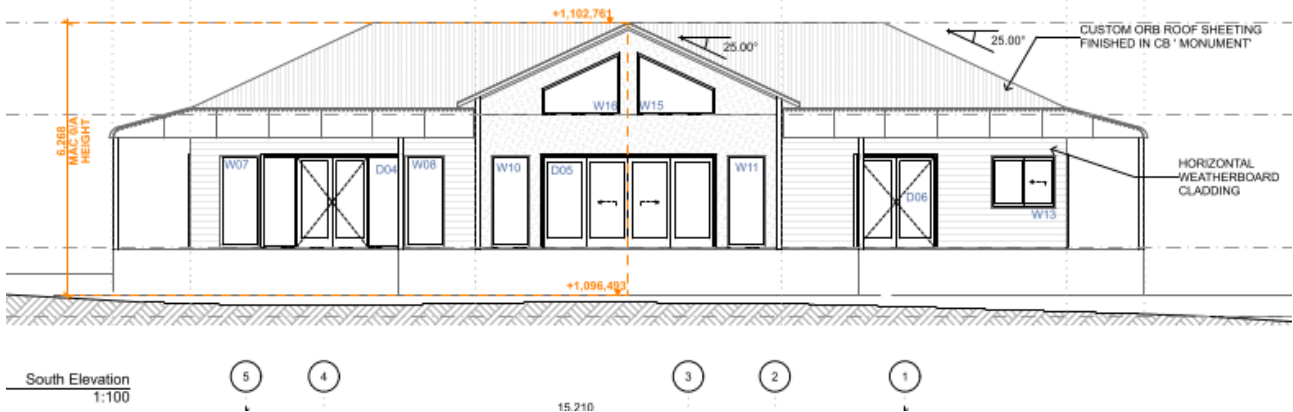


Figure 2: Proposed Front Elevation

Site Description & Site History

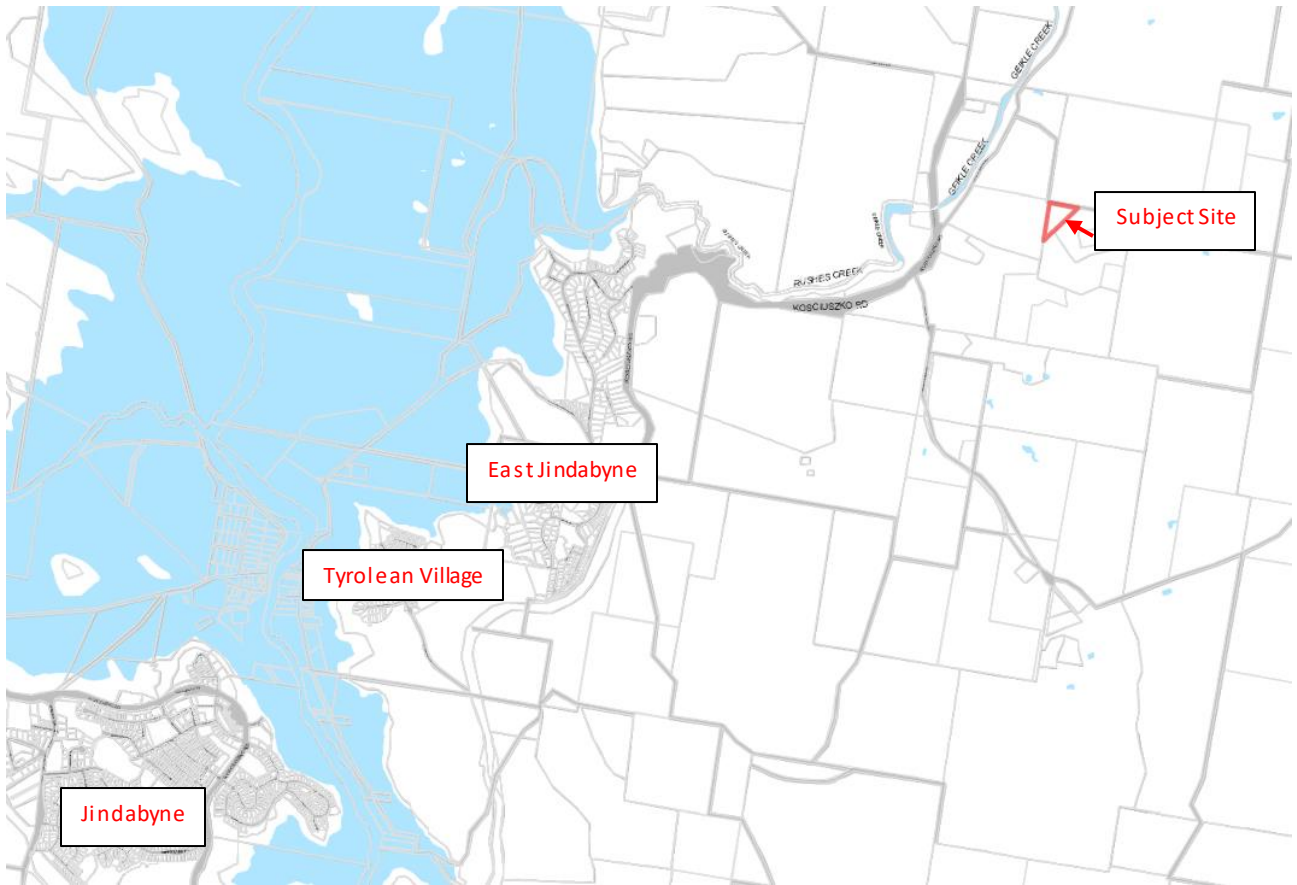


Figure 3: Subject Site in Context of Surrounding Locality

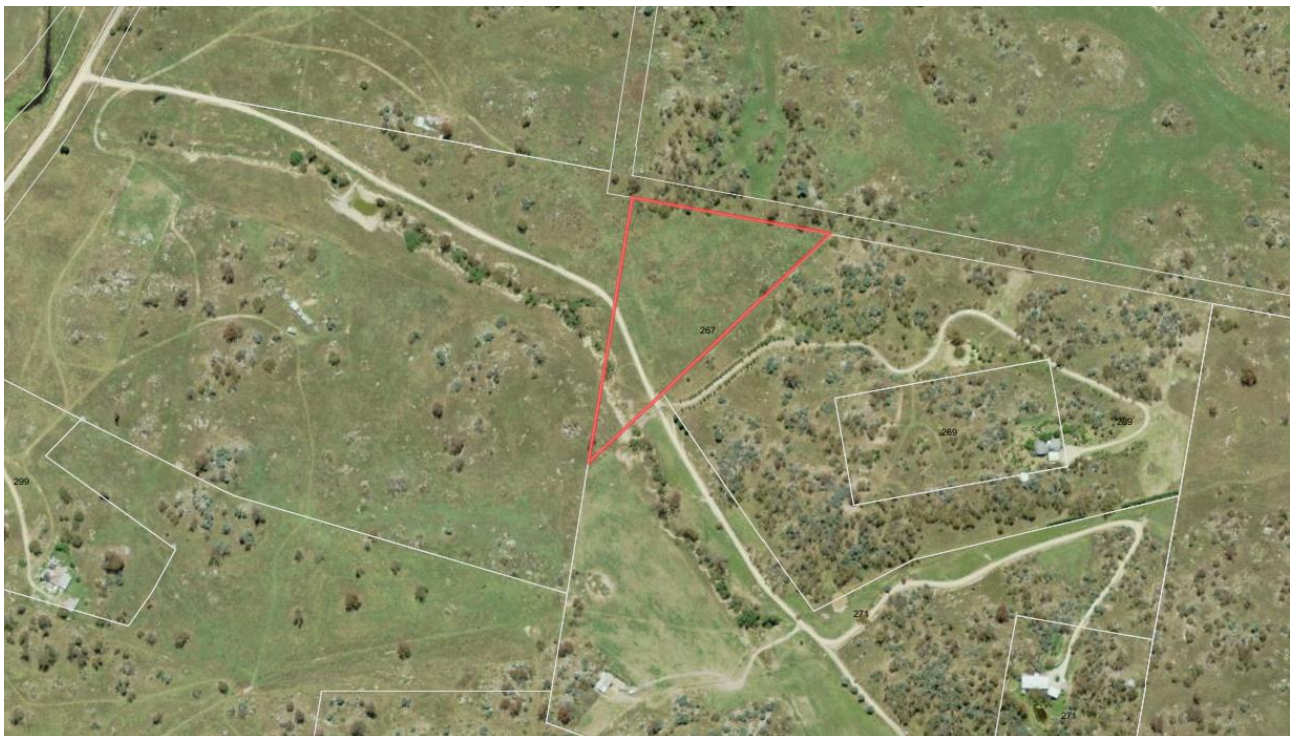


Figure 4: Subject Site

In NSW, an applicant who wishes to vary a development standard in a Standard Instrument LEP can formally lodge a written clause 4.6 application, justifying the variation, along with the development application (DA).

The Snowy River LEP 2013 is a “Standard Instrument LEP” as such the applicant is permitted to apply for a variation of a development standard within that plan under clause 4.6.

Clause 4.6 allows the consent authority (in this case the Snowy Monaro Regional Council) to approve an application, in exceptional circumstances where a development does not meet the development standard but is able to achieve the underlying purpose of that standard.

Prior to approving the variation, the council **must be satisfied** that certain conditions of the development are met one of which is that the Secretary has granted concurrence for the development that contravenes a development standard (clause 4.6(4)(b)).

The secretary allows for “assumed concurrence” in certain circumstances, meaning that Council do not need to refer the application to the Department of Planning and Environment and can assess and determine the application as if they had the concurrence of the department.

The Secretary’s concurrence may not be assumed for a variation to a development standard relating to the minimum lot size required for erection of a dwelling on land in the RU1 zone, if the variation sought is more than 10% of the minimum lot size.

The application in this case seeks a variation of the minimum lot size of 95%. As such the Secretary’s concurrence is not assumed and the application was required to be referred to the Department of Planning and Environment for their concurrence, which was granted on 21/02/2023.

Previous Development History

10.2021.157.1 Ecotourism – under assessment
(Conditioned to be withdrawn prior to release of the Construction Certificate)

The application has been assessed against the provisions of the following documents:

State Environment Planning Policies (SEPPs)	State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004 State Environmental Planning Policy (Resilience and Hazards) 2021 State Environmental Planning Policy (Precincts – Regional) 2021
Local Environmental Plan (LEP) (including draft LEPs)	Snowy River Local Environment Plan 2013 (as amended)
Development Control Plans	Snowy River Development Control Plan 2013

REFERRALS

INTEGRATED DEVELOPMENT

The proposed development was reviewed against the relevant provisions of the EP&A Act 1979 to identify whether the application was integrated development. The development was not deemed

to be Integrated Development under Section 4.46 of the Environmental Planning and Assessment Act 1979.

Concurrence and External Referrals

The development application was referred to the following external government agencies for comment/consideration:

Section	Comments
<p>Department Planning and Environment</p>	<p>The application was referred to the Department of Planning and Environment (DPE) for concurrence. The following response was received:</p> <p><i>“On balance, as the Secretary's delegate, I have decided to grant concurrence to the application as submitted. Please note that this does not mean that Council must approve the development application as Council has a much wider range of matters to consider in its assessment of the proposal.”</i></p> <p>Additionally the following comment was also made regarding the use of cl 4.6 for under size lots without entitlement going forward.</p> <p><i>“Council is currently considering its Rural Land Strategy and preparing a new comprehensive Local Environmental Plan (LEP). I strongly encourage Council to use these processes to establish a strategic policy position on the erection of dwellings on undersized rural lots.”</i></p> <p>However, in this case the DPE granted concurrence to this variation.</p> <p>See Attachment 5 - Planning Circular PS 20-002 which outlines the process of 4.6 variations and the requirements for concurrence.</p>

LEGISLATIVE REQUIREMENTS ASSESSMENT UNDER SECTION 4.15 OF EP&A ACT

As required by the Environmental Planning and Assessment Act, 1979, Section 4.15, the following relevant matters are addressed below:

- Suitability of the site;
- Environmental planning instruments (State Environmental Planning Policies, Local Environmental Plans);
- Proposed planning instruments;
- Development control plans;
- Likely Impacts of the Development - environmental (natural and built), social and economic;

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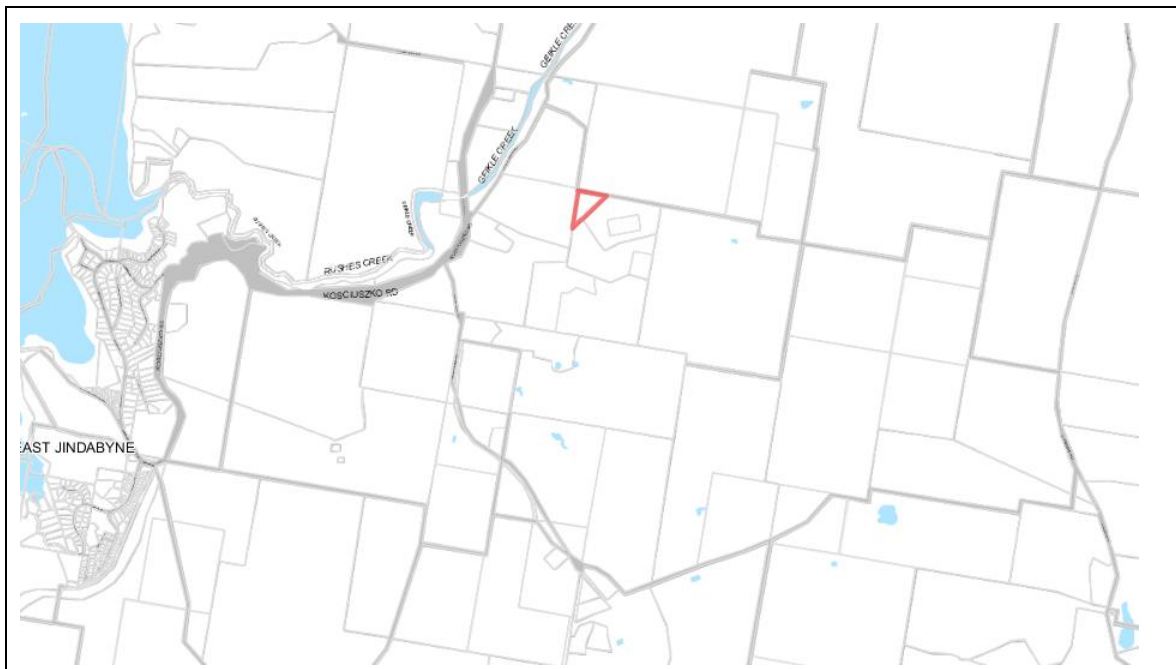


Figure 7: Lot pattern surround the subject lot.

Suitability of proposed works / building	The subject site is generally considered to be suitable for the development proposed. The built form and scale is considered to be in keeping within the surrounding development.
Stormwater disposal	On-site management.
Services	electricity / telephone/ rain water
Views	nil impact to and from site
Contamination	nil identified
Bushfire	The subject site is classified as bushfire prone.
Flooding	nil impact
Vehicular access	The subject site gains both legal and practical access from public road, Geikle Creek Road, and then via a Right-of-Carriage way referred to as a on the deposited plan.
Easements and restriction on use	Nil
Aboriginal sites	nil identified on-site
Threatened species	nil identified on-site
Grasslands	nil identified on-site
Rivers/streams	not applicable
Effluent disposal	On-site management.
Prevailing winds	nil impact
Other matters	nil

The provisions of any environmental planning instrument

State Environmental Planning Policies

The proposal has been assessed against the provisions of all known SEPP's. The development has been found **to** achieve an acceptable level of compliance in regards to the Building Sustainability Index: BASIX, Resilience and Hazards and Precincts – Regional SEPP's.

The SEPP's examined include (where applicable):

State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004

The BASIX scheme was established to encourage sustainable residential development. An application for a development consent in relation to certain kinds of residential development must be accompanied by a list of commitments by the applicant as to the manner in which the development will be carried out. The applicant has provided an in date BASIX certificate and as such is compliant with the requirements of the State Environmental Planning Policy (Building Sustainability Index: BASIX).

Permissibility of the development under the Snowy River Local Environmental Plan 2013

- The subject land is zoned: RU1 – Primary Production
- Definition of land usage under SRLEP 2013: Dwelling
- The proposal is permissible with development consent from Council pursuant to Zone *RU1* of the SRLEP 2013.
- The proposal is considered to be consistent with the aims and objectives of the plan.

In the assessment of this application, the following special provisions from SRLEP 2013 are of relevance and have been assessed for compliance:

Permissibility

The subject land is zoned: RU1 – Primary Production under the Snowy River LEP 2013 and Dwellings are permitted with consent.



Figure 8: Zoning Map

Objectives of RU1 Zone

It is considered that the applicant has adequately demonstrated that the development is consistent with objectives of the zone, as discussed below:

- *To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.*

The site, although zoned RU1 is not suitable for primary production or agricultural activities as it is limited by its size being only 2.304ha. The size limitation means that the site would be unable to support any meaningful agricultural production such as crops, grazing or commercial enterprise.

It is reasonable to conclude that without the approval of a dwelling, the residual allotment will continue to lay dormant and continue to degrade as has occurred on the site over the years due to the lack of agricultural activities. It is considered that the land and the surrounding locality will benefit by the site being utilised as rural lifestyle allotment where the owner can invest time and manage the site introducing landscaping and enhancing the resource base ie. Management of riparian watercourse, landscaping, weed management etc.

- *To encourage diversity in primary industry enterprises and systems appropriate for the area.*

Applicant Response	Staff Response
As mentioned above the site is not of a size that is large enough to support any form of viable primary production.	The development of the site for a dwelling does not preclude the ability of the land to be used for primary industry production. As the land currently stand it is maintained by an absentee owner and there is no current evidence that the land has been used for primary production in recent years. As such it is reasonable to foresee that should the land be occupied that it would be more likely to deliver diversity in <i>primary industry enterprises</i> and as such being with this objective.

- *To minimise the fragmentation and alienation of resource lands.*

Applicant Response	Staff Response
As it stands, the subject site is a fragmented site that does not offer any significant resource values or possess any kind of value in terms of primary production.	The application is for the use of land which was created in 1991 and not for the creation of a new lot. It is considered the use of the land for residential purposes will not facilitate fragmentation or the alienation of resource lands.

- *To minimise conflict between land uses within this zone and land uses within adjoining zones.*

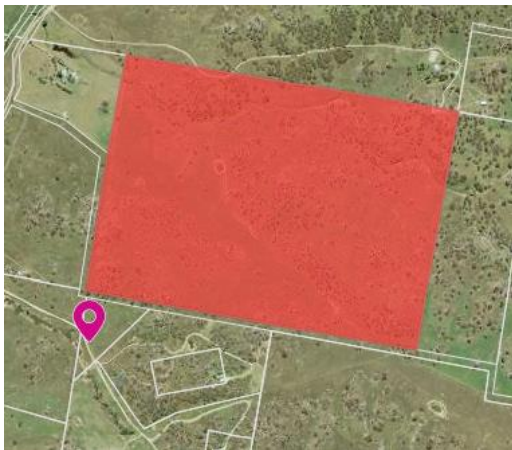
Applicant Response	Staff Response
The surrounding locality of East Jindabyne offers similar single dwelling development and the proposal will not create any negative	This lot is 2ha in size. There are five (5) lots within the immediate vicinity which are of a similar size to the subject land and are used as

impacts or conflicts between land uses within the zone. The properties beyond the site support very similar style residential developments on building envelopes of a similar size as the subject site.

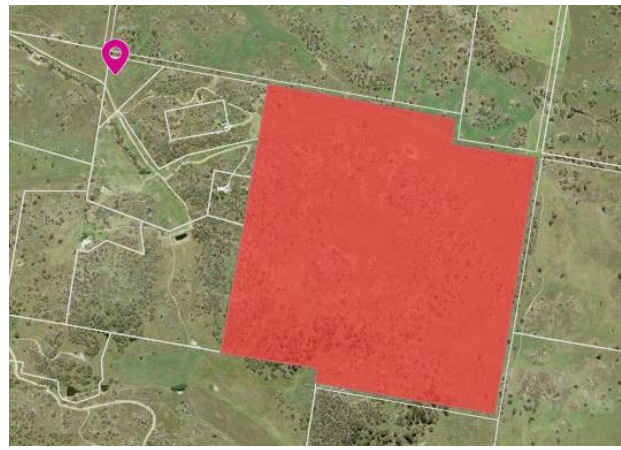
No land use conflicts will arise due to the proposed development.

rural residential allotments. Additionally, there are four (4) larger lots directly adjoining the subject lot that are capable of rural uses.

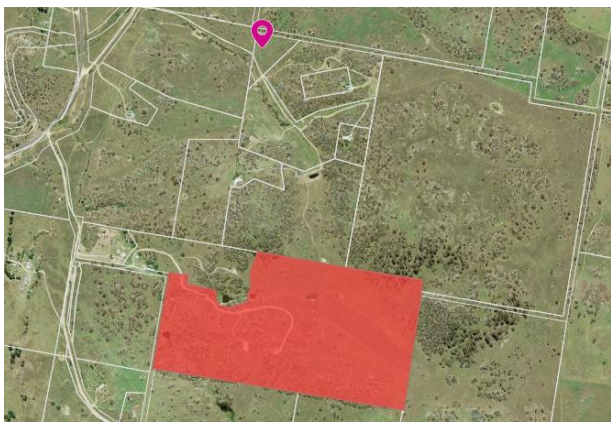
The use of the five (5) smaller lots are well established and have not produced a conflict with adjoining agricultural land uses. The proposed use of the subject land is considered to be complimentary to the surrounding land uses and has no foreseen land use conflicts and as such even though the land does not meet the minimum lots size it still meets this objective.



Lot 111 DP 756702 - 64.75 Ha



Lot 101 DP 126276 - 42.5 Ha



Lot 22 DP 1192796 - 52.14 Ha

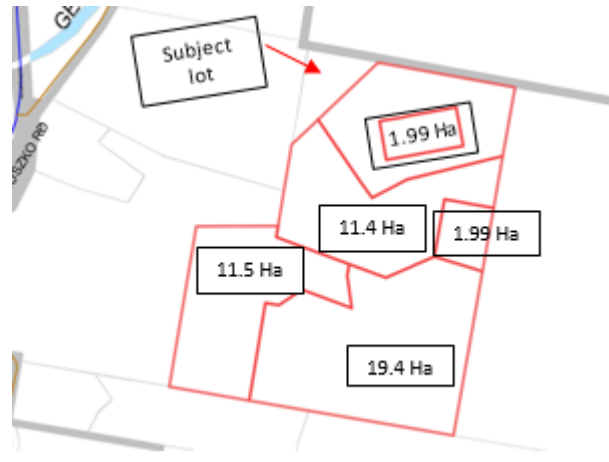


Lot 1 DP 1233829 - 36 Ha

These 4 larger lots, are considered to be capable of supporting primary industry activities, of which only 1 directly adjoins the lot (north).

These 5 smaller lots (excluding the subject lot) are existing (south & west), are all developed with dwellings and are not used for agricultural uses, instead are uses as rural lifestyle

properties.



- *To promote tourism, educational and recreational development and living opportunities that are compatible with agricultural activities and the environmental, historical and cultural values of the zone.*

Applicant Response	Staff Response
<p>Council is currently assessing an application for the site to be utilised as an Eco tourist facility offering 3 cabins and managers residence. Council have expressed that the site is more suitable for a single residential development similar to that which is surrounding the site.</p> <p>The proposal considers the environmental, historical and cultural values of the zone by offering a development that is consistent that will not have any negative impacts to such values.</p>	<p>It is considered that given the size of the subject land and the proximity to other small rural lifestyle blocks that the proposed use for a dwelling is more compatible than that of an Eco-tourist facility.</p>

- *To ensure that development maintains and protects the scenic values and rural landscape characteristics of the zone through compatible, small-scale development.*

Applicant Response	Staff Response
<p>The proposed development will not be a visually prominent feature when viewed from the nearby Highway, surrounding properties or Lake Jindabyne. The scenic values and rural landscape characteristics will not be detrimentally impacted by the proposal.</p> <p>The proposed dwelling is characteristic of other dwelling within the locality, is single storey and proposed to be constructed of</p>	<p>The location of the proposed development is sited in a location which is not visible from Kosciuszko road or to any of the adjoining dwellings. As such it is considered that the proposed development, will maintains and protects the scenic values and rural landscape characteristics of the zone</p>

colours and finishes that blend with the natural landscape.	
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Principal development standards

Clause 4.2D Erection of dwelling houses and dual occupancies on land in certain rural, residential and environment protection zones

The proposed development does comply - The subject site is zoned RU1 and as such this clause applies. The minimum lot size shown on the Lot Size Map in relation to that land is 40 Hectares (Figure 7).

Objective 1(a) of 4.2D is to minimise unplanned rural residential development. This allotment was created by DA6/90 as a residual allotment, which produced the current lot shape and size and did not enjoy a dwelling entitlement.

- (a) to minimise unplanned rural residential development,

Applicant Response	Staff Response
<p>In accordance with the objectives of the Clause, the variation will allow for the lawful erection of a dwelling house and shed as a planned rural residential development.</p> <p>The site is located within an area that has an established rural residential nature with a range of RU1 allotments of differing sizes offering dwelling houses, farm buildings, larger allotments supporting primary production and agriculture. The allotments beyond the subject site offer lifestyle size properties and dwelling houses located within building envelopes of a similar size to the subject site. Considering the land uses on surrounding properties, the proposal is characteristic within the locality consisting of a single storey detached dwelling house and rural style shed. The applicant has considered the design of the dwelling to ensure it will not be a dominant feature within the landscape and is sympathetic and consistent to other nearby development.</p> <p>The proposal does not breach this objective.</p>	<p>The subject land was created by DA6/90 as a residual allotment, which produced the current lot shape and size and did not enjoy a dwelling entitlement. This DA also created the five (5) adjoining rural residential lots.</p> <p>These 5 smaller lots (excluding the subject lot) are existing (south & west), are all developed with dwellings and are not used for agricultural uses, instead are used as rural lifestyle properties.</p> <p>As the land currently stand it is under maintained by an absentee owner and there is no current evidence that the land has been used for primary production in recent years. Given the DA which created the lot also created several residential developments and the subject land has similar attributes including size access and topography, using planning legislation and as such it is reasonable to conclude that the area has been developed for planned rural residential development.</p>

- (b) to enable the replacement of lawfully erected dwelling houses and dual occupancies in certain rural, residential and environment protection zones.

Applicant Response	Staff Response
The site is zoned RU1 Primary Production however the size of the allotment is not suitable for the facilitation of primary production or agricultural activities. The site however offers rural landscape characteristics that are suitable for 'rural lifestyle living' opportunities. Jindabyne and the surrounding locality is currently experiencing significant land and housing shortages and it is deemed that the variation will allow for a rural development opportunity that is consistent with the objectives of the zone.	Not Applicable

Under Clause 4.2D(3), development consent must not be granted for the erection of a dwelling house or dual occupation on land to which this clause applies unless the land:

- (a) is a lot that is at least the minimum lot size shown on the Lot Size Map in relation to that land, or
- (b) is a lot created under this Plan (other than under clause 4.2 (3)), or
- (c) is a lot created before this Plan commenced and on which the erection of a dwelling house or a dual occupancy was permissible immediately before that commencement, or
- (d) is a lot resulting from a subdivision for which development consent (or equivalent) was granted before this Plan commenced and on which the erection of a dwelling house or a dual occupancy would have been permissible if the plan of subdivision had been registered before that commencement, or
- (e) is an existing holding,

The subject land is 2.01 Hectares in size, which is less than the required 40 Hectares for the erection of a dwelling. Therefore the subject land does not meet the required minimum lot size and Council **could not** approve a development application for a dwelling on the land under clause 4.2D(3)(a).

The subject land does not meet the requirements of (b), (c), (d) or (e) as it was created by DA6/90 as an residual allotment, which did not enjoy a dwelling entitlement. Therefore it considered that the subject land was not created for residential purposes and therefore Council could consent to a dwelling on the land under 4.2D(3)(b), (c), (d) or (e).

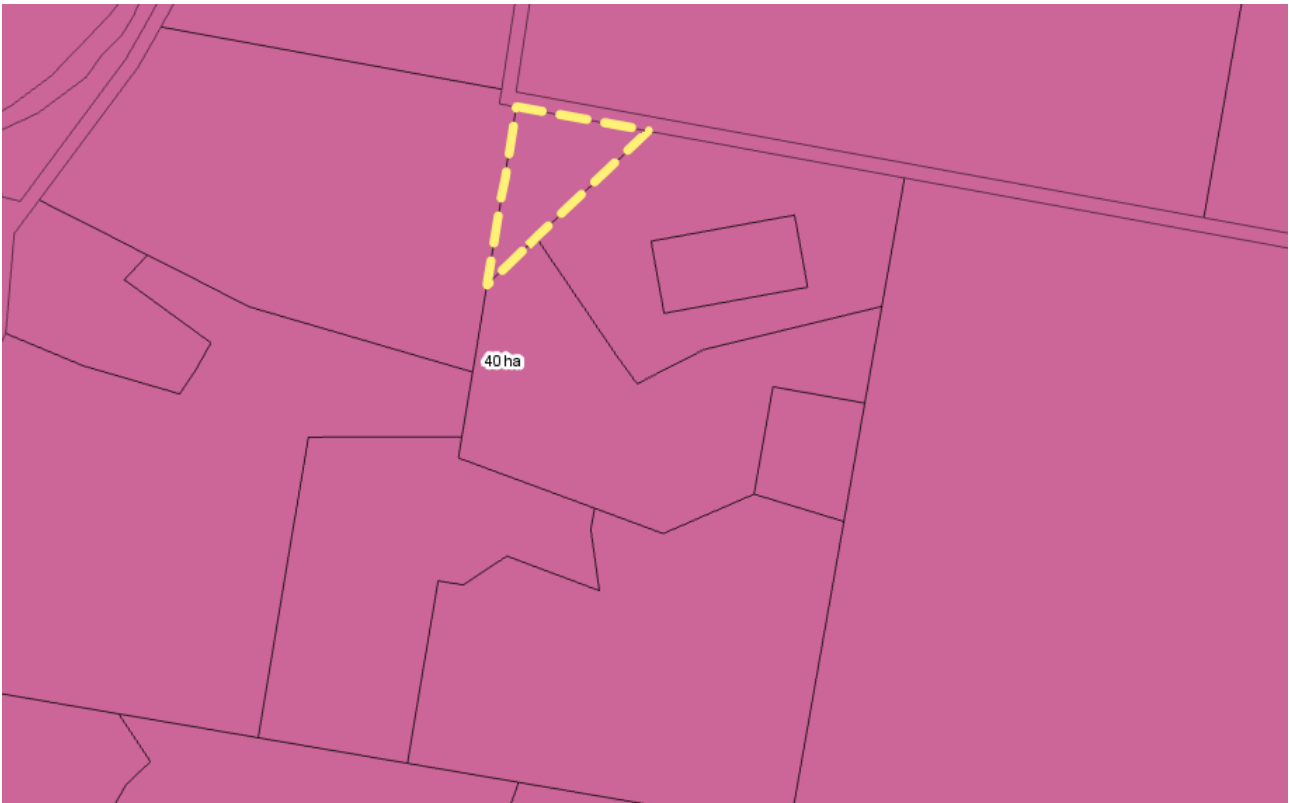


Figure 9: Minimum Lot Size Map

Clause 4.3 Height of building

The development complies with all buildings under the 9m maximum height limit.

4.6 Exceptions to development standards

The application seeks a 4.6 variation to the minimum lot size of 40 hectares to allow the erection of a dwelling. Development consent must not be granted for development that contravenes a development standard unless the consent authority (Council) has considered a written request from the applicant that seeks to justify the contravention of the development standard by demonstrating the following;

3(a) that compliance with the development standard is **unreasonable** or **unnecessary** in the circumstances of the case

3(b) that there are **sufficient environmental planning grounds** to justify contravening the development standard

4(a)(i) the applicant's written request has adequately addressed the matters required to be demonstrated

4(a)(ii) the proposed development will **be in the public interest** because it is **consistent with the objectives of the particular standard and the objectives for development within the zone** in which the development is proposed to be carried out.

Council's Strategic Planning Officers have provided the following response;

The Court has identified 5 common methods, sometimes referred to as the 'Wehbe tests', an applicant may use to establish that compliance with a development standard is unreasonable or unnecessary in the circumstances of the case:

4.6 (3) (a) Unreasonable or Unnecessary

1. Is compliance with the standard unreasonable or unnecessary? Clause 4.6(3)(a)

Test per Wehbe

<p>(a) <u>by showing that the objectives of the development standard are achieved notwithstanding noncompliance with the development standard</u></p>	
<p>Standard objective - To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.</p>	
<p>Applicant response</p>	<p>Planning Officers response</p>
<p>Given the size of the allotment at only 2.308ha, it has been previously discussed in the 4.6 Variation document how it is an unreasonable land use for such a small size allotment as it would be unviable economically and logistically unsuitable for any kind of primary production on the site.</p>	<p>Considering the size of the land and the amount of land generally required to support livestock in the area, the topography of the land and proximity to several established rural residential allotments, it is reasonable to conclude that the subject site is not, in isolation, is generally not suitable for primary production uses.</p>
<p>Standard objective - To minimise the fragmentation and alienation of resource lands.</p>	
<p>Applicant response</p>	<p>Planning Officers response</p>
<p>The site has a minimum lot size of 40ha which is considered to be an unreasonable size particularly given the allotment sizes surrounding the subject site. Subdivision and lot size pattern within the locality shows existing non-compliance with a 40 hectare minimum lot size. As can be seen on the aerial images and on the Deposited Plan, allotments surrounding the site vary dramatically in size despite all being zoned RU1- Primary Production.</p> <p>The variation will allow for an additional residential development within East Jindabyne, a locality that is currently experiencing housing shortages. The development will also be of positive influence economically by providing employment opportunities during the construction phase.</p> <p>By allowing the development, Council is enhancing the social and economic welfare of the local community by acknowledging that the subject lot, despite being less than the minimum lot size is capable of servicing a residential dwelling and detached shed, thereby servicing the needs and desired outcomes of the</p>	<p>(a) The subject land was created over 20 years ago and in that time has not been used for the purposes of primary production. The subject lot is adjoined by five (5) similar sized lots located to the west & south which are used as rural residential allotments. Given the complimentary use of surrounding land and that the proposal is not for the creation of a lot but for the use of a lot with similar attributes it is considered that compliance with objective (a) is</p>

<p>landowner.</p> <p>Strict compliance does not assist in the facilitation of ecologically sustainable development as without variation approval the site will remain dormant. The site will be benefitted by development as elements such as weed management, establishment of landscaped areas, and general property maintenance can be achieved with a resident on the site.</p>	<p>unreasonable.</p>
<p>Standard objective - To minimise conflict between land uses within this zone and land uses within adjoining zones.</p>	
<p>Applicant response</p>	<p>Planning Officers response</p>
<p>The proposal for a dwelling and shed will not compromise the environmental values of the site and is appropriate in the context of surrounding lot layouts (which are inconsistent in size) and land uses (predominantly small lifestyle allotments similar).</p> <p>As such, maintaining compliance with the minimum lot size standard from a strict numerical perspective is considered to be unreasonable and unnecessary for the proposed development, when on merit, the proposal will not result in any negative impacts to the subject site, the surrounding locality.</p>	<p>The subject lot is adjoined by five (5) similar sized lots located to the west & south which are used as rural residential allotments. The use of these lots have not produced a conflict with adjoining agricultural land uses. The proposed use of the subject land is considered to be complimentary to the surrounding land uses and has no foreseen land use conflicts and as such even though the land does not meet the minimum lots size it still meets this objective.</p>

<p>B. by establishing that the underlying objective or purpose is not relevant to the development, such that compliance is unnecessary;</p>	
<p>Applicant response</p>	<p>Planning Officers response</p>
<p>The underlying purpose of the RU1 zoning is for Primary Production. Given the size of the allotment at only 2.308ha, it has been previously discussed in this letter how this is an unreasonable land use for such a small size allotment as it would be unviable economically and logistically unsuitable for any kind of primary production on the site.</p>	<p>It is considered that the land is not large enough nor does it contain any significant feature which would allow for any type of significant primary production and as such the underlying purpose of the RU1 zone is not undermined as it is</p>

	<p>reasonable to conclude that it cannot be achieved. Therefore compliance with the minimum lot size for a dwelling entitlement is unnecessary.</p>
<p>C. by establishing that the underlying purpose is defeated or thwarted if compliance is required, such that compliance becomes unreasonable</p>	
<p>Applicant response</p>	<p>Planning Officers response</p>
<p>The underlying purpose of the RU1 zoning is for Primary Production. Given the size of the allotment at only 2.308ha, it has been previously discussed in this letter how this is an unreasonable land use for such a small size allotment as it would be unviable economically and logistically unsuitable for any kind of primary production on the site.</p> <p>When considering the variation request for Council to approve the lot less than the minimum lot size, the positive outcome for the subject site would still be a permissible land use under the RU1 zone.</p> <p>If compliance in maintaining that a minimum 40ha is required for the site, then the site will remain vacant and not suitable for either primary production or rural residential development. Considering this, compliance with a minimum lot size is unreasonable and the variation request a positive planning outcome for the site.</p>	<p>For the land to become usable for primary production it would need to be combined with adjoining land. In several cases the purchase of this land by a surrounding land owner/s, it could lead to the enough land being owned by a single land owner to create a dwelling entitlement and in due course having the same outcome.</p> <p>Given the size of the lot not being able to, on its own, support primary production and it's the ability or the lot to support a dwelling, it is considered that compliance with the underlying purpose is in this case unreasonable.</p>
<p>D. by illustrating that the Council itself has granted development consent that departs from the standard, and arguing from this that the development standard has been 'virtually abandoned or destroyed,' rendering it unnecessary and unreasonable</p>	
<p>Applicant response</p>	<p>Planning Officers response</p>
<p>The applicant has not provided an argument or information in relation to Councils previous variation of this standard.</p>	<p>Council has granted development consent for a single variation to this standard under the Snowy River LEP 2013. Therefore it is reasonable to state that</p>

	<p>the standard has not been ‘virtually abandoned or destroyed’ and its integrity has been preserved.</p>
<p>E. by establishing that the zoning area of the proposed development was ‘unreasonable or inappropriate’ such that the development standard which is <i>appropriate to that zoning</i> is no longer reasonable or necessary for the particular area. Preston CJ has explained that the focus of this reason is that the zoning of the land in question is unreasonable or inappropriate, rather than the standard being inappropriate in that zone</p>	
<p>Applicant response</p>	<p>Planning Officers response</p>
<p>Considering the size of the allotment and other subdivision lot layout within the Snowy River Shire locality, the existing lot size at 2.308ha is unsuitable for Primary Production.</p> <p>This particular parcel of land (and others surrounding) would be more suited to the R5 - Large Lot Residential zoning.</p> <p>The R5 Large Lot Residential Zoning would be best suited to the subject site as it complies with all of the objectives of the zone. It can be considered unreasonable that the site which has been proven capable of accommodating a rural/residential development be made to comply with strict enforcement of a minimum lot size to permit a dwelling entitlement. As mentioned previously, the subject site is capable of accommodating the proposed development with investigations by the applicant have proven that the site is capable of accommodating a dwelling house and ancillary shed, onsite sewage management system, rainwater tanks, electricity is available to the site, the proposed dwelling complies with Planning for Bushfire Protection measures, the site does not exhibit biodiversity nor any significant flora and fauna (report can be provided) , no tree removal is proposed or required and the site is serviced by a legal right of carriageway.</p>	<p>The majority of land within in the vicinity may be of lower carrying capacity (1.5-3.5 Dry Sheep Equivalents (DSE) per ha) and the land is mapped as Class 6 on the Land and Soil Capability Mapping. This would equate to 7 DSE being supported on the land which is well below achieving a financially viable farm.</p> <p>Consideration has been given to rezoning this land to RU4 Primary Production Small Lots within the Snowy Monaro Draft Rural Land Use Strategy.</p>
<p>2. That there are sufficient environmental planning grounds to justify contravening the development standard (Clause 4.6(3)(b))</p>	
<p>To assess whether there are sufficient environmental planning grounds to justify varying a Development Standard, it is first necessary to determine what “environmental planning grounds” are.</p> <p>These grounds relate to the subject matter, scope and purpose of the Environmental Assessment and Planning Act 1979, including the objects in Section 1.3 of the Act. These objects relate to:</p> <ul style="list-style-type: none"> • the social and economic welfare of the community; 	

- the management of the State’s natural and other resources;
- ecologically sustainable development;
- the orderly and economic use of land;
- the delivery and maintenance of affordable housing;
- the protection of the environment, including flora and fauna and their communities and habitats;
- the sustainable management of built and cultural heritage;
- the design and amenity of the built environment;
- the construction and maintenance of buildings;
- the sharing of responsibility for environmental planning; and
- community participation in environmental planning and assessment.

The size of the subject lot is suitable for rural residential development and will allow for additional dwellings in an area which is experiencing a housing shortage which in turn contributes to the social and economic welfare of the community. It is anticipated that the approval of a dwelling on the land will benefit the land ecologically as appropriate land care including weed management is foreseeable that the land will continue to remain dormant and unmanaged as it has done for the past 20 plus year. The site does not exhibit biodiversity nor any significant flora and fauna, no tree removal is proposed or required, the development is considered to be complimentary to the existing built environment in regards to design. Additionally it is reasonable to foresee that the amenity of the area will be improved through land maintenance which comes with a rural residential lot.

As such it is considered that there are sufficient environmental planning grounds to justify varying this development standard.

3. the applicant’s written request has adequately addressed the matters required to be demonstrated by subclause (3) (Clause 4.6(4)(a)(i))

The applicant has provided a written request which has adequately addressed both 4.6(3)(a) or (b). As outlined above in this table, there has adequate justification from the applicant that the standard is unreasonable and unnecessary, including addressing the Wehbe test.

3. The proposed development will be in the public interest because it is consistent with the objectives of the particular standard and the objectives for development within the zone in which the development is proposed to be carried out

Objectives of the development standard

(a) to minimise unplanned rural residential development,

Applicant Response

a) The site is located within an area that has an established rural residential nature with a range of RU1 allotments of differing sizes offering dwelling houses, farm buildings, larger allotments supporting primary production and agriculture. The allotments beyond the subject site offer lifestyle size properties and dwelling

Planning Officers response

a) The subject land was created by DA6/90 as a residual allotment, which produced the current lot shape and size and did not enjoy a dwelling

<p>houses located within building envelopes of a similar size to the subject site. Considering the land uses on surrounding properties, the proposal is characteristic within the locality consisting of a single storey detached dwelling house and rural style shed. The applicant has considered the design of the dwelling to ensure it will not be a dominant feature within the landscape and is sympathetic and consistent to other nearby development. The proposal does not breach this objective.</p>	<p>entitlement. This DA also created the five (5) adjoining rural residential lots.</p> <p>b) These 5 smaller lots (excluding the subject lot) are existing (south & west), are all developed with dwellings and are not used for agricultural uses, instead are used as rural lifestyle properties.</p> <p>As the land currently stand it is under maintained by an absentee owner and there is no current evidence that the land has been used for primary production in recent years. Given the DA which created the lot also created several residential developments and the subject land has similar attributes including size access and topography, using planning legislation and as such it is reasonable to conclude that the area has been developed for planned rural residential development.</p>	
<p>(b) to enable the replacement of lawfully erected dwelling houses and dual occupancies in certain rural, residential and environment protection zones – Not Applicable</p>		
<p>Objectives of the RU1 Primary Production zone</p>		
<p>Objective</p> <ul style="list-style-type: none"> <i>To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.</i> 	<p>Applicants Response</p> <p>The site, although zoned RU1 is not suitable for primary production or agricultural activities as it is limited by its size being only 2.304ha. The size limitation means that the site would be unable to support any meaningful</p>	<p>Strategic Planning Response</p> <p>The applicant has demonstrated that strict compliance is not inconsistency with this objective and that the approval of a dwelling would be in the public interest as it would lead to better maintenance of the land and is complimentary to surrounding land uses.</p>

	<p>agricultural production such as crops, grazing or commercial enterprise. Without the approval of a dwelling, the residual allotment will otherwise lay dormant. It is considered that the degradation that has occurred on the site over the years due to agricultural activities will be benefitted by the site being utilised as rural lifestyle allotment where the owner can invest time and manage the site introducing landscaping and enhancing the resource base ie. Management of riparian watercourse, landscaping, weed management etc.</p>	<p>Additionally it can be reasonably foreseen that a dwelling may lead to boutique or innovative agricultural uses and as such meeting this objective.</p>
<p>• <i>To encourage diversity in primary industry enterprises and systems appropriate for the area.</i></p>	<p>As mentioned above the site is not of a size that is large enough to support any form of viable primary production.</p>	<p>The land is considered to be too small to be used for any viable agricultural use and is evident in this use not implemented on the lot or sold to an adjoining land owner for agricultural purposes.</p>
<p>• <i>To minimise the fragmentation and alienation of resource lands.</i></p>	<p>As it stands, the subject site is a fragmented site that does not offer any significant resource values or possess any kind of value in terms of primary production.</p>	<p>This development will not further fragments resource lands as it is existing and considered not to be capable of sustaining agriculture.</p>
<p>• <i>To minimise conflict between land uses within this zone and land uses within adjoining zones.</i></p>	<p>The surrounding locality of East Jindabyne offers similar single dwelling development and the proposal will not create any negative impacts or conflicts between land uses within the zone. The properties beyond the</p>	<p>This lot is 2ha in size. There are five (5) lots within the immediate vicinity which are of a similar size to the subject land and are used as rural residential allotments. The use of the five (5) smaller lots are well established and have not produced a conflict with adjoining</p>

8.1 DEVELOPMENT APPLICATION 10.2022.467.1 - SINGLE STOREY DWELLING AND SHED

	<p>site support very similar style residential developments on building envelopes of a similar size as the subject site.</p>	<p>agricultural land uses and as such it is considered that it would meet this objective.</p>
<p><i>• To promote tourism, educational and recreational development and living opportunities that are compatible with agricultural activities and the environmental, historical and cultural values of the zone.</i></p>	<p>Council currently has an application for the site to be utilised as an eco-tourist facility offering 3 cabins and managers residence. Council have expressed that the site is more suitable for a single residential development similar to that which is surrounding the site.</p> <p>The proposal considers the environmental, historical and cultural values of the zone by offering a development that is consistent that will not have any negative impacts to such values.</p>	<p>The applicant has considered submissions from adjoining land owners who opposed the use of the land for an Eco-tourist facility and as such the development of a single dwelling is not only consistent with adjoining land uses but also considered to be in the public interest as the impact would be significantly less than an Eco-tourist facility.</p>
<p><i>• To ensure that development maintains and protects the scenic values and rural landscape characteristics of the zone through compatible, small-scale development.</i></p>	<p>The proposed development will not be a visually prominent feature when viewed from the nearby Highway, surrounding properties or Lake Jindabyne. The scenic values and rural landscape characteristics will not be detrimentally impacted by the proposal.</p> <p>The proposed dwelling is characteristic of other dwelling within the locality, is single storey and proposed to be constructed of colours and finishes that blend with the natural</p>	

	landscape.	
It is considered that the development is not contrary to the objectives of the zone and that the proposed development is in the public interest.		

5.11 Bush fire hazard reduction

The application included a Bush Fire Self-Assessment report are required under the Rural Fires Act 1997 and s4.14 of the Environmental Planning and Assessment Act 1979.

BAL Assessment table

ASSESSMENT								
Aspect	North		East		South		West	
Keith Vegetation formation (within 140 metres) (Table A2.1)	<input type="checkbox"/> Woodlands		<input type="checkbox"/> Woodlands		<input type="checkbox"/> Grasslands		<input type="checkbox"/> Grasslands	
Slope under the hazard (over 100m) [in degrees]	<input type="checkbox"/> upslope/flat		<input type="checkbox"/> upslope/flat		<input type="checkbox"/> > 0 to 5		<input type="checkbox"/> > 0 to 5	
Distance to vegetation formation	Actual	15 m	Actual	<50 m	Actual	<50 m	Actual	40 m
	Proposed	15 m	Proposed	<50 m	Proposed	<50 m	Proposed	40 m
Level of Construction	<input type="checkbox"/> BAL 29		<input type="checkbox"/> BAL 12.5		<input type="checkbox"/> BAL 12.5		<input type="checkbox"/> BAL 12.5	
Required APZ	APZ=	15 m	APZ=	60 m	APZ=	80 m	APZ=	40 m
	Min =	14 m	Min =	20 m	Min =	23 m	Min =	23 m
	Max =	<20 m	Max =	<50 m	Max =	<50 m	Max =	<50 m

Should the application be approved conditions of consent will require the construction of the dwelling to be in accordance with BAL 29.

Clause 7.9 Essential Services

The development complies –

- (a) the supply of water,
- (b) the supply of electricity,
- (c) the disposal and management of sewage,
- (d) stormwater drainage or on-site conservation,
- (e) suitable vehicular access.

Legal & Practical Access

The subject site gains both legal and practical access from public road, Bushy Park Road, and then via a Right-of-Carriage way referred to a (A) on the deposited plan. The ROC is carried over from the original lot 4 DP 1160711.

8.1 DEVELOPMENT APPLICATION 10.2022.467.1 - SINGLE STOREY DWELLING AND SHED

<u>Plan:</u> DP810652	Subdivision of Lot 74 D.P. 756702 and easements through Lots 69 & 85 D.P. 756702 covered by Council Clerk's Certificate No. of
<u>Full name and address of Proprietor of the land:</u>	David Thomas Morgan of "Bushy Park", Jindabyne East
1. <u>Identity of easement firstly referred to in abovementioned plan:</u>	Easement for water supply 5 wide
<u>Schedule of Lots etc. affected</u>	
<u>Lot Burdened</u>	<u>Lot Benefited</u>
Lot 3	The Council of the Shire of Snowy River
2. <u>Identity of easement secondly referred to in abovementioned plan:</u>	Rights of carriageway 15 wide
<u>Schedule of Lots etc. affected</u>	
<u>Lot Burdened</u>	<u>Lot Benefited</u>
Lot 69 D.P. 756702 (Certificate of Title Volume 10059 Folio 53)	Lots 1, 2, 3, 4, 5 & 6
Lot 6	Lots 1, 2, 3, 4 & 5
Lot 1	Lot 2
Lot 3	Lots 1, 2, 4 & 5

Figure 12: 88B instrument for DP 81065 showing the ROC benefiting Lot 6

Assessment against the relevant provisions of Snowy River Development Control Plan 2013

In the assessment of this application, the following DCP provisions are of relevance and have been assessed for compliance:

Provision	Response/Acceptable Solution
A3 Public Notification	The application was neighbour notified in accordance with the Snowy Monaro Planning and Development Community Participation Plan for 14 days. Three (3) submissions were received.
C General planning considerations	
C2 Design	Complies – The design of the development will have minimal streetscape impact as it is on a large allotment, not located on a ridgeline and there are no foreseen impact on the visual qualities and scenery of the natural and rural landscape.
C3 Car-parking, Traffic & Access	Complies – The development includes an attached double garage.
C5 Tree preservation & Landscaping	Complies – No specific additional landscaping is proposed or required for this development. The site is a large bush block of which the majority is to

	be left in its current state without significant vegetation removal.
C7 Natural Hazard Management	<p>Complies – The development is on land which is mapped as bushfire prone. The application was accompanied by a bushfire assessment in accordance with Planning for Bushfire Protection 2019 (PBP). The development was assessed against the requirements of PBP and appropriate conditions of consent will be included to ensure compliance.</p> <p>The development has been assessed and will require a Bushfire Attack Level (BAL) 19 construction. With associated minimum Asset Protection Zone (APZ) of 15m in each direction from the dwelling.</p> <p>The asset protection zones fall wholly within the subject lot.</p>
C9 Energy & Waste Efficiency, Water Supply & Effluent Disposal	<p>Complies – the application included a valid BASIX certificate and a Site & Soil Assessment report for the on-site sewer management system.</p> <p>The location of the onsite sewer management system including trenches are located over 250m to a bore and 60m to an intermittent watercourse. This is accordance with the Environmental & Health Protection Guidelines – On-site sewer management for single household Section 4.3.2 Table 5: Recommended Buffer Distances for On-site Systems (see Table below)</p>

Table 5: Recommended Buffer Distances for On-site Systems

System	Recommended Buffer Distances
All land application systems	<ul style="list-style-type: none"> • 100 metres to permanent surface waters (eg river, streams, lakes etc) • 250 metres to domestic groundwater well • 40 metres to other waters (eg farm dams, intermittent waterways and drainage channels, etc)
Surface spray irrigation	<ul style="list-style-type: none"> • 6 metres if area up-gradient and 3 metres if area down-gradient of driveways and property boundaries • 15 metres to dwellings • 3 metres to paths and walkways • 6 metres to swimming pools
Surface drip and trickle irrigation	<ul style="list-style-type: none"> • 6 metres if area up-gradient and 3 metres if area down-gradient of swimming pools, property boundaries, driveways and buildings
Subsurface irrigation	<ul style="list-style-type: none"> • 6 metres if area up-gradient and 3 metres if area down-gradient of swimming pools, property boundaries, driveways and buildings
Absorption system	<ul style="list-style-type: none"> • 12 metres if area up-gradient and 6 metres if area down-gradient of property boundary • 6 metres if area up-gradient and 3 metres if area down-gradient of swimming pools, driveways and buildings

C10 Waste management & Recycling	Complies – the subject land would be required via a condition of consent to manage the disposal of all domestic waste in a lawful manner.
D Residential Development	
D1 Residential Accommodation	
3. Site Planning & layout	
<ul style="list-style-type: none"> 1.1 Site Planning 1.2 Minimum lot size 1.3 Site coverage 1.4 Open space 	<p>1.1 Complies – It is considered that the proposed dwelling is appropriately located on the site in regards to the amenity of neighbouring properties will be maintained there are no foreseen impact on views, solar access, significant landscape and vegetation and allows for bushfire hazard minimization.</p> <p>1.2 Non-compliant – the subject site does not meet the requirement for a dwelling under the provisions of the SR LEP 2013.</p> <p>1.3 Complies – It is considered that there is more than adequate unbuilt areas will be retained to allow for the purpose of private open space, deep soil planting, permeable surfaces and ancillary development.</p> <p>1.4 Complies – It is considered that there is more than adequate private open space provided for the proposed dwelling to enable passive recreational activities by future residents.</p>
4. Building Envelope	
<ul style="list-style-type: none"> 4.1 Building height 4.2 Floor space ratio 4.3 Setback 	<p>Complies - The development is single storey and of minimal bulk and scale in the context of the site.</p> <p>The setbacks are considered appropriate for the site and there is no FSR applicable.</p>
5. Building Design	
<ul style="list-style-type: none"> 5.1 Building form 5.2 Visual character & streetscape 	<p>Complies - The form, scale, massing and proportions of the proposed dwelling recognises the characteristics of the site including topography, orientation and the surrounding natural and built environment. It is considered that the proposed building facades have been designed to complement or enhance the existing streetscape and neighbourhood character.</p>
6. Amenity	
<ul style="list-style-type: none"> 6.1 Solar access & overshadow 6.2 Energy conservation 6.3 Visual privacy 	<p>6.1 Complies - Minimal impact on neighbouring properties given the large distance between the dwellings, the orientation of the neighbouring</p>

<p>6.4 Acoustic privacy 6.5 Landscape Design 6.6 View sharing 6.7 Safety & security</p>	<p>dwelling has the living spaces directed away from the common boundary and therefore it is considered satisfactory.</p> <p>6.2 Complies with BASIX</p> <p>6.3 & 6.4 Complies - Adequate provision has been made in the design to address these requirements.</p> <p>6.5 Complies – Adequate space has been provided for landscaping.</p> <p>6.6 Complies - No foreseen impacts</p> <p>6.7 Complies - It is likely the safety and security of the area are to benefit with the addition of a new dwelling through increased public surveillance.</p>
<p>7. Car parking & access</p>	<p>Complies – the subject site has more than adequate space for off-street car parking to occur.</p>
<p>8. Services & site facility</p>	
<p>8.1 Services 8.2 Site facility</p>	<p>Complies – the proposed development has adequate space to manage stormwater on-site and has suitable availability of electricity services and telecommunication services.</p>
<p>9. Fencing & ancillary development</p>	<p>Not Applicable</p>

SUBMISSIONS

The application was/was not notified, in accordance with relevant DCP requirements and the relevant statutory regulations. Notification letters were sent out to adjoining landowners and exhibited from a period of 14 days with an additional 7 days granted as an extension.

The application was not publicly advertised, in accordance with relevant DCP and the relevant statutory regulations.

The application received three (3) submissions, these have been summarised and responded to below.

Submission	Response
<p>Submission 1</p> <p>The submitter is concerned about the pending decision on DA 10.2021.157.1 for an eco-tourist facility.</p>	<p>The applicant for the Eco-tourist facility is the same applicant for this application. After considering the submissions for the eco-tourist facility the applicant has applied for the current application as it will have a lesser impact than that of a tourist facility. It is considered that a dwelling is significantly more appropriate for the subject land than an eco-tourist facility.</p> <p>Additionally it is a draft condition of consent</p>

<p>Additionally states that the lot is less than minimum lot size and as such should not be approved.</p>	<p>that DA 10.2021.157.1 be withdrawn prior to the release of the Construction Certificate.</p> <p>The applicant has provided a 4.6 variation request and this has been considered in detail in the body of this report.</p>
<p>Submission 2</p> <ul style="list-style-type: none"> - The variation request was not adequate and did not meet the objectives of 4.6 or the Wehbe test. - Adequacy of access - Proximity to a watercourse - Concerned that the proposed Bushfire construction level is not adequate or compliant with PBP 2019 	<ul style="list-style-type: none"> - The applicant has provided an amended 4.6 variation document which has been reviewed and accepted by the Department of Planning. Additionally, DPE have provided concurrence and supports the variation. - A condition of consent will require the existing ROC to comply with the Snowy River standards for unsealed roads. - The application included a Site and Soil Assessment report which states that the proposed location of the system is 60m from the intermittent water course which traverses the property. As discussed within the body of the report this distance is adequate. - Council staff have carried out an assessment of the Bushfire requirements and a condition of consent will require a construction level of BAL 29.
<p>Submission 3</p> <ul style="list-style-type: none"> - Failed to demonstrated that 4.2D was unreasonable or unnecessary in the 4.6 variation request - The suggestion that the lot is not suitable for RU1 primary production is false. It currently adjoins our block 265 Geikle Ck Rd which is 36 Hectares. It is not separated from this block by fencing or other means at this time and is being used for primary production. 	<ul style="list-style-type: none"> - The applicant has provided an amended 4.6 variation document which has been reviewed and accepted by the Department of Planning. Additionally, DPE have provided concurrence and supports the variation. - For the land to become usable for primary production it would need to be combined with adjoining land. In several cases the purchase of this land by a surrounding land owner/s, it could lead to the enough land being owned by a single land owner to

<p>It was suggested by the previous owner of lot 265 the block "267" was part of a "deal" to secure the right of way through block 265. For the three blocks 269, 271 and 273. This unfortunately as far as we have been able to determine was never officiated. The land for the right of way through block 265 is approx. 2 hectares like that of block 267. Therefore is 267 a residual block of the earlier development?</p> <ul style="list-style-type: none">- Access to power, water and the suitability of an on-site sewer management system	<p>create a dwelling entitlement and in due course having the same outcome.</p> <ul style="list-style-type: none">- The subject lot was created as a residue allotment and did not have a dwelling entitlement, as such the applicant has provided a CI4.6 variation as part of the application.- The subject land is traversed by overhead power line and could be connected by way of application to Essential Energy. Alternatively, the development could gain power via renewable alternatives including solar. A condition of consent will require the provision of adequate rainwater for both habitation and bushfire requirements. There is more than adequate space for this to occur. The application included a Site and Soil Assessment report which states that the proposed location of the system is 60m from the intermittent water course which traverses the property. As discussed within the body of the report this distance is adequate.
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CONCLUSION

It is considered that the proposed development generally complies with the relevant provisions of Section 79C of the Act, LEP, REP, DCPs, Codes and Policies. The key issues arising out of the assessment of this application comprise:

1. The lot size requirement for the approval of a dwelling house has not been met.
2. The development as presented in the application is consistent with the objectives of Zone RU1 and the standards of Clause 4.2D (Erection of dwelling houses and dual occupancies on land in certain rural, residential and environment protection zones) in the Snowy River Local Environmental Plan 2013.
3. The variation proposed is supportable as it is considered to be consistent with the objectives or the standard of Clause 4.6.

In conclusion, it is considered that the proposal is generally aesthetically, economically, socially and environmentally acceptable having regard to the surrounding natural and built environment. Accordingly, approval is recommended subject to the imposition of the conditions of consent listed below.

References

Wisbey v Queanbeyan–Palerang Regional Council [2021] NSWLEC 1171 (9 April 2021)
<https://www.caselaw.nsw.gov.au/decision/178aacb655e8a52cd0bef140>

ATTACHMENTS

1. DRAFT Conditions (*Under Separate Cover*)
 2. Architectural Plans (*Under Separate Cover*)
 3. Statement Of Environmental Effects (*Under Separate Cover*)
 4. Amended Clause 4.6 Variation Request (*Under Separate Cover*)
 5. Letter from Director General - Cl4.6 Concurrence Granted (*Under Separate Cover*)
 6. BASIX Certificate (*Under Separate Cover*)
 7. Bushfire Report (*Under Separate Cover*)
 8. Aboriginal Cultural Heritage Report (*Under Separate Cover*)
 9. Flora & Fauna Report (*Under Separate Cover*)
 10. Submissions (R) 10.2022.467.1 (*Under Separate Cover*)
 11. DA Form (*Under Separate Cover*)
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8.2 DEVELOPMENT APPLICATION 10.2023.46.1 - COMMUNITY EVENT "LAKE LIGHT SCULPTURE - STREET EDITION 2023"

Record No: I23/152

Applicant Number:	10.2023.46.1
Applicant:	Lake Light Sculpture Incorporated
Owner:	Snowy Monaro Regional Council
DA Registered:	01/03/2023
Property Description:	1 Kalkite Street JINDABYNE NSW 2627 Lot: 1 DP: 1109455 and Lots 10 & 11 DP 866943
Zone:	RE1 - Public Recreation
Current Use:	Reserve
Proposed Use:	Event – Temporary Structures
Permitted in Zone:	Yes
Recommendation:	Approval

RECOMMENDATION

That Council vary the Referral of Development Applications to Council policy to enable the CEO to determine application 10.2023.46.1 for a 4 day Community Event 'Lake Light Sculpture' 2023 on Lot: 1 DP: 1109455. Lots 10 & 11 DP 866943, 1 Kalkite Street JINDABYNE NSW 2627 once a full assessment including public notification has been complete.

BACKGROUND

The Lake Light Sculpture event is the leading arts and cultural event in the Snowy Mountains. It is an iconic outdoor sculpture festival, held annually on the foreshore of Lake Jindabyne since 2000. The event is held each year over the Easter period and celebrated 20 years in 2022. Traditionally, sculptures have been installed temporarily along Lake Jindabyne's foreshore from Banjo Paterson Park to the Caravan Park and has included the illumination of sculptures after dusk.

The Lake Light Sculpture event has in the past attracted more than 26,000 visitors to the area.

The Lake Light Committee have applied for the 2023 event to have a change in location due to the state of Banjo Paterson Park and walking path along the foreshore.

The proposed 2023 is a town based route which focuses on pedestrian walkways, public reserves and utilising public amenities and town centre food offerings.

Council Policy: Referral of Development Applications to Council, requires the referral of an application to Council for determination where Council is the owner or trustee of the land and where there are more than five (5) objectors by way of individual submissions from different households.

The subject land, 1 Kalkite Street, Jindabyne, on which the 2023 Information Hub is proposed is Council owned land and as such is required to be referred to Council for determination.

The application is subject to the requirements of the Planning & Development Community Participation and is required to be publically notified and advertised.

The lodgement date of the subject application, 10.2023.46.1, was 1 March 2023 and a planning report for the application was unable to be prepared in time for the March Council meeting due to the time required to undertake the necessary public notification.

Therefore, a single variation to the policy is requested to enable the CEO to determine application 10.2023.46.1 once a full assessment including public notification has been complete.



Figure 1: Site Location

PROPOSAL IN DETAIL

The proposed development and delivery of the Lake Light Sculpture event has been re-envisioned due to the state of the Lake Foreshore and Banjo Paterson Park. The Lake Light Sculpture (LLS) committee hope that the design of this year's event will develop and renewed levels of engagement for the community and participating artists and encourage cultural tourism to the region.

Lake Light Sculptures is an annual event which attracts large numbers of visitors, generates spending and solidifies Jindabyne's 'destination' status.

The temporary sculpture event attracts new and repeat visitors and enables the ongoing development of place and space. It will continue to provide place branding and culture led event which is considered to have positive cultural, economic, and social outcomes.

The below outlines the proposed days, activities and hours of activities associated with the event.

Preparation and Installation of Sculptures

Day: Monday 3rd, Tuesday 4th and Wednesday 5th of April

Hours: 8am – 5pm

Event

Days: Thursday 6th, Friday 7th, Saturday 8th and Sunday 9th of April

Hours: 8am – 7pm (no proposed illumination of sculptures)

Participants: 26,000 anticipated

Event dismantling and De-installation of Sculptures

Day: Monday 10 April

Hours: 8am – 5pm

Proposed Route

The proposed route for the event has been designed so that participants commence the course at the Banjo Patterson Inn, along the town centre esplanade to the Memorial Hall, in front of the Jindabyne Library, across Thredbo Terrace through the NPWS building, along The Snowy River Way towards Jindabyne Central School, through the Lions Park (Kalkite street) and location of the Information Hub, across Kalkite Street and west along Kosciuszko Road road reserve to the Barry Way roundabout.

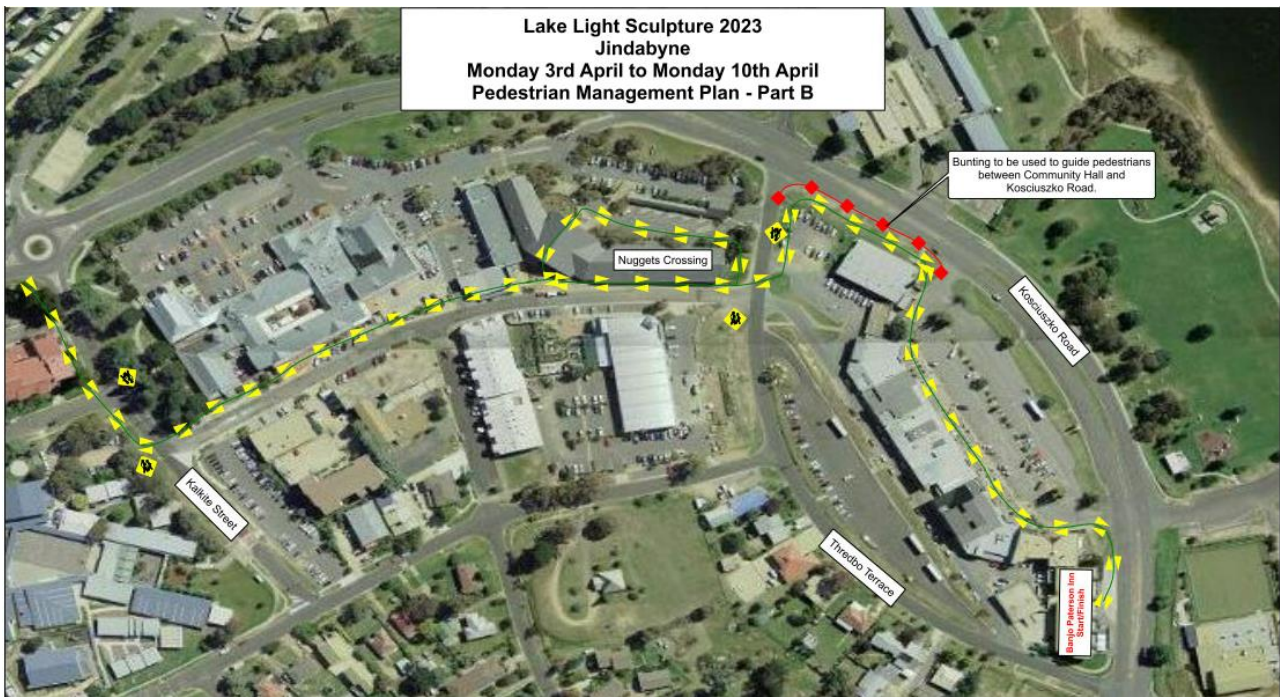


Figure 2: Route from the Banjo Paterson Inn to Kalkite Street



Figure 3: Route from Kalkite Street to the Barry Way Roundabout

ASSESSMENT REQUIREMENTS

The application has will be assessed against the provisions of the following documents:

State Environment Planning Policies (SEPPs)	None applicable
Local Environmental Plan (LEP) (including draft LEPs)	Snowy River Local Environmental Plan 2013
Development Control Plans	Snowy River Development Control Plan 2013

Permissibility of the development under the Snowy River Local Environmental Plan 2013

- The subject land is zoned: RE1 - Public Recreation
- Definition of land usage under SRLEP 2013: Temporary Event
- The proposal is permissible with development consent from Council pursuant to Zone *RE1* of the SRLEP 2013.
- The proposal **is** considered to be consistent with the aims and objectives of the plan.

SNOWY MONARO PLANNING AND DEVELOPMENT COMMUNITY PARTICIPATION PLAN 2019

The Snowy Monaro Planning and Development Community Participation Plan 2019 (SMPDCPP) outlines the requirements for public notification of Development applications. The proposed development has been assessed regarding the requirement of notification and advertising;

Type of Development	Notification required as per minimum SMPDCPP
Commercial Development, public use facilities, venues, crowd-attracting uses, recreation facilities Or Other	Neighbour notification - 14 days Advertising – At Council officers’ discretion

The proposal and the likely impacts of the proposed development have been identified as seen in the below table:

Adverse impact criteria	Comment
Views – whether the proposed development would unreasonably obstruct any views, taking into consideration controls in any relevant DCP;	Not Applicable as any impact would be temporary in nature.
Solar Access	No foreseen impacts
Privacy – whether the proposed development would unreasonably overlook private open space areas or living areas of adjoining properties, taking into consideration controls in any relevant DCP;	The location of sculptures will be within a proximity of residential boundaries where main living spaces back on to the road reserve. The visitors attracted to the event in 2021 was 26,000 and as such there is a foreseen potential for impact on residential properties.
Emissions	No foreseen impacts
Bulk & Scale	No foreseen impacts
Streetscape - whether the development relates well to the existing streetscape;	The location of the sculptures will be located within various road reserves and as such there is a potential for impact.
Siting - whether the development would have potential adverse impact on the adjoining properties due to the siting of the development and its proximity to the boundaries;	The location of sculptures will be within a proximity of residential boundaries and as such there is a potential for impact.
Topography	Not Applicable
Traffic – whether the traffic generated by the development has the potential to create adverse impacts on surrounding roads and adjoining properties, including increased traffic,	The proposed route of the sculpture walk will cross various local roads and it is considered that an impact of surrounding roads and adjoining properties.

noise, dust generation;	
Environment	No foreseen impacts

Based on the above assessment the development is considered to have potential impacts that requires notification and advertisement.

The notification and advertisement of the subject proposal will be carried out from the 9 to 23 March 2023.

REFERRAL OF DEVELOPMENT APPLICATIONS TO COUNCIL

Snowy Monaro Regional Council has adopted the Referral of Development Applications to Council policy in response to the NSW Department of Planning and Environment publication of the ‘Development Assessment Best Practice Guide. The 2017 document was developed to assist councils to improve delivery timeframes’. The Guide (p.11) states that “...councils should make every effort to maximise and standardise development assessment delegations to ensure a consistent and efficient decision making process and that delegations should:

- Facilitate decisions which reflect the nature of the DA.
- Acknowledge the judgement of their professional staff, particularly in planning and environmental management.
- Seek the continued merit assessment at the appropriate level to minimise politicisation of the decision making process”.

The Referral of Development Applications to Council provides clarity to situations where Development Applications will be referred to Council for determination, and where applications will be determined by duly authorised Council staff in accordance with Delegations.

There are two (2) ways identified in the policy which trigger or may trigger the subject application to be determined by Council and not under staff delegation, see below:

- Where Council is the owner or trustee of the land.
 Lot1 DP 1109455 and Lots 10 & 11 DP 866943 are owned by Snowy Monaro Regional Council and as such cannot be determined under staff delegation.

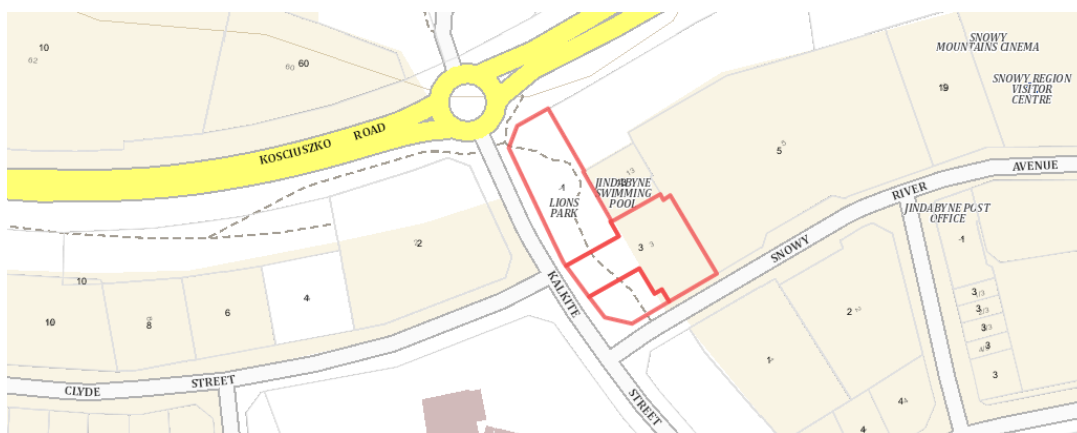


Figure 4: Council Owned Land

- Where there are more than five (5) objectors by way of individual submissions from different households.

The application has been assessed against the Snowy Monaro Planning and Development Community Participation Plan 2019 and it is considered that public notification and advertisement due to the potential impacts is required and may result in more than five (5) submissions being received.

Due to the timing of the event and the completion of the notification period the earliest Council meeting a full assessment could be considered by Council is the meeting scheduled for the 20 April 2023, after the event has been held.

CONCLUSION

In conclusion, it is considered that the proposal is an important annual event which has been held for 20 years and has a positive economic and social impacts for Jindabyne and the surrounding areas. The key issues arising out of the proposed development of this application comprise:

- The application in accordance with the Referral of Development Applications to Council policy requires the application be determined by Council, where the land is Council owned and if more than five (5) submissions are received.
- The land on which the 'Information hub' is proposed is Council land
- Public notification of the application is required and submissions may be received.
- The next scheduled Council meeting that the application could be considered at is the 20 April 2023 and after the date on which the event is proposed.

Accordingly, is recommended that Council approve this one off variation to the Referral of Development Applications to Council policy to enable the CEO to determine DA 10.2023.46.1 on Council land and if the application receives more than five (5) objections.

ATTACHMENTS

1. Statement Of Environmental Effects (*Under Separate Cover*)
 2. Event Route (*Under Separate Cover*)
 3. Information Hub Plan (*Under Separate Cover*)
 4. Indicitive Sculpture Location Plan (*Under Separate Cover*)
 5. Event Details (*Under Separate Cover*)
 6. Event Management Plan (*Under Separate Cover*)
 7. Traffic Management Plan (*Under Separate Cover*)
 8. Generated Pre-DA Form (*Under Separate Cover*)
-

9.1.1 SALE OF OLD ADAMINABY RAINBOW PINES CARAVAN PARK LEASE

Record No: I23/113

OFFICER'S RECOMMENDATION

That Council approve the assignment of lease over Crown Reserve 130067 and Crown Reserve 130068 being Lots 376-378 DP 821745 to Michael Mustafa PTY LTD, as trustee for Michael Mustafa family trust..

ISSUES

Council has received formal notification from the current lessees of Rainbow Pines Caravan Park Adaminaby (Crown Reserve 130067 & 130068) advising of their intent to sell the lease. To follow correct procedure and to facilitate this sale, Council will need to approve the Assignment of Lease over this reserve to the proposed new owner.

RISK ASSESSMENT

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

FINANCIAL IMPACTS

All costs associated with the transfer of ownership as per the current lease arrangement are covered by both parties. There is nil financial impact to Council.

RESPONSIBLE OFFICER: Manager Community Services

OPTIONS CONSIDERED

Council has granted a twenty (20) year lease to the current lessees in 2020. No further options have been considered as the sale was a negotiation between the lessee and prospective buyers. They must comply with the existing lease arrangements.

IMPLEMENTATION PLANS

The ongoing management of lease will continue to the new lessee. The timeframes this is to be completed are as soon as possible due to an offer being accepted.

EXISTING POLICY/DECISIONS

The below documents are to be provided to Council by the current lessee before the transfer can be finalised. Currently an approval to operate is in the process of being issued and when it is issued it will be issued for 3 years.

- Fire safety certificate
- Electrical certificate
- On Site Sewer Management

BACKGROUND

Council is the Crown Reserve Manager for the Old Adaminaby Rainbow Pines Tourist Park, 130067 and Crown Reserve 130068 being lots 376-378 DP 821745. On 2 February 2023, formal notice to Council was provided to advise that the current lessees Kerry Parrot and Rick Martin had entered into an arrangement with Michael Mustafa pertaining to the lease of Old Adaminaby Rainbow Pines Park. Kerry Parrot and Rick Martin have operated the park in an exemplary manner, taking ownership and caring of the land and property as their own. An exchange deposit has been accepted, and settlement is dependent on transfer of lease.

Michael Mustafa the new lessee, will be responsible for the operational management of Old Adaminaby Rainbow Pines Tourist Park, under his current business with the company name of Michael Mustafa Pty Ltd and The Trustee for Michael Mustafa Family Trust. Michael has several businesses and companies. In undertaking due diligence, we have completed a National Personal Insolvency Index check, Credit Report and confirmation of business registration through ASIC. All documents have been returned with nil concerns and labelled Attachment 1 Insolvency Check, Attachment 2 Credit Report and Attachment 3 ASIC Details. Due to the sensitive nature of these reports, they are listed as 'Confidential' in this report.

Michael has extensive experience working in the areas of hospitality and customer service, spanning 35 years. He is listed as owning, through the Michael Mustafa Family Trust, Anglers Reach Lakeside Village. On undertaking a reference check for Michael, an ex-employee who managed the accommodations for 12 months prior to moving out of the region, advised that Michael invested a lot since purchasing the property which comprises of several cabins and lodges. Michael has acquired another property only recently in Anglers Reach as confirmed through a rates search. Michael has reported that he has an interest in increasing patronage at the Old Adaminaby Rainbow Pines Tourist Park, so this can continue to be a successful business, while setting his family up for the future with a strong asset portfolio.

Based on the above, there is no concern in approving the transfer of lease.

ATTACHMENTS

1. Attachment 1 Credit Report (*Under Separate Cover*) - **Confidential**
-

9.1.1 SALE OF OLD ADAMINABY RAINBOW PINES CARAVAN PARK LEASE

2. Attachment 2 Insolvency Check (*Under Separate Cover*) - **Confidential**
 3. Attachment 3 Asic Details (*Under Separate Cover*) - **Confidential**
-

9.1.2 WOMBAT WAY JINDABYNE- TRANSFER OF A PORTION OF CROWN ROAD RESERVE (UNFORMED) TO COUNCIL -
PLACEMENT OF UNDERGROUND WATER & SEWER INFRASTRUCTURE TO ENABLE DEVELOPMENT

9.1.2 WOMBAT WAY JINDABYNE- TRANSFER OF A PORTION OF CROWN ROAD RESERVE (UNFORMED) TO COUNCIL - PLACEMENT OF UNDERGROUND WATER & SEWER INFRASTRUCTURE TO ENABLE DEVELOPMENT

Record No: I23/136

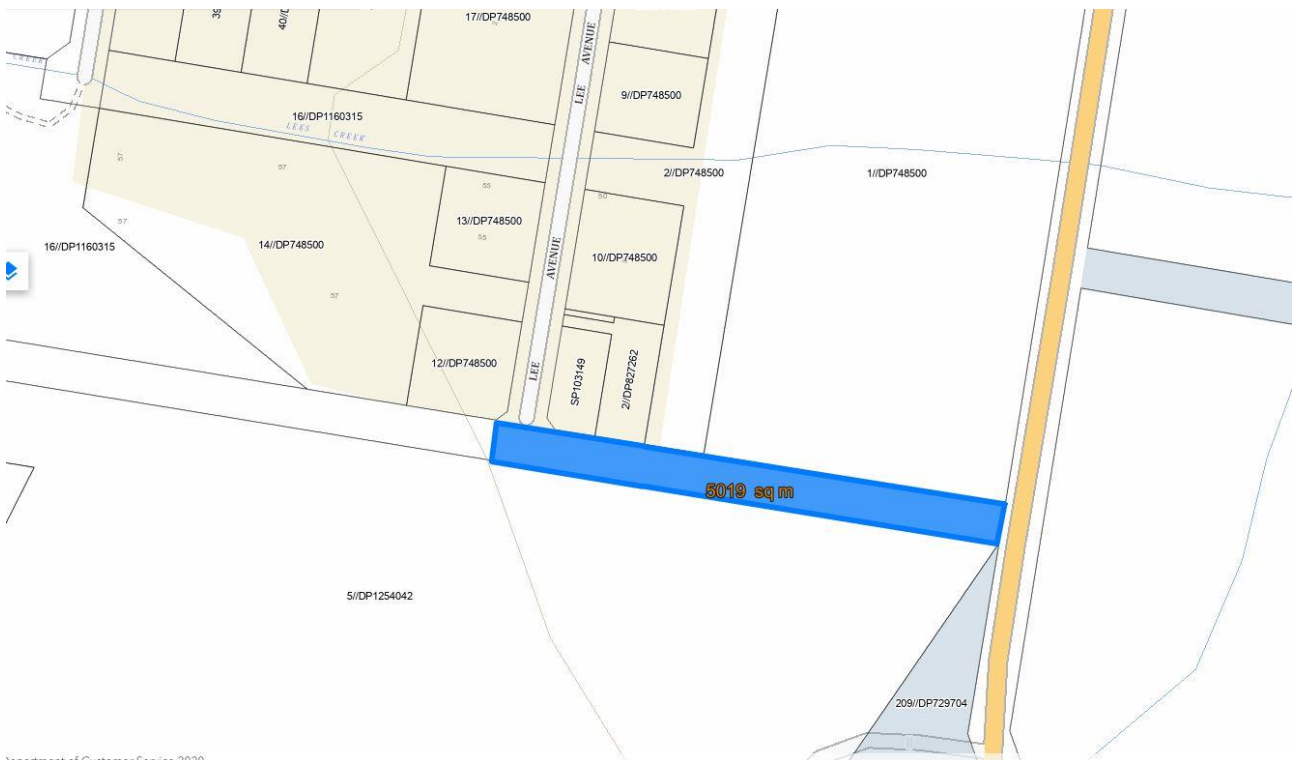
OFFICER’S RECOMMENDATION

That Council make application to the Department of Environment (Crown Lands) for the transfer of part of the Crown road reserve (unformed) known as Wombat Way, located in Leesville area of Jindabyne – being the portion of Wombat Way extending from the Barry Way through to alignment with the western boundary line of Lee Avenue (reference image located within report body).

ISSUES

For development and planning reasons, councils and other road authorities may request the transfer of a Crown road reserve. This report seeks a resolution from Council to request transfer of a Crown road segment to support the intended development of Lot 5 DP 1254042 which will deliver an 11 lot rural tourist subdivision - Subdivision Works Certificate number 11.2000.3000067.1. The proposed water and sewer mains are to be designed and constructed to Council’s specifications (standards) with the infrastructure subsequently installed to then become part of the public Council network upon subdivision completion.

Figure 1 – The subject section of “Wombat Way” (unformed) Crown Road reserve proposed to be transferred to Council highlighted in BLUE. Approximate area 5019 square metres.



9.1.2 WOMBAT WAY JINDABYNE- TRANSFER OF A PORTION OF CROWN ROAD RESERVE (UNFORMED) TO COUNCIL -
PLACEMENT OF UNDERGROUND WATER & SEWER INFRASTRUCTURE TO ENABLE DEVELOPMENT

Section 43 of the Road Act 1993 provides that should Council, at a later stage elect to close the public road reserve corridor (after the road segment has been transferred to Council) the land is regarded as operational land for the purposes of the Local Government Act 1993, by default.

43 Disposal of land comprising former public road owned by council

(1) This section applies to land vested in a council and forming part of a former public road.

(2) Land to which this section applies is operational land for the purposes of the [Local Government Act 1993](#) unless, before the land becomes vested in the council, the council resolves that it is to be community land, in which case the land is community land.

Any decision to alter the status of road reserve would be subject to a Council report in the future as and if required. Note: The name Wombat Way is part of the cadastre annotation data supplied to Council by NSW State Spatial Services for this public road corridor.

RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Asset Management	Low	Low	Yes
Economic Activity	High	Low	Yes
Environmental Security	Low	Low	Yes
External Political Environment	Medium	Low	Yes
Financial Sustainability	Low	Low	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

Agreement would demonstrate practical support by Council towards overcoming infrastructure barriers, enabling the supply of “development ready” land, and increasing the availability of affordable and diverse housing in Jindabyne. Housing affordability and availability are pressing issues across the Snowy Monaro Region. Any environmental impacts will be dealt with at the time of the subdivision certificate stage.

FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	N/A	
Estimated Annualised Net Cost	N/A	
Capital Investment	N/A	
Capital Funding Source	N/A	

There are no fees payable by Council to lodge a road transfer application to Crown Lands. Crown Lands at its own cost administer the transfer and publish a notice of the parts transferred in the

NSW Government Gazette. A formed physical road is not envisaged to be created at this time, therefore there are no planned ongoing road maintenance costs.

RESPONSIBLE OFFICER: Coordinator Land & Property

OPTIONS CONSIDERED

1. Not support the application for road transfer request. Not recommended in this instance as this would have negative consequences on the supported development. Noting also that there are future community benefits in Council in having control of the identified section of land due to its interface with Barry Way.
2. Approve an application to Crown Lands requesting the transfer of part of the Crown road described in this report to Snowy Monaro Regional Council. Recommended option.

IMPLEMENTATION PLANS

The proposal integrates with the assessment and pending approval tasks of the relevant Subdivision Works Certificate (SWC) to provide functional water and sewer infrastructure.

A transfer request will be tabled to the State in relation to the relevant portion of Crown road reserve. Council asset listings will be updated to reflect the subsequent road status change to Council public road, once the transfer process is finalised; options as to the treatment of this land into the future then rest with Council, offering flexibility to respond community need.

EXISTING POLICY/DECISIONS

There are two types of transfers administered by Crown Lands:

1. Crown road transfer at the request of Council or another roads authority—this requires the roads authority to submit a written Transfer Crown Road request.
2. Crown road transfer initiated by Crown Lands— In this case Crown Lands will consult with Council before a Crown road is transferred, with each proposed transfer considered on a case-by-case basis.

Crown Lands has established criteria for determining whether a Crown road is suitable for transfer to Council - Crown Lands policy “Administration of Crown Lands” (IND-O-250). Crown roads are considered suitable for transfer to Council or another roads authority (for example Roads & Maritime Services) if they meet various criteria; the relevant one in this instance being:

Criteria	Explanation
A roads authority requests transfer of a Crown road, including for the purpose of Section 44 of the <i>Roads Act 1993</i> (Roads Act).	To initiate the road transfer process, the request by Council must be in writing and be accompanied by diagram showing the extent of the road subject to the transfer.

9.1.2 WOMBAT WAY JINDABYNE- TRANSFER OF A PORTION OF CROWN ROAD RESERVE (UNFORMED) TO COUNCIL -
PLACEMENT OF UNDERGROUND WATER & SEWER INFRASTRUCTURE TO ENABLE DEVELOPMENT

BACKGROUND

Council recognises that the intended development of Lot 5 DP 1254042 will deliver an 11 lot rural tourist subdivision. To practically support the development of the land in question, essential services (water & sewer) infrastructure is required. The placement of the identified essential service lines across the Crown Road reserve (known as Wombat Way) presents as a logical and suitable design.

Crown Lands have advised that processing times for the relevant scope of permissions, should the section remain Crown Road corridor, will be prohibitive (taking 18 months or longer to complete) thus the most efficient mechanism would be Council to take control of the nominated section.

It is noted that the intended development proposes to make adequate provision for future demand as identified in the Snowy Mountains SAP Master Plan (NSW Planning). Development that aligns with infrastructure provision and market demand is vital for the Jindabyne Growth Precinct's zones of Leesville and Barry Way South.

There is in principle support from Crown Lands to process the transfer request as a priority, which would likely enable the intended construction to begin prior to winter 2023.

ATTACHMENTS

Nil

9.2.1 MONTHLY FUNDS MANAGEMENT REPORT - FEBRUARY 2023

Record No: I23/131

OFFICER'S RECOMMENDATION

That Council

- A. Receive the report indicating Council's cash and investments position as at 28 February 2023; and
- B. Receive the certificate of the Responsible Accounting Officer.
- C. Authorise the use of Internally Restricted funds to cover short term fluctuations in cash movements throughout the current 2022/23 financial year.

ISSUES

The effective management of Council funds in accordance with Council's Investment Policy and regulatory requirements. To assist financial sustainability and the intangible expectations of the community.

RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Financial Sustainability	Low	Low	Yes

Total cash and investments are managed to ensure the protection of the principal invested, there is appropriate levels of liquidity to fund service provision and investment returns are maximised within policy and statutory constraints.

FINANCIAL IMPACTS

As interest rates rise, the investment strategy needs to be agile to ensure Council can take advantage of higher yield investments when they are presented. Budgets may need to be adjusted to reflect increasing interest rates.

RESPONSIBLE OFFICER: Chief Financial Officer

CERTIFICATION:

I, Tracy Sligar, Responsible Accounting Officer of Snowy Monaro Regional Council hereby certify, as required by Clause 212 of the Local Government (General) Regulation 2021, that the existing investments as detailed in this report have been invested in accordance with Section 625 of the *Local Government Act 1993*, the Regulations and Council's grandfathered Investment Policy, April 2020. In accordance with Regulation 212 of the Local Government (General) Regulation 2005, a report setting out details of money invested must be presented to Council in the following month.

OPTIONS CONSIDERED

Council's Monthly Funds Management Report meets the requirements of Council's current Investment Policy and regulatory requirements.

To take advantage of increasing interest rates, a move has been made to maximise the investment portfolio that is placed in cash products, such as term deposits. This reduces the amount held in at call accounts, which are now earning lower yields than term deposits. Diversifying the portfolio's maturity dates will enable Council to have access to cash on a regular basis, if required, and ensure agility to be able to access term deposits with higher yields as they become available.

IMPLEMENTATION PLANS

Investment of surplus funds that are not required to manage short-term cash flow.

EXISTING POLICY/DECISIONS

Council's Investment Policy (SMRC 258)

The revised policy was adopted on 17 November 2022 by Council Resolution Number 324/22 and is next due for review in November 2023. The aim of Council's Investment Policy is to provide a framework for the investing of Council funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met. Any investments that were invested prior to the adoption of this version of the Investment Policy will be grandfathered until maturity unless a financial gain to be made by Council in redeeming the investment prior to maturity.

BACKGROUND

Council's Cash and Investments 28 February 2023:

DATE INVESTED	FINANCIAL INSTITUTION	Short-Term Rating	Long-Term Rating	TYPE	CURRENT INVESTMENT	INTEREST RATE	MATURITY
n/a	National Australia Bank - Cash at Bank*	A1+	AA-	Cash	4,646,803	Tiered	n/a
n/a	National Australia Bank - At Call	A1+	AA-	At Call	5,438,454	1.80%	At Call
29-Jun-18	National Australia Bank	A1+	AA-	TD	4,000,000	3.93%	29-Jun-23
11-Sep-18	RaboDirect	A1	A	TD	2,000,000	3.33%	08-Sep-23
17-Sep-19	Bank of Queensland	A2	BBB+	TD	1,000,000	1.85%	19-Sep-23
23-Oct-19	Bank of Queensland	A2	BBB+	TD	1,000,000	1.80%	23-Oct-23
17-Mar-20	ING Bank	A1	A	TD	1,000,000	1.63%	17-Mar-25
20-Mar-20	Bank of Queensland	A2	BBB+	TD	1,000,000	1.85%	19-Mar-25
17-Mar-22	Bendigo and Adelaide Bank Limited	A2	BBB+	TD	4,000,000	1.15%	17-Mar-23
05-May-22	MyState	A2	BBB+	TD	5,000,000	3.25%	03-Nov-23
05-May-22	Judo Bank	A3	BBB-	TD	4,000,000	2.95%	05-May-23
22-Jun-22	National Australia Bank	A1+	AA-	TD	4,000,000	4.30%	26-Jun-24
23-Aug-22	Australian Military Bank	A2	BBB+	TD	2,000,000	4.41%	22-Aug-24
29-Nov-22	AMP Bank	A2	BBB	TD	1,000,000	3.95%	29-Mar-23
29-Nov-22	AMP Bank	A2	BBB	TD	1,000,000	4.30%	28-Apr-23
29-Nov-22	National Australia Bank	A1+	AA-	TD	5,000,000	4.08%	29-Jun-23
29-Nov-22	National Australia Bank	A1+	AA-	TD	5,000,000	4.12%	31-Jul-23
29-Nov-22	National Australia Bank	A1+	AA-	TD	5,000,000	4.15%	29-Aug-23
29-Nov-22	National Australia Bank	A1+	AA-	TD	5,000,000	4.19%	28-Sep-23
29-Nov-22	National Australia Bank	A1+	AA-	TD	5,000,000	4.23%	30-Oct-23
29-Nov-22	National Australia Bank	A1+	AA-	TD	5,000,000	4.30%	29-Nov-23
30-Nov-22	Beyond Bank	A2	BBB	TD	2,000,000	4.30%	31-May-23
15-Dec-22	AMP Bank	A2	BBB	TD	2,000,000	4.30%	13-Jun-23
15-Dec-22	National Australia Bank	A1+	AA-	TD	5,000,000	3.80%	15-Mar-23
15-Dec-22	ING Bank	A1	A	TD	5,000,000	4.50%	14-Dec-23
27-Feb-23	ING Bank	A1	A	TD	5,000,000	4.95%	27-Feb-24
28-Feb-23	ING Bank	A1	A	TD	2,000,000	5.00%	28-Mar-24
					92,085,257		

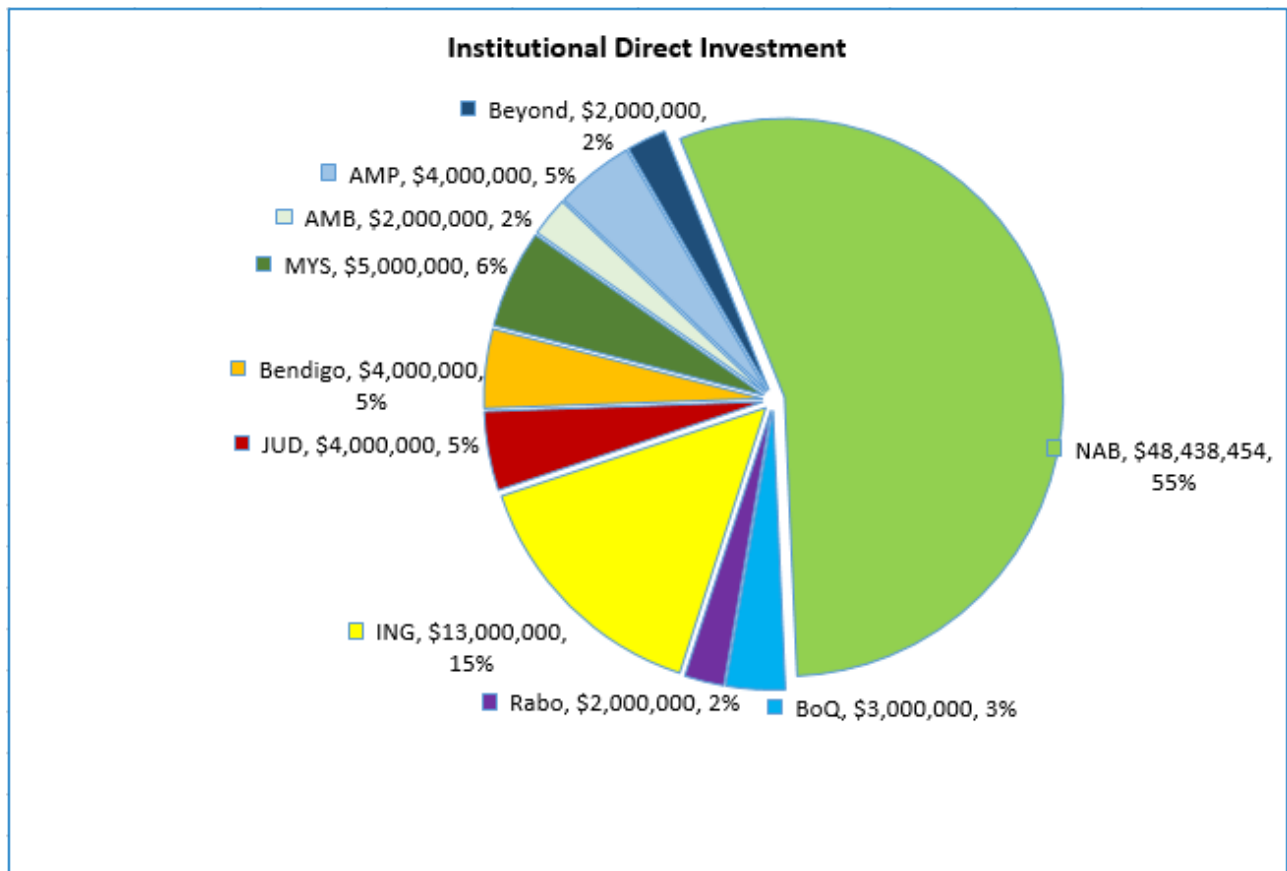
**Tiered* rate means we will earn different rates of interest depending on the balance of our account. If our account balance is above a certain level, the bank will pay a higher rate of interest on the whole balance.

Investment Portfolio Return:

Benchmarking is used by Council as a gauge for the performance of its portfolio against its investing universe (*universe*: securities sharing a common feature – liquidity, return patterns, risks and ways to invest). A suitable benchmark to review the return on Council's portfolio is the Bank Bill Swap Rate (BBSW), or Bank Bill Swap Reference Rate – a short-term interest rate used as a benchmark for the pricing of Australian dollar derivatives and securities – most notably floating rate bonds.

Month	YTD Annualised Return	Monthly Average Interest Return	90 Day Bank Bill*	Margin
February	2.62%	3.48%	3.56%	-0.08%
January	2.51%	3.23%	3.37%	-0.14%
December	2.39%	3.48%	3.26%	0.22%
November	2.16%	1.75%	3.09%	-1.33%
October	2.28%	2.74%	3.09%	-0.34%
September	2.11%	2.64%	3.06%	-0.43%
August	1.84%	2.10%	2.46%	-0.35%
July (2022)	1.59%	1.59%	2.15%	-0.56%

*The Australian Financial Market Association (AFMA)



Cash Flow Forecast to 30 June 2023:

Consolidated Cashflow movements as at 28 February 2023			
	Actual YTD	Forecast YTD	Forecast YTD
	\$'000	\$'000	30 June 2023
			\$'000
Opening Cash & Investments as at 1 July 2022	86,494	86,494	86,494
Operating receipts	76,660	131,157	162,312
Operating payments	(39,511)	(60,762)	(74,855)
Net Operating cash inflow / (outflow)	37,149	70,395	87,457
Net movement in term deposits	(3,354)	0	0
Capital payments	(28,204)	(84,560)	(99,329)
Net Investing cash inflow / (outflow)	(31,558)	(84,560)	(99,329)
Total cash inflow / (outflow)	5,591	(14,165)	(11,872)
Closing Cash & Investments as at 28 February 2023	92,085	72,329	74,622

Cash flow forecast has been calculated using phased budgets for the remainder of the current 2022/23 financial year. Forecast projections will be updated monthly to reflect actual cash movements and greater certainty in timing of cash inflows and cash outflows.

This forecast indicates further review of the 2022/23 remaining budget is required. This will result in changes to the forecast result as at 30 June 2023.

Council's Unrestricted and Restricted Funds as at 28 February 2023:

Council's Restricted and Unrestricted cash reserves are detailed in the Restricted Assets (Cash & Investments) Policy.

Restricted Cash & Investments as at 28 February 2023		
	Actual YTD \$'000	Forecast YTD 30 June 2023 \$'000
Externally Restricted:		
Section 7.11 developer contributions	3,428	3,113
Section 64 – water	5,149	4,179
Section 64 – sewer	4,425	3,563
Specific Purpose Unexpended Grants	30,627	18,923
Water Fund	25,253	18,468
Sewer Fund	1,706	308
Domestic Waste Management	3,487	2,800
Snowy River Hostel accommodation bonds	505	1,519
Yallambee Lodge accommodation bonds	3,776	1,740
Crown Land Reserves	1,585	821
Boco Rock Community Reserve	31	31
Kamoto-Cooma Friendship Scholarship fund	45	45
Other	262	76
Total	80,279	55,586
Internally Restricted:		
Plant & Vehicle replacement	0	0
Employee Leave Entitlements	1,383	1,383
Deposits, bonds & retentions	1,158	1,366
Uncompleted works	810	763
Waste Management	2,387	1,737
Yallambee Lodge/Snowy River Hostel	271	271
Former Snowy LGA	669	569
Former Bombala LGA	1,311	1,142
Stronger Communities Funds interest	1,390	1,390
Total	9,379	8,621
Unrestricted:	2,427	10,415
Total Cash & Investments	92,085	74,622

A recommendation from the Financial Sustainability Review, and now incorporated in the Restricted Assets (Cash & Investments) Policy, is for council to maintain a minimum limit of \$5m of unrestricted cash. The reason for this is to ensure there are sufficient funds to support cash flow timing movements throughout the year and provide for any unexpected costs. Limited balances of unrestricted cash may result in negative unrestricted cash due to the timing of cash flows and the need to access LGA Internally Restricted reserves to fund these short term cash fluctuations.

The projected unrestricted cash balance as at 30 June 2023 of \$10.4m will be subject to change as further budgetary reviews result in adjustments to the current approved budgets.

ATTACHMENTS

Nil

9.3.1 ORGANISATIONAL PERFORMANCE REPORT - FEBRUARY 2023

Record No: I23/97

OFFICER’S RECOMMENDATION

That Council:

- A. Note the progress outlined in the report.
- B. Defer the completion of the investment strategy to the 2023-2024 operational plan year.
- C. To allow for a start on the recommendations from the financial sustainability review finding:
 - a. Include a project of improvement works, to be called the ‘Towards Excellence Program’, into the Delivery plan.
 - b. Incorporate the actions supporting the implementation of the Towards Excellence Program into the 2023-24 operational plan and defer completion of the customer request management system until 2023-24 so it can be undertaken in conjunction with the change management program.

ISSUES

The summary below indicates performance to the end of February 2023 against the actions included in the 2022 – 2023 Operational Plan, delivering progress towards the 2022-2026 Delivery Program principal activities and projects. The progress against targets compares against the year to date completion targets. A result of more than 100% indicates that overall, more items are assessed as ahead of target than behind.

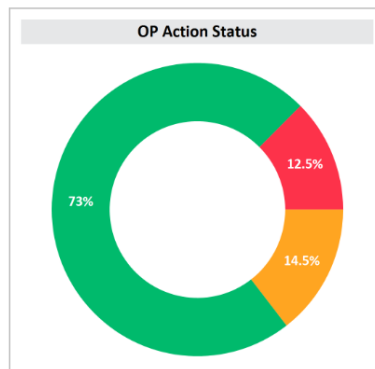
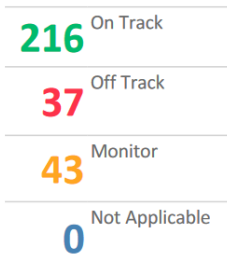
Projects will appear as “no target set” if their commencement date hasn’t been reached.

Snowy Monaro Regional Council (SMRC) Action and Task Progress Report- Standard

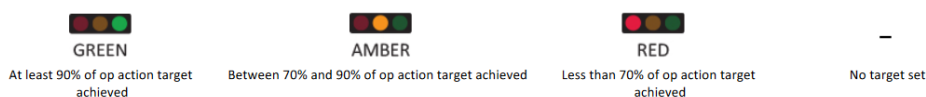
OVERVIEW

OP ACTION SUMMARY

By Performance



OP ACTION PLANS



Significant Change Impacts

The financial sustainability review recommended a significant and wide ranging change program be undertaken, with the recommendations adopted by Council. The actions that it recommended be undertaken will fundamentally change how the organisation operates.

Council's delivery plan includes a target requiring a plan to be implemented to deliver on actions from each service review (page 89). Work has commenced on this process and it has identified that there are aspects that can be commenced with the current level of resourcing, aspects that require funding and aspects that impact on Council's previous plans.

Implementation will have resourcing implications and will add programs of works and actions into the Council's plans, which in turn impacts on the ability to also deliver some existing items. This report sees the start of the process of incorporating changes as a result of the FSR findings. It will not reflect the full extent of the works required as only those activities that can be resourced can, and should, be included in the plans.

Most of the works proposed are work that was currently being done as part of the ongoing work to improve the organisation and as such are funded through the existing business as usual budgets. It is simply recognising those activities formally at the governing body level. Other activities require resources and will require a diversion from other activities.

The following items are either in the operational plan or proposed to be included in the operational plan 2022/23 that are considered part of the Towards Excellence Program, which is the transformation program to enact the recommendations from the financial sustainability review and the service reviews undertaken in the last twelve months:

Action	Responsibility	Progress Comment
6.2.1.4 Develop and implement an economic development and investment attraction strategy	Mark Adams - Coordinator Economic Development	Existing Action: Will aim to incorporate this project into the existing ED project to develop a region wide Investment Attraction Strategy. Due to the increase in scope the completion date for the document is targeted for June 2024.
14.2.7.2 Lobby for SAP Growth factor in rate peg cap	Gina Woodward - Chief Communications Officer	New Action: This is considered a high priority due to the timing of the SAP project. Lobbying while the project is still in the early stages and before the costs start to impact is expected to have a better outcome. Discussions commenced on key players in process and timing (due to election) ahead of developing project plan. Will continue to look at resources needed during caretaker period.
15.2.1.1 Engage required resources to support Towards Excellence project development and implementation	David Rawlings - Chief Strategy Officer	New Action: This is additional work, but critical to achieving the extent of change desires successfully. Major change projects need a significant resource and resources skilled in delivery of these change agendas. Tender process has been undertaken. Responses (5) are currently being evaluated.

Action	Responsibility	Progress Comment
15.2.2.3 Create resource (labour & financial) estimates for all programs	Tracy Sligar - Chief Financial Officer	<p>New Action: This is also works that were planned to be undertaken due to the need to closely review the budgets. Both from the perspective of reducing the net cash outflows, but also to better identify the true costs of services.</p> <p>Through the development of the 23/24 budget, labour resources are being reviewed to ensure there are sufficient resources to deliver the level of services identified.</p>
15.2.3.1 Commence work to identify current state of way of working	Jeff Morgan - Chief Operating Officer	<p>New Action: Fundamental to delivering a successful change program is gaining good data on the organisation and how it currently operates. This will allow identification of opportunities and potential for improvements. It will also be important to allow for creating a starting point against which progress can be monitored.</p>
13.2.10.8 Development and implementation of Grant Funding Policy and Procedures to ensure sound governance and consistency across the organisation in the application for and management of grants	Patrick Dunn - Manager Finance	<p>New Action: Grants have been accepted without a business case showing how the outcome in the grant can be sustainably provided or determining the required funding. In the current financial situation it is important that the Council does not worsen the financial situation.</p> <p>Currently reviewing the processes to ensure integrity of the grants register.</p>
13.2.10.11 Implement	Tracy Sligar - Chief Financial	<p>New Action: Already planned as part of the operational activity of the Council. This is identified as a critical</p>

Action	Responsibility	Progress Comment
effective budget and other financial controls & implement a comprehensive and robust budget development process	Officer	<p>aspect for focus on early in the transition process due to the financial position.</p> <p>Budget training for managers has begun. Finance staff are assisting managers to be more involved in developing an activity based budget for 23/24.</p> <p>Assumptions used in developing the budgets are being documented and will be monitored throughout the coming financial year.</p> <p>Ongoing monthly finance meetings with budget managers will occur to ensure data integrity and collate variance details for reporting purposes. These meetings will be used to determine whether budget adjustments are required.</p>
13.2.10.13 Develop an annual budget development process that is activity based	Tracy Sligar - Chief Financial Officer	New Action: Also identified as work required prior to the recommendations. A budget manual is being developed in conjunction with the development of the 23/24 budget to assist with preparing future budgets.
13.2.10.15 Review internally restricted cash	Tracy Sligar - Chief Financial Officer	New Action: Already identified as required prior to the financial sustainability review. Processes are in place to ensure Council cash is monitored, reviewed and reported on in a timely manner.
13.2.10.16 Revise Water and Wastewater long term financial plans	Tracy Sligar - Chief Financial Officer	New Action: An updated LTFP for both Water and Wastewater have been reviewed and updated and adopted by Council. Further review is required to ensure future development is appropriately funded.
13.2.30.1 Development of Service Level Agreements for the Transport Network	Zachary Crombie-Brown - Manager Infrastructure	Existing Action: Council is currently assessing tenders for the Towards Excellence package, to identify annual working requirements and subsequently formalising Service Level Agreements.
2.1.3.2 PROJECT: Transition to a new provider of Aged Care Services within the region	Bianca Padbury - Manager Community Services	Existing Action: The process of exploring divestment with Sapphire Coast is continuing.
13.2.33.4 Develop measures of	Gina McConkey - Coordinator	New Action: While work has been underway to move towards a better and more robust system of measuring

Action	Responsibility	Progress Comment
productivity and efficiency	Strategy Development	<p>performance, the Towards Excellence Program is leading to a need to push more resources into this area. This has been brought into the workload as this work will underpin the development of the service standards and levels.</p> <p>All service areas of Council have been met with and a review of all measures has been completed for the review of the Delivery Program.</p>
15.1.1.4 Understand the likely benefits of SAP development	Gina McConkey - Coordinator Strategy Development	<p>New Action: SAP Indicative Layout Plans have just been released for review by Council. Once these have been bedded down (Expected in April) Council needs to investigate and gauge full impacts so that we can understand what response is required.</p>
15.1.2.3 Develop a strategic service planning framework	David Rawlings - Chief Strategy Officer	<p>New Action: This is another action that is seen to provide the underpinning for the transition of the organisation and will guide the process.</p> <p>Reviews of other service statements have been undertaken to identify what aspects will provide values within the integrated planning suite of documents. Do not want to duplicate existing work.</p> <p>These are not used much in local government, so the content will need to be modified as it overlaps with documents such as the community strategic plan and delivery plan content.</p>
13.2.28.3 Explore opportunities to rationalise the land and facilities assets that are used to deliver Council's services	David Rawlings - Chief Strategy Officer	<p>New Action: While this is a substantive body of work, starting now will assist in identifying opportunities to reduce costs with a lower impact on the community.</p>
13.2.34.2 Service review program is to be completed outlining which service reviews are to be undertaken within the next four years	Richard Doolan - Chief Workforce Officer	<p>New Action: The Towards Excellence Program will require further service reviews.</p>

Action	Responsibility	Progress Comment
15.2.7.2 Develop and deliver frontline leadership training programs	Richard Doolan - Chief Workforce Officer	New Action: this recommendation was already underway as part of the identified training needs. Have now started a process of role definition and training needs analysis. Pilot was conducted and was well received. Outcomes will be used to develop basic supervisors program to compliment a more advanced leadership pilot.
14.1.1.3 Establish a Customer Request Management system to improve customer service and streamline allocation of requests through the organisation	Susie Diver - Coordinator Engagement	<p>Existing Action: The program of works recommended from the financial sustainability review will substantially change how such a system will be established and configured. It is considered that the system needs to be developed in conjunction with the changes that will be implemented under the Towards Excellence Program. This will mean deferring the project so that it will not be completed until the 2023/24 year.</p> <p>It was identified that there have been a large increase in calls relating to roadworks. This has been increasing the number of calls not responded to. In response a resource has been put into place whose role is to take calls relating to roads, liaise with the staff to determine a response and provide responses. This will relieve the pressure on the operations staff, who can then focus on the rectification works. The role will also be doing spot calls, selecting calls from those that have been coming in and undertaking random checks to see if the person has received a response. While this is a temporary role it will assist in the issue of calls not being responded to in the interim.</p>

As well as impacting on the customer service request action the above activities will (and are) consume a reasonable amount of business as usual resources. The availability of staff in some of the areas mentioned above to respond to new and unplanned request for action will be limited.

Table 1: Notable achievements (Selected activities from the full report)

<p>Delivery Program: 2.1.3: Deliver services to the community through Residential Aged Care in accordance with Aged Care quality standards.</p> <p>OP Action Title: 2.1.3.1: Maintain service levels and customer satisfaction in accordance with Aged Care Quality Standards</p>
<p>Council's facilities have achieved a 4 out the new 5 Star Rating against the new Star rating system for Residential Aged Care providers that commenced in December 2022, putting Council facilities in the top 30% of providers in Australia. The rating is based on several factors including quality service provision.</p>

Delivery Program: 12.4.2: Maintain high priority, high use parks, sporting facilities, trails and other grounds

OP Action Title: 12.4.2.9: PROJECT: Jindabyne Sportsground Upgrade Amenities

The long awaited John Connors Oval has been completed. This project has been eagerly awaited by the community which sees updated amenities and a cover for the grandstand. John Connors Oval is a heavily used facility, being the only full sized oval in Jinda byne and we're pleased to be able to complete this project to improve the experience for users and spectators alike.

Table 2: Identified variances for off track projects/services

Delivery Program: 5.2.1 Support key local industries

OP Action Title: 5.2.1.2 PROJECT: Investment Attraction Strategy

Variation Reason: Early stage work on a draft investment attraction strategy has commenced. Following the Financial review recommendations the scope of the IAS has increased. Completion date target is now June 2024.

Variation: Defer the completion of the Investment Strategy to the 2023-2024 Operational plan year.

Impact: The impact will be minimal and will result in improved outcomes by incorporating the recommended actions from the AEC Financial Sustainability Review.

Delivery Program: 14.1.1: Provide communication and engagement support to the organisation

OP Action Title: 14.1.1.3 PROJECT: Establish a Customer Request Management system to improve customer service and streamline allocation of requests through the organisation

Variation Reason: The implementation of Council's Customer Request System (CRM) has been deferred for implementation due to its inclusion in the 'Towards Excellence Project', with additional changes to work practices required ahead of the CRM's implementation. The tender for this project is now closed for evaluation. It is expected that CRM will now be delivered in 2023-2024 Operational Plan Year.

Variation: Defer the establishment of the Customer Request Management System to the 2023-2024 Operational Plan.

Impact: The current CRM system is being used with limited capacity. The impact to the organisation is a delay in the full service being rolled out. Deferring the project till the next operational plan will enable Council to move forward with a planned system with defined workflows and escalation of customer requests.

Table 3: Projects and activities requiring monitoring

Delivery Program:

OP Action Title: 7.1.2.1 Undertake routine inspections of Liquid Trade Waste systems

Status: Positions still vacant. Council has two vacant Liquid Trade Waste Officer positions. Both positions continue to be vacant. The positions were advertised for the fifth time in February 2023.

Impact: The impact of not having routine liquid trade waste inspections undertaken means that there is a risk that systems may not be being maintained regularly, with the potential for spills and the sewer system becoming blocked with fatbergs. This will result in Council's waste water team responding to sewer mains blockages.

RISK ASSESSMENT

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

Council's adopted Delivery Program and Operational Plan are the mutually agreed plans with our community. Any variance through not being able to meet measures, actions, and delivering projects increases the risks of financial sustainability and significant reputational risk. Providing updated information on the current status reduces the risk of reputational damage.

FINANCIAL IMPACTS

Budget variances are currently reported separately through the budget reporting. Due to the financial position of the Council there is a strong focus on amending the scope of projects to stay within the available funding.

RESPONSIBLE OFFICER: Coordinator Strategy Development

OPTIONS CONSIDERED

It is a statutory requirement to report a minimum every six months to Council; however, a move towards monthly reporting has been implemented to focus on improved accountability and increased agile decision making across the organisation.

IMPLEMENTATION PLANS

Adopted variances to the 2022-2026 Delivery Program will be undertaken in accordance with the IPR guidelines and amendments to the original adopted 2022-2023 Operational Plan.

EXISTING POLICY/DECISIONS

In accordance with Section 404 of the *Local Government Act 1993* (the Act) and the Integrated Planning and Reporting Guidelines for Local Councils in NSW 2021, the Chief Executive Officer must ensure that regular progress reports are provided to Council with respect to the principle activities detailed in the Delivery Program. Progress reports must be provided at a minimum every six months.

ATTACHMENTS

1. Organisational Performance Report - February 2023 (*Under Separate Cover*)
-

9.3.2 EXTRAORDINARY COUNCIL MEETINGS TO BE SCHEDULED FOR 4 MAY AND 22 JUNE 2023

Record No: I23/95

OFFICER'S RECOMMENDATION

That Council hold extraordinary council meetings commencing at 1pm on 4 May 2023 and 22 June 2023.

ISSUES

The integrated planning and reporting (IPR) suite of plans is a statutory requirement under the *Local Government Act 1993*, and the development of these plans is a significant body of work.

Finalisation of the budget, draft revised Delivery Program 2022-2026, draft Operational Plan 2023-2024, draft Revenue Policy 2023-2024 and draft Fees and Charges 2023-2024 will not be ready for the 20 April 2023 Council meeting.

Scheduling an extraordinary meeting on 4 May 2022 will allow for an additional two weeks for discussion with councillors and preparation prior to Council's consideration for placing on public exhibition for 28 days. This also means that the public exhibition period will run **from 8 May to 5 June 2023**. As a consequence, the consideration of submissions and post-exhibition period report to Council will not be ready for the 15 June 2023 Council meeting; thus, an extraordinary Council meeting is required to be held on 22 June 2022.

RISK ASSESSMENT

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

Legislative and Compliance

There is a risk by not holding the extraordinary meetings that the IPR plans will not meet the 30 June 2022 deadline for the plans to be adopted by Council.

Reputation and Image

Seeking to try and meet an earlier deadline and as a result not having a set of plans that are complete and councillors have had sufficient time to consider before being placed on public exhibition may have a negative reputational impact.

FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	\$391,998	Current adopted budget for the governing body.
Estimated Annualised Net Cost	\$391,998	Nil additional expected.
Capital Investment	Nil	
Capital Funding Source	N/a	

The additional cost of the two extraordinary meetings is \$1,204, consisting of catering costs of \$561 and travel costs of \$643. While there are a larger number of briefing sessions planned it is expected that based on the existing spend there will be sufficient funds to cover these additional meetings.

RESPONSIBLE OFFICER: Coordinator of Strategy Development

OPTIONS CONSIDERED

The option of tabling the draft suite of plans on 20 April 2022 has been considered, and is not the preferred date due to the risks identified.

IMPLEMENTATION PLANS

The proposed extraordinary meeting dates of 4 May and 22 June 2022 have been tentatively booked and set within Council's Infocouncil system for the meeting to take place.

ATTACHMENTS

Nil

9.3.3 DRAFT REGIONAL RECREATION AND OPEN SPACE STRATEGY

Record No: I23/157

OFFICER'S RECOMMENDATION

That Council endorse the release of the Draft Recreation and Open Space Strategy for public exhibition for a minimum of 28 days.

ISSUES

The Snowy Monaro Region is diverse and the needs of our community vary between major towns and smaller rural villages. Council manages over 1,000 hectares of recreation land. This includes over 550 hectares of natural reserves and over 270 hectares of developed park land.

Over the next 20 years many towns within the region are expected to grow and change. The Purpose of developing a recreation strategy includes the following key components:

- To assess the supply and demand of recreation facilities against current and future community needs
- Identify the issues and challenges
- Set key objectives and the actions required to address the issues
- Guide decision making and the delivery of sustainable and equitable recreation network located in strategic and accessible locations
- Provide a framework for future development and management of recreation and open space

The completion of the Recreation and Open Space Strategy is identified as an action in the 2022-23 Operation Plan and 2022-2026 Delivery Program. The strategy will be used to guide future project priorities. The inclusion of recreation and open space planning and design guidelines will ensure future provision of recreation facilities are high quality and strategically located to be inclusive, accessible and well connected.

During the development of the strategy the community were consulted via an online survey and through key stakeholder engagement, with over 90 stakeholder interviews undertaken. This included sporting groups and clubs, recreation facility user groups, 355 committee's, local schools, state and regional sporting corporations and internal council departments. Throughout consultation it was evident that the provision of recreation facilities is of high importance to our community. Many are keen to work with Council to improve the assets they use. Some of the key issues include:

- Lack of management plans to guide project priorities and facilities management arrangements
- Lack of coordination and consistency with regard to facility maintenance and communication with volunteers
- Many facilities are in poor condition and require upgrade
- There is a need for clear and simple governance arrangements for facility bookings and events

- Volunteer participation is decreasing and demand on Council resources is increasing
- Most facilities are underutilised while some are at capacity

The strategy has been split into two volumes, including:

1. Volume one - Provides the key direction, objectives, recreational needs analysis and actions required to achieve the vision for recreation and open space facilities
2. Volume two - Provides the data and supporting information used to determine the key direction and actions of the Strategy

RISK ASSESSMENT

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

SMRC currently has a large amount of recreation assets that are in poor condition and do not meet the expectations of user groups. The implementation of the strategy will ensure there is a clear framework for future provision of recreation facilities. Further planning and consolidation of our assets will lead to a more sustainable recreation network of high quality and well utilised facilities.

FINANCIAL IMPACTS

The preparation of this strategy has been undertaken utilising existing staff resources to deliver this project in line with operational plan requirements within usual scope of business. The Strategy Team have developed this strategy in-house, negating the need to outsource to a consultant.

The annual 2022-23 budget for open space and recreation is \$3,764,122, with an operating revenue of \$202,416. In addition, the calculated annual depreciation for open space and recreation infrastructure and assets is \$800,431.

A number of recreation projects are already funded and currently being delivered. These projects are funded via grant funding and add up to a capital investment of \$48,816,819. Many of these projects are upgrade or replacement of existing facilities. The purpose of this draft strategy is to ensure any future investment into new or improved recreation infrastructure is carefully considered. A sustainable recreation network that is well utilised, high quality and affordable to maintain are key objectives of the strategy.

Cost estimates have been included for all actions. Costs estimates include the resources required to implement each action. These are broad estimates and should be reviewed prior to

implementation and where a project is identified, it must be subject to Council's project management framework for consideration. The following indicative cost estimates include:

- Low < \$50 000
- Medium \$50 000-100 000
- High \$100 000-\$250 000
- Major project > \$250 000

While it is anticipated many actions will be delivered internally using existing resources, actions have been prioritised and will be included in future operational plans as per delivery program requirements.

RESPONSIBLE OFFICER: Recreation Planner

OPTIONS CONSIDERED

- *Place the draft Recreation and Open Space Strategy on public exhibition* - Seeking further community and stakeholder feedback is required. The strategy will not be successful without community input
- *Not proceeding with the public exhibition of the draft Recreation Strategy* - this is not desirable as stakeholder input is vital to the success of the strategy and the strategy guidelines and planning principles are essential to the delivery of recreation facilities that are high quality, well utilised and sustainably managed by Council in the future

IMPLEMENTATION PLANS

The project timeframe includes the following:

- March 2023- Draft strategy reviewed and endorsed for public exhibition by Council
- 20 March – 28 April 2023- Public exhibition
- May-June 2023- Review submissions
- July 2023- Post-exhibition report to council with a revised strategy for Council's consideration.

A communications plan has been prepared for the public exhibition period. Further correspondence with sporting clubs and stakeholder groups will be undertaken. Staff will also attend community show events to promote the exhibition of the draft strategy and engage with the community more broadly.

EXISTING POLICY/DECISIONS

N/A

BACKGROUND

The key outcomes of the draft Recreation and Open Space Strategy were presented to Council at a briefing held 27 October 2022. The following summarises the key issues and outcomes of the project:

Project Scope

The strategy focuses on land and facilities managed by Council and available to the community and visitors for leisure, amenity, recreational activities and events. This includes public parks, natural areas, public reserves, aquatic facilities, sports grounds, and showgrounds.

Other types of infrastructure, such as public halls, urban footpath connections, Crown reserves (not under Council management) and Council operational land not used for recreational purposes, are not specifically covered in the scope of this strategy.

Methodology

The process of developing the strategy included the following:

- Data gathering and analysis of the current situation through a literature and policy review, demographic analysis and facility audit
- Stakeholder engagement involving an LGA-wide survey on recreation and targeted consultation with sporting clubs, groups, community groups, regional sports representatives and Council staff
- Recreation facility and open space audit that identified location, size, usage, hierarchy, issues and condition
- Recreational needs analysis to identify current and future shortfalls within the LGA's recreation facilities and open space
- Development of an action plan that identifies strategies and ongoing management, identifying priorities, funding sources and responsibility

Current Situation

A facility audit was undertaken to understand the current provision of facilities across the region. The table below summarises the existing recreation facility provision per the identified category.

Facility Category	Number	ha
Sports Ground	14	44
Showgrounds	8	60
Parks	58	277
Natural Reserves	8	558
Linear Linkages	13	30
Undeveloped open Space	23	124
Indoor Sports Facility	2 (1 under construction)	
Aquatic Facilities	5	

Objectives

The following objectives set out what the strategy is seeking to achieve. They have been derived from community and stakeholder consultation and the facility audit results:

- Provide a recreation and open space network that is safe, accessible and inclusive
- Provide recreational infrastructure that is well utilised and connected
- Provide recreational facilities that are well-maintained and financially sustainable
- Ensure governance arrangements for management of and access to facilities are clear and simple
- Recognise the role of recreation assets for protecting areas of environmental and cultural value, and providing economic benefits in the region
- Improve the quality of recreational facilities to achieve the ambitions of key user groups

Key Actions

The recommendations of this study are presented as action items. The action plan has been developed with consideration to a priority rating. A high recommendation would be undertaken in the next two to three years while medium (within six years) and low (six to ten + years). Some of the key recommendations include the following:

- Completion of masterplans – Showgrounds and major multi-use sites
- Development of a recreation control group - Internal communication
- Project Management Framework
- Style guides (Signage and facilities)
- Active Transport and Pedestrian Access Plan
- Review of undeveloped Open Space
- Update Leases, Licensees, MOU agreements with 355 committees and user groups
- Adopt guidelines and planning principles
- Review local parks within the Cooma precinct
- Opportunities for co-location and shared use

ATTACHMENTS

1. Draft Recreation and Open Space Strategy- Volume One
 2. Draft Recreation and Open Space Strategy- Volume Two
-

Snowy Monaro Regional Recreation and Open Space Strategy

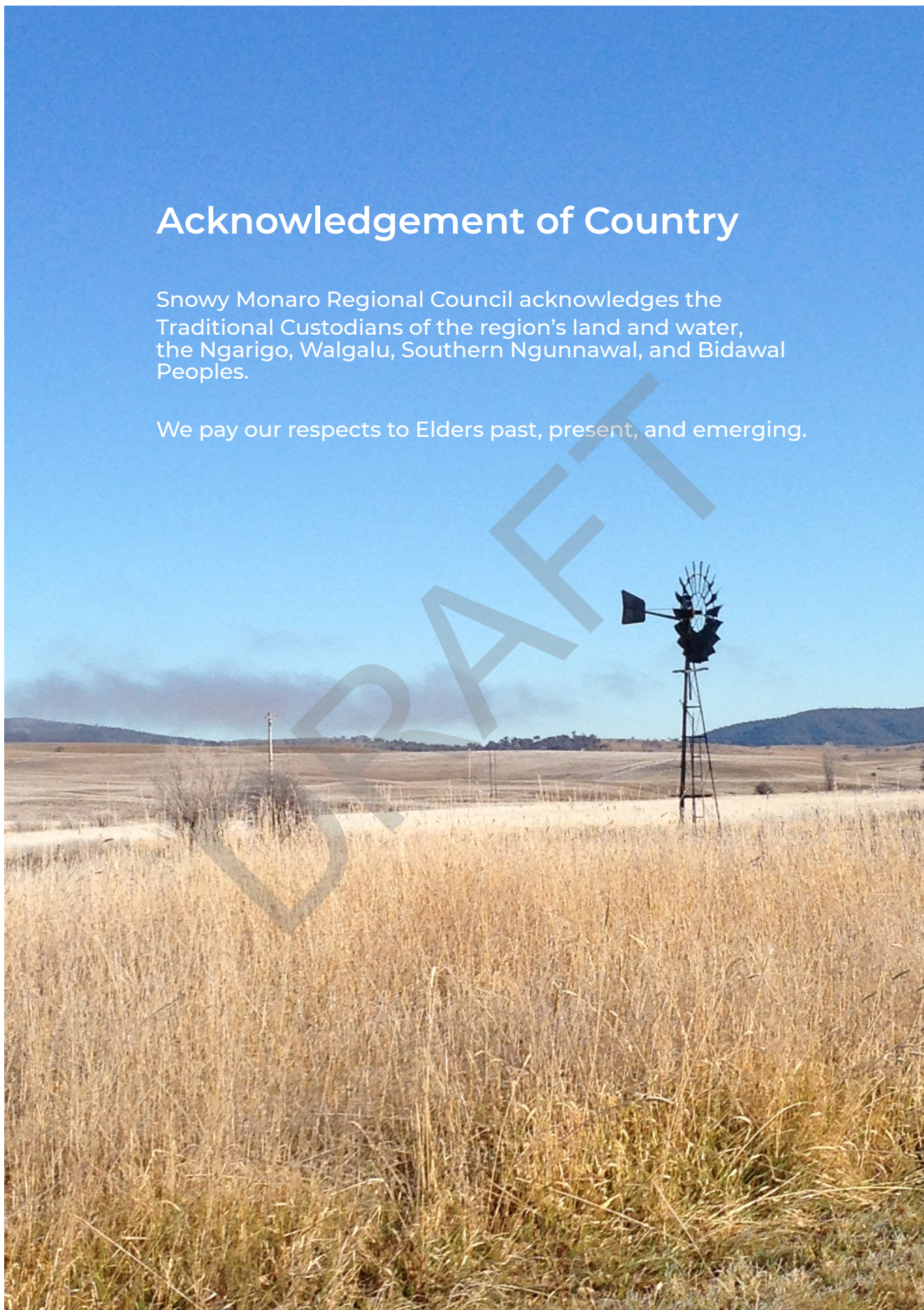
Volume One



Acknowledgement of Country

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

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



DRAFT

Record of Versions

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

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0		Original Document		Strategic Planning Team
1.1				
1.2				
1.4				
1.5				
1.6				
1.7				

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Snowy Monaro Regional Recreation and Open Space Strategy

The purpose of the Snowy Monaro Regional Council Recreation and Open Space Strategy is to identify an understanding of the current state of our recreation facilities within the region.

The Strategy will develop a framework for the future planning and management of our recreation assets, identifying the challenges, opportunities and priorities.

The Recreation and Open Space Strategy has two components



Volume One - The Strategy

Provides the key direction, objectives, recreational needs analysis and actions required to achieve the vision for recreation and open space facilities in the Snowy Monaro.



Volume Two- Background Information

Provides the data and supporting information used to determine the key direction and actions of the Strategy.

1. Introduction

Snowy Monaro Regional Council is one of NSW's largest Local Government Areas, spanning 15,158 km². The region is located south of Canberra and shares borders with Victoria, the Australian Capital Territory, Snowy Valleys, Bega, Eurobodalla and Queanbeyan Palerang.

Many residents consider a healthy and active lifestyle important and a significant reason they choose to live in the Snowy Monaro region. The 2021 Community Satisfaction Survey results show that parks, reserves and playgrounds are among the top three most important facilities and services to our community. Sport and recreation facilities are also rated highest as a category the community would like to see improved over the next ten years.

Over a quarter (28%) of the region is National Park or reserve. The region is the gateway to Kosciuszko National Park, which offers a range of alpine sports and activities in a majestic and spectacular environment. Whilst various areas support the outdoor pursuits of many visitors and local residents, other facilities are still required to sustain the community's recreation needs. Council plays an important role in planning for and providing a range of facilities that will encourage sports and physical activity participation.

The purpose of the Snowy Monaro Regional Council Recreation and Open Space Strategy is to identify an understanding of the current state of our recreation facilities within the region. The Strategy will also develop a framework for the future planning and management of our recreation assets, identify challenges, opportunities and priorities.

1.1 Project Scope

The Strategy will focus on land and facilities managed by Council and available to the community and visitors for leisure, amenity, recreational activities and events. This includes public parks, natural areas, public reserves, aquatic facilities, sports grounds and showgrounds.

Council's recreational land falls into the following classifications:

1. Community land (parks and sports grounds)
2. Operational land (urban and infrastructure property)
3. Council managed land (Crown Land managed by Council)

Other types of infrastructure, such as public halls, urban footpath connections, Crown Reserves (not under Council management) and Council operational land not used for recreational purposes, are not specifically covered in the scope of this Strategy. Recreational land and facilities not managed by Council will be recognised as a valuable contribution to the broader recreational experience for the community and the region's visitors.

1.2 Vision

It is Council's role to protect and sustain what makes the community great. This Strategy presents the opportunity to improve the quality and ongoing management of recreation and open space assets across the Local Government Area (LGA).

The SMRC Community Strategic Plan adopts a vision that highlights a quality lifestyle, a beautiful natural environment and a place of opportunity. The Snowy Monaro is a destination that offers year-round experiences. The benefits of recreation infrastructure that increase tourism will contribute to a more sustainable year-round economy.

The Vision:

“To have a diverse range of recreational facilities that are high quality and sustainably managed, to encourage a healthy and active Snowy Monaro community. Recreation facilities provide the opportunity to recognise the value of cultural heritage and the natural environment and are key to an attractive lifestyle and a thriving year-round economy”

1.3 Methodology

In developing the Recreation and Open Space Strategy, the process included the following:

1. **Data gathering and analysis** of the current situation through a literature and policy review, demographic analysis and facility audit
2. **Stakeholder engagement** involving an LGA-wide survey on recreation and targeted consultation with sporting clubs, groups, community organisations, regional sports representatives and Council staff
3. **Recreation facility and open space audit** that identified location, size, usage, hierarchy, issues and condition
4. **Recreational needs analysis** to identify current and future shortfalls within the LGA's recreation facilities and open space
5. **Action plan development** that identifies strategies and ongoing management, identifying priorities, funding sources and responsibility.

Review

It is anticipated that the Strategy will require review in five years and a complete revision in ten years.

2. Current Situation

2.1 Recreation Facility Provision

Snowy Monaro Regional Council manages approximately 1,100 hectares of recreation land. Based on the current population of 21,666 (ABS Census, 2021), this equates to a provision of 50ha per 1,000 people.

The annual 2022-23 budget for open space and recreation is \$3,764,122, whilst the income is \$202,416. The depreciation on open space and recreation infrastructure and assets is \$800,431.

The completion of the Recreation and Open Space Strategy is identified as an action in the 2022-23 Operational Plan and 2022-26 Delivery Program.

Key recreation projects already funded include:

- Jindabyne Sports Ground amenities upgrade
- Lake Jindabyne Shared Trail project
- Cooma North Ridge Reserve maintenance and signage
- Jindabyne Skate Park upgrade
- Jindabyne Pool roof and HVAC upgrade
- Nimmitabel Showground upgrade
- Cooma Regional Sports Hub
- Bombala and Cooma Swimming Pool upgrade stage 1
- Black Summer Bushfire Recovery projects.

All projects are funded via grant funding and add up to a capital investment of \$48,816,819.

Other projects relevant to the recreation Strategy include:

- Completion of Crown Land Plans of Management
- Plan priority projects within the Regional Trails Masterplan
- Development of a Plan of Management for the East Jindabyne Foreshore
- Complete development plan for stage 1a Monaro Rail Trail
- Development of a Tourism Strategy
- Preparation of a Community Engagement Strategy
- Completion of the Disabilities Inclusion Action Plan
- Cooma and Cooma Back Creek Beautification

A facility audit was undertaken to understand the current provision of facilities across the region. The table below summarises the existing recreation facility provision per the identified category.

Facility Category	Number	ha
Sports Ground	14	44
Showgrounds	8	60
Parks	58	277
Natural Reserves	8	558
Linear Linkages	13	30
Undeveloped Open Space	23	124
Indoor Sports Facility	2 (1 under construction)	
Aquatic Facilities	5	

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Snowy Monaro Regional Sporting and Recreational Activities

Sporting and recreation activities provided within Council managed land

Currently, 15 types of sporting and recreation activities are provided within Council managed land. It is important to note that many sports and recreation facilities are managed privately or by other government agencies. The table below summarises the recreation facilities for the type of activity it is currently used for.

 Swimming Pools 4 x 25m outdoor 1 x 25m indoor	 Playgrounds 35 x playgrounds	 Basketball 4* x indoor courts (3 under construction)	 Netball 2 x venues 6 x courts * 3 x indoor	 Cricket 8 x fields
 Tennis 13 x tennis venues 33 x courts total	 Soccer 1 x senior 2 x junior	 Rugby League 3 x rugby fields	 Rugby Union 2 x Rugby fields	 BMX/Pump 2 x pump tracks
 MTB Park 2 x MTB networks	 Skate Park 4 x skate parks	 Equestrian 8 x (showgrounds)	 Touch Football 3 x fields	 Athletics 1 x athletics track and field

* Indicated that a new facility is currently under construction and will increase provision

Snowy Monaro Regional Sporting and Recreational Activities

Sporting and recreation activities managed privately or by other government agencies

 <p>Squash 2 x squash (private)</p>	 <p>Golf 4 x golf course (private)</p>	 <p>Athletics 1 x athletics (State)</p>	 <p>Indoor Courts 2 x venues (1 State, 1 private) 2 x courts</p>	 <p>Outdoor Courts 1 x venue (State) 2 x courts</p>	 <p>Shooting 3 x shooting ranges (private)</p>
 <p>Equestrian 1 x centre (private) 1 x racecourse (private) 3 x trails (private)</p>	 <p>BMX/Pump 1 x BMX (State) 2 x pump (private)</p>	 <p>MTB 1 x MTB parks (private)</p>	 <p>Martial Arts 4 x martial arts studios (private)</p>	 <p>Yoga/Pilates 7 x yoga studios (private) 1 x Pilates studio (private)</p>	 <p>Fishing 4 x fishing services (private)</p>
 <p>Gym 6 x gyms (1 State, 5 private)</p>	 <p>Tennis 3 x venues (2 private, 1 State) 9x courts</p>	 <p>Bocce/Bowls 1 x bocce (private) 5 x bowls clubs (private)</p>	 <p>Dance 2 x dance studios (private)</p>	 <p>Walking Trail 2 x trails (Crown)</p>	 <p>Swimming 1 x swimming pool (private)</p>
 <p>Skate Park 1 x skate park (private)</p>	 <p>High Ropes 1 x high ropes course (State)</p>	 <p>Sports Field 1 x venue (State) for soccer and AFL</p>	 <p>Snow Sports 3 x ski fields (private)</p>	 <p>Water Sports 1 x water sports equipment hire (private)</p>	

2.2 Community Engagement

Community and stakeholder consultation was undertaken to understand the current recreation situation across the region. Understanding the issues, needs and desires of our community and internal staff have informed the strategic plan's objectives. An open online survey and key stakeholder interviews were the methods of engagement used. The information below provides of summary of the key findings.

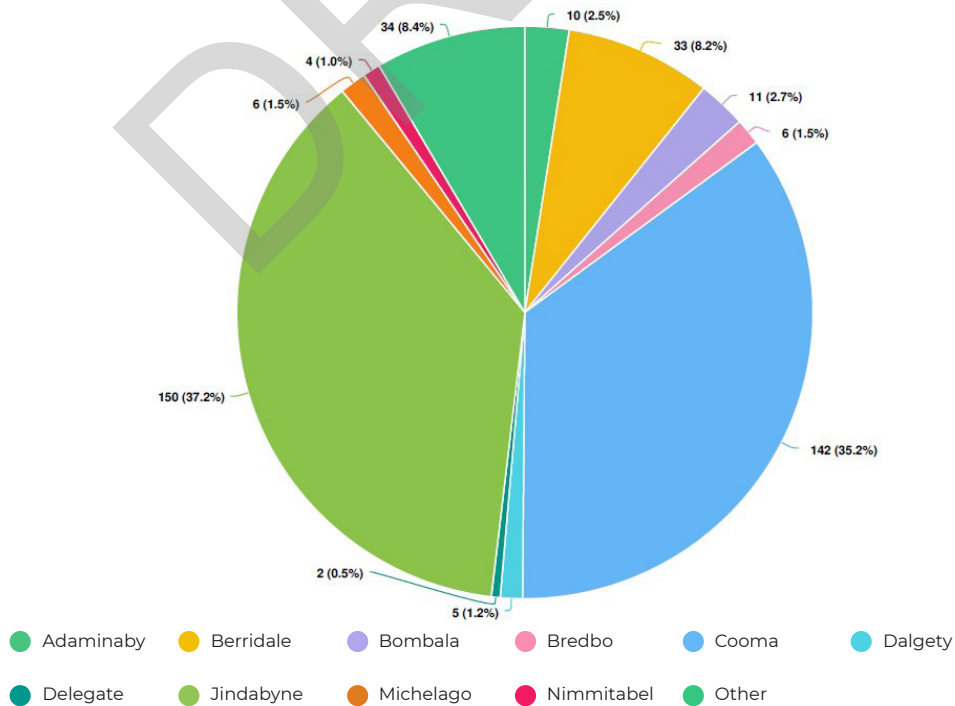
2.2.1 Open Community Consultation via Online Survey

The recreational needs online survey was launched via the Snowy Monaro Regional Council 'Your say' platform between 26 August and 25 October 2019. The purpose of the online survey was to seek initial feedback on community needs and future ambitions for recreation facilities. Appendix A, Volume 2 provides a comprehensive report of the survey results. The following summarises the key findings:

- **738** survey webpage visits
- **402** total survey responses
- **54%** of respondents were female, 41% Male, 5% other
- **60%** completed survey on behalf of their family

Demographic of respondents

- **30%** aged 35-50 years
- **20%** under 12 years
- **19%** 51-70 years
- **16%** 19-34 years
- **12%** 12-18 years



Most Popular Activities



1. Walking



2. Swimming



3. Mountain Biking



4. Bush Walking



5. Play Equipment

Top 5 Recreation Priorities- New and Improved Facilities



1. Mountain Biking



2. Swimming Pools



3. Shared Paths



4. Golf Course



5. Basketball

Facility Rating

53% rated overall quality of recreation facility as three (one poor, five great)

Desires for future provision

- Indoor sports centre - fencing, indoor roller skating, indoor flip-out or inflatable world, rock climbing
- Mountain Bike Park with lift facilities
- Pump track, bike skills
- Skate park in Adaminaby
- Hockey fields in Cooma
- Wakeboard cable park
- Squash courts/volleyball
- Enclosed year-round pool
- Facilities at O'Brien Park in Berridale for Equestrian Association
- Extension of the recreation trails
- Badminton courts
- Accessible boating, canoeing, trout fishing
- Basketball courts
- Dedicated soccer fields
- Fitness stations in Berridale
- Indoor training facilities for skiing, snowboarding, mountain biking
- Shared paths suitable for family use (especially from Kalkite to Hatchery Bay)
- Pram-friendly shared paths

Swimming Pools

Three of the region's swimming pools received grant funding for a major upgrade during the Council merge process in 2017. The ongoing maintenance costs are significant for Council. This was, therefore, specifically included in the online survey. The results are as follows:

- **45%** of respondents were not happy with the opening hours
- **45%** of respondents were willing to pay up to 5% and 33% would pay up to 10% extra to have longer operating hours
- **74%** of respondents would like to see other multi-use amenities at the swimming pool
- **30%** of respondents that use the Cooma and Bombala pools would use the facility year-round if this was available.

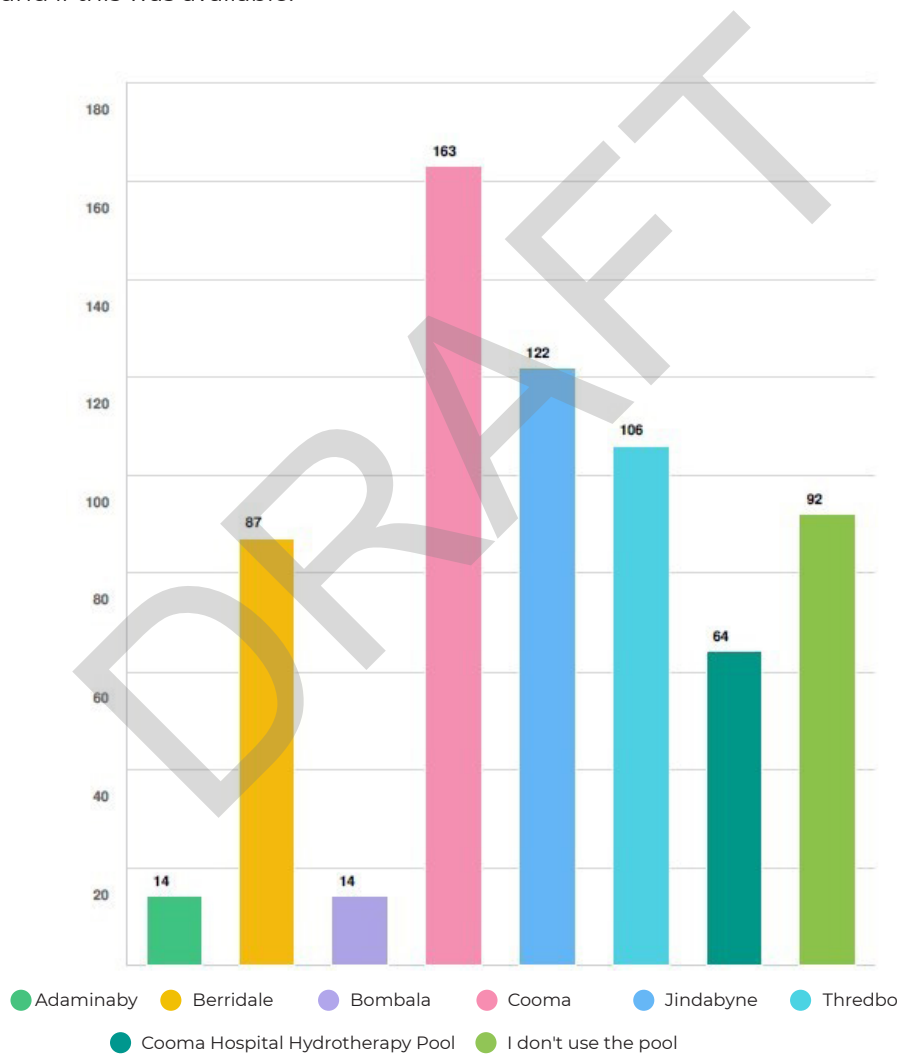


Figure 1: Survey results region's pool use

2.2.2 Stakeholder Consultation

A total of 90 interviews were undertaken with sporting clubs, user groups/committees, schools and internal staff. The discussion points included current participation (number of members/volunteers or players), current conditions and quality of facilities they use, recent projects for renewal or upgrade, user conflict issues, maintenance and operational arrangements with Council and needs and desires for improvement.

Several themes arose on the current situation of our recreation and open space network. The Facility Audit Summary- Volume 2 provides further detail on the facility's condition and stakeholder comments. The results of the stakeholder consultation have been summarised below:

1. Many of our recreation assets are in poor condition and require upgrade or repair
2. The operation and ongoing management of recreation facilities lack coordination and consistency across the region
3. There is no guidance on project priorities
4. Governance arrangements for booking facilities, organising events and supporting/guiding clubs, user groups and management committees are not clear or easy to follow
5. The allocated budget and resources to manage the current register of Council-owned recreation facilities and open space is unsustainable
6. Volunteer participation is decreasing, and the pressure on Council resources to provide a higher level of service is increasing
7. Many recreation facilities do not meet Australian Standards. This includes the standards provided in the Disability Inclusion Action Plan
8. Some multi-use facilities are at capacity and do not meet the needs of the community, whilst others are under-utilised
9. Playing seasons have extended, which cause user conflict issues between summer and winter sporting groups and limits the opportunity for Council to remediate playing fields suited to the sport type
10. Demand for trail networks for informal recreation and tourism opportunities is increasing. Pressure on Council resources has increased to support volunteer groups on the development, management and maintenance of trails

3. Objectives

The objectives clarify what the strategy is seeking to achieve. They have been derived from community and stakeholder consultation and the facility audit results.

Strategic Objective A

Provide a recreation and open space network that is safe, accessible and inclusive

Providing public spaces that are accessible, safe and within walking distance are key priorities identified in the most current NSW and regional level planning for public space design. Recreation facility design principles will consider appropriate locations, follow best practice access solutions, and include infrastructure that increases safety, lighting, clear sight lines and physical barriers.

Opportunities

- Increased participation for individuals with a disability
- Accessible for prams and people of all ages and abilities
- Increase utilisation of parks and recreation facilities

Challenges

- Land topography- some towns and villages are characterised by hills or mountainous terrain, that can make active travel difficult for the elderly and disabled
- Limited budgets for design, construction and maintenance may impact the quality and diversity of infrastructure options

Strategic Objective B

Provide recreational infrastructure that is well-utilised and connected

Many recreation facilities are underutilised as participation in a variety of sports and activities in local communities changes over time. For example, showgrounds not utilised for organised team sports are often only used a few times per year. Our rural communities highly value these assets, but they require a high level of maintenance and care by volunteers and Council for minimal use. Co-located recreation facilities encourage a high level of support from user groups working together and extend the viability of existing facilities. Providing strategically located linkage reserves also supports active transport to and from our recreation areas. The recreation network needs to be looked at holistically as connection to and between sporting fields or district parks is important.

Opportunities

- Multi-use venues are attractive projects for grant funding as the benefits support broader user groups, and the return on investment is greater
- Community involvement by several user groups in the planning, construction and maintenance of recreation facilities benefits Council as it fosters a sense of ownership
- Achieving a network of quality assets and not quantity
- Increase in active transport and less reliance on vehicles

Challenges

- Multipurpose facilities require a high level of management by the user groups and Council to ensure user conflicts are minimal
- Requirement of specialised skills to ensure facility transitions between sporting uses are implemented correctly

Strategic Objective C

Provide recreational facilities that are well-maintained and financially sustainable

Currently, a large proportion of our recreational assets are in poor condition. Council's current financial position does not align with the quantity of assets to maintain or the expectations of our community. New recreation assets and improvements to our existing network need to be well considered, responsive to community needs and include input from key stakeholders.

Opportunities

- Rationalising the provision of recreation assets based on user demand, demographic and the recreational needs analysis will assist in achieving a network of quality recreational infrastructure
- Decreasing the quantity of surplus assets will assist Council in achieving a more sustainable network to manage and maintain
- Prioritising investment in high-quality public spaces will minimise maintenance costs and encourage ongoing community involvement in the care and maintenance

Challenges

- Limited budgets for ongoing maintenance and long-term lifecycle cost may impact the type of projects selected
- Meeting the needs of every town and village across the LGA is challenging. Particularly when considering equitability versus a financially sustainable recreation network

Strategic Objective D

Ensure governance arrangements for management of and access to facilities are clear and simple

Governance frameworks ensure a coordinated approach between Council and key user groups when arranging events, sporting competitions, access to, maintenance and improvements to recreation facilities.

Opportunities

- Use smart technology to provide accessible and cost-effective solutions for managing site access and bookings for recreation facilities

Challenges

- Booking systems and asset management platforms come at a cost, particularly when the platform may have multiple functions and access rights
- Implementing new systems required a high level of resourcing for training customers, internal staff and community groups. When the system fails, the process becomes a burden

Strategic Objective E

Recognise the role of recreation assets in protecting areas of environmental and cultural value and providing economic benefits in the region

Recreation facilities contribute significantly to the quality of life in our community. Certain assets also provide tourism and economic benefits in some areas. Acknowledging and valuing the region's First Nations People can promote and strengthen connection to Country and create healing for Aboriginal communities and non-Aboriginal people too. Public spaces not only provide a platform for cultural connection but also connect people to nature, enhance biodiversity and build climate resilience in communities.

Opportunities

- Recreation assets that attract tourism may have a return on investment and provide opportunities to raise funds through a range of external funding models
- Celebrate and promote the region's cultural heritage and unique environmental values.
- Include stakeholders in the design process of new or improved recreation facilities

Challenges

- Impacts on cultural and environmental heritage need to be considered throughout the early stages of planning. Assessments can be costly and some facilities may have ongoing maintenance responsibilities
- Projects require a high level of resourcing to ensure the planning and design phases of a project are done properly

Strategic Objective F

Improve the quality of recreation facilities to achieve the ambitions of key user groups

Identifying opportunities where well-utilised facilities can be enhanced to provide high quality and sustainable infrastructure that meets the needs of the user groups. High quality facilities will consider state and national design guidelines for specific recreational uses, allowing for increased participation and opportunity for clubs and groups to host events and tournaments.

Opportunities

- Increase in participation in sports and recreational activities
- Increase in visitation where facilities provide high quality infrastructure
- Opportunities for integration and shared use
- Healthier more active lifestyle
- Attractive facilities that are well-utilised by surrounding towns and areas outside the LGA

Challenges

- Often high-quality or fit-for-purpose infrastructure comes at a high capital works cost, particularly when the most current sustainable and innovative design measures have been implemented to ensure a lower lifecycle cost for Council
- Council is heavily reliant on grant funding to implement larger district or regional level infrastructure

4. Recreational Needs Analysis

The analysis phase of the strategy aims to compare the supply and demand of open space and identify gaps, opportunities and constraints. The existing provision of open space and recreation facilities will be compared to the needs identified and the provision standards adopted.

A scan of the LGA and each planning precinct will consider the positive trends or opportunities that might be built upon. Constraints or weaknesses have been identified, along with options for resolving them.

The following planning guidelines have been considered to determine the appropriate standards and methodology for the recreational needs analysis:

- NSW Public Spaces Charter 2022
- Draft Greener Places Design Guide 2022
- Urban Design Guide for Regional NSW 2020
- Open Space Planning and Design Guide (Parks and Leisure Australia 2013)
- NSW Recreation and Open Space Guidelines for Local Government (NSW, 2010)

4.1 Provisional Standards and Concepts

To identify gaps in the current and future provision of recreation, a number of guidelines and standards have been considered. Many of the approaches are used by local and state governments in Australia. They include:

1. **Radial Analysis**- Uses location and population assessment. For example, a standard for a local park might be within 400m of residential homes. This method does not consider the qualitative value
2. **Area Approach**- Establishes a proportion of land area in urban areas (or whole of town/village) to be dedicated to public open space (e.g. 5-10% of total development area)
3. **Traditional Approach**- Benchmark standards developed around population and density against geographic area. The most widely used standard is 2.83ha/1,000people. This approach is no longer used as it does not consider the space's quality, type or demand and accessibility
4. **Recreation Opportunity Spectrum**- A classification method to identify the relationship between recreation spaces and settings, activities and experiences. For example, this Strategy used classification of sports ground, park, natural area, linear and linkage, etc. This approach enables an analysis of open space and gaps of opportunity to be determined
5. **Limits of acceptable change model**- A system used to assess the relationship between recreational use and its existing and/or potential impact (social, ecological, cultural and economic). i.e., the carrying capacity. The model was initially intended for reserves and extensive natural areas
6. **Interconnected Park System Model**- Identifies open and recreational spaces by their connection to similar facilities and areas. It uses the hierarchy method of planning (local, district, regional) where parks and open space are arranged by size and service in relation to population hubs

There is no one size fits all method for determining the most appropriate local provisional standard approach. The Snowy Monaro region has various settlement types, such as rural, regional and growth areas. It is important to note that each area faces different challenges and opportunities that may influence open space provision.

A more integrated and holistic interpretation of these planning methods has been adopted to determine the best outcome for an equitable and sustainable supply of recreational assets.

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4.2 Analysis Criteria

The analysis of the recreational needs of the Snowy Monaro region has taken into consideration the following criteria:

1. **Recreation facility classification-** the role and function
2. **Land or facility hierarchy-** size and service in relation to catchment
3. **Provision-** using the benchmark of 2.8ha per 1,000 people
4. **Distribution-** using a distance benchmark of 500m (walking distance) to a local facility and 2km to a district facility
5. **Local needs and participation trends-** the demographic review and local characteristics of a precinct

4.2.1 Classification of recreation and open space land

There are generally two types of open space:

- **Active Open Space:** Land set aside for the primary purpose of formal outdoor sports (cricket, tennis, football etc.)
- **Passive Open Space:** Open space for parks, gardens, linear corridors, conservation bushlands, nature reserves, public squares and community gardens, available for passive recreation, play and unstructured physical activity

The classifications below aim to identify the role and function of all recreational land.

Classification	Function
Sports Ground	Venues designed to support team sports, training and competition
Showground	A multipurpose sporting and event asset. Used for recreational pursuits involving organised and informal sporting activities, games and community events such as agricultural exhibitions
Indoor Sports	Venues designed to support indoor team sports, training and competition
Aquatic Facility	Swimming Pools- Either indoor or outdoor. Used for organised sports, training and completion, along with informal recreation
Parks	Public spaces that have had their physical character and/or vegetation modified to support community recreation. Includes play facilities, community and/or ornamental gardens and informal lawns. All can access parks to play, socialise, exercise or participate in other activities
Natural Reserves	Provide a setting where people can enjoy nature and protect local cultural heritage, biodiversity and natural area values. Provide for low-impact recreational activities such as walking, cycling, exploring natural features
Linear Linkages	Pathways linking urban areas, sporting and recreation precincts, and regional trails. Includes creek and river reserves
Undeveloped	Land acquired or zoned for open space purposes to protect its assets or to meet assessed community needs once development of an area proceeds. Reserves are maintained but do not contain any infrastructure or play facilities
Proposed	Land proposed to be zoned for recreation

4.2.2 Determining the land or facility hierarchy

The following hierarchy identifies the size and service concerning how population hubs access a facility.

Catchment Hierarchy	Definition
Local	<p>Sports ground/Showground- A facility that caters for activities undertaken by local population/township. May be used for junior sports, sports training or smaller events if appropriate space is available. Generally maintained to a lower level when compared to district facilities</p> <p>Park- Provides informal passive and active recreation opportunities to immediate residential population. May contain a variety of facilities to socialise, such as playgrounds or areas for informal sports. Lower level maintenance</p>
District	<p>Sports ground/Showground- A facility that caters for a catchment population supporting several townships within the LGA. Provides for organised formal sports. Normally, the 'headquarters' ground or centre for clubs with additional playing facilities. A district level showground would cater for larger, multi-day community events such as agriculture shows</p> <p>Park- High-quality facility developed to support the social, cultural, leisure and recreational needs of a district catchment or a number of residential neighbourhoods. Providing a diverse range of facilities that can cater to a larger number of people. These areas are medium to high level of maintenance</p>
Regional	<p>Sports ground/Showground- A facility that caters to/attracts users from beyond the LGA and can cater for a larger number of participants. Facility will meet the recommended NSW design criteria for hosting a sports tournament or larger multi-day events</p> <p>Park- Catchment area is typically LGA or beyond, attracting significant visitor numbers. Highest standard of recreational open space with a diverse range of facilities. These parks should be able to facilitate large community events and provide opportunities for all age groups and levels of ability</p>
National/State	<p>Sports ground- Standard facilities are specialised and built to a specific requirement to enable elite level competition and events. Such facilities have a large catchment area attracting visitors or competitors from a state or national level</p>

It is important to note that many of our local sporting clubs and groups desire higher quality playing surfaces and supporting infrastructure. There are specific national and state facility design standards for club, regional and state level competition.

Many facilities are in poor condition and it is important that this be addressed. Consideration of Australian Standards for playgrounds, accessibility and desired guidelines for a quality open space also need to be considered.

Undertaking an audit assessment against a design criteria matrix has been recommended in the strategy's action plan. This process will help address Council's position in reaching the expectations of our local sporting clubs and groups.

4.2.3 Provision

Includes an analysis of the existing supply of developed open space. To achieve a balanced recreation and open space network benchmark standards are considered. The default standards presented in the NSW Design Guidelines have been considered. This includes a 'fixed' standard of 2.8ha per 1,000 people. The NSW Greener Places Design Guide 2020 suggests that a local park would be deemed at capacity if more than 1,500 residents to 0.5ha of parkland are within 500m. Outdoor sporting land would be deemed at capacity if the population to area of land exceeded a rate of 1,000 people/ha.

It is important to note that both provision and distribution standards do not adequately consider all aspects of open space planning, such as quality, type of use, accessibility and local/tourism demand. Each precinct within the LGA varies in character and local demographic. The standards are being used as a guide only as the current approach to planning is to consider access to be within walking distance and connected to walking and cycling routes.

The precincts that identify as major towns include Cooma, Jindabyne, Bombala and Berridale. All other precincts will be assessed as rural towns or villages.

Facility	Major Towns	Rural towns/ Villages
Park (developed)	1.3 ha per 1,000	1ha per 1,000
Sports ground/showground	1.5 ha per 1,000	1.8ha per 1,000

The differences in the above ratios for both the major town areas and the rural areas allow for:

- The likely reduced community demand for recreational open space in rural areas
- The need for the allocation of sports or showground facility provision in the rural areas to provide for some diversity in facility provision (e.g. sports field and tennis court facility) despite a reduced population base

4.2.4 Distribution

Distribution of recreation facilities and open space will aim to be a quality, strategically located, multifunction and cost efficient network. Generally, Council will aim to provide local level developed parks within a 500m (5-10 Minute walk) from most dwellings and/or district facilities with 2km (25min walk) in our towns and villages.

The key issues to consider are proximity and safe access to an opportunity. In some cases, solutions that offer a larger, higher-quality park with a longer distance can be appropriate if accessible via a high quality linear and linkage park. Therefore, in some cases, equitable distribution may mean that some residents have a linear open space within 500m and others have a local park.

This method will incorporate a spatial mapping exercise to identify where there may be an under or oversupply of developed open space within the preferred proximity of residential areas. Specific catchments have been applied to Council's core recreation and open space facilities (i.e. local, district and regional).

Open Space- Passive recreation (developed parks)	Catchment	Desired minimum size	Open Space- Active recreation (Sports ground / showground)	Catchment	Desired minimum size
Local	500m (5-10 min walk)	0.5-1ha	Local	500m	2ha
District	2km (25min walk)	2ha	District	2km (25 min walk)	5-10ha
Regional	LGA-wide	5ha	Regional	LGA-wide	10-20ha

4.2.5 Local needs and characteristics

- Location and quantity in relation to the needs identified through community and stakeholder consultation
- Evidence presented through participation trends
- Evidence presented on current and future population and demographic predictions
- Tourism demand and consideration of current funded projects
- Consideration of other recreation land or facilities not managed by Council

4.3 Planning Principles

The NSW State Government have developed a public spaces charter. Ten principles have been developed to guide the development of high quality open spaces. Whilst some of the planning principles may be more appropriate for metropolitan areas with greater resources, the overall core values are relevant and will be useful when considering open space design and development guidelines for the Snowy Monaro region. Further reference to the charter has been made in Appendices A- Open Space Planning Guidelines and Design Principles.

The following principles are identified to assist in the appropriate location of recreation facilities:

1. Linear and linkage areas should be located to create strategically important links with adjoining open space, and other land uses. They should be easy and safe to walk or cycle to.
2. District and regional parks, showgrounds and sports grounds should be co-located with other community and visitor infrastructure. This may include schools, community halls, cultural facilities, and libraries.
3. Local parks should be located to front low traffic volume streets.
4. Maximise street frontage along parks and sports grounds to provide attractive, functional and safe interfaces between people, traffic, buildings and landscaped areas. E.g. avoid back and side fences facing onto reserves.

4.4 Other Recreation Facilities

This chapter considers open space for both passive and active outdoor recreation. There are other recreation facilities to consider, including skate parks, pump and BMX tracks, aquatic facilities and indoor sports centres. These facilities have a specific use and are often costly to construct and maintain. They require a heightened level of planning and investigation to ensure Council works towards a sustainable level of provision. The provision of these facilities will be considered in accordance with the recommendations of a needs analysis or feasibility study.

4.4.1 Aquatic Facilities

Swimming pools provide a valuable service to the local community through physical and social benefits of recreational swimming. The 2019 Recreational needs survey identified swimming as one of the top five most popular activities. 45% of respondents were willing to pay extra to have longer hours of operation and 30% would use a year-round facility if available.

Like many Councils, Snowy Monaro faces the difficult combinations of increasing expenditure, declining income and an increasing need for capital investment into our aquatic building assets. A lack of available resources will always constrain what is possible and priorities must be determined.

Council own and manage five community swimming pools. Four are outdoor seasonal pools located in Bombala, Cooma, Berridale and Adaminaby and one is an indoor pool in Jindabyne. The Bombala, Cooma and Jindabyne swimming pools were included in a detailed facility audit report completed by a team of specialists in August 2020. The report concluded that there was an extensive list of issues common to all pools in the region.

The audit was conducted following the opportunity to apply for grant funding to upgrade three of the regional swimming pools. This included enclosing Cooma and Bombala pools and upgrading the existing indoor pool at Jindabyne. An extended season and/or year-round access to pool facilities were strongly supported politically and by the community.

A total of \$3,815,066 was allocated to enclosing Bombala and Cooma swimming pools via Council contributions and grant funding. During the project's planning phases, it was discovered that the project was underfunded, and the pool enclosures could not be delivered without a significant variation to the project scope and budget.

All three pools have undergone urgent upgrades to rectify the most urgent safety and compliance issues. There is a community expectation for year-round access to both the Cooma and Bombala pools.

There has been a history of passion within many of our smaller towns and communities concerning investment into their seasonal swimming pool since their creation in the 1950's and 1960's. While this is recognised and appreciated, the economic sustainability of such a small catchment population cannot be ignored. Benchmark standards suggest that aquatic centres that operate year-round need a catchment of 50,000 people or more to be viable. SMRC has a total population of 21,659.

Seasonal outdoor pools versus enclosed pools or extending the 'shoulder' season is a complex cost-benefit analysis involving social, economic and political evaluations beyond the scope of this strategy. The Swimming Pool Overview Audit report (Baenziger Coles Pty Ltd, 2020) recommends Council seek professional advice from an aquatic industry specialist and complete a regional aquatic strategy. Further benchmarking for solutions via professional bodies with guidelines specific to outdoor season pools is required to determine the most feasible approach for our LGA.

4.4.2 Pump Tracks, Skate Parks/BMX Facilities

The desire for pump tracks/Mountain Bike skills parks, skate parks and BMX facilities has been highlighted as a growing need throughout consultation. There has been significant growth in the use of these facilities in the last 20 years. The Regional Trails Masterplan recommends that the planning for the development of park based recreation facilities, such as pump tracks, be included within the development of a recreation plan.

These facilities often come with high construction and long-term lifecycle cost. Determining the need and priorities is essential. Like aquatic facilities, there should be appropriate benchmarking standards, guidelines and stakeholder consultation complete to determine the best outcome for these facilities more specifically. The following information provides a high level analysis of the current situation: however, it is recommended that Council undertake a pump track, skate and BMX needs assessment.

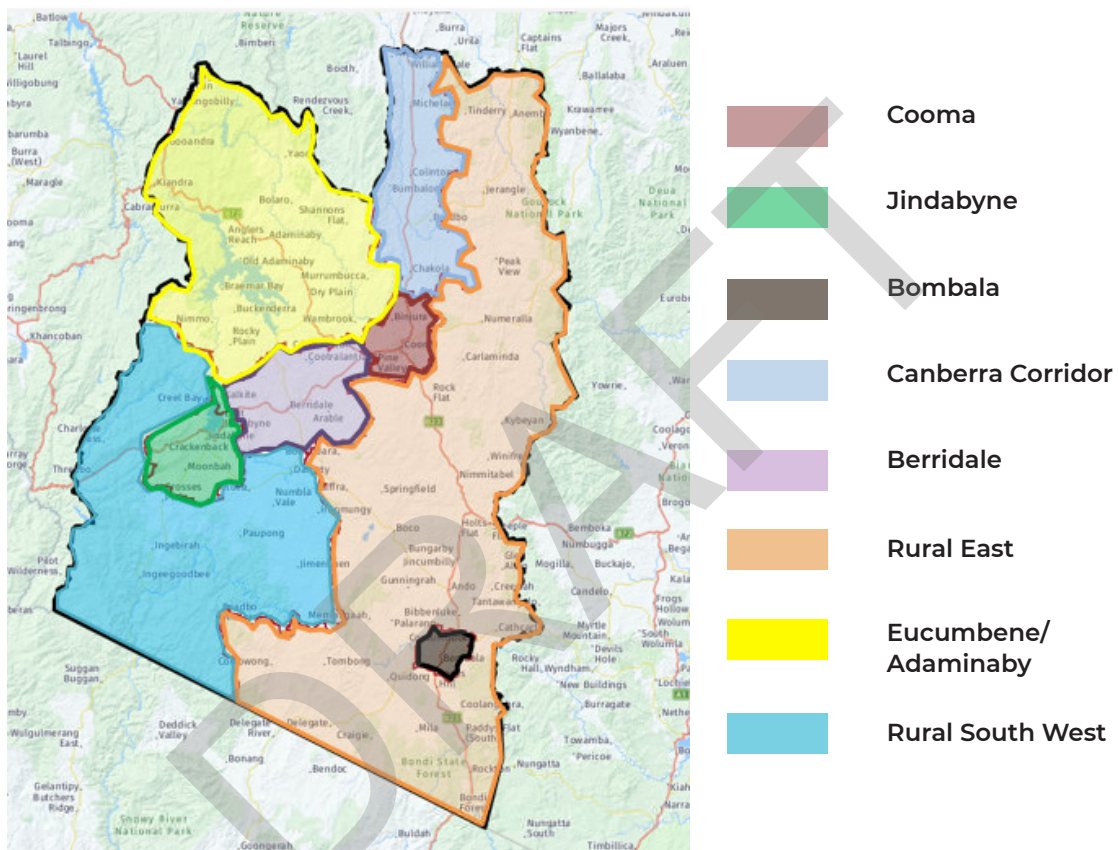
The majority of our existing facilities are small-scale, local level facilities that serve the local catchment. The Jindabyne Skate Park has recently been funded for an upgrade. The location sits within a visible part of town, on the Lake Jindabyne foreshore and is connected to Banjo Paterson Park. With the Snowy SAP Masterplan development, the site is likely to be well-utilised by both the local community and visitors to town.

The following key points are observations made on our existing infrastructure and potential considerations for any future developments or upgrades:

- Facilities that are unsealed/dirt-based will require regular shaping and maintenance. The necessary level of maintenance is not sustainable with current resourcing. These facilities often result in being degraded within a short timeframe
- Previous Memorandum of Understanding arrangements for care and maintenance often fail when community volunteers leave town. Existing dirt pump or BMX tracks often become eroded and overgrown with weeds. Council is still responsible for ensuring the facility is safe. This requires a certain level of experience and expertise
- Sealed facilities will require minimal maintenance: however, long-term lifecycle costs need to be considered. The average lifecycle for sealed pump tracks and skate parks is approximately 20 years
- For any major investment of funds, the location and level of use/benefits will impact the success of grant funding. Therefore, consideration of local demographic, visitation/tourism, and connections or links with other recreational facilities are factors that will inform a feasibility study or needs-based assessment
- Skate, BMX, or pump track facilities are considered youth spaces or precincts and attract youth that are indirectly or directly participating at sites
- Pump track/bike skill areas are often well-utilised in areas developed as mountain biking destinations. This type of infrastructure is a popular asset for riders of all ages to develop their skills
- Our local Jindabyne Trails Stewardship and Snowy Mountains MTB Club are keen to see the development of a pump track to complement and support the existing MTB trail networks that are valued by the community and attract visitors to town
- There is a recommendation for a pump track and bike skills park within the Snowy SAP Masterplan, however, the exact location and size of the facility have not been determined

The former Cooma Monaro Draft Mountain Bike Strategy suggests a pump track at Nijong Oval: however, a learner bike skills area has already been developed at this site. Both projects will require further consultation and consideration of lifecycle costs and appropriate location.

The Local Government Area has been divided into eight planning precincts to better understand the geographical and demographic characteristics relevant to recreation within the snowy Monaro Region.



The Planning Precincts include:

1. Cooma
2. Jindabyne including Tyrolean Village East Jindabyne, Kalkite
3. Bombala
4. Canberra Corridor including Michelago, Bredbo
5. Berridale and surrounds
6. Rural East including Numeralla, Nimmitabel, Delegate, Mila, Cathcart, Bibbenluke
7. Eucumbene/Adaminaby and surrounds. Including Adaminaby, Old Adaminaby, Anglers Reach
8. Rural South West including Dalgety, Numbla Vale

4.5 Snowy Monaro LGA needs analysis

Provision

Snowy Monaro Regional Council manages approximately 1,100 hectares of recreation land. There are 15 types of sporting and recreational activities provided by Council and another 23 supplied by private or state government agencies.

Facility Category	Number	ha	Hierarchy Total		Facility type
Sportsgrounds	14	44	Local	9	Six cricket fields, two rugby union, three soccer fields (one senior, two junior), five Netball courts, 13 ennis venues (33 courts), one athletics
			District	5	
			Regional	-	
Showgrounds	8	60	Local	2	Two league, eight equestrian and/or team sorting, one touch football
			District	5	
			Regional	-	
Parks	58	276	Local	51	35 playgrounds, four skate parks, two pump tracks
			District	7	
			Regional	-	
Natural Reserves	8	558	Local	5	Two MTB Parks
			District	2	
			Regional	1	
Linear Linkages	13	30	Local	11	
			District	2	
			Regional	-	
Undeveloped open space	22	124	Local	22	
			District		
			Regional		
Indoor Sports Facility*	2 (1 under construction)		Local		One basketball court and gymnastics area (three proposed basketball, netball, futsal, volleyball)
			District	1	
			Regional	1	
Aquatic facilities	5		Local	2	One indoor and four outdoor 25m pools
			District	4	
			Regional		

The following tables summarise the current and future provision of open space using population versus land area benchmark standards. The analysis includes the provision of developed passive and active open space only. Benchmarks were not specified for linear and linkages, natural reserves due to their opportunistic locations and varied intent of use.

Type	Number provided	provision (ha)	Rate	Desired Provision 2021 (pop 21,207)	2021 Gap (ha)	Surplus/ gap 2041 (pop 24,284)
Sportsground/showground (1.5ha per 1000 people)						
Sportsground/ Showground	21	103	0.0015	32	71	66
Parks (1.3 ha per 1000 people)						
Parks	58	276	0.0013	27.5	248.5	244

- Overall, there is a current and future surplus of developed open space when comparing hectares per population. The analysis of each planning precinct will show that the overall supply is not equal throughout the LGA
- The LGA only has one regional level facility (Mt Gladstone), which has been classified as a natural reserve due to the size and purpose of the facility
- There are currently no regional level sports grounds or parks within the LGA, which impacts when encouraging participation in active sports, and providing the opportunity for clubs and sporting groups to host higher-level competitions and tournaments
- A regional level indoor and outdoor sporting facility is proposed at Snowy Oval, Cooma. Stage 1- indoor sports hall is funded. Stage 2- sports field and athletics track is unfunded
- Following a commitment of funding via the Snowy SAP project, it is likely that some of our district parks will become regional level facilities post construction
- There is 124ha of undeveloped open space in the region. These primarily consist of parcels of land devolved to Council from crown lands or allocated for recreation as part of a development approval. Most are undeveloped as they are likely to be surplus to our needs

Distribution

- The analysis of each precinct shows further detail on the supply of local and district level facilities. Most areas of the region as adequate distribution or an oversupply
- There is currently a gap in the supply of regional level facilities across the region

The following funded projects will influence the distribution of recreation provision:

- Construction of the Cooma Regional Sports Hub
- Upgrades to the Lake Jindabyne foreshore shore from district to regional
- Completion of the Lake Jindabyne shared trail network from district to regional
- Progression of the Monaro Rail Trail- national level facility
- Implementation of the Snowy SAP Masterplan
- There is likely to be an addition of at least four regional level facilities in the future, following the construction of the above projects

Local needs and characteristics

Changes in settlement types and population density vary across the region. The forecast changes in population predict that the Jindabyne, Berridale and Cooma precincts will experience population increases.

Some key influences that are driving change and will increase the pressure of community expectations for open space include:

- Projects such as Snowy 2.0 and the Snowy Mountains Special Activation Precinct (SAP)
- The Snowy Mountains tourism sector is in the process of diversification as the region increasingly builds upon its summer tourism offerings. Tourism is a fundamental component of the local economy for many precincts within the LGA. The total tourism GRP for the region is \$526.4M
- Natural areas are a key drawcard for visitation, and significant investment is currently being made into the region's trail network

The community online survey and stakeholder engagement highlighted the following local recreational needs and aspirations for future provision:

- The most popular activities were passive/non-formal, including walking, mountain biking and use of play equipment
- Priorities for new and improved facilities included recreational trails, swimming pools, shared paths, golf courses and basketball courts
- Indoor sports facilities were rated highly as a desire for future provision. This included having access to year-round indoor pools
- Other assets identified for future provision included squash courts, pump tracks/bike skills, improvement to skate parks, basketball courts
- There is a desire for higher quality playing fields and facilities to enable groups and clubs to host regional level competitions
- Support for volunteers (i.e. governance arrangements for facility bookings, events, maintenance, upgrades new and improved projects) lacks coordination
- Having a 'home ground' was highlighted as being of high importance to sporting clubs as often a home ground has been established by the hard work of sporting club volunteers. Co-locating various sports and activities has been identified as a sustainable approach to ongoing management and maintenance. Extensive consultation with stakeholders will be required if this were to occur

4.7 Action Plan

The recommendations of this study are presented as action items and are grouped as follows:

- Snowy Monaro wide actions (LGA)- including Council policies, planning and management for recreation and open space that will achieve the strategic objectives
- Precinct area actions- Specific for planning precinct:
 - Cooma (C)
 - Jindabyne (J)
 - Bombala (BO)
 - Berridale and Surrounds (BE)
 - Canberra Corridor (CC)- Michelago, Bredbo
 - Rural East (RE)- Delegate, Numeralla, Mila, Cathcart, Bibbenluke and Nimmitabel
 - Eucumbene/Adaminaby (A)
 - Rural South West (RSW)- Dalgety
- 1. Actions have been identified with a priority rating acknowledging that it is not feasible to deliver all the actions at the same time. A high recommendation would be undertaken in the next two to three years while medium (within six years) and low (six to ten + years) are not as urgent. Some actions have an ongoing priority rating. This refers to recommendations that are already being undertaken and should continue. * indicates that funding is required to complete the action
- 2. Cost estimates include the resources required to implement each action. These are broad estimates and should be reviewed prior to implementation. The following indicative cost estimates include:
 - Low < \$50,000
 - Medium \$50,000-\$100,000
 - High \$100,000-\$250,000
 - Major project > \$250,000

Key stakeholders within Council departments are identified for each action.

Abbreviations for responsibility include:

- Strategic Planning- (SP)
- Communications and Engagement – (CE)
- Land and Property- (LP)
- Corporate Projects (CP)
- Governance- (GOV)
- Economic Development, Tourism & Events (EDT)
- Civic Maintenance (CM)
- Community Facilities (CF)
- Community Support Programs (CSP)
- Asset Management (AM)
- Development Assessment (DA)
- Infrastructure-Road (R)

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
A. Provide a recreation and open space network that is safe, accessible and inclusive					
LGA.1	Adopt the SMRC Signage Strategy that adopts the Snowy SAP Masterplan Buro North signage style guide. Ensure a supplier is not specified for manufacture	To ensure information is consistent and reliable across the region. Signage also provides the opportunity to increase public awareness and acknowledges the cultural heritage, flora and fauna values of a site	High	Low	SP CM
LGA.2	Seek funding to Recommendation manufacture and install consistent and visible wayfinding signage to recreational parks, sportsgrounds and recreational trails that are consistent with the signage strategy	To encourage users to safely and confidently access key recreational areas and trail networks. Action consistent with Regional Trails Masterplan	*High	Medium	CP CM
LGA.3	Develop a style guide for park and recreation infrastructure such as toilets, shelters, playground equipment, water fountains, seating and bins	To ensure design consistency and sustainability, consider design principles for accessibility and multi-use. Ensure affordability and low-maintenance materials are sourced	*High	Medium	CM CP
LGA.4	Complete a combined Active Transport and Pedestrian Access Mobility Plan. Consider connection between recreation and open space precincts. Ensure new, and/or upgrades to footpaths and shared paths consider supporting infrastructure such as lighting, water and shade where appropriate	Improve safety, comfort, level of use connectivity and accessibility between recreation precincts and other residential or community infrastructure. The plan will direct staging, investments and design of walking, cycling and shared pathways across the region. Action adopted as part of the Regional Trails Masterplan	*High	Medium	SP
LGA.5	Incorporate the recreation and open space planning principles and design guidelines in all new or improved facility projects. Ensure consultation includes various community groups. Align the Guidelines and Planning Principles with relevant policies and plans	Connection to Country and community engagement are core values of the NSW Public Spaces Charter. Inclusion of a diverse working group during the design phases of projects will lead to open spaces that are more welcoming and inclusive	Ongoing	Low	All of Council

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
LGA.6	Develop a register of community groups and contacts that want to be involved in recreation facility design or upgrades. This should include: <ul style="list-style-type: none"> Registered volunteer groups (Rotary, Lions Clubs) Aboriginal community groups or individuals People with a disability Young people/youth Council 	Engaging with the vulnerable and harder to reach members of the community are incorporated in the NSW Public Charter Planning Principles. Inclusion of a diverse working group during the design phases of projects will lead to open spaces that are more welcoming and inclusive	Ongoing	Low	SP CE
LGA.7	Continue partnership with the Touch By Oliva Foundation during design phases of playgrounds	The Touch By Oliva Foundation have been a great resource when sourcing an inclusive design and funding for parks and playgrounds equipment	Ongoing	Low	CP CM
Provide recreation Infrastructure that is well-utilised and connected					
LGA.8	Undertake a strategic property review of all undeveloped recreational land. Determine the future use with consideration of the following options: <ul style="list-style-type: none"> Retention of green space or linkage corridor Rehabilitate Stewardship investment Repurpose Divestment 	To determine the recreational value and identify which parcels of land are surplus to the community's needs	Medium	Medium	SP LP AM
LGA.9	Update recreation facility content on Council's website	To assist residents and visitors in being aware of available facilities and events. Increase the promotion of recreation facilities and services they provide by updating the website and using of social and local media	Medium	Low	SP CE

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
Provide recreation facilities that are well-maintained and financially sustainable					
LGA.10	Seek funding to complete a Regional Aquatic Strategy. Include a broader business case for each facility	The Swimming Pool Audit Overview report by Baenziger Coles, 2020 provides this recommendation to determine the priorities for the region long-term	*High	Medium	CF SP
LGA.11	Undertake a Skate, BMX and Pump Track facility needs assessment	The Recreation and Open Space Strategy provides overarching guidelines and planning principles for park-based recreation facilities. A needs assessment will provide further detail on user expectations, sustainable management, equitable provision and affordability, condition assessment and future upgrades or developments	Medium	Medium	SP
LGA.12	Support funding applications that enable Council to engage with NSW Tennis to develop a Regional Tennis plan. This includes individual club action plans, facility health check, scope and costings for maintenance and repair, and long-term lifecycle maintenance schedules	NSW Tennis offer a wide range of services for affiliated clubs. This enables clubs in being self-reliant with ongoing operational and maintenance of the facility	High	Low	CM SP CP
LGA.13	Conduct a review of sponsorship and advertisement for sustainable funding of sports and recreation assets. The policy will need to address approval processes	Improve the financial performance and viability of recreational facilities that have a higher usage by visitors or require a higher standard of maintenance	Medium	Low	EDT
LGA.14	Collaborate with regional and state sporting bodies and encourage clubs to become affiliated members	State and regional sporting bodies offer and range of support services that assist clubs in being self-reliant and financially sustainable	High	Low	SP CM

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
LGA.15	Implement staff training on the procedures for asset management data entry. The procedure links asset lifecycle costs and recreation facility renewal to civic maintenance budgeting and annual works programs	Staff are required to provide asset renewal information and lifecycle costs for all projects that involve a facility upgrade or implementation of a new facility. The asset management system must include proposed asset lifecycle costs for future budgeting requirements	High	Low	AM
LGA.16	In alignment with the Regional Trails Masterplan, investigate funding models for sustainable funding opportunities for facility maintenance and improvement	Action adopted in the Regional Trails Masterplan. Funding opportunities for the management of recreational trails can also include other recreational facilities	High	Low	SP EDT
LGA.17	Implement the actions from the Regional Trails Masterplan for sustainable, responsible trail developments, integrated planning and management, existing trail upgrades and new trail development	Actions adopted as part of the Regional Trails Masterplan to ensure our recreational trail networks are sustainably managed and that any new trail projects are considered for the right reasons	Various Priorities identified in RTM	Medium/ High	SP CM CP EDT
LGA.18	Work with Community sporting groups and stakeholders to develop a standard/quality rating matrix for recreation facilities to inform fees and charges	Current fees and charges are ad-hoc and require further review to ensure fees are appropriate for facility type	High	Low	CM LP
Ensure governance arrangements for management of and access to facilities are clear and simple					
LGA.19	Utilise the existing Trails Control Group to incorporate recreation more broadly. Include relevant departments within Council to ensure strategic development and ongoing sustainability of the SMRC recreation network	A Trail Control Group has been established as an action adopted from the Regional Trails Masterplan. Internal communication between Council Department is required to ensure staff are informed and working more cohesively. The group can be expanded to include recreation more broadly	High	Low	SP
LGA.20	Update the S355 Committee Manual and ensure alignment with the Recreation and Open Space Strategy	Identifies role and responsibility	High	Low	GOV

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
LGA.21	Complete the internal Corporate Directory, which identifies the role and responsibilities of staff. Educate community groups on the correct process for contacting Council to ensure their enquiry is allocated to the correct department	Strong community feedback shows that there is a lack of coordination, and often enquiries related to the management of a recreation facility are not answered by the relevant staff member. In some cases, resources are not available to assist with their desired needs. The corporate directory ensures that Council customer service staff are up to date with internal staff roles and responsibilities	High	Low	CE
LGA.22	Continue to review and improve the online booking system. Undertake further internal and external education programs to ensure staff and users understand the process	Several gaps have been identified during the development and implementation of the new online facilities booking system. Further work is required to improve internal and external processes to ensure ease of use and consistency across the region	High	Low	EDT LP CM
LGA.23	Develop a communications package to inform internal staff, 355 committees and sporting/community groups of the project management framework process. Provide Council contacts list identifying roles and responsibilities and update annually	Council has adopted a project management framework to determine the process for new project development. Phase two will focus on further communication and education. The framework ensures a cohesive approach and a centralised system for new projects or facility upgrades	High	Low	CP GOV CE

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
LGA.24	<p>Work with S355 Committees, sporting groups and show societies to develop a detailed region-wide Showgrounds Masterplan. Plan for each site individually whilst identifying a consistent approach to sustainable management outcomes. Sites include:</p> <ul style="list-style-type: none"> • Cooma Showground • Bombala Exhibition Showground • Delegate Showground • Dalgety Showground • Nimmitabel Showground • Adaminaby Showground • Bredbo Showground 	<p>To provide effective governance to ensure the ambitions of key user groups are relevant to strategic priorities. Identify strategic solutions that can assist with sustainable management outcomes and better coordination of volunteer needs.</p> <ul style="list-style-type: none"> • Ensure gazettal purpose and management objectives from existing Crown Land Plans of Management are included 	*High	Medium	LP SP
LGA.25	Prepare a generic masterplan template that includes SMRC standard management framework	To streamline Council's Public Land Management Framework and ensure all Plans of Management are up to date	High	Low	SP LP
LGA.26	Prepare detailed Masterplans of all core parks and sportsgrounds in priority of utilisation and service catchment	To ensure a strategic and coordinated development of each site, improve liaison with volunteer groups, highlight maintenance responsibilities and facility lifecycle costs, and maximise cost-benefit ratio	Medium	Medium	LP SP
LGA.27	Review existing MOU, lease and license agreement arrangements. Investigate opportunities or needs for additional agreements between Council and volunteer groups undertaking facility maintenance works	MOU, license and lease agreements require updating and development to ensure partnership arrangements between groups and Council are documented and address issues related to maintenance, asset upgrades and improvements, funding and contributions	Medium	Low	LP GOV

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
LGA.28	Acknowledge the significant contribution of volunteer organisations to the ongoing sustainability of the SMRC recreation network. Encourage and support the involvement of new/other volunteer groups through promotion on website and social media	Recreation facilities are often managed by volunteers who make a significant contribution in maintenance. Partnerships with Council ensure facilities can still be provided with minimal resources. Action adopted in Regional Trails Masterplan	Medium	Low	CE CSP
Recognise the role of recreation assets in protecting areas of environmental and cultural value, and providing economic benefits in the region					
LGA.29	Pursue the staged development of the Monaro Rail Trail between Queanbeyan and Bombala. Continue with the construction of the Jindabyne shared trail upgrade and extension following planning approval	Actions adopted as part of the Regional Trail Masterplan. Projects bring economic benefits to several towns and villages in the LGA	Medium	Major Project	CP SP EDT
LGA.30	Investigate opportunities to enter Biodiversity Stewardship Agreements for any Council-owned land with feasible ecological integrity	The Biodiversity Stewardship Agreement enables landholders to conserve native vegetation and threatened species in exchange for credits that have monetary value. The funding can be used for property maintenance	Medium	Medium	SP
LGA.31	Collaborate with other government departments, sporting bodies and event organisers to pursue opportunities for hosting sports and recreation events and races	SMRC has recreation facilities that attract sporting events, particularly adventure races and/or cycling events. As tourism and event participants visit the area, these opportunities provide an economic return for our community	ongoing	Low	EDT
F. Improve the quality of recreation facilities to achieve the ambitions of key user groups					
LGA.32	Adopt the design guidelines criteria within the Development Control Plan	To ensure any future developments provide open space that considers the surrounding recreation network and ensures open space can be designed to a high standard	High/ ongoing	Low	SP DA

Ref.	Action	Rationale	Priority	Cost Est.	Responsibility
LGA.33	Undertake user satisfaction surveys at key outdoor recreation sites to determine participation rates, user satisfaction, management or maintenance issues and any supply gaps. Investigate or continue to use sensors, QR codes, strava data, heat maps and other technologies at key facilities.	Data collected enables Council to monitor and review facility use, and plan priority works programs.	Medium	Low	EDT
LGA.34	Use the current asset management condition audit of buildings and expand the audit assessment to include sporting fields and associated infrastructure. Develop a minimum standard in accordance with NSW design guidelines for local, district and regional level competition and training to identify priorities for upgrades.	Many facilities are in poor condition, with items such as irrigation, play equipment and amenities at the end of their lifecycle needing replacement or upgrade. Feedback from sporting clubs indicated a desire for improved playing surfaces. This process will identify a cohesive approach to infrastructure upgrade in alignment with Council's budget or grant opportunities.	*Medium	Medium	AM SP CM
LGA.35	Develop a priorities and works program for the maintenance and repair of recreational parks and sports grounds infrastructure.	Identify priorities for infrastructure upgrades to meet the needs of the sporting club or user groups and ensure standards can be achieved within the Civic Maintenance budget.	Medium	Low	SP CM

4.6 Cooma precinct recreation needs analysis

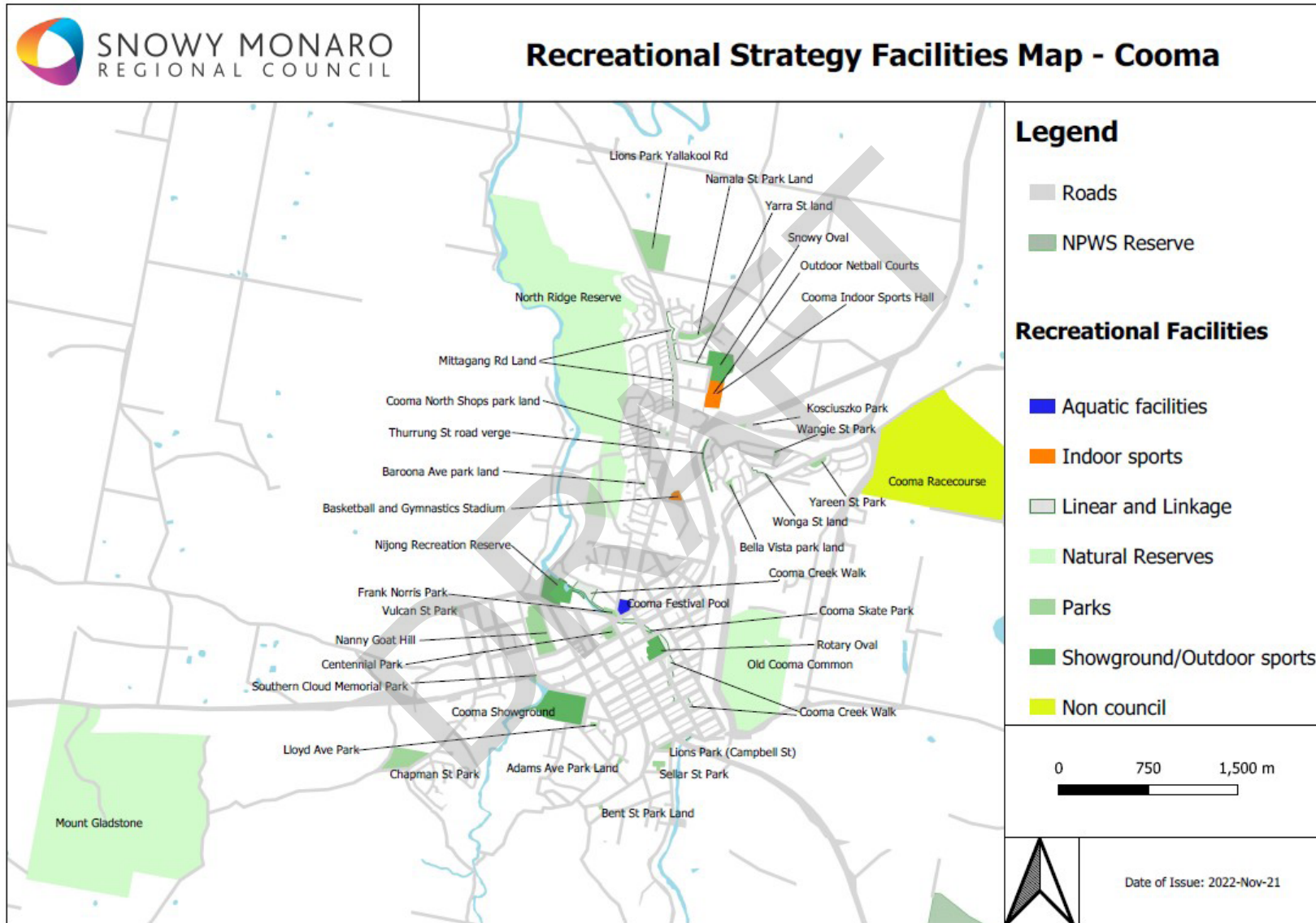
Provision

Cooma precinct has a total of approximately 425ha of recreational land. There are 21 developed parks with 17 playgrounds. There is also four district sportsgrounds/showgrounds providing various facilities for a range of sports.

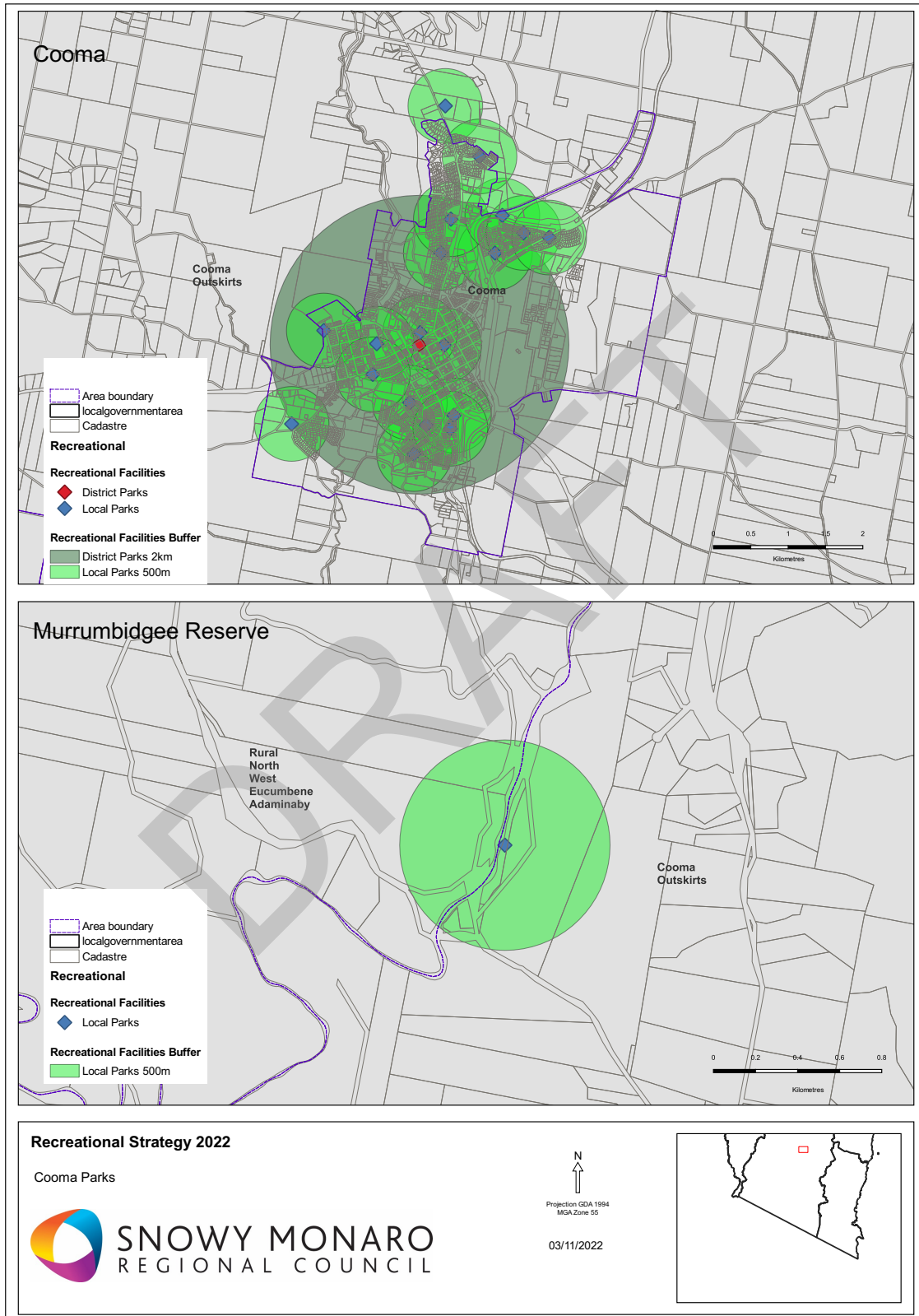
The construction of a regional level indoor sports hall is scheduled for completion in June 2023 and has been included in the facility inventory.

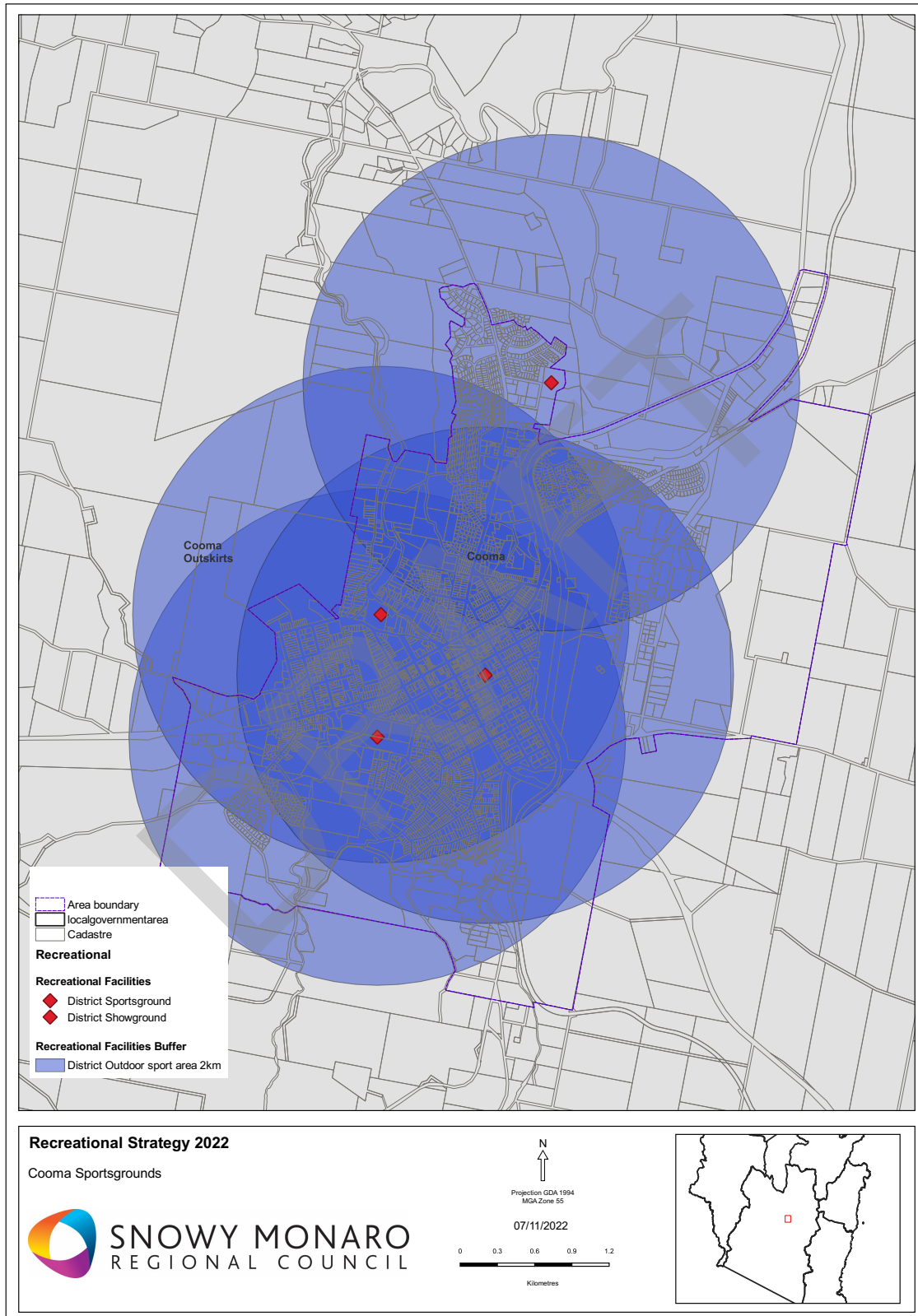
Facility Name/ Category	Facility type	Location	Area (ha)	Hierarchy
Showground				
Cooma Showground	Show events, equestrian, rugby league touch football, dog obedience, rodeo	Cooma	8.7	District
Sportsground				
Nijong Oval	Sports field, cricket pitch and nets, playground, learner bike circuit	Cooma	4.6	District
Rotary Oval	Cricket, rugby union, playground	Cooma	4.3	District
Snowy Oval	AFL, cricket, athletics, tennis courts, fitness stations	Cooma	4.3	District
Indoor Sports Hall				
Indoor Stadium	Basketball (1 court), gymnastics	Cooma		District
Cooma Regional Sports Hall	3 indoor courts-. netball, basketball, futsal, badminton, volleyball	Cooma		Regional
Aquatic Facility				
Cooma Festival Pool	25m outdoor	Cooma	1	District
Park				
Adams Avenue Park	Playground	Cooma	0.3	Local
Baroona Avenue	Playground	Cooma	0.1	Local
Lions Park (Campbell St)	Playground, garden, BBQ/picnic	Cooma	0.4	Local
Southern Cloud Memorial Park	Monument/path	Cooma	0.1	Local
Namala Street Park	Playground	Cooma	1.5	Local
Yareen Road Park Land	Playground	Cooma	0.6	Local
Wangie Street Park	Playground	Cooma	0.2	Local
Stellar Street Park	Playground	Cooma	0.5	Local

Facility Name/ Category	Facility type	Location	Area (ha)	Hierarchy
Lloyd Avenue Park Land	Playground	Cooma	0.2	Local
Vulcan Street Park	playground	Cooma	0.1	Local
Chapman Street/ Zalka Heights	Playground	Cooma	0.2	Local
Kosciuszko Park	Monument	Cooma	0.1	Local
Bella Vista Park	Playground	Cooma	0.3	Local
Cooma Skate Park	Skate park	Cooma	0.1	Local
Lions Park (Yallakool Road)	Picnic/BBQ/shelter: off-leash dog area: playground: shared path	Cooma	7	Local
Cooma North Shops Park	Playground	Cooma	0.1	Local
Bent Street Park	Playground	Cooma	0.1	Local
Frank Norris Park	Toilets, picnic facilities, shared path	Cooma	0.5	Local
Nanny Goat Hill	Lookout, shared trail	Cooma	5.5	Local
Murrumbidgee river Reserve	Picnic area	Cooma	2.5	Local
Cooma Centennial Park	Playground, amphitheatre, picnic tables, toilets	Cooma	1.0	District
Linear and Linkage				
Yarra Street	Vacant road verge	Cooma	0.2	Local
Wonga Street Land	Vacant road verge	Cooma	0.2	Local
Thurrung Street	Vacant road verge	Cooma	0.5	Local
Cooma Creek Reserve	Shared path, fitness stations	Cooma	5.8	Local
Mittagang Road verge	Shared path	Cooma	1.5	Local
Natural Reserve				
Cooma North Ridge Reserve	Shared trail network	Cooma	103	Local
Old Cooma Common		Cooma	44	Local
Mt Gladstone	MTB Park, shared trail network, lookout	Cooma	175	Regional
Undeveloped				
Bolaro Street		Cooma	1.6	Local
Pine Ridge Reserve		Cooma	9.25	Local



Facility Name/ Category	Facility type	Location	Area (ha)	Hierarchy
Carinyah Place Land		Cooma	1.2	Local
Memorial Driveway Park		Cooma	19	Local
Nulang Place		Cooma	4.2	Local
Miloo Street		Cooma	1.9	Local
Yareen Street		Cooma	0.5	Local
Polo Flat Road		Cooma	6	Local
Niangala Street Land		Cooma	0.3	Local
Nambucca Street Land		Cooma	1	Local
Mulach Street land		Cooma	0.3	Local
Orana Avenue land		Cooma	0.6	Local
Proposed				
Yallakool Road	Proposed 76 and 62 lot subdivision	Cooma	3.6	Local
Polo Flat	Proposed 289 lot subdivision	Cooma	0.8	Local
Monaro Rail Trail				National





Type	Number provided	Provision (ha)	Rate	Desired Provision 2021 (pop 7,860)	2021 Gap (ha)	Surplus/gap 2041(pop 8,493)
Sportsground/showground (1.5ha per 1000 people)						
Sportsground/ Showground	4	22	0.0015	11.8ha	10.2	9.2
Parks (1.3 ha per 1000 people)						
Parks	21	21.3	0.0013	10.2	11	10.2

- There are no local or regional level sportsgrounds within the Cooma precinct
- There is sufficient supply of recreation land for the current and future population. The assessment indicates that there is a surplus of 10ha. This will need to be assessed against quality, access, location and local needs to determine which sites could be consolidated
- The Cooma precinct lacks the provision of high-quality developed parks of reasonable size to provide a variety of facilities that would attract a higher level of utilisation. Many of the parks are well below one hectare in size
- There is a total of 11 undeveloped open spaces covering 46ha of land

Distribution

- Most dwellings are within walking distance of recreation land or facilities. Many of the local parks overlap, suggesting a surplus and lack of high-quality, strategically located open space. Refer to facility distribution map on page 43
- Cooma is well positioned to cater for regional level competition as the town supports the largest population in the region and is located approximately 1hr from Canberra city
- The Cooma precinct also has several large areas of Crown land reserves that Council do not manage. Most add to the natural reserve category and total over 150ha. Most reserves are not well managed or maintained due to a lack of resources and funding

Local needs and trends

- Projects such as Snowy 2.0 has influenced some changes in the demographic profile of Cooma.
- There has been an increase in 35-39 year olds within the precinct
- New residential release areas, such as Yallakool Road and Polo Flat, are forecast catalysts for further growth and diversification

The Regional Trails Masterplan identifies several actions that will benefit recreational opportunities for Cooma. They include:

- Monaro Rail Trail
- Formalising trail link from town to Mt Gladstone
- Completion of Masterplans for Mt Gladstone and Cooma North Ridge Reserve
- Upgrades to existing trails to meet Australian Standards
- Upgrade Cooma Creek Path to meet cycling infrastructure standards
- Development of a revised concept for Murrumbidgee Reserve Trail
- Review of six Cooma bike ride loops
- Support Crown lands with trail and signage plan for Lambie Bush Reserve and Lambie Gorge

The following summarises the participation trends and local needs identified throughout stakeholder engagement:

- Several sporting clubs and groups have the desire to host or participate in higher-level sporting competitions: however, many of the facilities do not meet standards for regional level competition
- Many sporting clubs and groups are keen to work with Council to improve the quality of the playing surface for outdoor sports such as cricket and soccer. Particularly to cater for the transition between summer and winter sports or remediation after a show event

Throughout key stakeholder engagement, the desire for the following was highlighted:

- Full-size AFL field
- Synthetic athletics track
- Year round access to the swimming pool
- Squash courts
- Upgrade/maintenance to tennis courts
- Better quality playgrounds and
- Upgrade to skate park in consideration of location
- Inclusion of a pump track
- Improvement or expansion of the shared trail/ mountain bike trail network
- Equal access to suitably designed clubhouses and amenities
- Development of the Monaro Rail Trail between Queanbeyan and Bombala
- There is high participation in junior team sports and a decline in some senior teams
- Participation in many of the formal team sports declined throughout the COVID-19 pandemic and there has been a gradual return of registration
- Volunteer group memberships are declining

Ref.	Strategic Objective	Action/ Recommendation	Rationale	Priority	Cost Est.	Responsibility
C1.0	A B C	Through community engagement, rationalise local parks to provide high-quality parks that consider the desired design guidelines and open space planning principles	The oversupply of local parks comes at a significant cost to Council, as there is an expectation for all public spaces to be mown, irrigated and have play facilities. The process of rationalising will enable Council and the community to determine which parks will provide high quality, well utilised and sustainably managed public spaces	High	Medium	LP SP
C2.0	B	Develop Lions Park (Yallakool Road) into a district level park by improving connectivity and wayfinding signage	To cater for the northern residential area of Cooma to the desired standard of 2km to a district level park. Lions Park will meet district level criteria following the completion of facility upgrades through recent grant funding. Completion of shared pathway connections and linkages to other residential areas will improve the quality and accessibility	*Medium	Medium	CP
C3.0	C	Involve the community in the strategic review of parks, identify key sites for park upgrades, the removal of decommissioned playground equipment and identifying opportunities to recycle steel products	Certain parks contain playground equipment that no longer meets Australian standards and is currently unsafe. Equipment was proposed to be removed within the 2010 Cooma Monaro Playground Strategy. Provision of parks and associated infrastructure in the right location for the right reason will help Council achieve higher quality and sustainably managed facilities	*Medium	Medium	CM
C4.0	C	Liaise with Cooma Basketball and Gymnastic Clubs with regarding the future use of the Cooma Basketball Stadium	The new regional level indoor sports hall provides a high-quality facility that will cater for the needs of Basketball and a range of other indoor sports. Cooma Gymnastics Club are growing and likely to need a larger space	Medium	Low	EDT SP

Ref.	Strategic Objective	Action/ Recommendation	Rationale	Priority	Cost Est.	Responsibility
C5.0	C	Decommission old toilet block at Nijong Oval	New toilet facility has been constructed and the old block behind the clubhouse is no longer needed	*Low	Medium	CM
C6.0	A	Investigate opportunities for the relocation of the Cooma Skate Park. Consider locations that adopt key planning principles such as: <ul style="list-style-type: none"> • Co-location with other activities/ diversity • Access and connectivity • Open and visible • Prepare a concept plan for grant funding 	The current location of the skate park does not provide a safe, accessible and inclusive facility for the community	*Medium	Low	SP CP
C7.0	B. C.	Review construction and lifecycle costs for stage two of the Cooma Sports Hub Athletics Track and Field. Through engagement with community sporting clubs, investigate opportunities for co-location of compatible sports for the proposed Snowy Oval upgrade	Council have committed to the construction of stage one indoor sports hall only. Stage two requires further review of ongoing operational and lifecycle costs. Co-located sporting groups may provide the opportunity to re-classify an existing district level sporting ground to local to benefit from a regional level facility and sustainably maintain the addition of an athletics track and field	High	Low	SP

Ref.	Strategic Objective	Action/ Recommendation	Rationale	Priority	Cost Est.	Responsibility
C8.0	A B	Seek grant funding to include a rock climbing wall in the proposed Cooma Indoor Sports Hall	Snowy Monaro Regional Youth Council and Cooma Rotary have expressed interest in seeking funds to include a rock climbing wall to ensure the indoor sports hall is a multipurpose space that will attract usage from youth. The indoor sports hall has been designed to accommodate a climbing wall	*Medium	High	SP
C9.0	A B	Investigate opportunities to allow the Cooma Bowling Club and Showground facilities to be interconnected. This enables both facilities (private and Council-owned) to benefit the community through improved access, shared use and utilisation of an existing recreation and event precinct	The Bowling Club has approached Council to improve recreational facility access and utilisation between the bowling club and the Showground. Co-location of activities to create multipurpose recreation precincts is a key part of the planning principles for providing a high quality, well-utilised recreation network. Action to be complete in alignment with the Cooma Showground Masterplan	Medium	Low	SP CP

Ref.	Strategic Objective	Action/ Recommendation	Rationale	Priority	Cost Est.	Responsibility
LGA 24.1	D F	Work with the Cooma Showground Committee and user groups to develop a Showground Masterplan. Consider: <ul style="list-style-type: none"> • Caretakers cottage • Improvement to rugby field • User conflict • Accessibility • Further improvement and upgrade to infrastructure, such as lighting. 	Masterplan is in alignment with the LGA-wide action for a region-wide showgrounds Masterplan that would identify project priorities, roles and responsibilities, maintenance arrangements	High	Medium	LP SP
LGA 26.1	C F	Develop a combined Cooma district sports ground masterplan. Identify each asset's current condition, including playing fields, need and desires of user groups, seasonal usage agreements, priorities for future upgrades, user conflict resolutions, and opportunities for consolidation. Sites include: <ul style="list-style-type: none"> • Snowy Oval • Nijong Oval • Rotary Oval • Cooma Showground sports field 	To ensure a strategic and coordinated development of each site, improve liaison with volunteer groups and sporting clubs, highlight maintenance responsibilities, facility lifecycle costs priorities for upgrade or renewal.	Medium	Medium	SP LP

Ref.	Strategic Objective	Action/ Recommendation	Rationale	Priority	Cost Est.	Responsibility
LGA 12.1	C	Work with NSW Tennis to undertake a health check of the Snowy and Royal Tennis courts. A health check will provide detail on the current condition and scope of works for upgrade requirements. Encourage Tennis Clubs to undertake an integrated approach to the upgrade and long-term sustainability of a high-quality facility for Cooma Tennis.	Both facilities require urgent repair, in particular Snowy Tennis Courts. Planning is required to determine the scope of work for repair/upgrade. One high-quality facility would be the best outcome for long-term sustainability, higher membership, and utilisation.	High	Low	SP CM CP

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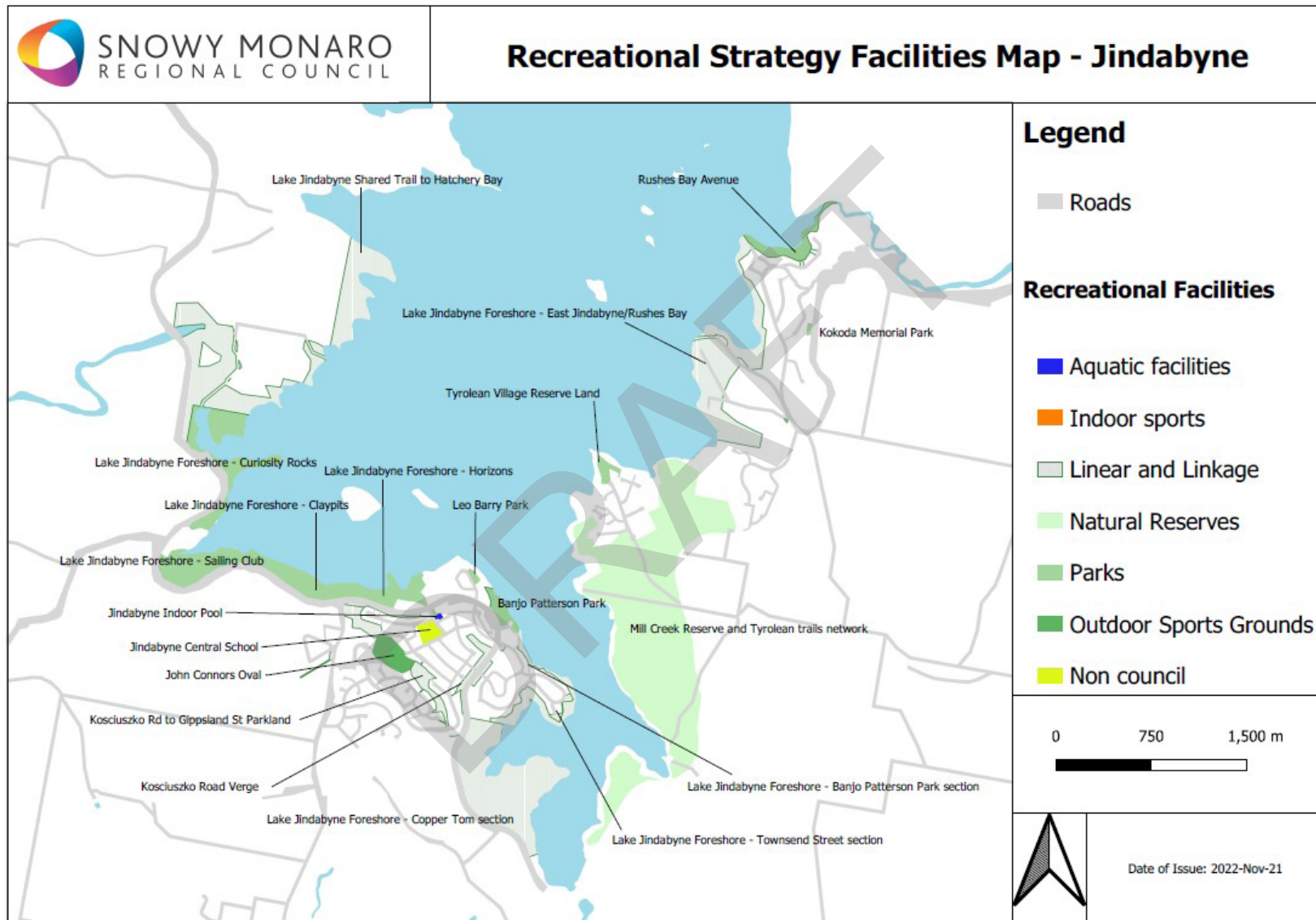
4.7 Jindabyne precinct recreation needs analysis

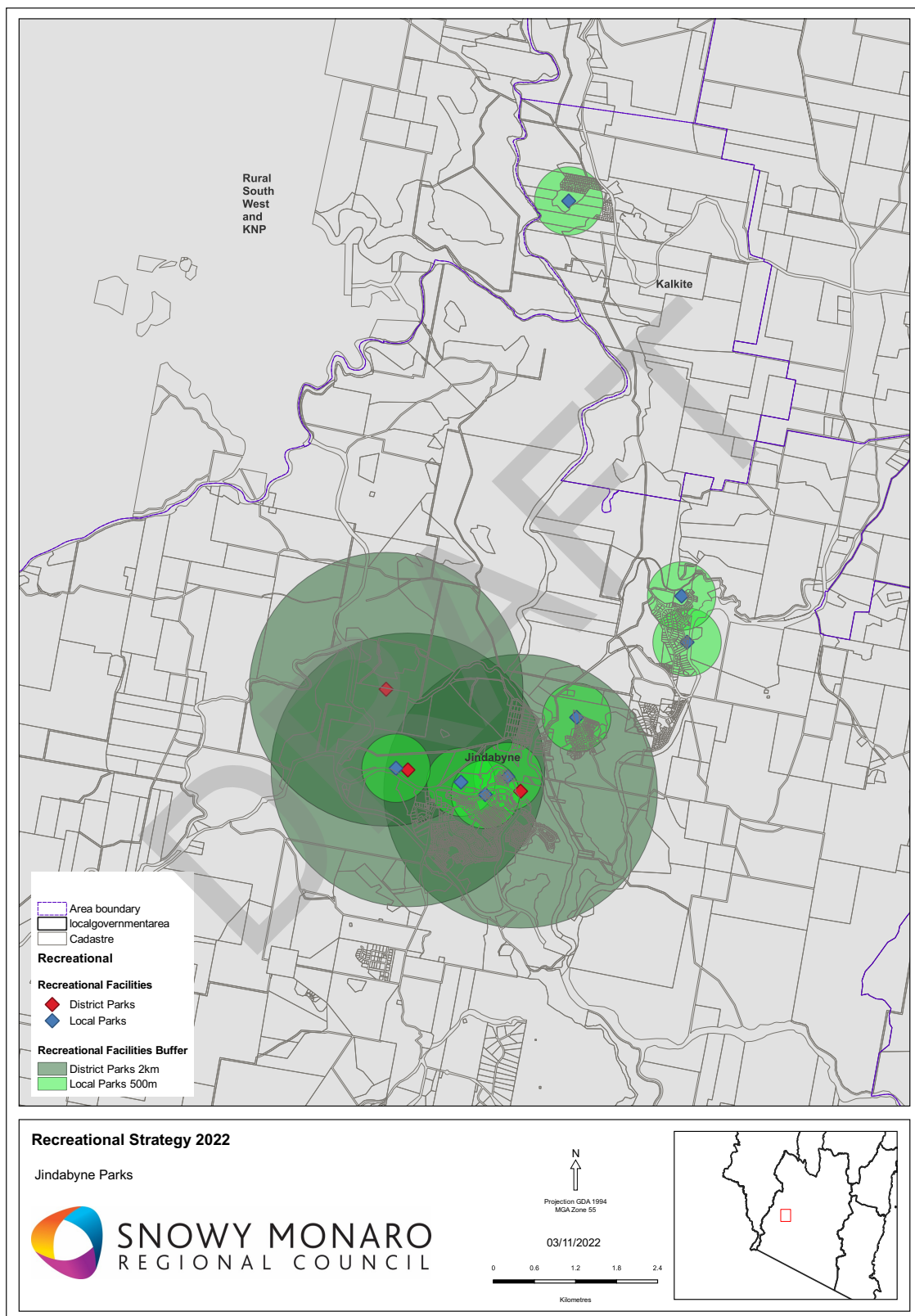
Provision

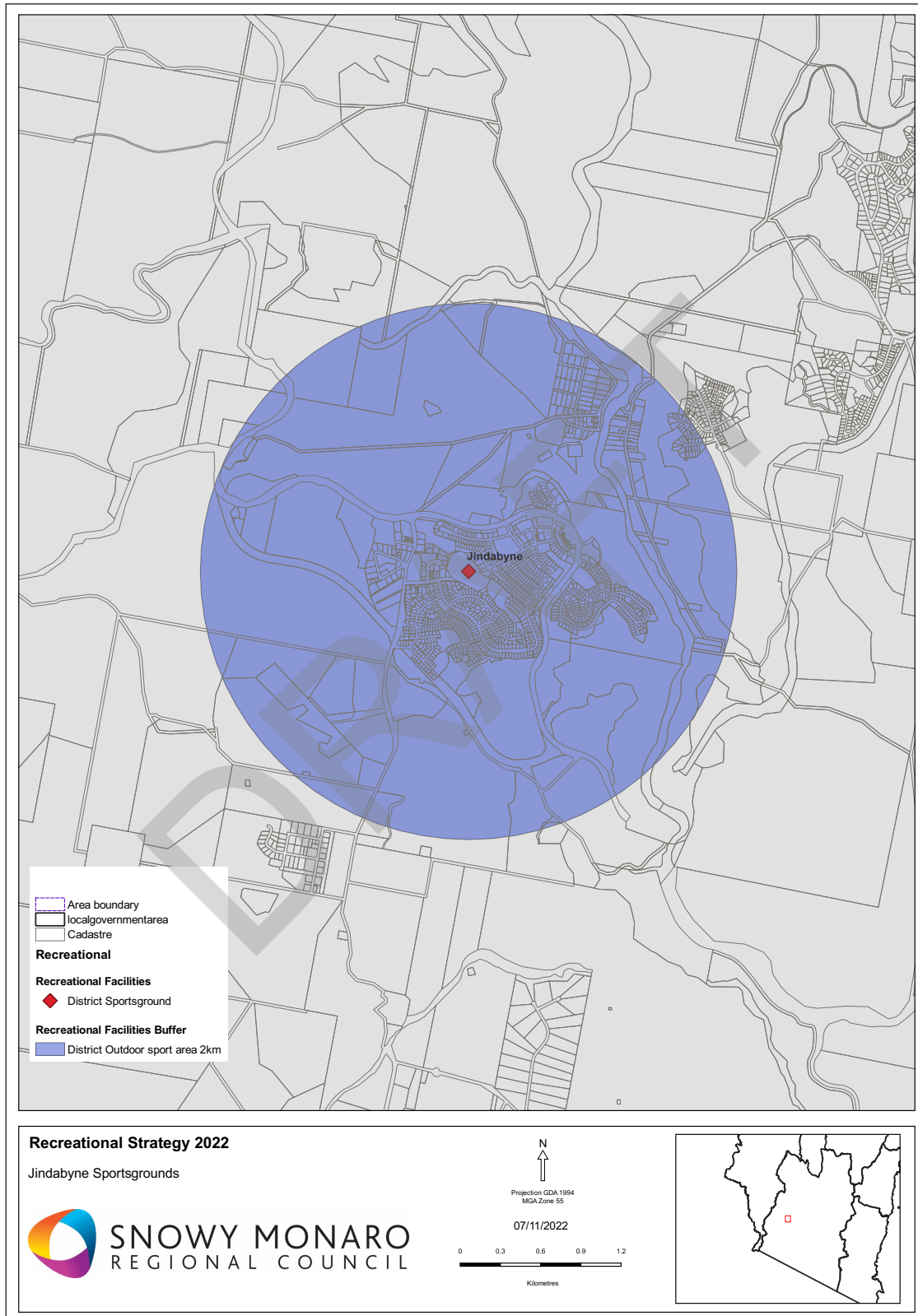
The Jindabyne precinct has 226 ha of recreation land. There are ten developed parks with seven playgrounds. There is only one sports ground: however, the Snowy SAP Masterplan considers an expansion of the recreation facility network for Jindabyne

Facility Name/ Category	Facility type	Location	Area (ha)	Hierarchy
Sportsground				
John Connors Oval	Sports field - union, league, league tag, touch, junior soccer, cricket, rodeo	Jindabyne	5.5	District
Aquatic Facility				
Jindabyne Pool	25m indoor	Jindabyne		District
Park				
Lions Park- Kalkite Street	Playground, BBQ, picnic	Jindabyne	0.2	Local
Tyrolean Village Reserve Land	Playground, shared path	Tyrolean	1.4	Local
Kokoda Memorial Park Land	Playground, table	East Jindabyne	0.3	Local
Kalkite Water intake land	Playground	Kalkite	9.5	Local
Lake Jindabyne Foreshore (Ngarigo Waterfront/ Horizons)	Shared path, frisbee golf	Jindabyne	7.88	Local
Lake Jindabyne foreshore (Sailing club)	Shared path	Jindabyne	12.8	Local
Lake Jindabyne Foreshore-East Jindabyne/Rushes Bay	Shared path, boat ramp	East Jindabyne	10	Local
Lake Jindabyne Foreshore (Banjo Paterson Park, Leo Barry Park)	Playground, skate park, shared path	Jindabyne	5.65	District
Lake Jindabyne Foreshore (Claypits)	Playground, fitness stations, share path, stage, frisbee golf	Jindabyne	9.2	District
Lake Jindabyne Foreshore (Curiosity Rocks-Wollondibby Creek)	Shared path, boat ramp	Jindabyne	11.5	District
Linear and Linkage				
Banksia Avenue Parks Land	Shared path	Kalkite	0.1	Local

Facility Name/ Category	Facility type	Location	Area (ha)	Hierarchy
Mitchell Crescent Park Land (Kosciuszko Road to Gippsland Street) via Jindabyne sports ground	Playground, share trail	Jindabyne	7.25	Local
Lake Jindabyne Foreshore- Townsend Street to Cobbon Crescent	Trail head and parking. Undeveloped open space and informal shared trail	Jindabyne	0.8	Local
Rushes Bay Avenue to East Jindabyne	Shared path	East Jindabyne	0.4	Local
Kosciuszko Road (Jindabyne Verge Land	Shared path			Local
Lake Jindabyne Shared Trail corridor (Hatchery Bay and copper Tom)	Shared trail		3.5	District
Natural Reserve				
Tyrolean/Mill Creek Reserve	Shared trail network/ MTB Park		130	District
Undeveloped				
Nettin Crescent and Barry Way land			0.8	Local
Lion Island			0.8	Local
East Jindabyne RFS land			0.2	Local
Twynam and Rawson Street Park (T-shirt park)			5.5	Local
Proposed				
West Jindabyne/Mountain Side				Local
Lake Jindabyne Foreshore Linear Park to East Jindabyne				Local
Kalkite residential development				Local
Lake Jindabyne shared trail extension (Creel Bay)			2.5	Regional
Lake Jindabyne Shared Trail Extension (East Jindabyne to Kalkite)			6.5	Regional
Lake Jindabyne Shared Trail Extension (Gaden Trout Hatchery to Hatchery Bay)			1.3	Regional







Type	Number provided	Provision (ha)	Rate	Desired Provision 2021 (pop 4,728)	2021 Gap (ha)	Surplus/gap 2041 (pop 5,676)
Sportsground/showground (1.5ha per 1000 people)						
Sportsground/ Showground	1	5.5	0.0015	7	-1.5	-3
Parks (1.3 ha per 1000 people)						
Parks	11	67	0.0013	6	61	60

- There is a gap in the provision of sportsgrounds, which has resulted in many user conflict issues for the Jindabyne sporting community at John Connors Oval
- The area analysis suggests a surplus in the provision of developed parks for the local population. It is important to note that Jindabyne supports a large number of visitors. The area mainly covers the Lake Jindabyne foreshore park. The Snowy SAP Masterplan aims to grow visitor number to 1.35 million over the next 40 years. A larger amount of space may be justified to meet the needs of tourism. The focus should be on providing of high quality and appropriate location/size of local level parks

Distribution

- Whilst there is a surplus of recreational land, not all residents are within safe walking distance (500m) of public space. This includes parts of the East Jindabyne area
- The Kosciuszko road presents a barrier to safe access to major public space assets and recreational facilities. The Snowy SAP Masterplan addresses safe, walkable/ridable access to recreation facilities
- Many residential areas are located on land with a greater than 10% gradient. This creates challenges in providing suitable and accessible open space and recreational land
- Linear corridors are essential to connect residents to existing recreation facilities. It is vital the new growth areas consider the recreational network holistically
- Cultural heritage and biodiversity values are of high importance across the LGA. Whilst there is the opportunity to celebrate and promote the regions environmental and cultural heritage values there are also limitations to areas that can be developed for recreation. Planning approval often comes at a high cost

Local needs and characteristics

- Jindabyne's population is predicted to grow by approximately 900 residents over the next 20 years. The precinct has the youngest demographic in the region
- The local population swells during the winter months. The Snowy SAP Masterplan has a strong focus on providing infrastructure to support a more stable year-round economy
- Currently, there is a supply gap in the provision of sporting fields. John Connors oval supports a large number of team sports year-round
- There is no provision for senior soccer or basketball
- The Snowy SAP Masterplan has considered all the above desires: however, not all projects are included in the current business case
- There will be shared use opportunities with the recreation facilities at the new education and Jindabyne sports and recreation campus
- Jindabyne has a steady participation rate in senior sporting teams. There is a higher participation rate of junior teams across the LGA
- Volunteers are declining for both organised sporting clubs and groups

There is a desire for the following assets:

- Multi-use indoor sporting facility that the community can access for sports such as basketball, futsal, netball
- Areas of flat and secure open space for dog obedience and leash free area
- Connectivity to the Lake Jindabyne foreshore
- Developed park within the East Jindabyne area
- Second sports field that would accommodate soccer, football and cricket
- Indoor pool facility that includes a toddler pool or play area
- Pump track/bike skill area
- Mountain bike park

The Regional Trails Masterplan recommends the following actions for the Jindabyne precinct.

- The Jindabyne Shared Trail and Tyrolean trail network has been funded.
- Complete construction of the southern section of Lake Jindabyne Shared Trail (Kalkite and Creel Bay)
- Upgrade and maintain the Tyrolean/Mill Creek Trail Network
- Support the development of the West Jindabyne Mountain Bike and Adventure Park
- Undertake investigations into Lake Jindabyne water-based transport link
- Pursue the development of the Cobbon Creek loop walk

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est	Responsibility
J1.0	B	Investigate joint use arrangements with NSW Government Office of Sport and the Department of Education for use of new sporting facilities planned for the Sporting and Education precinct	There is a gap in the provision of sporting fields. The Snowy SAP Masterplan identifies 10ha block of crown land as a designated community sporting field to meet the needs of the current and future population	Medium	Low	SP
J2.0	C	Through community engagement, investigate opportunities to rationalise local parks to provide high quality parks within 500m walking distance from dwellings	The oversupply of local parks comes at significant cost to Council as there is an expectation for all public spaces to be mown, irrigated and have play facilities. Some of them are not well-utilised. The process of rationalising will enable Council and the local community to consider the diversity, functions and types of parks available. Council will be in a better position to maintain higher-quality open spaces	Medium	Low	LP SP
J3.0	A B F	Work with the state government, community and key stakeholder groups throughout the detailed design and implementation of key recreation and open space projects funded in the Snowy SAP Masterplan. Seek funding opportunities for projects not funded under the current business case	New and improved infrastructure will address supply gaps in provision for future local population and tourism. Action adopted as part of the Snowy SAP Masterplan	High	Medium	SP CM
J4.0		Review the Jindabyne precinct chapter of the Recreation Strategy in 12 months. Update information following confirmation of funded recreation projects from the Snowy SAP Masterplan	The NSW State Government has not finalised project priorities and implementation plans	High	Low	SP

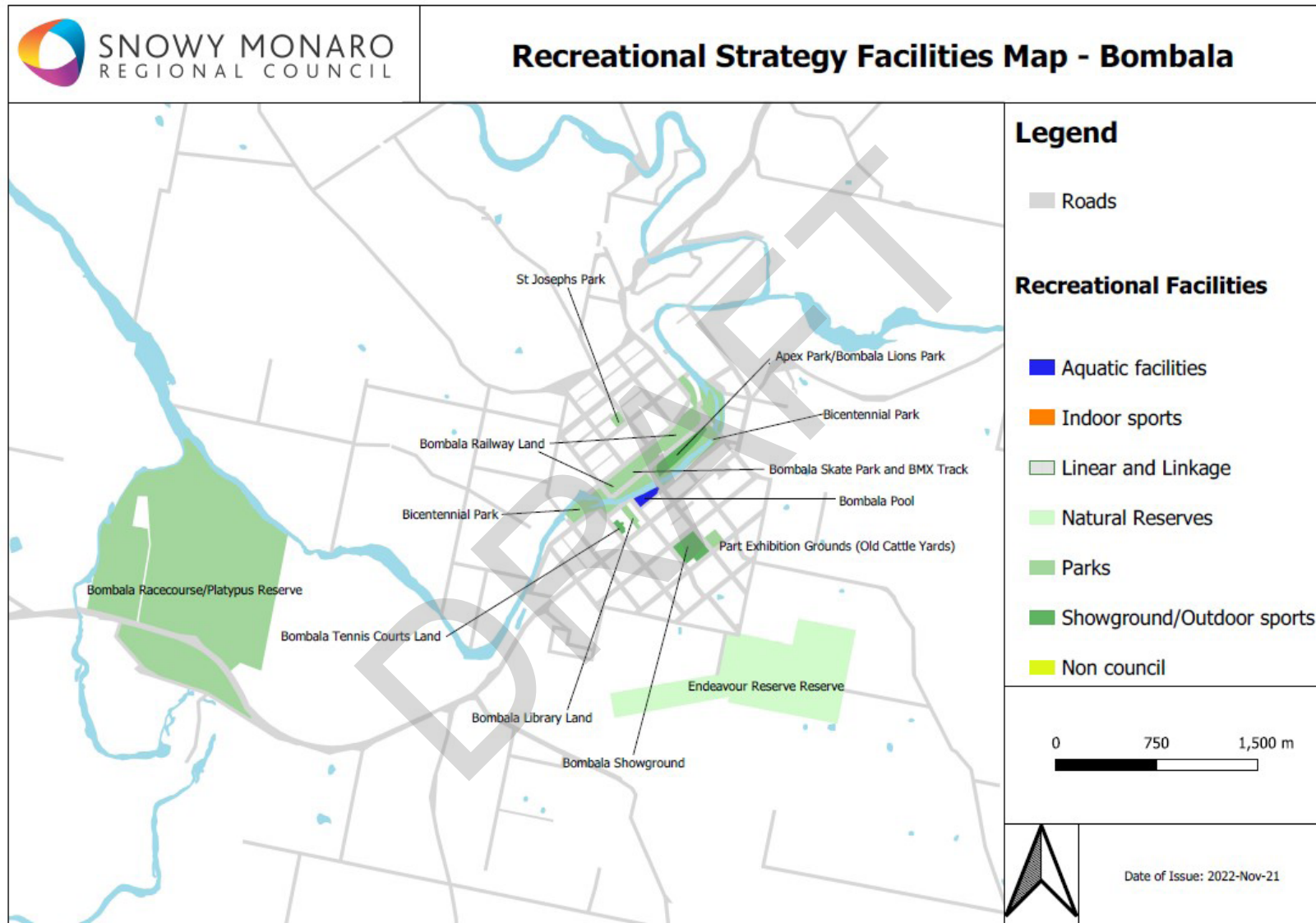
Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est	Responsibility
J5.0	F	Investigate opportunities for dog obedience and off-leash areas	Currently, there are no fenced off-leash areas for dog owners or dog obedience training. Many areas have steeper topography and conflicting uses. The John Connors oval is often used however, a sports field is a 'no-dog' area	Low	Low	SP CP
LGA 26.2	F	Update the John Connors Oval Masterplan. Consider the following: <ul style="list-style-type: none"> • Further upgrades to clubhouse • Electronic scoreboards • composite goalposts • Access and parking • Female-friendly change room • Playground 	Following facility audit, the masterplan would identify priorities for future maintenance and upgrades, solutions to user conflict and needs/desires or user groups	Medium	Low	SP LP
LGA 26.3	C D	Prepare a Lake Jindabyne Foreshore Management Plan	In alignment with the Snowy SAP Masterplan, major upgrades are proposed for the Lake Jindabyne foreshore. A management plan would identify asset maintenance and lifecycle costs, the process for events and use of the key foreshore park nodes	Medium	Low	SP LP

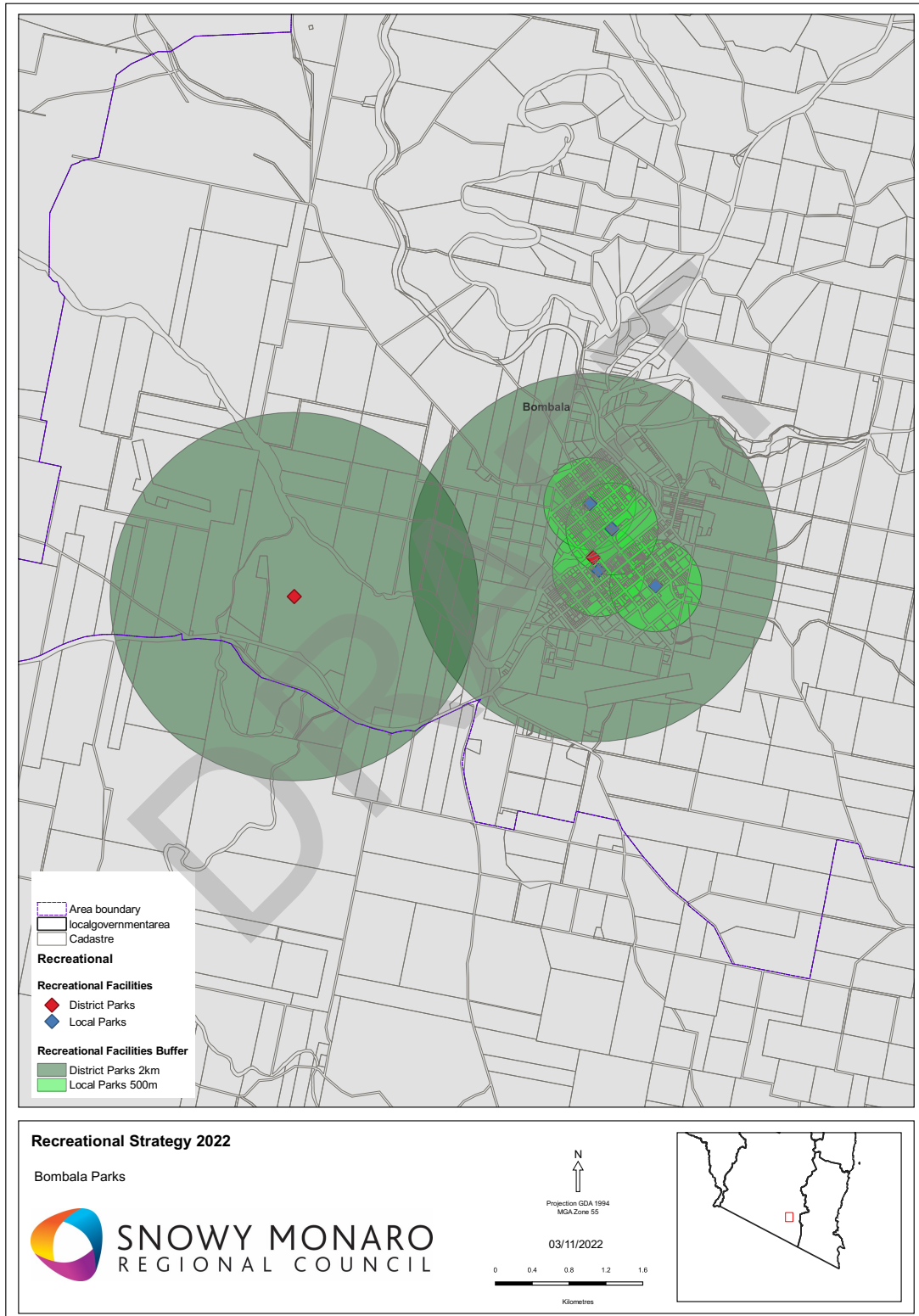
4.8 Bombala precinct recreation needs analysis

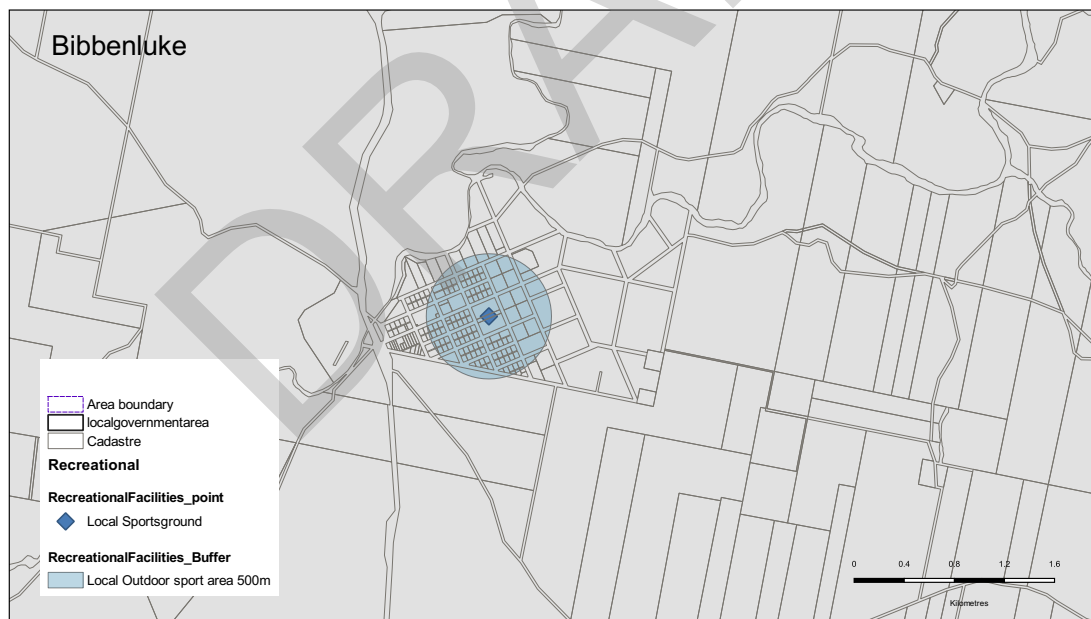
Provision

Bombala precinct encompasses 119.7km² and 2.567km² of recreational land. There are two sports grounds, one showground, one pool, two nature reserves and five parks, on which are three playgrounds.

Facility Name/ Category	Facility Type	Location	Area (ha)	Hierarchy
Showground				
Bombala Exhibition Showground	Showground and exhibition buildings, sports ground, netball courts, caretakers cottage	Bombala	3.5	District
Sportsground				
Apex Park	Sports field, playground, shared path, lions park	Bombala	3	Local
Bombala Tennis Courts	5 tennis courts	Bombala	0.4	Local
Aquatic Facility				
Bombala Pool	25m outdoor	Bombala	2.3	Local
Park				
Joseph Park Reserve Land	Playground	Bombala	0.7	Local
Part Exhibition Ground	Old Cattle Yards	Bombala	1	Local
Bombala Railway Land	BMX, pump track	Bombala	7.5	Local
Bombala Library Land		Bombala	0.8	Local
Lions Park-High Street	Playground	Bombala	0.45	Local
Bicentennial Park/Riverside Park	Shared path, gardens, boat ramp	Bombala	10.7	District
Bombala Racecourse	Equestrian, Events,	Bombala	146	District
Nature Reserves				
Endeavour Reserve	Lookout, shared trails	Bombala	49	Local
Platypus Reserve	Viewing platform, shared trail	Bombala	32	District







Recreational Strategy 2022
 Bombala and Bibbenluke Showground / Sportsgrounds



Projection: GDA 1994
 MGA Zone 55
 08/11/2022



Type	Number provided	Provision (ha)	Rate	Desired Provision 2021 (pop 1,353)	2021 Gap (ha)	Surplus/ gap 2041(pop 1,337)
Sportsground/showground (1.5ha per 1000)						
Major Town	3	6.9	0.0015	2.0	4.9	4.9
Parks (1.3 per 1000)						
Major Town	6	166.7	0.0013	1.8	165	165.0

- Over the next 20 years there is current and future surplus of developed open space, even excluding the 146ha racecourse
- There are no parks below the 0.5ha minimum threshold for site area. This indicates sufficient land is provided for designing a quality park or open space
- The showground is also used as a sportsground, with various sporting groups based at the showground
- There is a lack of linear linkages within this precinct
- The pool at Bombala services the entire precinct and the surrounding localities and villages

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Distribution

Local needs and Characteristics

- Bombala has an aging population that translates to the importance of accessibility requirements
- The precinct of Bombala has a declining population that is set to fall by 1.2% over the next 20 years
- Issues arise with equestrian activities on sports fields as the remediation of the grounds takes time and must be completed post each equestrian event
- This town draws in sporting teams from the immediate surrounding villages
- Upgrades are currently underway for Ginger Leigh Park and the Exhibition Showground
- The showground is the heart of sports and events such as the Bombala Show and the whole community within Bombala
- There are community use agreements in place with the Bombala High School for volleyball and basketball

Throughout key stakeholder engagement, a desire for the following was highlighted:

- There is a desire for the pool at Bombala to be open year-round
- Improvement of accessibility for spectators' areas at the Exhibition Showground
Improve access and parking at the site. Facility/or pavilion for live performances and shelter, upgrade of sports field, female-friendly amenities
- Inclusion of cricket practice nets at the Part Exhibition Showground or alternate location nearby
- Development of the Part Exhibition Showground to include levelling the site for camper vans and larger vehicles
- Desire for the showground area to comply with the Campervan and Motorhome Club of Australia standards
- There is a need for the development of a masterplan for multipurpose sites such as the exhibition showground to ensure the committee are equally represented, and there is a common goal for project priorities
- Railway committee have a desire to re-instate the heritage rail

The following actions have been adopted in the Regional Trails Masterplan:

- Development of the Monaro Rail Trail
- Enhance and promote Platypus Reserve
- Review and formalise a recreational trail network at Endeavor Reserve

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est	Responsibility
BO.1	A	Improve road access to Platypus Reserve lookout	The Platypus Reserve is a popular tourist attraction. Road access is currently eroded and does not easily allow buses to access the site	Medium	Medium	R
BO.2	C	Consult with the community to review the need for the play equipment at St Joseph Park- Lot 7021 DP1028364. Retain area as informal open space for informal recreation and sports	Play equipment is currently in poor condition and either needs replacement or removal. The recent upgrade of Ginger Leigh Park provides a high quality district level facility nearby	Medium	Low	SP CM
BO.3	C	Review the suitability and determine the future of vacant land at High Street Lot 1 DP1255665, Lot 9 DP995614. Site is currently identified for divestment.	Site is no longer an official public reserve. Toilet block is currently decommissioned, and land is not well-utilised as a recreational space.	High	Low	LP
LGA 24.2	D F	Work with the Bombala Exhibition Showground 355 Committee to develop a Showground Masterplan. Consider: <ul style="list-style-type: none"> • Accessibility/pathways • Shelter/stage or pavilion • Parking and caravan/camping • Cricket nets 	Masterplan is in alignment with the LGA-wide action for a region-wide showgrounds Masterplan that would identify project priorities, roles and responsibilities, maintenance arrangements	High	Medium	SP LP
LGA 12.2	C	Liaise with NSW Tennis about health check and scope of works for the Bombala Tennis Court upgrade	NSW Tennis offer a wide range of services for affiliated clubs, enabling clubs in being self-reliant with ongoing operational and maintenance of the facility	High	Low	SP CM CP

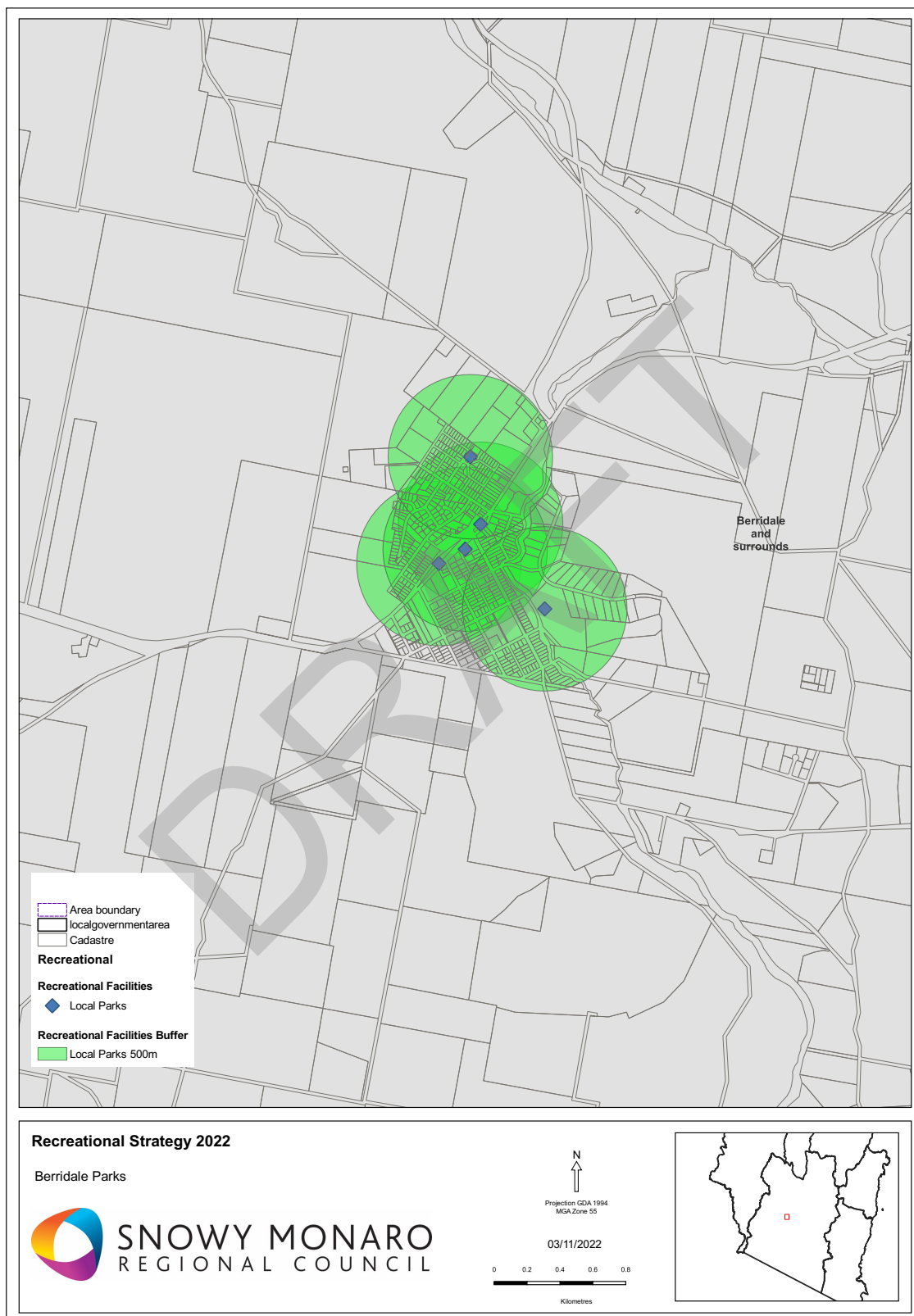
4.9 Berridale and surrounds precinct recreation needs analysis

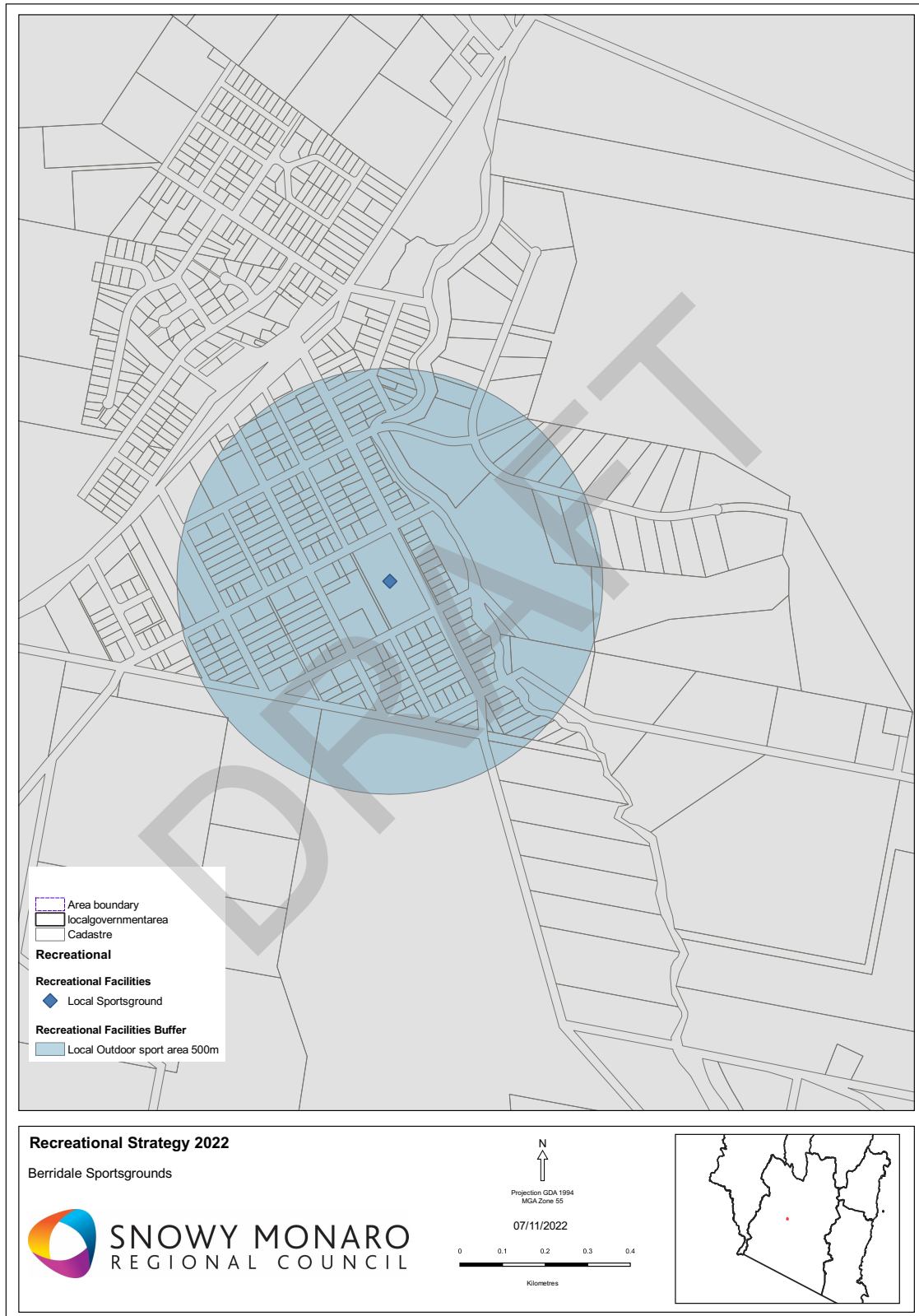
Provision

Berridale currently has a total area of approximately 14ha of recreation land. There are five parks and three playgrounds.

Facility Name/ Category	Facility Type	Location	Area (ha)	Hierarchy
Sportsground				
Ray Goodman Oval	Soccer and cricket field	Berridale	2.1	District
Aquatic Facility				
Berridale Pool	25m outdoor	Berridale	0.4	District
Park				
Berridale Memorial park		Berridale	0.2	Local
Kiparra Drive Park Land	Playground	Berridale	0.2	Local
Berridale Lions Park	Playground	Berridale	0.6	Local
O'Brien Reserve	BMX, Equestrian, Dog Obedience	Berridale	8.5	Local
Berridale skate park	Skate Park	Berridale	0.2	Local
Linear and Linkage				
Myack Creek Walk	Shared path	Berridale	2.1	Local
Proposed				
North West Berridale	Residential subdivision	Berridale		Local
MTB/shared trail extension	MTB/Shared	Berridale		Local

Type	Number provided	Provision (ha)	Rate	Desired Provision 2021 (pop 1,727)	2021 Gap (ha)	Surplus/gap 2041 (pop 2,119)
Sportsground/showground (1.5ha per 1000 people)						
Sports ground/ Showground	1	2.1	0.0015	2.6	-0.5	-1
Parks (1.3 ha per 1000 people)						
Parks	5	9.7	0.0013	2.2	7.5	7





- Berridale and surrounds have one district sportsground. According to the benchmark standards there is a gap in the current and future provision of land available for a sportsgrounds
- The provision of local and regional level sportsgrounds would not be desirable when considering the overall recreation objectives and guidelines
- There is a surplus in the provision of land area for developed parks
- It's likely that O'Brien Reserve will be upgraded to a district level park when improvements are made

Distribution

- Most dwellings are within the desired proximity to a developed park
- Kosciuszko Road presents some challenges to providing safe linkages between residential areas and recreation facilities. Refer to facility distribution map over page

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Local needs and trends

- The Berridale and surrounds precinct is predicted to increase by 22.72% over the next 20 years, which is the highest population increase in the region
- The demographic is diverse, with a high proportion of children under 18 and persons aged 60 or older. Parents and homebuilders (aged 35-49) make up the highest proportion of age groups
- The residential area is expected to grow with two development proposals under assessment

The following summarises the participation trends and local needs identified throughout stakeholder engagement:

- There is a keen interest in improving facilities at O'Brien Reserve. This area currently provides for equestrian events, BMX and dog obedience. With a newly constructed club, an updated management plan or license agreement will assist in resolving management and user conflict issues
- Desire for improved quality of playing field and cricket nets at the sports field
- The Coolamatong Golf Course and Berridale Tennis Club are not currently owned or management by Council: however, they still provide a valuable recreation facility for the community. Both venues struggle to get members and keep on top of maintenance
- The Berridale Hall has often been booked for recreational activities such as dance, bootcamp and gym classes. There has not been a consistent arrangement as participation has varied over time
- The Berridale Pool is well-utilised by residents from the Jindabyne precinct as it provides an outdoor aquatic facility suitable for school carnivals and informal recreation during the summer months

The actions adopted in the Regional Trails Masterplan include:

- Reviewing the connectivity of the Myack Creek walk and upgrading the quality of the path
- Pursue the development of a local level trail network near O'Brien Reserve

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est.	Responsibility
BE2.0	B F	Investigate opportunities to upgrade Kiparra Drive Park, following the progress of the residential growth area.	Provision of a local level recreational space was identified through the recreational needs assessment.	Low	High	SP CP
LGA 26.4	D F	Review the license agreement of O'Brien Reserve. Prepare a Masterplan for ongoing management and future use.	The O'Brien Reserve is currently utilised by the Monaro Equestrian Association, dog obedience, and the Berridale Bike Rider Club. The reserve would benefit from further planning to ensure the broader community has input for future use and reduce potential user conflicts.	Medium	Low	SP LP

4.10 Canberra corridor recreation needs analysis

Provision

The Canberra corridor precinct incorporates the towns of Michelago and Bredbo, encompassing of 924.2km. There is 13ha of recreational land managed by Council. This encompasses one showground, one sports ground, one developed park and one undeveloped area of recreational land.

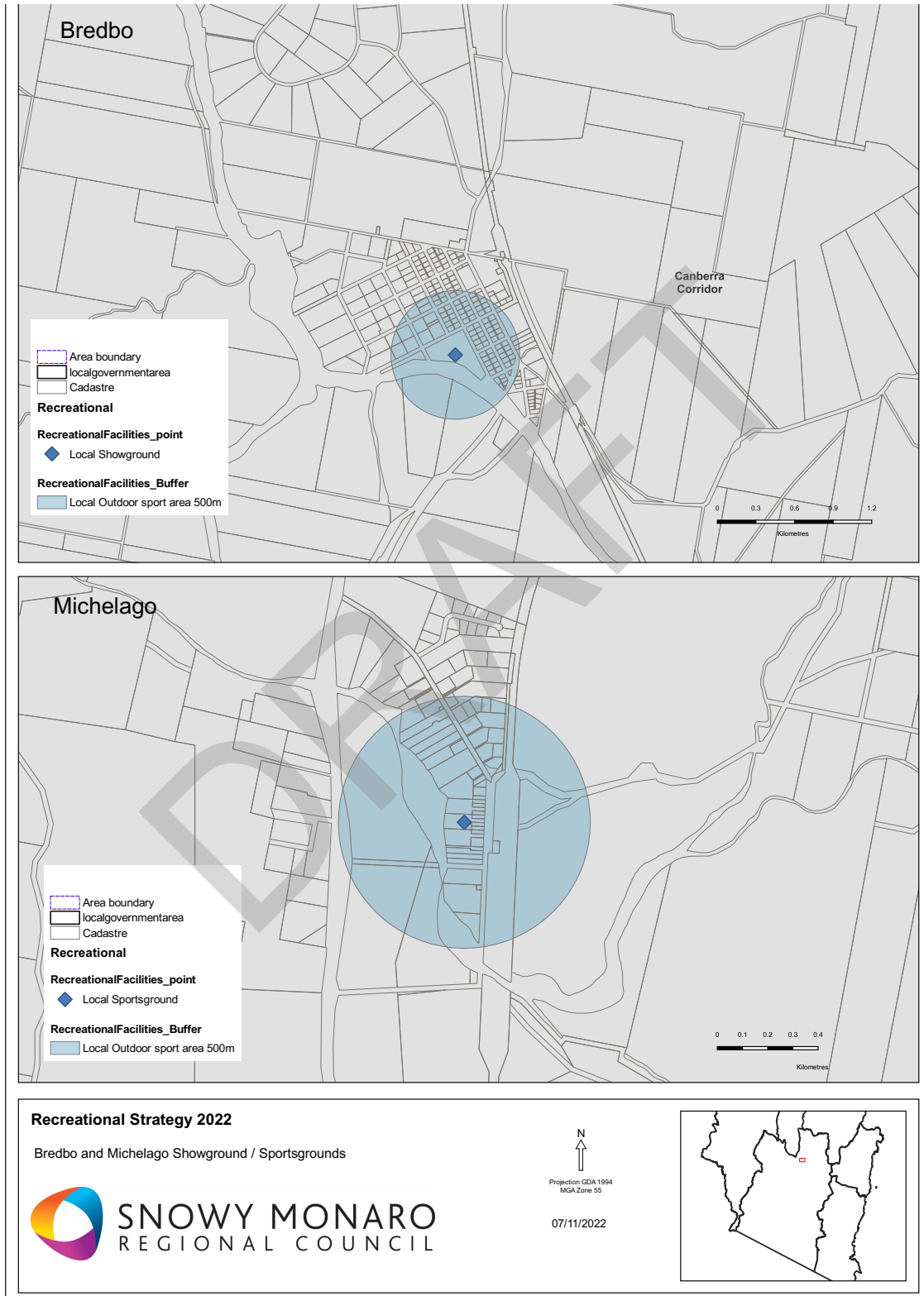
Facility Name/ Category	Facility Type	Location	Area size (ha)	Hierarchy
Showground				
Bredbo Showground	Showground, equestrian, sports field	Bredbo	8.0	Local
Sportsground				
Michelago Sports ground	Two tennis courts, playground, sports field	Michelago	2.6	Local
Park				
Bredbo Centennial Park	Two tennis courts, sports field, playground, outdoor court	Bredbo	1.8	Local
Undeveloped				
Chakola		Bredbo	0.5	Local

- Most sports and recreation facilities are used at a local level with more informal or social sports rather than district level club competition
- The undeveloped land at Chakola is far removed from any town or village, and its location isolates it from the recreation and open space network

Undeveloped	Number provided	Provision (ha)	Rate	Desired Provision 2021 (pop 1,236)	2021 Gap (ha)	Surplus/gap 2041(pop 1,830)
Sportsground/showground (1.8ha per 1,000 people)						
Rural	2	10.6	0.0018	2.2	8.4	7.3
Parks (1 ha per 1,000 people)						
Rural	2	1.8	0.001	1.2	0.6	0

- There is an adequate supply of current and future developed open space when comparing hectares per population
- There is a surplus of 7ha of sportsground/showground area for future populations. Demand for sporting facilities may increase as the population increases
- The undeveloped land at Chakola is crown land categorised as public recreation





Distribution

- The park at Bredbo is centrally located and provides amenity to residents and visitors alike: however, there are safety issues with the Monaro Highway running along the park.
- The Bredbo showground is currently used for Equestrian or pony club events. The facility is also a sports ground with a cricket field which is currently not in use. Consultation suggested the lack of utilisation was this is due to the location being at the edge of town rather than centrally as the park is.

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Local needs and characteristics

- The population of the Canberra corridor is expected to increase by 48.1% over the next 20 years. This would be an additional 594 people
- Most residents are located along the Monaro Highway, which provides decent access to other precincts or Canberra for recreational services
- Four open space and recreation facilities are available for resident's use, and the constant stream of tourists making their way to the snow fields
- Both showground and sportsground are currently used at a local level for more social sports or informal recreation activities
- The Bredbo Centennial Park is currently being used as a touch football field and is well-utilised by the local community and visitors. The location is central and more desirable for social team sports than the showground
- There are two primary schools in this precinct, Michelago and Bredbo, and neither use Council's facilities regularly except the Cooma Pool
- The school tennis court at Michelago was provided through a community use grant in the 2000's that is currently used as part of the Department of Education's 'Share Our Space' program, lasting until 9 October 2022.

Throughout key stakeholder engagement, the following issues or desires for improvements were highlighted:

- Desire for public access to the tennis court for social tennis. The facility is locked, and current arrangements involve getting a key from the local tennis club. Issues around public liability insurance are of concern. There are also some maintenance issues, such as mould and drainage
- Minimal use of the showground/sports ground facilities has resulted in maintenance issues, particularly with toilet blocks
- Shade at the playground, fitness stations and improved access/pathways at Bredbo Centennial Park
- Desire to formalise path from Bredbo village to the River
- Michelago Pony club are keen for improvements such as access to water or shade at their current facility
- Desire for community cricket to start up again at Bredbo showground

Actions Adopted in the Regional Trails Masterplan include:

- Formalising a local level recreational trail between Bredbo and Murrumbidgee River
- Pursuing the development of a local level recreation trail in Michelago incorporating the Michelago Creek

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est	Responsibility
CC2	A	Investigate opportunities to relocate the Pony Club to a more suitable land area that can accommodate safety requirements such as access to water	Adopted action in the Michelago Masterplan. Pony Club is an important recreational asset for Michelago but is currently difficult and dangerous to access	Medium	Low	SP CP
CC3	B	Investigate opportunity for a local level recreational trail around Michelago Creek. Include associated costs in the Development Contributions Plan	Adopted action in the Michelago Masterplan and Regional Trails Masterplan. The development of precinct trails at key towns like Michelago will leverage further economic benefits	Medium	Medium	SP CP
CC4	B C	Investigate opportunities to co-locate sports facilities at the existing sports field where possible	Action Adopted in the Michelago Masterplan. Due to limited expected growth, any new sporting facilities should be low-maintenance and co-located at the existing sports ground	Low	Low	SP
CC5	D	Investigate possibility of forming a 355 committee for the use and management of the Bredbo Tennis Court. Investigate the use of an 'igloo' lock system for court access	The community have expressed interest in forming a committee to ensure the courts can be easily accessed now that the Tennis Club is not active	High	Low	LP GOV CSP
LGA 24.3	D F	In Alignment with the LGA-wide action to prepare a Masterplan for Showgrounds, the following should be considered at Bredbo Showground: <ul style="list-style-type: none"> • Utilisation/purpose • Coordination with Michelago Pony Club regarding maintenance for events 	The Bredbo showground is currently underutilised. There is some community interest in starting cricket. Through consultation, it was highlighted that the showground is not well connected to the community hence the reason local level sports is currently at Centennial Park	High	Medium	SP LP

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est	Responsibility
LGA 26.5	D F	Prepare a Masterplan for Bredbo Centennial Park. Consider the following: <ul style="list-style-type: none"> • Access and pathways • Play equipment • areas for informal sport • upgrade of existing recreation facilities 	Bredbo community committee have expressed interest in further improvement to Centennial Park. The site gets a high level of use from both community and visitors	Low	Medium	SP LP

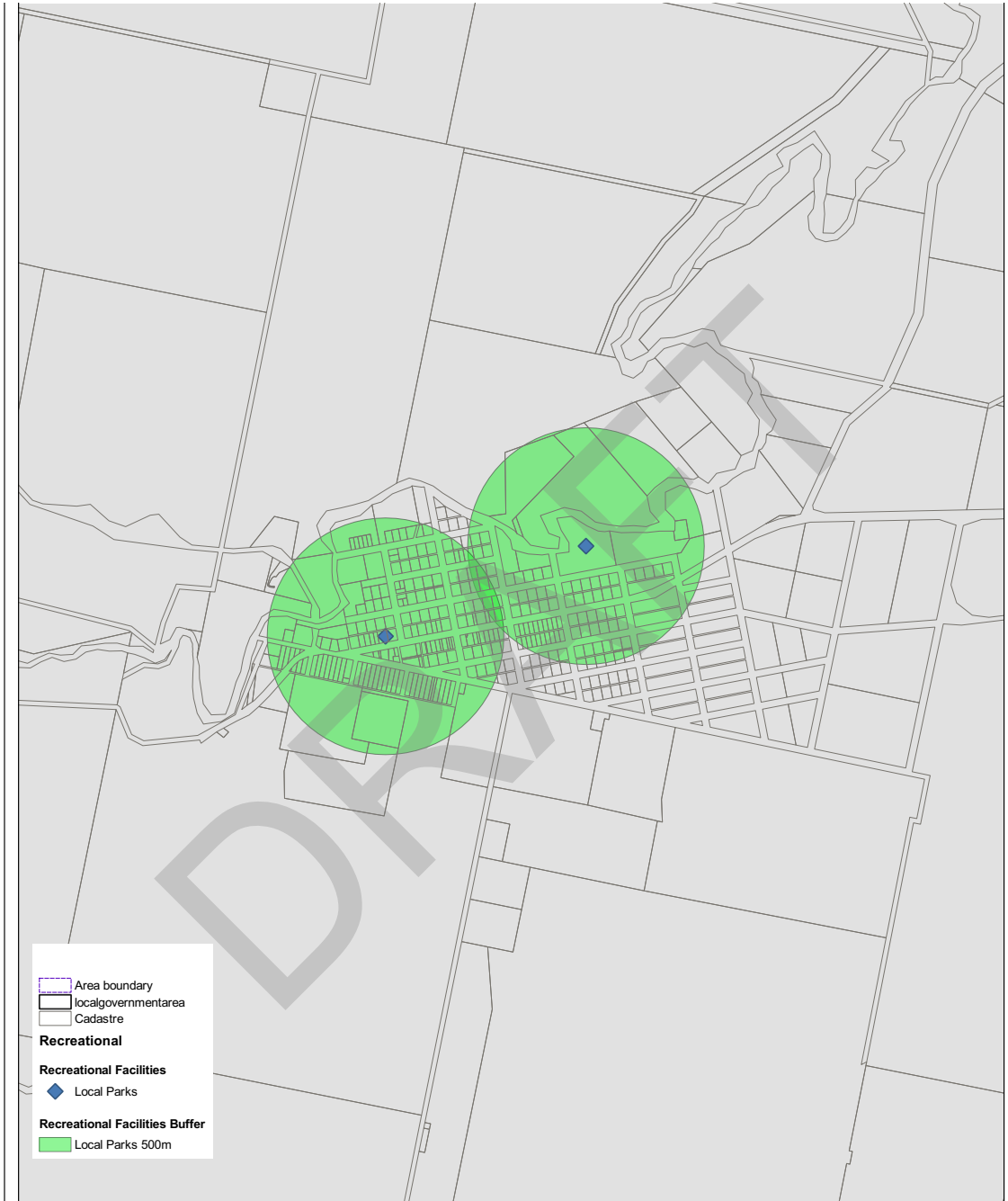
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4.11 Rural East Recreation Needs Analysis

Provision

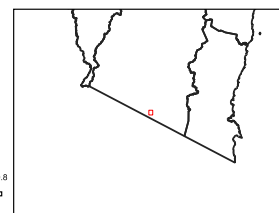
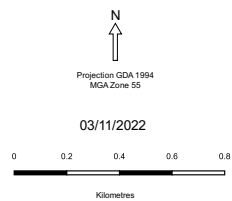
Covering an area of 6,690 km², the Rural East precinct encompasses the towns of Delegate, Numeralla, Mila, Cathcart, Bibbenluke and Nimmitabel. There are two showgrounds and six sports grounds.

Facility Name/ Category	Facility type	Location	Area (ha)	Hierarchy
Showground				
Delegate Showground	Showground, sports field, four tennis courts	Delegate	9.3	District
Nimmitabel Showground	Showground, sports field, courts	Nimmitabel	7.4	District
Sportsground				
Nimmitabel Sports ground	Sports field, outdoor court	Nimmitabel	1.2	Local
Jerangle Tennis Courts	Two tennis courts	Jerangle	2.2	Local
Numeralla Tennis Courts	Playground, courts, clubhouse	Numeralla	5.5	Local
Numeralla Oval	Sports field	Numeralla	3.3	Local
Mila Country Club	Three tennis courts,	Mila	0.4	Local
Bibbenluke Oval – Kim Rutherford	Sports field	Bibbenluke	4.9	Local
Park				
Black Lake Reserve	Boat ramp	Bibbenluke	48	Local
Cathcart Park land	Playground, 2 tennis courts in disrepair	Cathcart	1.1	Local
Kybeyan Recreation Reserve		Kybeyan	2.1	Local
Nimmitabel Park	Two tennis courts, playground	Nimmitabel	1.0	Local
Corner Clarke and Wolfe Street		Nimmitabel	0.9	Local
Lake Williams - Nimmitabel	Shared trail, gazebo, fitness stations	Nimmitabel	1.2	Local
Bill Jefferies Memorial Park		Delegate	4.4	Local
Delegate Memorial Park – BMX Land	BMX, playground	Delegate	0.5	Local
Linear and Linkage				
Platypus Walk - Delegate		Delegate	2.5	Local



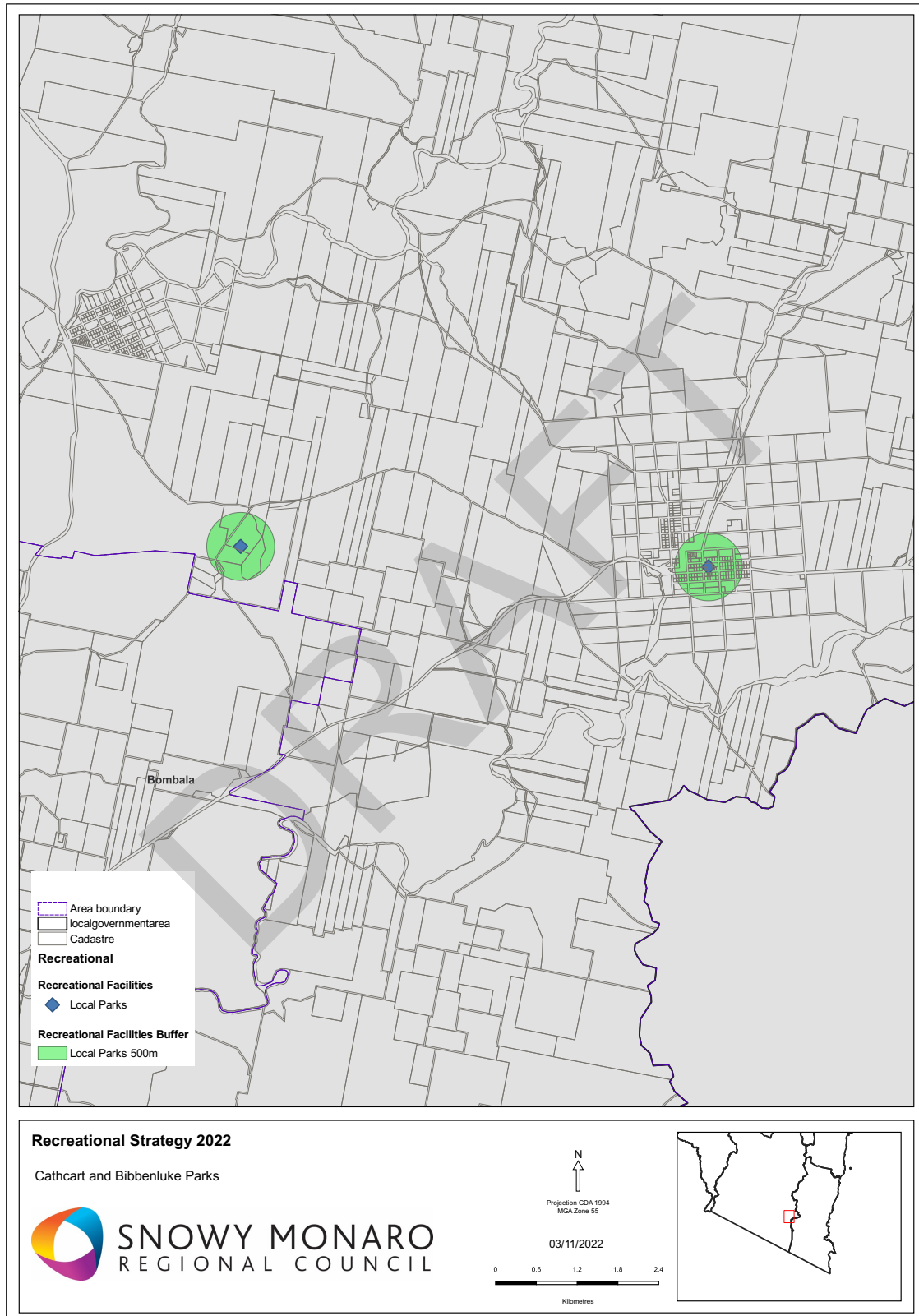
Recreational Strategy 2022

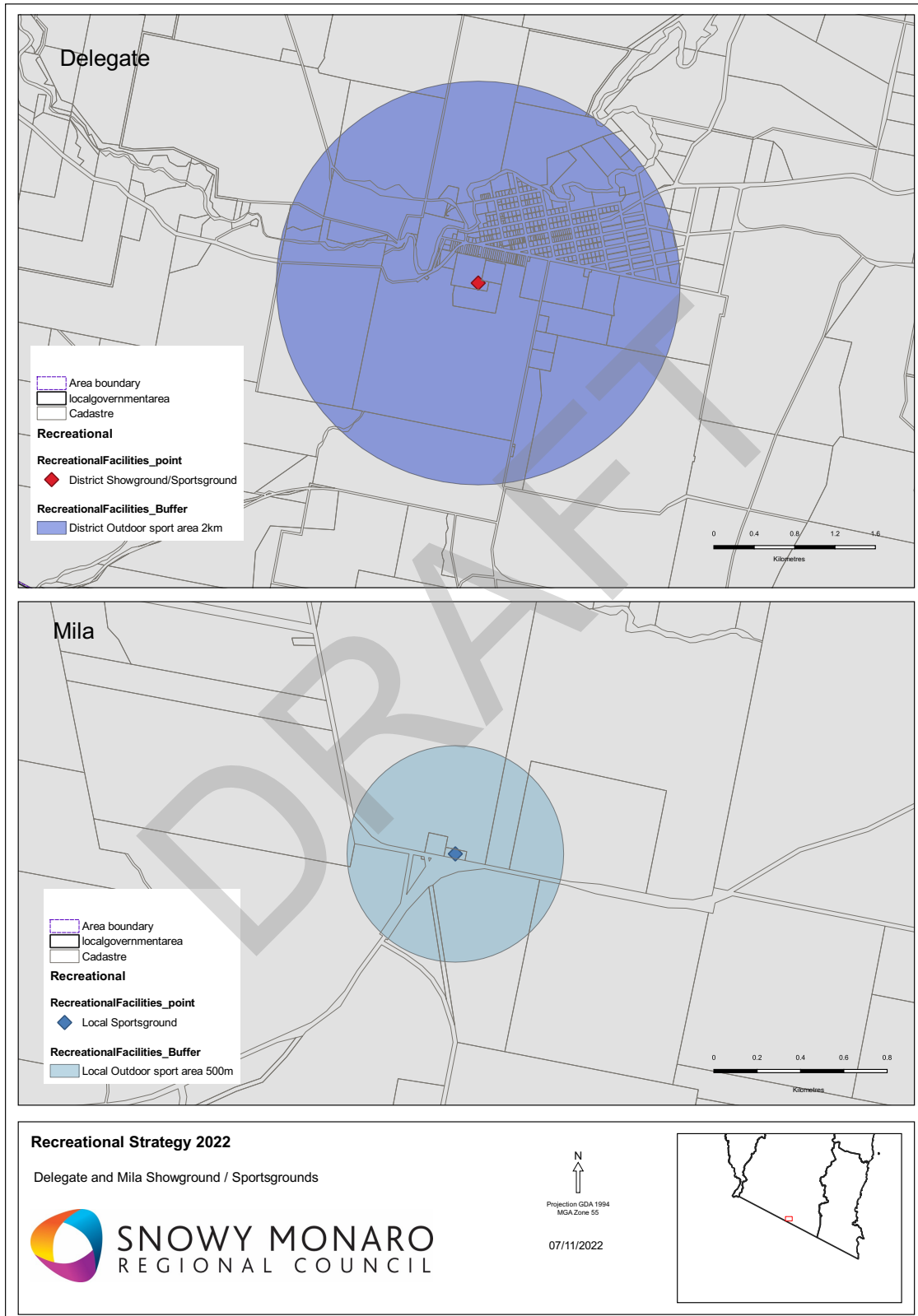
Delegate Parks

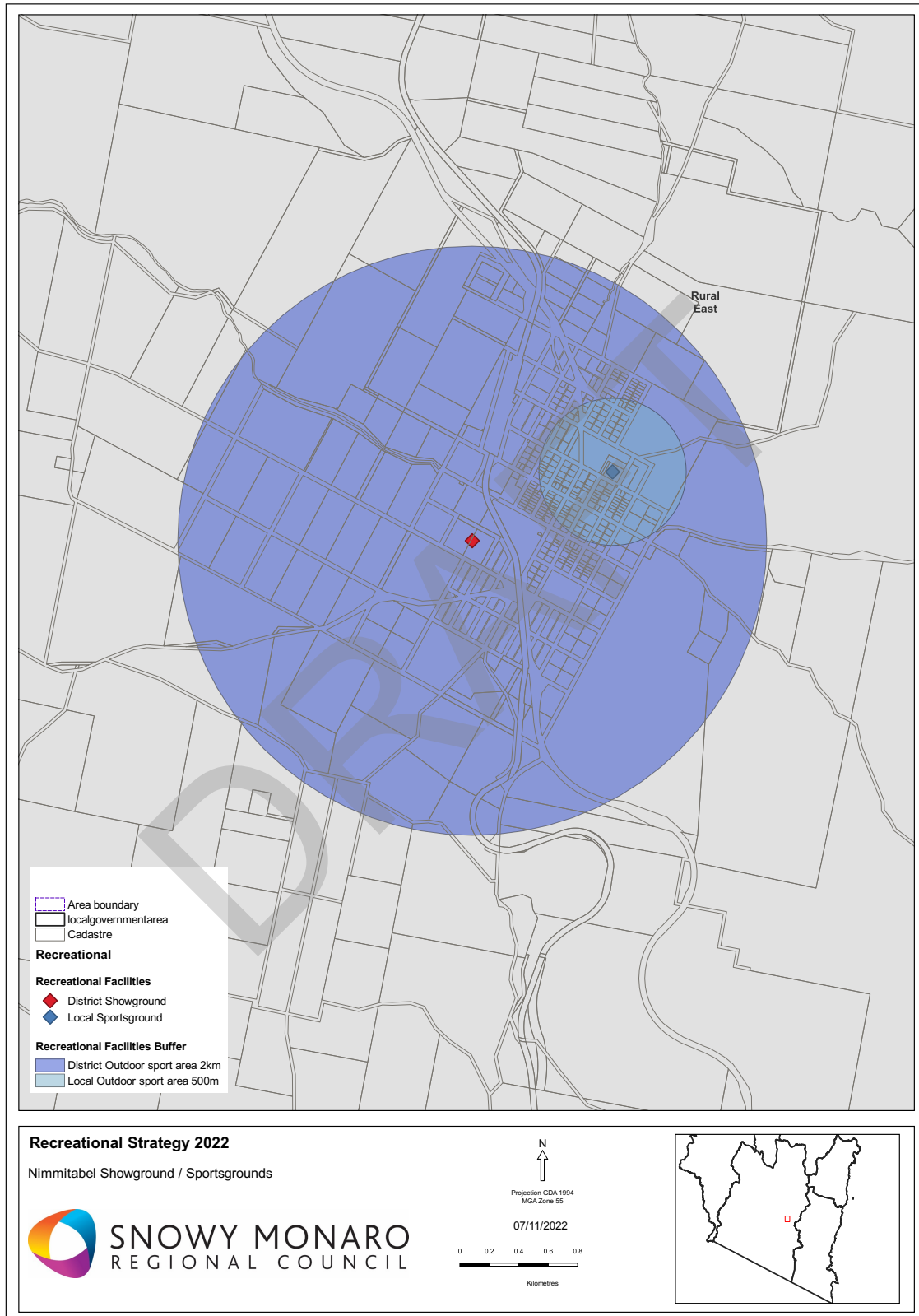


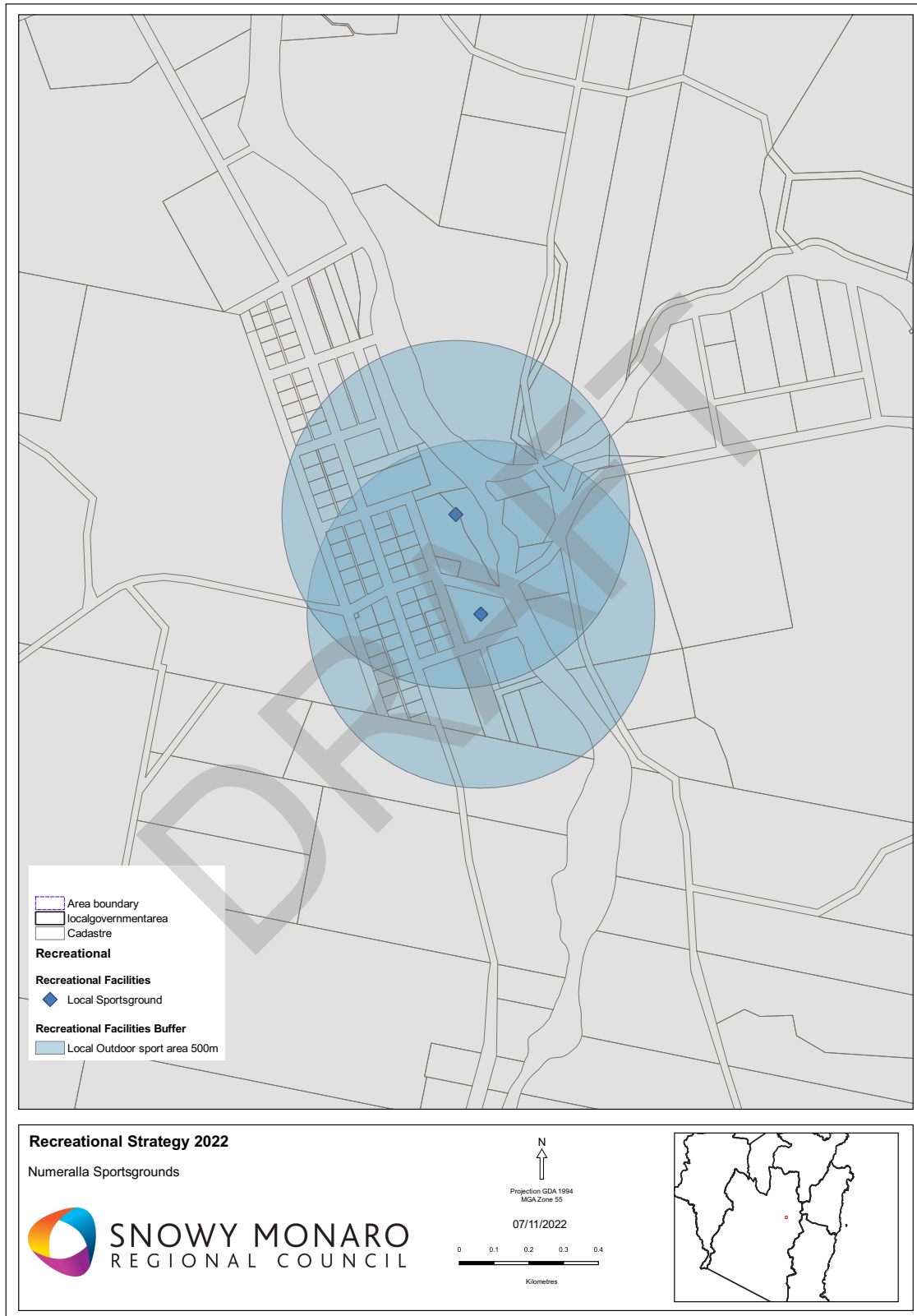


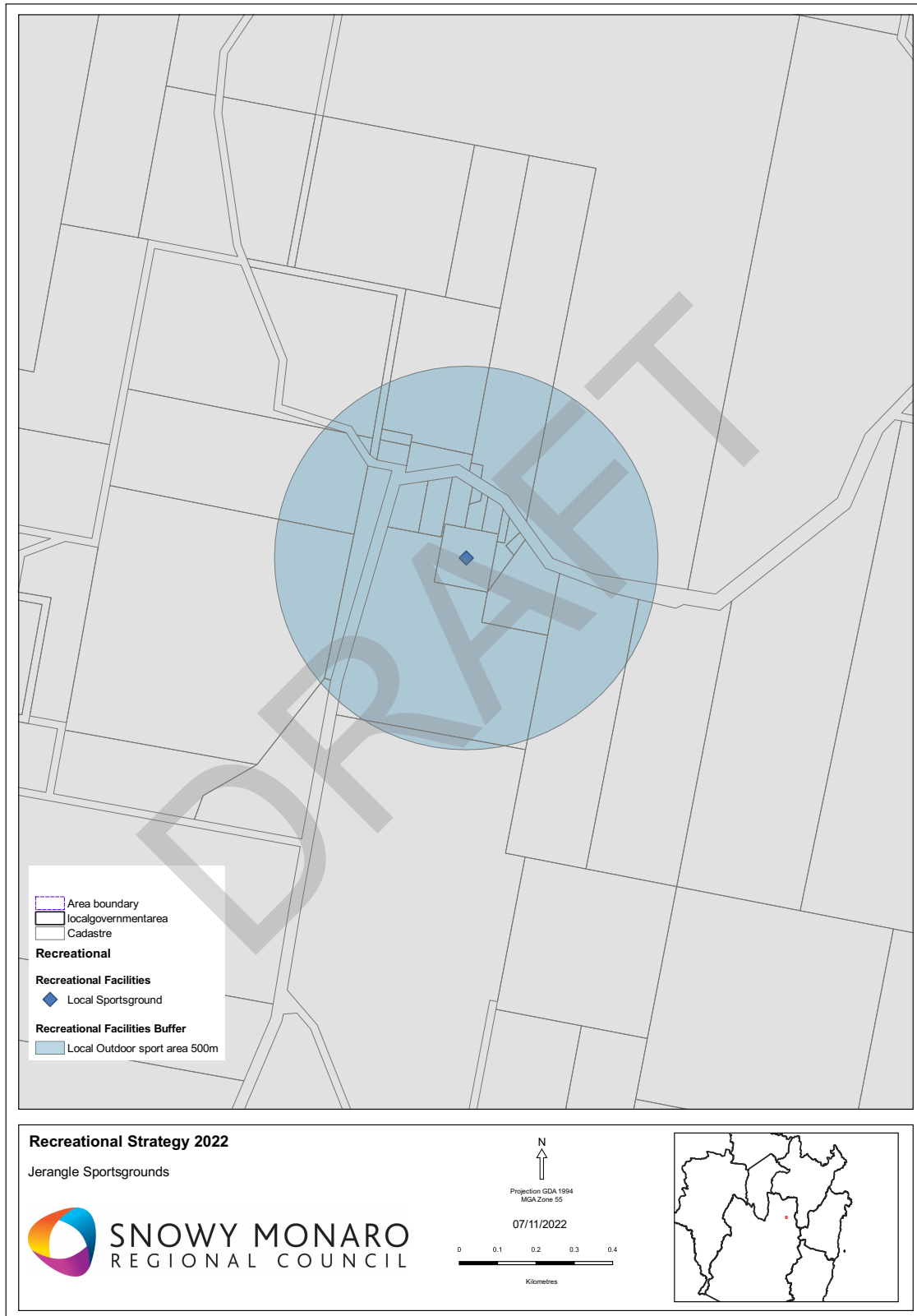


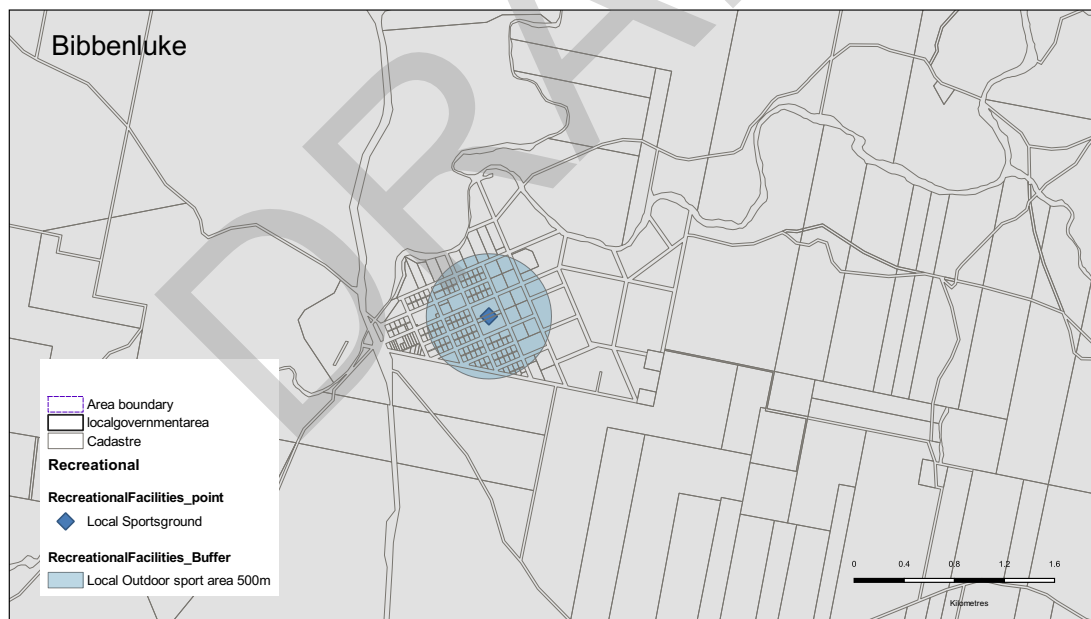












Recreational Strategy 2022
 Bombala and Bibbenluke Showground / Sportsgrounds



Projection: GDA 1994
 MGA Zone 55
 08/11/2022



Facility Name/ Category	Facility type	Location	Area (ha)	Hierarchy
Natural Reserve				
Craigie Reserve – Mila Road		Craigie	1.8	Local
Badja Reserve – Numeralla	Campground	Numeralla	7.9	Local
Undeveloped				
Rock Flat Minerals		Rock Flat	49	Local
Cathcart Racecourse		Cathcart	17.768	Local
Cathcart Reserve			3	Local
Linear Linkage				
Platypus Walk - Delegate		Delegate	2.5	District
Nature Reserves				
Craigie Reserve – Mila Rd		Craigie	1.8	Local
Badja Reserve – Numeralla	campground	Numeralla	7.9	Local
Undeveloped				
Rock Flat Minerals		Rock Flat	49	Local
Cathcart Racecourse		Cathcart	17.768	Local
Cathcart Reserve			3	Local

- The smallest park is within the 0.5ha minimum size requirement as per the recommended guidelines
- There are five recreation sites in Nimmitabel and four in Delegate. All other towns have a maximum of two recreation areas (either park, showground or sportsground)
- The undeveloped land requires a review to determine its purpose and future use. Many are isolated and disconnected from villages or other recreational sites. Cathcart Racecourse and Cathcart Reserve are not currently well-utilised places
- The Platypus Walk at Delegate is a short linear walk: however, a linkage or circuit may be beneficial to improve quality and usage
- For the precinct overall, there is a current and future surplus of developed open space over the next 20 years.

Type	Number provided	Provision (ha)	Rate	Desired Provision 2021 (pop 2,467)	2021 Gap (ha)	Surplus/gap 2041 (pop 2,700)
Rural (1.8ha per 1000)						
Sportsground/showground	8	34.2	0.0018	4.4	29.8	29.3
Parks						
Rural	11	121.2	0.001	2.5	118.7	118.5

Distribution

Local needs

- The population in the Rural East precinct is expected to increase by 9.47% over the next 20 years
- Similar to other precincts, aging volunteer committees are struggling to find new members
- The proposed Monaro Rail Trail is currently in the development stages. The asset would provide benefit to Numeralla and Bibbenluke villages
- Agricultural properties make up the majority of this precinct. Open space is required to provide the community with gathering precincts, spaces for events, spaces to play organised sports and to draw in tourists. This has translated into the analysis through varying the requirements between rural precincts and town precincts to reflect the difference in how open spaces are valued by the respective communities
- Residents often travel to the nearby major towns (Cooma or Bombala) to supplement their recreation needs. Travel can be an issue, however, with rising fuel costs and the inequitable spread of sporting fields that are at an adequate standard/quality/size
- A desire for year-round recreation activities and the facilities
- Schools are one of the main users of these facilities and often travel between towns for various activities
- Since the school closed down in Numeralla, the recreation facilities in town are seldom used

Throughout key stakeholder engagement, the following issues were highlighted:

- Nimmitabel show society is keen to upgrade amenities for multi-day events. The Show arena is not currently used for sports due to remediation following horse and cattle events. Issue with rabbit holes
- Nimmitabel sportsground is underutilised, and toilets have been vandalised. Desire to host regional level social sports events, including women's cricket
- Tennis courts at Numeralla have no club/committee. Maintenance issues occurring.
- Rural towns often feel that they are left out of Council's maintenance schedule. Facilities rely on volunteers to prepare for show events. Better communication and coordination are required
- Upgrade to Delegate Tennis court surface
- Delegate show society has a desire for further upgrades to facilities
- Uncertainty around Council donations for maintenance and process for funding to upgrade facilities

Key Actions adopted in the Regional Trial Masterplan include:

- Review and enhance the Nimmitabel and Cathcart Heritage Walks
- Maintain and enhance the Delegate Federation River Walk. Consider extension along the frontage of the Delegate River with trailhead signage
- Pursue the development of the Monaro Rail Trail
- Engage with Tradition Custodians to review the concept of the Bundian Way
- Formalise a trail loop around Lake Williams

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est.	Responsibility
RE.1	D	Liaise with Numeralla Community Hall Section 355 Committee with regard to the possibility of including care of the tennis courts	Numeralla Tennis court and clubhouse currently lack maintenance. There is no active club: however, courts are often used by the community and visitors for social games	High	Low	LP
RE.2	B C	Engage with Numeralla community to investigate opportunities to repurpose or encourage better utilisation of the Numeralla Sports field	Sports field currently not in use. Through initial consultation, there was some suggestion of repurposing area for camping or caravans	Low	Low	SP
RE.3	B C	Investigate opportunities to repurpose the Bibbenluke Oval to increase utilisation and provide maximum benefit to the local community and minimal maintenance for Council	Sports field currently not in use. Through initial consultation, there was some suggestion of repurposing area for camping or caravans. Options may be considered through development of the Monaro Rail Trial project	Low	Low	SP
LGA 26.6	D F	Prepare a masterplan for Bill Jefferies and Delegate memorial parks. Develop a works program to rectify maintenance issues. In consultation with the community, the following items should be considered in the Masterplan: Review caretaker arrangement and user pay system at show block Address drainage issues Consider decommissioning di-used cricket nets, upgrade to toilet block, upgrade to playground	To ensure a strategic and coordinated development of each site, improve liaison with volunteer groups and sporting clubs, highlight maintenance responsibilities, facility lifecycle costs priorities for upgrade or renewal	Medium	Low	SP LP

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est.	Responsibility
LGA 26.7	D F	Review the Badja Reserve Plan of Management	Plan does not address current issues related to access, remediation and overnight camping	Low	Low	SP
LGA 12.4	C	Support Delegate Tennis Club with funding applications for court upgrade	Delegate Tennis Club are affiliated with NSW Tennis and have the professional support and scope of works for upgrade works	High	Low	SP CM
LGA 24.4	D F	In alignment with the LGA-wide action to develop a showground Masterplan, the following should be considered for Delegate and Nimmitabel Showgrounds: Volunteer coordination with regard to maintenance and preparation for events Upgrade and repair of building, yards, stables, amenities etc. Accessibility Solutions for the provision of amenities for multi-day events	To provide effective governance to ensure the ambitions of key user groups are relevant to strategic priorities. Identify strategic solutions that can assist with sustainable management outcomes and better coordination of volunteer needs	High	Medium	LP SP

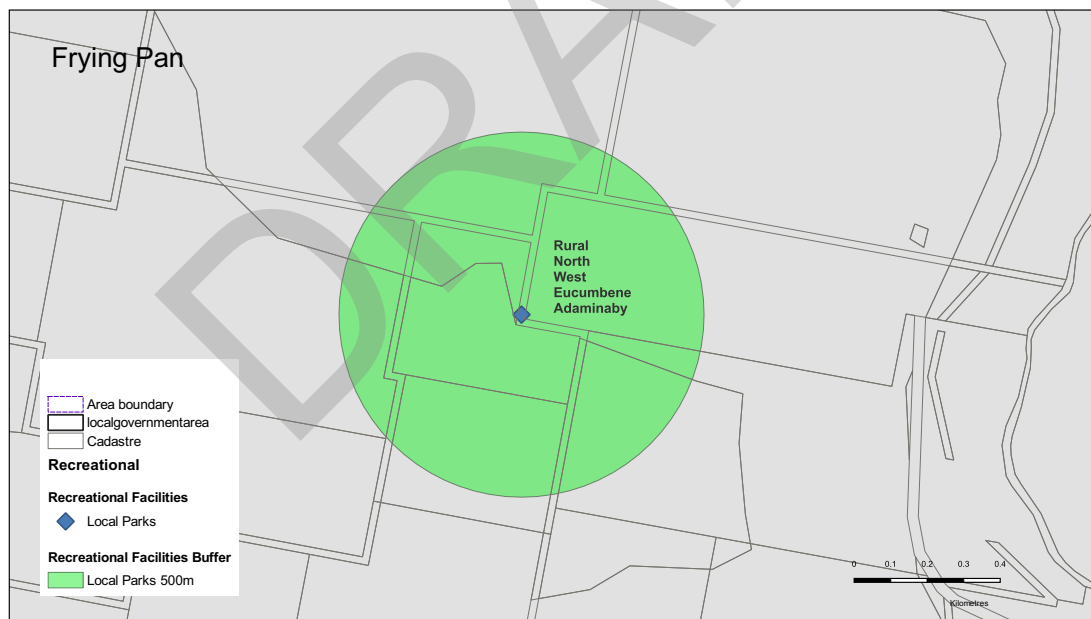
4.12 Eucumbene/Adaminaby precinct recreation needs analysis

Provision

The Eucumbene/Adaminaby precinct has a total of approximately 10ha of recreation land. There are five developed parks and two playgrounds.

Facility Name/ Category	Facility Type	Location	Area (ha)	Hierarchy
Showground				
Adaminaby Showground	Sports field, pump track, outdoor court	Adaminaby	5.1	Local
Aquatic Facility				
Adaminaby Pool/ Seymour Park	25m outdoor pool, playground	Adaminaby	0.6	Local
Park				
Barker Street Park	Playground	Adaminaby	1.7	Local
Rainbow pines Park	Picnic areas	Old Adaminaby	0.15	Local
Old Adaminaby Park	Shared path, boat ramp	Old Adaminaby	0.5	Local
Anglers Reach Park	Playground	Anglers Reach		Local
Frying Pan		Frying pan	0.6	Local
Undeveloped				
Chalker Street Reserve		Adaminaby	0.5	Local
Lett Street Reserve		Adaminaby	1.0	Local
Stoke Street Reserve		Adaminaby	0.35	Local
Proposed				
Lake Eucumbene Trail	Shared trail	Adaminaby to Providence Portal		District

Type	Number provided	Provision (ha)	Rate	Desired Provision 2021 (pop 1,007)	2021 Gap (ha)	Surplus/gap 2041 (pop 1,063)
Sportsground/showground (1.5ha per 1000 people)						
Sportsground/ Showground	1	5.1	0.0015	1.5	3.6	3.5
Parks (1.3 ha per 1000 people)						
Parks	5	2.95	0.0013	1.3	1.6	1.5



Recreational Strategy 2022
 Adaminaby and Frying Pan Parks



SNOWY MONARO
 REGIONAL COUNCIL

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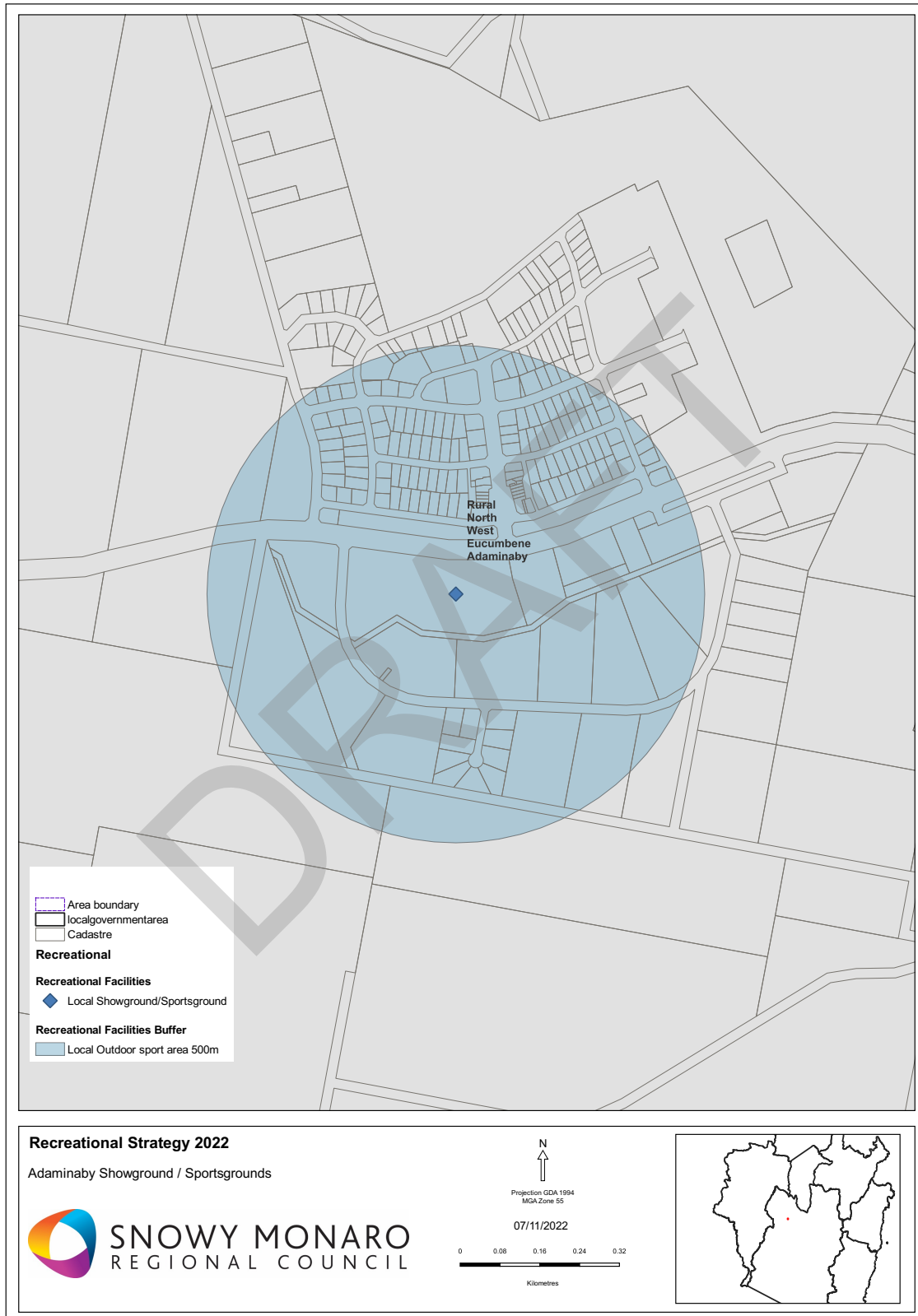


- The Adaminaby/Eucumbene precinct has one local showground. This space could also be classified as district level due to the Pony Club's annual gala event attracting competitors from outside the catchment. However, this site is predominantly used by the local community, and there are currently no active sporting clubs.
- The provision of a regional level sportsground would not be desirable when considering the overall recreation objectives and guidelines and the proximity to Cooma. This was, therefore, not included in the benchmark assessment
- The current provision of local parks is adequate. There are currently no district level parks.
- There are three undeveloped reserves within the township of Adaminaby, forming a total of 1.8ha.

Distribution

- Most dwellings are within the desired proximity to local and neighbourhood parks
- The Snowy Mountains Highway presents some challenges to providing safe linkages between residential areas and the showground. The showground is the main multi-use recreational facility for Adaminaby

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Local needs and trends

- The population of the Eucumbene/Adaminaby precinct is not forecast to increase by more than 5.6% in the next 20 years
- The Eucumbene/Adaminaby has an aging population. There is a desire for more informal recreation facilities, such as shared trails for walking and cycling
- The Regional Trails Masterplan identifies a potential shared trail link along Lake Eucumbene between Adaminaby and Providence Portal as a project that is worth investigating
- The boat ramp at Old Adaminaby was scheduled for upgrade: however, further planning and funding are required
- There are several maintenance issues with the showground clubhouse and amenities building as a result of being underutilised
- Participation in formal team sports is low. There is likely to be a much higher rate of participation in informal recreational activities such as swimming, walking, cycling, social cricket, tennis or basketball

The following summarises the participation trends and local needs identified throughout stakeholder engagement.

- Improved coordination between Council and the Adaminaby Pony Club for maintenance and preparation of the showground for their events
- Maintenance to amenities building and provision of clubhouse/space and loading ramp for pony club
- Regular mowing to sports ground to encourage social cricket and other sports.
- Upgrade Seymour Park to a local park facility. There is a disconnection between facilities located at the showground and the residential area. Seymour park is in a more central location and has safe access
- Consider moving pump track or multi-use court to Seymour Park
- Heating of the pool to allow for an extended season
- Progression of the Lake Eucumbene shared trail

Actions Adopted in the Regional Trails Masterplan include:

- Pursue the development of a regional level recreational trail along the Lake Eucumbene foreshore
- Consider opportunities to establish a spur trail from the Bicentennial National Trail at Providence Portal, linking to Lake Eucumbene/Adaminaby

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est.	Responsibility
A.1	B C	Investigate opportunities to develop Seymour Park as a local park central to residential areas. Work with the local community to incorporate a design that considers design principles for a quality recreation and open space precinct. Consider relocation of multipurpose court at the showground to Seymour Park	The playground does not meet Australian Standards. The highway presents a barrier to safe access to existing facilities at the showground. The community identified Seymour Park as a better location for multi-use recreation facilities	Low	Low	SP
A.2	A B	Review the scope of works for the Old Adaminaby Boat Ramp Upgrade. Ensure alignment with recreation design and planning principles	Design and planning are critical to ensuring open space and recreation will be sustainably managed and well-utilised, and that construction costs are scoped correctly	Medium	Low	CP
LGA 8.1	C	In alignment with the LGA-wide action to review all undeveloped open space, include Lot 100 DP1153705 Lett Street, Lot K DP28078 Chalker Street, Lot G DP28078 Stoke Street	To determine the recreation value and identify which parcels of land are surplus to community needs	Medium	Medium	LP SP
LGA 24.5	D F	In alignment with the LGA-wide action to develop a showground Masterplan, the following should be considered for Adaminaby: <ul style="list-style-type: none"> • Volunteer coordination with regard to maintenance and preparation for equestrian events • Illegal grazing • Options to encourage higher utilisation 	To provide effective governance to ensure the ambitions of key user groups are relevant to strategic priorities. Identify strategic solutions that can assist with sustainable management outcomes and better coordination of volunteer needs	High	Medium	SP LP

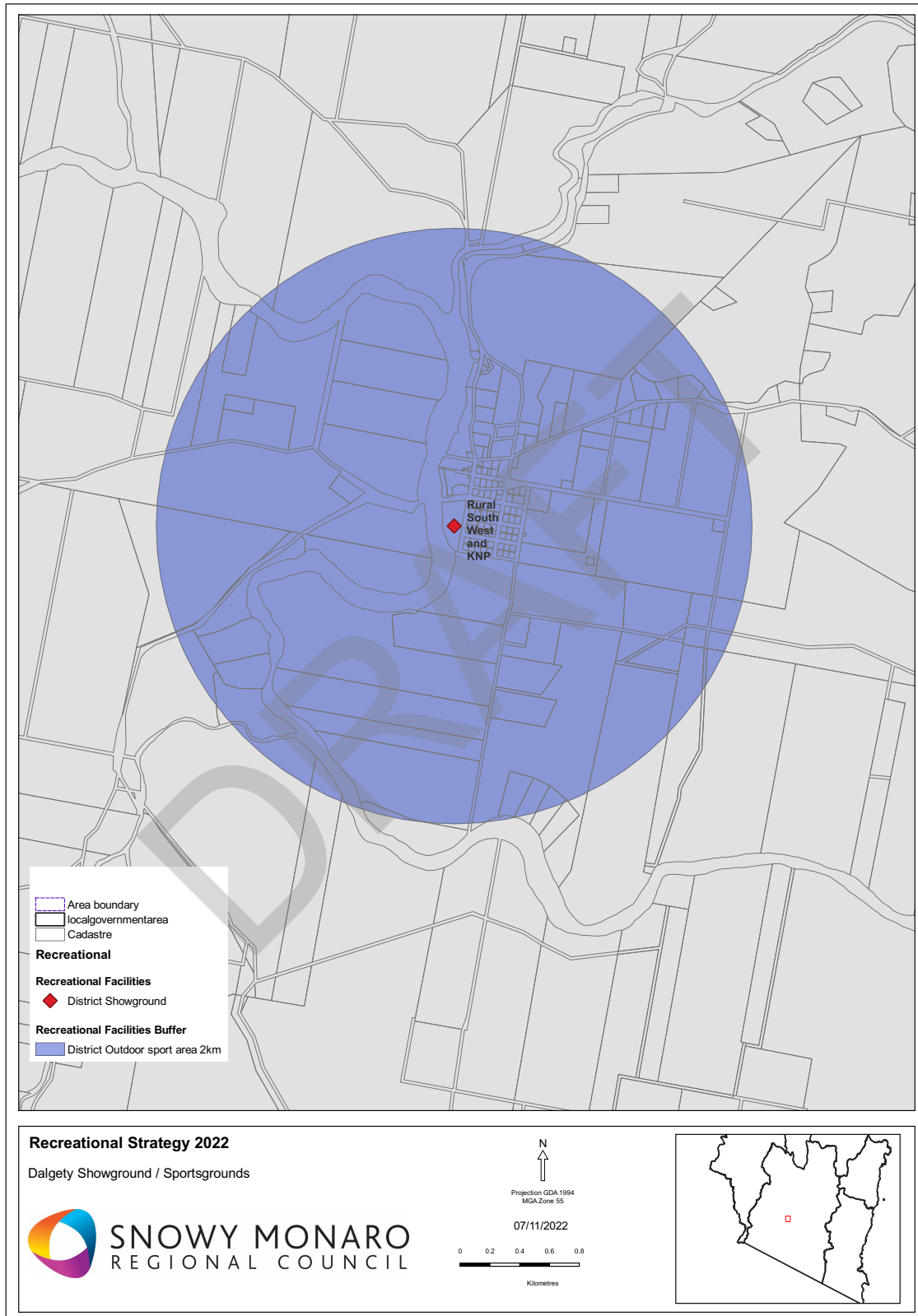
4.13 Rural South-West Needs Analysis

Provision

The Rural South West Precinct is a total of 1,131km², with 53% of the population living in the Kosciuszko National Park and only 47% living areas that Council maintains. There is a total of one showground/sportsground, one developed park and two undeveloped areas of recreation land. The township of Dalgety has most of this precinct's population and Council managed recreation assets.

Facility Name/Category	Facility Type	Location	Area size (ha)	Hierarchy
Showground				
Dalgety Showground	Playground, tennis courts, showground, sports field-cricket	Dalgety	3.9	District
Park				
Dalgety Riverside Park		Dalgety	0.7	Local
Undeveloped				
Punt Hill Road	Dirt tracks, cleared land	Dalgety	0.4	Local
Numbla Vale	Dirt tracks, cleared land	Numbla Vale	0.1	Local

Type	Number Provided	Provision (ha)	Rate	Desired Provision 2021 (Pop 1,071)	2021 Gap (ha)	Surplus/Gap 2041(Pop 1,131)
Rural (1.8ha per 1,000 people)						
Sportsground/showground	1	3.9	0.0018	1.9	2.0	1.9
Rural (1 ha per 1,000 people)						
Parks	1	0.7	0.001	1.1	-0.4	-0.4



Distribution

- While there is adequate land supply per person of sportsgrounds/showgrounds, there is an anticipated 0.4ha undersupply of passive recreation provision within 20 years
- The recreation network is supplemented by the primary school's sports fields and other facilities
- There are two undeveloped Crown land reserves at Punt Hill Road and Numbla Vale. Both reserves are categorised as general community use/public recreation within the Crown land Plans of Management. Their location and purpose should be considered in determining their recreational use
- Located along the river, both the Dalgety Showground and the Dalgety Riverside Park are within 500m of residents
- The undeveloped land is far removed from residents and does not benefit the recreation and open space network within the precinct
- The Kosciusko National Park encompasses the majority of the precinct and although not managed by Council, is the largest natural reserve in our LGA

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Local needs

- Over the next 20 years, the population is expected to increase by 5.6%
- The majority of the Rural South West Precinct is part of the Kosciuszko National Park, including Perisher Valley, Charlotte Pass, Bullocks Flat and Thredbo. Hosting the ski fields houses 53% of the population of the Rural South West and Kosciuszko National Park precinct. Only 47% (482 people) live outside the national park, with the majority (252 people) living in Dalgety. The anticipated 0.4ha undersupply would change to a surplus of 0.7ha
- Crickets Monaro Regional Competition plays some of its games at Dalgety
- Dalgety Public School has gone into recess
- The Regional Trails Masterplan includes improvements to the Platypus Walk to improve the quality of visitor's stay in Dalgety as a low priority
- There is opportunity for other recreation activities in the surrounding areas of Dalgety as the precinct has a number of land areas that are designated national parks and Crown land

Throughout key stakeholder engagement, the desire for the following was highlighted:

- New nets at the cricket pitch and a boundary fence around the cricket ground
- The Dalgety Show Society has desire to improve amenities at the showground for multi-day events such as team sorting, as well as an to upgrade the horse yards
- Both the Dalgety Cricket Club and the Dalgety Show Society have requested the need to rectify a drainage issue (leaking pipes) at the grounds as an urgent project

Actions adopted in the Regional Trail Masterplan include:

- Review, enhance and maintain the Dalgety Historic Town and River Walk

Ref.	Strategic Objective	Action/Recommendation	Rational	Priority	Cost Est.	Responsibility
RSW1	A C	Investigate funding opportunities to rectify leaking pipes/irrigation and drainage issue at the showground	Maintenance/repairs required to avoid further flooding and damage	High	Medium	CM
LGA 24.6	A C D	In alignment with the LGA-wide action to develop a Showground Masterplan, the following should be considered for Dalgety: <ul style="list-style-type: none"> • New cricket nets • Upgrading showground amenities for multi-day events • Fencing 	Aligns with LGA action to complete a Showground Masterplan for the region	High	Medium	LP SP
LGA 8.2	C	In alignment with the LGA-wide action to review undeveloped open space, include Crown land reserves at Punt Hill Rd (lot 7006 DP1028564) and Numbla Vale (lot 7001 DP94307) to determine the purpose and priority as recreation assets	To determine the recreational value and identify which parcels of land are surplus to community needs	Medium	Medium	LP SP

Appendix A- Guidelines and Planning Principles

Guidelines for Assessing Suitable Open Space

Planning proposals require an Open Space and Recreation Plan for the development inclusion of parks (passive recreation areas), sporting and recreation facilities (active recreation areas) and linear parks (linear and linkage corridors). To achieve high quality open space and recreation facilities, it is important to determine if the land being provided is suitable for open space development. The following guidelines take into consideration the NSW Public Spaces Charter 2022, the Design Guidelines for Regional NSW 2020 and the Greener Spaces Design Guidelines 2022.

The core criteria, that will help guide performance outcomes that drive the planning of open space for recreation include:

1. Accessibility and connectivity
2. Distribution
3. Size and shape
4. Quantity
5. Quality
6. Diversity

It is recommended the following criteria be addressed in an open space plan presented by a developer.

Hierarchy Design Guidelines

Facility Type	Performance Criteria	Design Considerations
Local Park		
Size/catchment	<ul style="list-style-type: none"> • Minimum 0.5ha • 500m from most residents 	<ul style="list-style-type: none"> • Consideration of wider recreation network, i.e. provision could be linear and linkage corridor within 500m to a larger high-quality park or other recreation facility
Location	<ul style="list-style-type: none"> • Quiet location with high visibility • Not adjacent to highways or main roads • Adequate buffering from adjacent land uses • Maximum 1:10 gradient for approximately 50% of the land area • Land area to be either outside of or no higher than flood risk category H1 (safe for people, vehicles and buildings) • All facilities (pathways, play equipment) above the Maximum Probably Flood Level where possible 	
Shape and boundary	<ul style="list-style-type: none"> • 50% of the perimeter to have road frontage • Land area greater than 15 m wide (excluding width of creeks or waterways), unless it is part of a linkage or minor access • Shape - flexible • No boundary less than 15m 	
Connectivity	<ul style="list-style-type: none"> • Pram friendly • Connected to active transport network (shared footpaths) and meets access standards 	<ul style="list-style-type: none"> • Consider multiple access points that are safe and visible

Facility Type	Performance Criteria	Design Considerations
District Park		
Features/facilities (essential elements to be confirmed with Council staff)	<ul style="list-style-type: none"> • Must have predominantly parkland, natural, or garden-style landscape • Facilities must include seating, shade (preferably natural) and at least one other facility, such as a playground, viewing platform or shelter/picnic table 	<ul style="list-style-type: none"> • Consideration to low maintenance landscaping, especially in high fire risk areas • Consider facilities that are robust and suited to the local natural environmental elements, sustainably managed and long lasting • Where there is a playground, the site should include a fence or landscape barrier if near a road or other hazards
Size/catchment	<ul style="list-style-type: none"> • Minimum 2ha • 2km from most residents 	
Location	<ul style="list-style-type: none"> • Public space suitable for a diverse range of activities such as picnics, playground, relaxation and events • Land is to be either outside of or no higher than flood risk category H1 (safe for people, vehicles and buildings) • All facilities (pathways, play equipment) to above the Maximum Probable Flood Level where possible • Maximum 1:10 gradient for 80% of the land area 	
Shape and boundary	<ul style="list-style-type: none"> • 50% of perimeter to have road frontage • Shape may vary to suit local landscape • No boundary less than 30m 	
Connectivity	<ul style="list-style-type: none"> • Pram friendly • Connected to active transport network (shared footpaths) and meets access standards 	<ul style="list-style-type: none"> • Consider safe pedestrian access from both residential and business/commercial areas

Facility Type	Performance Criteria	Design Considerations
Regional Park		
Features/facilities (essential elements to be confirmed with Council staff)	<ul style="list-style-type: none"> Facilities must include seating, shade (preferably natural) or built shelters and tables. Site should include at least three different activations, public toilets and parking 	<ul style="list-style-type: none"> Consider facilities that are robust and suited to the local natural environmental elements, sustainably managed and long lasting
Size/catchment	<ul style="list-style-type: none"> Minimum 5ha LGA-wide or within a 45min drive 	
Location	<ul style="list-style-type: none"> Large, highly accessible area Protected from dominant winds where possible Public space suitable for a diverse range of events and activities Land is to be either outside of or no higher than flood risk category H1 (safe for people, vehicles and buildings) All facilities (pathways, play equipment) to above the Maximum Probably Flood Level where possible Maximum 1:10 gradient for 80% of the land area 	
Shape and boundary	<ul style="list-style-type: none"> 50% of perimeter to have road frontage Shape may vary to suit local landscape No boundary less than 50m 	
Connectivity	<ul style="list-style-type: none"> Connected to active transport network (shared footpaths) and meets access standards 	<ul style="list-style-type: none"> Connected to active transport network (shared footpaths) and meets access standards
Features/facilities (essential elements to be confirmed with Council staff)	<ul style="list-style-type: none"> Facilities must include seating, shade (preferably natural) or built shelters and tables Site should include a least five different activations, public toilets, parking and facilities designed to accommodate larger events 	<ul style="list-style-type: none"> Consider facilities that are robust and suited to the local natural environmental elements, to be sustainably managed and are long lasting

Facility Type	Performance Criteria	Design Considerations
District Sportsground/Showground		
Size/catchment	<ul style="list-style-type: none"> Corridor to be minimum 10m wide of cleared space Size and catchment will vary depending on opportunities to link residents to other recreational areas 	<ul style="list-style-type: none"> A linear open space corridor can be included as the primary park/open space provided it's within a 500m radius of residents if linking to a larger or high-quality park or sports ground
Size/catchment	<ul style="list-style-type: none"> Corridor to be minimum 10m wide of cleared space Size and catchment will vary depending on opportunities to link residents to other recreational areas 	<ul style="list-style-type: none"> A linear open space corridor can be included as the primary park/open space provided it's within a 500m radius of residents if linking to a larger or high-quality park or sports ground
Location	<ul style="list-style-type: none"> A range of opportunities will contribute to this outcome, including shared user paths and local bush reserve trails Infrastructure such as shared paths or fitness stations must be above the Maximum probable flood where possible Gradient may vary, however, shared pathways must be able to be constructed to accessible standards where possible 	
Shape and boundary	<ul style="list-style-type: none"> 25% road frontage, with no section of road frontage less than 50m Minimum 20m from top of bank where linear reserve follows a creekside or waterways/drainage corridors 	
Connectivity	<ul style="list-style-type: none"> Linkages to developed parks, sportsgrounds and other community infrastructure, such as schools, health facilities and shops 	

Facility Type	Performance Criteria	Design Considerations
Features/facilities (essential elements to be confirmed with Council staff)	<ul style="list-style-type: none"> Seating Wayfinding signage Trail heads and major access points should include shade and signage Water if it's located near a major trail network or reserve Shared path or trail design should meet Australian standards and consider minimal maintenance 	
Linear Park/Open Space Corridor		
Size/catchment	<ul style="list-style-type: none"> Minimum 5ha 2km from most residents 	
Location	<ul style="list-style-type: none"> Protected from dominant winds where possible Sports fields should be on slopes no greater than 1:100 Land area should be located no higher than the H1 flood hazard category (generally safe for people, vehicles and buildings) All building infrastructure should be located above the Maximum Probable Flood level 	
Shape and boundary	<ul style="list-style-type: none"> Regular shape (square or rectangle) No boundary less than 150m Allow for north-south field court orientation 	
Connectivity	<ul style="list-style-type: none"> Connected to active transport networks (shared pathways) and meets access standards 	<ul style="list-style-type: none"> Preferably connected to other facilities such as parks, education, cultural or community hubs

Facility Type	Performance Criteria	Design Considerations
Features/facilities	<ul style="list-style-type: none"> • Retain existing tree canopy around perimeter of playing field or main show event area where possible • Plant trees or provide built shelters for shade where existing natural shade does not exist • Sporting/show facilities should be multi-use and fit for purpose • Sporting fields, courts, spectator seating, lights or other associated infrastructure should meet design standards for club level competitions • Contain public toilets and clubhouse/change room facilities 	<ul style="list-style-type: none"> • Consider facilities that are robust and suited to the local natural environmental elements, sustainably managed and long lasting
Regional Sportsground/Showground		
Size/catchment	<ul style="list-style-type: none"> • Minimum 10ha • LGA-wide or within a 45 min drive 	
Location	<ul style="list-style-type: none"> • Large accessible area • Protected from dominant winds where possible • Sports fields should be on slopes no greater than 1:100 • Land area should be located no higher than the H1 flood hazard category (generally safe for people, vehicles and buildings) • All building infrastructure should be located above the Maximum Probable Flood level • Co-located with or near education, recreation, health facilities and other community facilities 	

Facility Type	Performance Criteria	Design Considerations
Shape and boundary	<ul style="list-style-type: none"> • Regular shape (square or rectangle) • No boundary less than 150m • Allow for north-south field court orientation 	
Connectivity	<ul style="list-style-type: none"> • Connected to active transport networks (shared pathways) 	<ul style="list-style-type: none"> • Consider wayfinding signage from town centre and residential areas
Features/facilities	<ul style="list-style-type: none"> • Retain existing tree canopy around perimeter of playing field or main show event area where possible • Plant trees or provide built shelters for shade where existing natural shade does not exist • Include a range of high-quality recreation facilities for a range of sports and recreation activities • Sporting/show facilities should be multi-use and fit for purpose • Sporting fields, courts, spectator seating, lights or other associated infrastructure should meet design standards for regional level tournaments • Includes public toilets, clubhouse/change room facilities and parking area 	<ul style="list-style-type: none"> • Consider infrastructure that is high-quality and has affordable long-term lifecycle costs

Planning and Design Principles

The following principles aim to ensure that our current and future development of recreation and open space is of high-quality. These ten principles are identified in the NSW Public Space Charter (2022). The charter's core values include the following:

1. **Connection to Country** - Acknowledge and value the traditional custodians and cultural acknowledgment when public space is planned, managed and delivered.
2. **Equity and inclusion** - Inclusion in public spaces, and in the process to design, manage and activate them is central to ensuring all people can access the benefits they provide.
3. **Community engagement** - Engaging the community as active participants in decision-making processes when planning, designing, managing and activating public spaces will help ensure that it reflects their values, needs and aspirations.

The principles should be considered by developers, planners, designers, public space managers, policymakers and community members. They provide guidance on the planning, design, management and activation of public spaces. [Public Spaces Charter Draft Practitioner's Guide, DPIE, 2022](#)

<p>Open and Welcoming - Everyone can access public space and feel welcome, respected and included</p> <ul style="list-style-type: none"> • Ensure best practice accessibility solutions are considered • Local level passive open space within 500m radius of dwellings (5 to 10min walk for most residents) • Dwellings are within 2km (25min walk to a district level facility) • Plan for connection with the broader public space networks • Engage with local stakeholders such as Indigenous communities, volunteer organisations, businesses and local residents in the early phases of the design process • Consider design solutions that will make people feel safe, such as lighting, location/visibility, the natural environment, and innovative maintenance solutions
<p>Community Focused - Public spaces brings people together and builds strong, connected and resilient communities</p> <ul style="list-style-type: none"> • Ensure best practice accessibility solutions are considered • Local level passive open space, within 500m radius of dwellings (5 to 10min walk for most residents) • Dwellings are within 2km (25min walk to a district level facility) • Plan for connection with the broader public space network • Engage with local stakeholders such as Indigenous communities, volunteer organisations, people with disability, young people, businesses and local residents in the early phases of the design process • Consider design solutions that will make people feel safe, such as lighting, location/visibility, the natural environment, and innovative maintenance solution • Utilise the 'Her Sport Her Way' guidelines when planning tools for and designing sporting facilities that are female-friendly and encourage female participation

<p>Culture and Creativity - Public space provides a platform for culture and creative expression</p> <ul style="list-style-type: none"> • Design to include flexible infrastructure that supports a range of events, cultural uses and community gatherings that is appropriate to location and size • Support First Nations Australians and other groups to collaborate respectfully in the design and development of public spaces, incorporating understanding of Country and culture in the design • Refer to best practice principles to plan, commission and maintain public art
<p>Local Character and Identity - Public space reflects who we are and our diverse stories and histories</p> <ul style="list-style-type: none"> • Identify opportunities to create new open spaces adjacent to places of cultural significance. Work with the communities to understand what they value about their neighbourhood's character and identity • Retain and re-use existing public space buildings and landscapes of historic or community value • Design open space that respects the history, culture and environment. Take advantage of viewpoints, landscapes, waterways and vistas
<p>Green and Resilient - Public spaces connect us to nature, enhances biodiversity and builds climate resilience in communities</p> <ul style="list-style-type: none"> • Consider environmentally sustainable design principles that integrate shade measures within landscape and built structures • Use materials that are durable, resilient and appropriate for the climate and surrounds • Use trees, low-level planting and shade devices for natural cooling • Designate creeks and waterways as open space for recreation and protection of biodiversity • Establish linear and linkage corridors between new and existing public spaces • Develop water-sensitive design strategies that would reduce water usage, alleviate flood risk and reduce pollution • Work with the community to identify how new or upgraded public spaces could provide support during emergencies such as flood or bushfire
<p>Healthy and Active - Public space allows everyone to participate in activities that strengthen our health and wellbeing</p> <ul style="list-style-type: none"> • Consider appropriate location, size, dimension and topography that will support a variety of activities and shared use • Refer to the local community needs-based assessment to determine the most appropriate facilities • Use smart technology to provide accessible and cost-effective solutions for managing site access and bookings for recreation facilities • Consider universal design solutions to encourage use of facilities by a wide range of user groups • Priorities walk and cycling linkages to recreation facilities to encourage active movement • Promote programs offered by NSW Office of Sport that aim to increase participation, including the Active Kids Program and 'Her Sport Her Way'

<p>Local Business and Economies - Public space supports a dynamic economic life and vibrant urban and town centres</p> <ul style="list-style-type: none"> • Maximise street frontage to public open space so adjoining buildings can positively interface with the space • Conduct place base assessments to gain a better understanding of how specific facilities might support the local economy • Design considers improvement of livability for the local community, along with attracting visitation • Monitor and capture the economic and tourism impacts generated by events and activities in public space to inform capital and operational expenditure
<p>Safe and Secure - Everyone feels safe to access and use public space at all times of the day</p> <ul style="list-style-type: none"> • Provide universal access to safe, inclusive and accessible public spaces, particularly for women, children, older people and those with a disability • Ensure location of parks are not facing busy highways or roads • Consider pedestrian access, fencing and other barriers to minimise user conflict and safety • Plan for how facilities will be maintained to ensure they are clean, active, inviting, cared for and welcoming • Implement Crime Prevention Through Environmental Design (CPTED) principles such as lighting, clear sight lines, active spaces and physical barriers
<p>Designing for Place - Public space is flexible and responds to its environment to meet the needs of its community</p> <ul style="list-style-type: none"> • Design multi-functional public spaces in town centres to cater for a range of uses, such as performances and markets • Consider the needs assessment at a precinct scale to determine the design brief for residents and visitors • Co-locate public space with uses such as education, health facilities and cultural facilities where appropriate • Provide attractive, functional and safe interfaces between people, traffic buildings and landscape areas • Consult with First Nations Australians on how to appropriately incorporate Aboriginal stories in place design, virtual experiences or artwork • Work with the local community to identify smart solutions in helping the facility achieve its ambitions, realise opportunities and overcome challenges
<p>Well managed - Well-managed and maintained public space functions better and invites people to use and care for it</p> <ul style="list-style-type: none"> • Prioritise investment in high-quality public space to minimise operational costs • Consider smart infrastructure in the design to make management more efficient and cost-effective • Work with Council approved materials and systems where possible, designed for durability and long-term ease of maintenance • Consider opportunities for integration and shared use early in the planning process • Choose native green infrastructure that is suited to the location and environment to reduce needs such as watering and weeding • Use governance systems to encourage ongoing community involvement and collaboration to build a sense of place • Adopt plans of management for larger parks or reserves that reflect the communities vision and set out how the site will be managed • Consider the lifecycle costs of infrastructure chosen for open space areas

Evaluating the Quality of Public Spaces

[Greater Spaces Evaluation Tool for Open Space](#) (NSW Government, 2022) provides a number of tools and models for designing high quality public spaces. The following four questions not only help to evaluate the quality of existing open space, they will also guide the design brief for future public space development.



The following key points provide key opportunities to be considered for providing great open spaces, such as a local or district park.


Am I able to get there?	Am I able to play participate	Am I able to stay?	Am I able to connect?
<ul style="list-style-type: none"> - People can easily access and move through the place - A short walk from homes and places of work - Multiple entry points - Connected to an accessible shared trail network 	<ul style="list-style-type: none"> - Diversity of activities suited to local demographic - People of all ages and abilities have space to exercise and relax - Places for community groups and clubs 	<ul style="list-style-type: none"> - Comfortable places to sit in the sun or shade - Landscaped with trees and plants - Feels safe - Well maintained and clean - Visually attractive and well designed 	<ul style="list-style-type: none"> - Promotes positive social interactions - Inspires community stewardship - Places for social gathering - Vibrant and welcoming - Public art, heritage and local character


Further Information


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

For further information visit:

 www.snowymonaro.nsw.gov.au

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Your Feedback

A copy of this Plan can be obtained from Council's website: www.snowymonaro.nsw.gov.au

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

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Snowy Monaro Regional Recreation and Open Space Strategy

Volume Two - Background Information

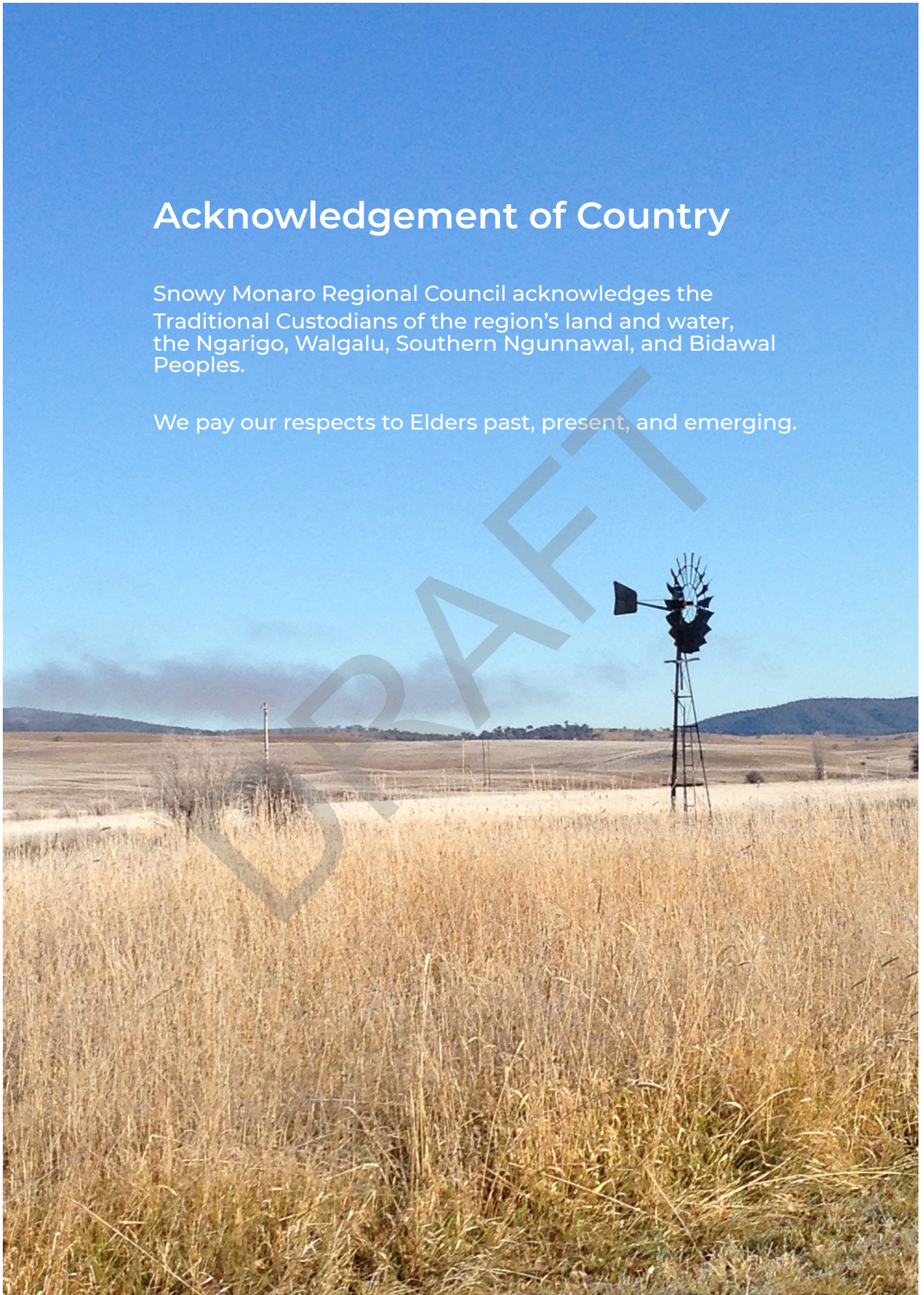
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Acknowledgement of Country

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

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



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Record of Versions

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

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0		Original Document		Strategic Planning Team
1.1				
1.2				
1.4				
1.5				
1.6				
1.7				

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Snowy Monaro Regional Recreation and Open Space Strategy

The purpose of the Snowy Monaro Regional Council Recreation and Open Space Strategy is to identify an understanding of the current state of our recreation facilities within the region.

The Strategy will develop a framework for the future planning and management of our recreation assets, identifying the challenges, opportunities and priorities.

The Recreation and Open Space Strategy has two components



Volume One - The Strategy

Provides the key direction, objectives, recreational needs analysis and actions required to achieve the vision for recreation and open space facilities in the Snowy Monaro.



Volume Two- Background Information

Provides the data and supporting information used to determine the key direction and actions of the Strategy.

Participation Trends/Demand and Needs

1.1 Overall Trends

The document Sport 2030 has identified that as people once planned their weeks around sporting and physical activity, now many Australians look for sporting and physical activities that work around their week. Traditional, organised sports now compete with less formal physical activities such as yoga, bushwalking, cycling, gym and park runs for the time-poor demands of Australians. The period of COVID-19 significantly boosted the trend with a noticeable uptake of these activities and others including swimming, golf, tennis, fishing and mountain biking. There has been exponential growth in the use of digital technology supporting personalised physical activity, as identified in Sport Australia's AusPlay 2020.

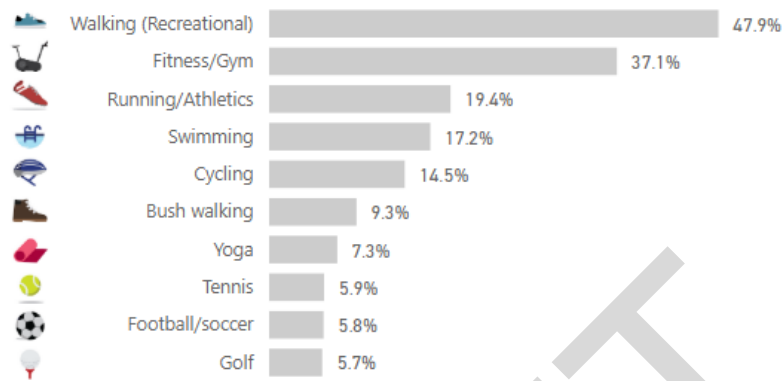
Sales of home fitness equipment soared by 411% in 2020, and downloads of home fitness apps increased by 47% across the Asia Pacific. Overall, while many people are likely to return to pre-pandemic habits, it is clear that digital offerings provide a popular alternative, and their increased use in the future is expected.

Nationally, there has been a trend towards personalised sports and a move away from organised sports. The SportAus Market Trends Analysis identified 11 key trends:

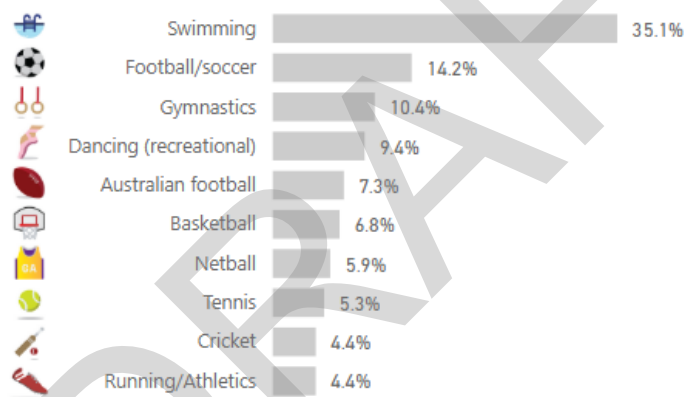
- 1. The personal touch** – There is a rising demand for 'experiences over products' displayed through increased spending on concerts, events and festival-based activities
- 2. Growth of the fitness industry** – When comparing the top 10 activities in Australia, participation in fitness/gym has increased the most. Consumers are increasingly playing sport to get fit, not getting fit to play sport
- 3. New technologies** – The influence of new technology is expansive; online services, wearable tracking devices, social networks via social media, media streaming for spectators, online registration for participants, incorporating physical movement into electronic games and eSports have boomed
- 4. Connection to a community and lifestyle** – Consumers want to be a part of something. They are increasingly attracted to authentic community-driven brands and brands that focus on creating a lifestyle
- 5. Holistic health** – Consumers seek healthier lifestyles through a holistic attitude toward optimal physical and mental health
- 6. Changing population** – One-quarter of Australians were born overseas, 260 languages are spoken, one in five has a disability, and Australia's life expectancy is among the highest in the world and continues to rise
- 7. More than sport** – Sport is increasingly being used as a means for governments and companies to achieve additional policy objectives and build social capital
- 8. Impact of COVID-19** – Physical and mental well-being has been negatively impacted during this period, in addition to less disposable income and loss of social support systems
- 9. Convenience is king** – Speed and accessibility are essential factors in reaching consumers. Adults are experiencing greater time fragmentation, reducing leisure time and increasing transport barriers for children
- 10. Everybody's game** – Diversity and inclusion within sports have made considerable progress
- 11. A shared economy** – Consumers are generally becoming more comfortable renting or sharing consumer goods rather than owning them

1.2 National Trends

The top 10 activities by participation rate for adults (Ausplay 2021)



Top 10 activities by participation rate for children



Sport	National participation trends*		State participation trends*	
	Children	Adults	Children	Adults
AFL	7.3%	2.9%	-	-
Athletics	4.4%	19.4%	-	4.3%
Basketball	6.8%	4.6%	4.9%	2.1%
Cricket	4.4%	2.8%	4.2%	1.7%
Netball	5.9%	2.7%	5.4%	2.1%
Rugby League	3.3%	0.8%	5.1%	-
Rugby Union	2.1%	0.7%	-	-
Soccer	14.2%	5.8%	20.8%	5.7%
Swimming	35.1%	17.2%	37.5%	10.3%
Tennis	5.3%	5.9%	4.5%	4.4%
Touch Football	1.8%	1.8%	3.6%	2.0%

*Trends taken from SportAus' national sport survey AusPlay

As people age, their interests evolve. As people leave school age, they go into more personalised sports than organised sports.

The Ausplay survey results from April 2022 also present the barriers and motivators for participation in sport and recreation.

Barriers or adults

- Affordability
- Over-emphasis on competition over other motivators, such as socialising
- Stereotypes regarding sport
- Poor health or injury is the main barrier to participation for older Australians. On the other hand, after retirement age (65+), insufficient time or having too many other commitments becomes less of a barrier AusPlay Survey Results 29 April 2022

Barriers for children

- Children living in regional and remote areas and Indigenous Australians have below-average participation rates
- Cost remains a barrier to participation for many children from low-income families
- Children with a parent who speaks a Language Other Than English at home have below-average participation rates – with LOTE parents more likely to cite other commitments/lack of time as a reason for their child's non-participation
- 0-4 years: 85% parents' belief that babies and toddlers are too young to participate in any activity
- 5-8 years: 22% wrong age, 13% already does enough physical activity or 12% doesn't like physical activity
- 9-11 years: 17% doesn't like physical activity or 10% not enough time/too many other commitments
- 12-14 years: 37% doesn't like physical activity, 18% not a priority or 11% not enough time/too many other commitments

Motivators for adults

- Infrastructure was a key enabler
- Investment in community sports more important than investment in high performance
- 15-17 years: whilst both genders participate in numerous club sports, Australian football, cricket and rugby league are male-dominated, whilst females predominantly play netball and gymnastics
- 18-34 years: gradually shift their preference away from team sports towards individual recreational activities
- Fun/enjoyment is not as important as 18-34 year old start to place more emphasis on their health (physical and mental). Social motivations also decrease as other priorities and personal commitments increase
- 35-54 years: at this life stage, females are more likely to be motivated by maintaining or losing weight and mental health than males

Motivators for Children

- Parents participating in physical activity increases the odds of child participation in organised physical activity
- High-income families and children with 1 or 2 siblings also increase the odds of child participation

1.3 Snowy Monaro Region Trends

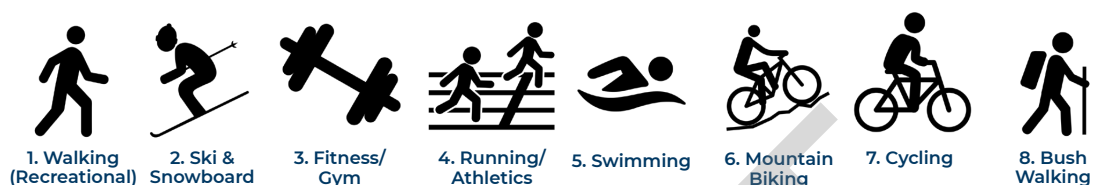
- In many organised sports within the region, while the junior teams have strong participation, the adult/senior teams have limited membership
- Rugby Union – 99 senior members; 188 junior members
- Rugby League – 15 junior teams in Colts; one under 18yrs team in Stallions
- Soccer – Jindabyne has no senior field available
- Increasingly busy, time-fragmented lifestyles mean that people are becoming more involved in individualised recreational activities (such as walking, jogging, cycling, yoga and gym) rather than traditional, structured sports. Trail activities can generally occur at any time, individually or in groups. It is vital to ensure that reserves, trails and associated infrastructure can sustainably cater to projected demand increases
- Aging people are increasingly active, requiring opportunities for recreation and physical activity to meet the needs of this growing cohort
- With three of Australia's ski fields and the KNP located within the Snowy Monaro LGA, tourism plays a significant role in the usage and management of local recreation and open space facilities, particularly in Jindabyne and Cooma
- Coming out of COVID-19 restrictions, there has been a reluctance towards re-joining sporting clubs and groups; however, numbers are slowly building up again.

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Snowy Monaro Regional Trends

Top Activities for Adults in the Snowy Monaro

AusPlay - SPORTAUS 2022



Top Activities for Children in the Snowy Monaro by Gender

ACTIVE KIDS - Office of Sport 2022



Male



Female



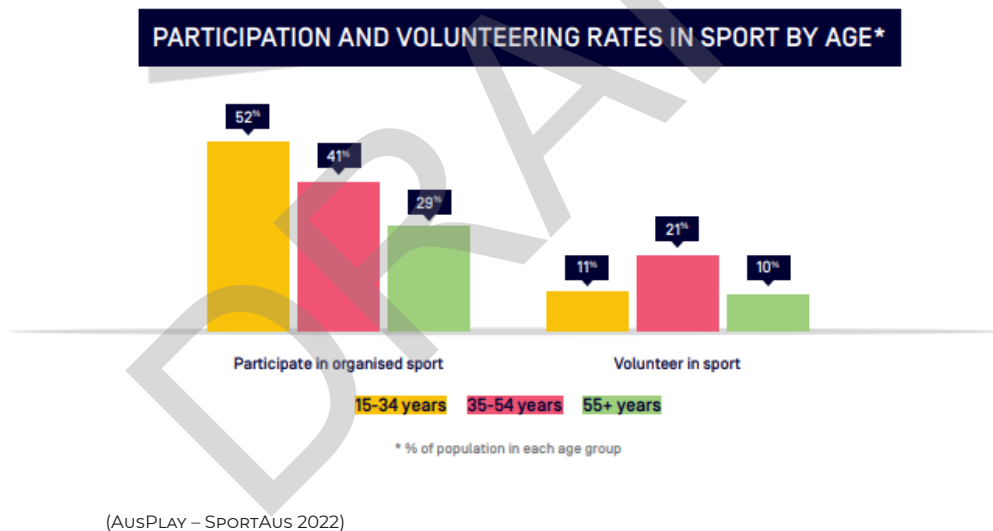
1.4 Pump Tracks and Skate Parks

The natural environment and outdoor recreation dominate the landscape of the region. Pump tracks and skate parks are often used as skill development areas for mountain biking. Throughout the consultation of this strategy, the community has expressed great desire for these types of facilities.

1.5 Volunteering Trends

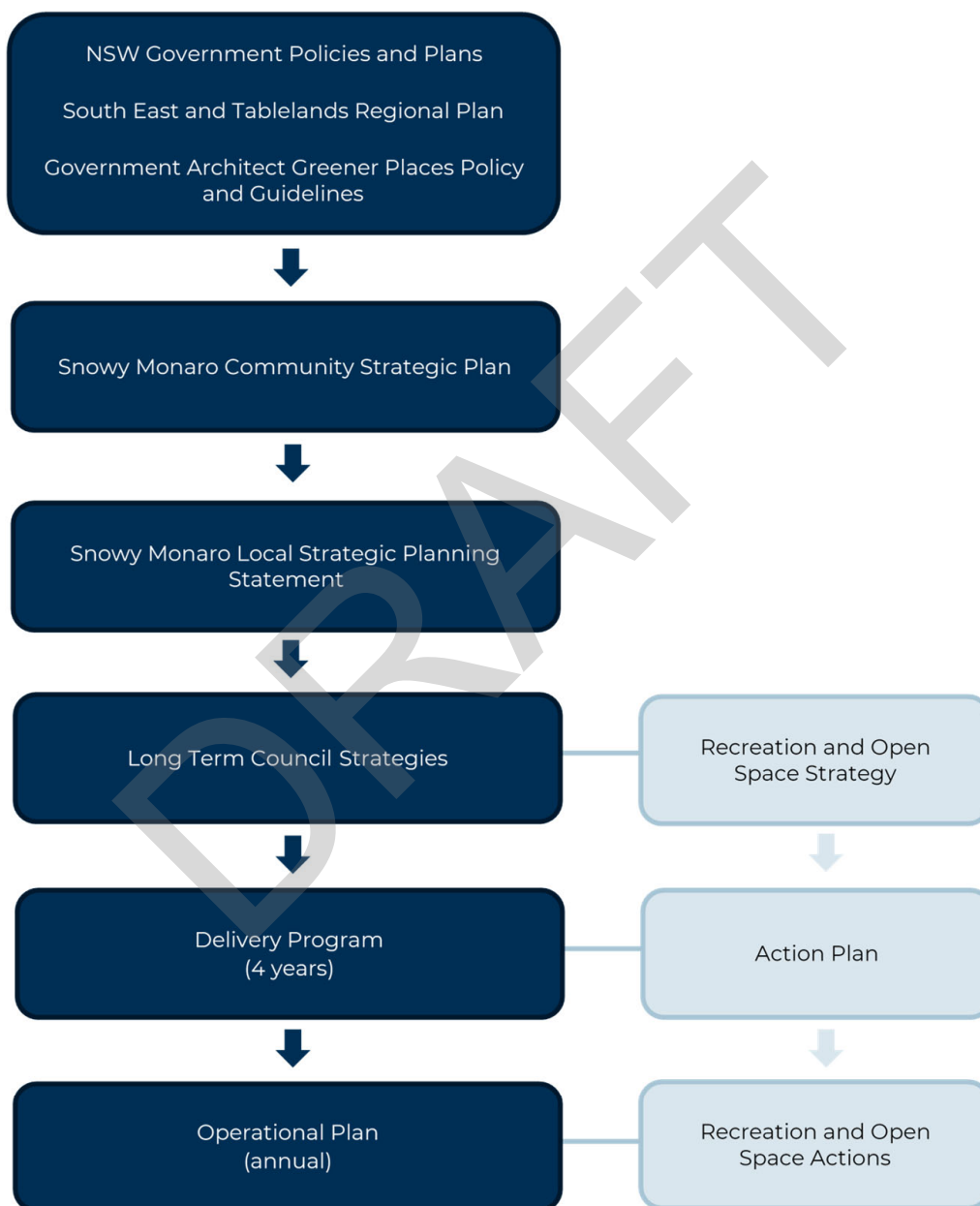
Volunteers are often the backbone of sporting clubs and groups, and are crucial to the ongoing maintenance of recreation facilities. Organisations, however, are finding it increasingly difficult to attract and retain volunteers due to a range of factors, such as increasingly busy lifestyles, increasing standards/processes and competing priorities. Volunteer numbers within the Snowy Monaro region have also decreased with aging committees that lack young people coming up the ranks.

The COVID-19 pandemic significantly impacted sports in Australia. While the role of volunteers is now more critical than ever, the latest Sport Australia data (April-June 2021) indicated that only 61% of sports volunteers had returned to their roles since eased restrictions.



Most people who volunteer in a sport already have a strong connection to that sport – they are often players themselves or have children playing – and are motivated to volunteer to facilitate their own or their children’s activity.

Strategic Document Review



2.1 National

Sport 2030

	<p>Sport 2030 is the vision and the plan for sport and physical activity in Australia over the next 12 years to be delivered in partnership with Australia’s sporting, physical activity, technology, education and corporate community. The vision is for Australia to be the world’s most active and healthy sporting nation, known for its integrity and sporting success. The strategic priorities include:</p> <ul style="list-style-type: none"> • Building a more active Australia • Achieving sporting excellence • Safeguarding the integrity of sport • Strengthening Australia’s sport industry
<p>Relevance</p>	<ul style="list-style-type: none"> • Sport 2030 seeks to use the influence of local agencies as partners to drive awareness, inspiration and behaviour change • Funding infrastructure that meets the ever-changing needs of Australian communities

DRAFT

2.2 State

Snowy SAP Master Plan July 2022


 <p>Snowy Mountains Special Activation Precinct Master Plan JULY 2022</p>	<p>The Master Plan provides the vision and principles for the Precinct to leverage the region’s environmental, cultural and landscape attributes and establish Australia’s alpine capital as a resilient year-round tourism destination. The principles that underpin the planning for the Precinct include:</p> <ul style="list-style-type: none"> • Economic development • Infrastructure and transport • Environment and sustainability • Community • Place and landscape
<p>Relevance</p>	<p>The Master Plan outlines several catalyst projects, including a world-class mountain bike and adventure park. These catalytic projects are seen as major drivers of stronger visitation and supporting the viability of other offerings, including:</p> <ul style="list-style-type: none"> • Recreational fishing in Lake Jindabyne and alpine waterways • Nature-based and adventure experiences in Kosciuszko National Park • New, improved and refreshed public realm and recreational spaces on the foreshore at existing and new nodes, including upgrades to the Claypits event space <p>The Master Plan seeks to improve the quality of the provided open space and recreation facilities</p> <ul style="list-style-type: none"> • Developing a best-practice, future-focused sport and education precinct at Jindabyne Sport and Recreation Centre • Staging in the Jindabyne growth areas will focus on residential areas within walking/active transport distance to open space • Better utilisation of open space <p>Key elements of the structure plan of the Sporting and Education sub-precinct include:</p> <ul style="list-style-type: none"> • High-performing sporting facilities <ul style="list-style-type: none"> • A new high-performing indoor training and administration facility • Additional winter sports training facilities such as dry slope rails park and start gates, push track, ski flex dry slope and a water development jump • A new indoor sport and aquatic centre for community and high-performance use with heated pools, indoor courts, gymnastics facilities and a climbing wall • Continued operation of existing facilities such as air bag and BMX track

Relevance	<p>Snowy SAP Master Plan July 2022, cont</p> <ul style="list-style-type: none"> • Community sporting facilities <ul style="list-style-type: none"> • Community oval and fields (AFL, cricket, rectangular pitches) • Small grandstand with amenities (change rooms, club rooms, first aid, storage, small kiosk) • Cricket nets • Outdoor courts (netball, basketball and tennis) <p>Opportunities for a future ice-skating rink Future development of this Precinct will provide for continued recreational use of the lake foreshore while supporting the growth of tourism in Jindabyne and the Snowy Mountains.</p> <ul style="list-style-type: none"> • East Jindabyne Park – informal recreation with a boat ramp
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NSW Public Spaces Charter

	<p>The NSW Minister for Public Spaces is advocating for increased access to quality, green public spaces. The charter provides 10 Principles for Public Spaces in NSW. They Include:</p> <ol style="list-style-type: none"> 1. Open and Welcoming - Everyone can access public space and feel welcome, respected and included 2. Community focused - Brings people together and builds strong, connected and resilient communities 3. Culture and Creativity - Public Space provides a platform for culture and creative expression that makes places more colourful, animated and thought-provoking 4. Local character and identity - Public space reflects who we are and our diverse stories and histories 5. Green and Resilient - Public space connects us to nature, enhances biodiversity and builds climate resilience in communities 6. Healthy and Active - Public space allows everyone to participate in activities that strengthen our health and well-being 7. Local Business and Economies - Public space supports a dynamic economic life and vibrant urban and town centres 8. Safe and Secure - Everyone feels safe accessing and using public spaces at all times of the day 9. Designed for Place - Public space is flexible and responds to its environment to meet the needs of its community 10. Well-Managed - Well-managed and maintained public space functions better, and invites people to use and care for it
Relevance	<p>SMRC has signed up to the charter and therefore agrees to adopt the key principles when planning for new and upgrading existing public spaces in our region</p>


NSW Disability Inclusion Plan 2021-25

 <p>NSW Disability Inclusion Plan 2021-2025</p>	<p>This plan provides a ‘whole of Government’ strategy aligned with the objectives and principles of the NSW Disability Act 2014. The NSW Disability Inclusion Plan sets goals that:</p> <ul style="list-style-type: none"> • Promote inclusion in the community of people with disability • Identify how NSW agencies and local councils will improve access to mainstream services and community facilities for people with disability • Encourage collaboration and co-ordination across public authorities in the provision of support and services • Negative attitudes, physical barriers and difficulties accessing necessary supports still limit the opportunities of people with disability to find work, study, socialise and be included in community life • Regardless of one’s ability, all people should have an opportunity to participate in mainstream society
<p>Relevance</p>	<p>The recreation strategy will adopt all-inclusive guidelines for any new or improved recreation facility</p>

Her Sport Her Way 2019-23

 <p>HER SPORT HER WAY SHAPING THE FUTURE OF WOMEN'S SPORT IN NSW 2019 • 2023</p>	<p>The strategy aims to remove barriers and improve the participation of women and girls across all levels and roles in sports in NSW</p> <p>Participation Increase the number of women and girls playing sport</p> <p>Places and Spaces Lead, guide, inform and invest in the provision of sports facilities that support women and girls</p> <p>Leveraging Investment Maximise investment in women’s sports across the sporting sector, corporate sector, media, social media and government</p> <p>Leadership Support the sector to increase the number of women in leadership positions on and off the field, and develop inclusive sporting cultures</p>
<p>Relevance</p>	<p>Inclusive access and increasing participation in sports and recreation activities are key objectives of the Recreation Strategy</p>

Everyone Can Play Guideline


	<p>Everyone Can Play is a vital resource for the planning, design and evaluation stages of new and existing playspaces in NSW. It aims to ensure everyone can play in NSW. It sets expectations and priorities for improved inclusive play opportunities in regional and metropolitan areas. Councils can use Everyone Can Play to:</p> <ul style="list-style-type: none"> • Inform design briefs • Address existing playspaces • Determine what improvements can be made to increase inclusivity • Influence budget setting for playspaces • Educate staff on the importance of inclusion in our open spaces • Form part of the council's Play Delivery Program
<p>Relevance</p>	<ul style="list-style-type: none"> • Strategic Planning – plan for inclusive play across your community • When planning a new play space or an upgrade to an existing one, think of the three Everyone Can Play principles as the overall outcome. That is: I can get there. I can play. I can stay

Office of Sport Strategic Plan 2020-24


	<p>The Office of Sport is the lead NSW Government agency for sport and active recreation. They aim to increase the levels of physical activity of the people of NSW by providing the leadership, policies, programs, funding and infrastructure necessary to enable higher participation rates in sport and active recreation</p> <p>Participation Everyone in NSW participating in sport and active recreation throughout their whole life</p> <p>Places and spaces Everyone in NSW can access places and spaces for sport and active recreation</p> <p>Sector sustainability The sector continues to grow sport and active recreation across</p> <p>NSW Partnerships and investment Partnerships and investment in sport and active recreation that maximise the value for everyone in NSW</p>
<p>Relevance</p>	<p>Increasing the number of fit-for-purpose facilities that incorporate flexibility in design for multi-purpose to accommodate the community now and into the future</p>

2.3 Regional

Draft South East and Tablelands Regional Plan 2041

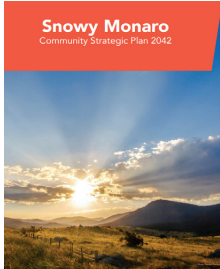
 <p>Draft South East and Tablelands Regional Plan 2041</p>	<p>The Draft South East and Tablelands Regional Plan sets the strategic direction for the whole region, including Snowy Monaro. It looks at providing affordable housing for growing regional NSW, Planning for jobs closer to where people live, recognising and integrating Aboriginal culture and heritage into planning practice, and building sustainability and resilience to natural hazards. There is also a focus on protecting the region's environment, the influence of Canberra and regional jobs and housing, the diversification of agriculture in the region, and the growing role of tourism</p>
<p>Relevance</p>	<p>Priorities are set out for the Snowy Monaro, the most relevant include:</p> <ul style="list-style-type: none"> • Protection of the unique alpine environment • Annalise and capitalise on the expanding Snowy Hydro and Snowy mountains SAP to grow the year-round tourism sector • Promotion of cluster and place-based marketing of tourism activities • Support new development consistent with Snowy SAP Masterplan

South East and Tablelands Sport and Active Recreation Plan 2018-23


 <p>SOUTH EAST & TABLELANDS SPORT AND ACTIVE RECREATION PLAN 2018 - 2023</p>	<p>Established to contribute to the vision of the Office of Sport directly: "A vibrant and valued sport and active recreation sector that enhances the lives of the people of NSW"</p> <p>The vision for the South East and Tablelands Region: "Sport and active recreation opportunities for everyone that build healthy communities in the unique environments of the South East and Tablelands."</p> <p>Six outcomes were identified to meet the vision:</p> <ul style="list-style-type: none"> • Increased participation • Improved access • Integrated performance pathways • Fit-for-purpose facilities • Valued regional sporting events • Effective collaboration
<p>Relevance</p>	<p>This plan establishes a connection between Council and regional bodies.</p>

2.4 Local

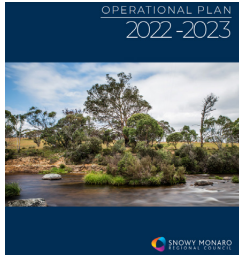
Snowy Monaro Community Strategic Plan

 <p>Snowy Monaro Community Strategic Plan 2042</p>	<p>The Snowy Monaro Community Strategic Plan outlines Council's organisational vision:</p> <p><i>"A welcoming, diverse and inclusive community where everyone can belong, participate and work together. Our natural environment and heritage are preserved and enhanced for future generations. The region offers a fulfilling quality lifestyle and is a place of opportunity, with education, training and economic opportunities for people of all ages and backgrounds."</i></p> <p>The importance of a beautiful natural environment, enhancement of parks and green spaces, prioritising sport and recreation facilities and improved infrastructure were some of the highest-rated topics raised throughout the community consultation phase of the plan</p>
<p>Relevance</p>	<p>Strategy actions of key relevance include:</p> <ol style="list-style-type: none"> 1. Our Community <ul style="list-style-type: none"> • Our health allows us to live an enjoyable lifestyle • The region's cultural identity is respected and embraced • We are a safe and caring community 2. Our Economy <ul style="list-style-type: none"> • Increases work opportunities-Improve the value generated from tourism 3. Our Environment <ul style="list-style-type: none"> • Have plans in place so that open spaces and recreation areas minimise environmental impacts and maximise environmental sustainability • Develop plans to ensure that development is sensitive to the region's natural environment and heritage 4. Our Infrastructure <ul style="list-style-type: none"> • Ensure facilities are set up to be accessible to all people • Identify the infrastructure needs in supporting the community • Build regional trails and accessible shared pathways • Provide well-maintained sporting and leisure facilities 5. Our Civic Leadership <ul style="list-style-type: none"> • Clear agreed standards are in place and applied about how public services are provided • Community engagement strategies are put in place to consult and engage with stakeholders effectively


SMRC Long Term Financial Plan

	<p>The financial plan identifies the long-term community aspirations and goals which are then tested against financial realities</p> <p>The key focus of the plan is Council's general fund, where four scenarios are being considered:</p> <ol style="list-style-type: none"> 1. Service-Reduction Scenario (No-SRV), highlighting the reduction in operating costs to achieve a balanced operating result 2. A Special Rate Variation (SRV) Scenario to support an application to IPART to raise revenue 3. A Reduced-SRV Scenario with a reduced SRV in year one only 4. A further reduced-SRV Scenario to support an application to IPART to raise revenue
<p>Relevance</p>	<p>An SRV will assist with ongoing recreation and open space assets maintenance costs. The key objectives of the financial plan most relevance include the following:</p> <ul style="list-style-type: none"> • Minimise increases in services costs while achieving a balanced budget • Allocating financial resources in alignment with community long-term aspirations • Identify opportunities for future income <p>Any new or improved recreation asset project must consider future lifecycle costs. Asset management plans must link to the financial management plan. Reviewing the utilisation and appropriateness of infrastructure assets and, where appropriate, undertaking asset rationalisation will also be a vital outcome of the recreation strategy</p>


SMRC Delivery and Operation Plan

	<p>The annual 2022-23 budget for Open Space and Recreation is \$3,764,122, whilst the income is \$202,416, and the depreciation is \$800,431.</p> <p>Completing the Recreation Strategy is identified as an action in the 2022-26 Delivery Program and 2022 Operational Plan. Key recreation projects already funded include:</p> <ul style="list-style-type: none"> • Jindabyne sports ground amenities upgrade • Lake Jindabyne shared trail project • Cooma North Ridge reserve maintenance and signage • Jindabyne skate park upgrade • Jindabyne pool roof and HVAC upgrade • Nimmitabel showground upgrade • Cooma Regional sport hub • Bombala and Cooma Swimming pool upgrade stage 1 • Black summer bushfire recovery projects <p>All projects are funded via grant funding and add up to a capital investment of \$48,816,819.</p> <p>Other projects relevant to the Recreation Strategy include:</p> <ul style="list-style-type: none"> • Completion of Crown Land Plans of Management • Plan priority projects within the Regional Trails Masterplan • Development of a Plan of Management for the East Jindabyne foreshore • Complete Development Plan for stage 1a Monaro Rail Trail • Development of a Tourism Strategy • Preparation of a community engagement strategy • Completion of the Disabilities Inclusion Action Plan • Cooma and Cooma Back Creek Beautification
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Snowy Monaro Destination Management Plan 2019

	<p>The Snowy Monaro Destination Management Plan 2019 lists several priority actions, initiatives and experiences that enable the region to achieve tourism and community goals for 2020 and beyond. These are based on the experience development themes:</p> <ul style="list-style-type: none"> • Challenge yourself in nature • Remarkable journeys • Our heritage • Savour the Snowies
<p>Relevance</p>	<p>The priority actions related to recreation planning include:</p> <ul style="list-style-type: none"> • Identify sites for adventure experiences (e.g. zip lines, rafting, climbing, etc.) • Plan lookouts at appropriate locations along popular drives and walking routes • Work with Planning NSW and Snowy Hydro on the Jindabyne Masterplan project to plan for better tourism facilities around Lake Jindabyne • Improve access for water sports • Invest in a comprehensive trails masterplan which includes strategies to improve mountain biking and road cycling infrastructure • Undertake a Monaro Rail Trail feasibility study


SMRC Disability Inclusion Action Plan

	<p>Amongst other principles that underpin the plan, the Disability Inclusion Action Plan seeks to identify and address barriers that prevent people with disabilities from participating more fully in the community and, in doing so, create an inclusive and liveable community.</p> <p>The Disability Inclusion Action Plan is currently under review for the 2022-26 period.</p>
<p>Relevance</p>	<p>Provide services and facilities that can accommodate the local community's, specific cultural and linguistic needs, including the Indigenous community, the established migrant population and emerging communities as identified in Census data.</p>

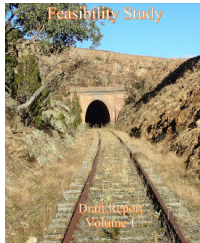
SMRC Youth Strategy 2019-22

	<p>Co-authored by the Snowy Monaro Youth Council, the Youth strategy looks at the services and facilities within the region that target those between 15-25 years. Specifically, the strategy separates targets into separate town areas. Bombala would like places to sit down and chat, and upgrades to the skate park. Cooma has identified a desire for shops catering to young people's needs. Berridale sought more transport options connecting the town with its neighbouring towns. Jindabyne sought a focus on the outdoors, making the lake more accessible and creating safe, warm spaces to meet friends in winter.</p>
<p>Relevance</p>	<ul style="list-style-type: none"> • Connecting and catering for the region's youth is an essential factor of recreation and the open space network • One of the key outcomes of the Youth Strategy was for young people in the Snowy Monaro region to have access to youth-friendly spaces and places that nurture community connection, safety, a sense of belonging and pride in place.


Snowy Monaro Regional Trails Masterplan

	<p>The Regional Trails Masterplan aims to achieve the following vision: 'A regional network of recreation trails that encourage the discovery of the natural wonders and outdoor adventures of the Snowy Monaro region, contributing to connected communities with healthy lifestyles, thriving year-round economies and protected environments.'</p> <p>The masterplan determines the opportunities that will have the greatest potential to create benefits for the community and the economy.</p> <p>With an increase in participation in non-organised sports, the use of recreational trails is becoming increasingly important. The outcome and key direction of the Regional Trails Masterplan will be incorporated into the regional recreation strategy.</p>
<p>Relevance</p>	<p>The strategic outcomes include:</p> <p>Integrating Planning and Management</p> <ul style="list-style-type: none"> • Implementation of an integrated framework for planning management. • Standardised trail planning, management and maintenance <p>Quality, Safe and Sustainable network of existing trails.</p> <ul style="list-style-type: none"> • Upgrades recommended for the existing trail network include signage and further planning. <p>Sustainable, responsible and relevant trail developments</p> <ul style="list-style-type: none"> • List future trail developments in order of priority. Including Monaro rail trail, West Jindabyne MTB Adventure Park. <p>Community, Tourism and Economic Development</p> <ul style="list-style-type: none"> • Presents data on economic impact modelling. Recommends further work on trail promotion. Trail provision can be used as a community, tourism and economic development tool.

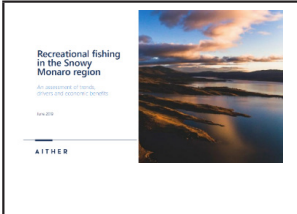
Monaro Rail Trail Feasibility Study

	<p>Supported by the Regional Trails Masterplan, the Monaro Rail Trail Feasibility study presents the background information in support of the development of a rail trail between Queanbeyan and Bombala. The disused rail corridor has the potential to provide a viable trail route that would be a unique experience for a variety of user groups. The economic benefits of the proposal have been demonstrated in the study.</p> <p>With the preparation of a development plan for stage 1a underway, the project has many challenges. The trail proposal will require a staged approach whilst adopting the framework for trail development and ongoing management and maintenance.</p>
<p>Relevance</p>	<p>The recreation strategy will adopt the outcomes of the Regional Trail Masterplan. The Monaro Rail Trail would be a significant new recreational asset for the region if it eventuates. It is essential that the project is considered as part of the overall recreation network as it would be an asset that requires resourcing for ongoing maintenance. Long term asset management, and sustainability are key objectives of the recreation strategy.</p>

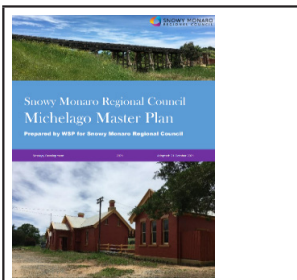
Jindabyne 'Around the Lake' Feasibility Assessment

	<p>A major project is currently underway to provide a 60km trail network around the southern part of lake Jindabyne. The feasibility study explored the possibility of a further extension around the northern part of the lake to complete a 100km circuit.</p> <p>The assessment outcome highlights the northern section's environmental and cultural heritage constraints. Both National Parks and Snowy hydro and not supportive of the trail.</p> <p>The study considers market demands and trends, community and stakeholder feedback, best practice planning and development, and a detailed assessment of the various options for the Jindabyne shared trail network.</p> <p>The recommended option is to complete the southern route (Jindabyne to Kalkite and Creel Bay) and investigate the water-based transport link.</p>
<p>Relevance</p>	<p>The recreation strategy will adopt the Lake Jindabyne feasibility assessment recommendations.</p> <p>Following the completion of trail construction, some key actions will include the developing a management plan for ongoing operation and maintenance.</p>


Recreational Fishing in the Snowy Monaro Region

	<p>Recreational fishing is an important recreational activity and contributor to the economy in the Snowy Monaro Region. Recent trends suggested that the quality of fishing had declined and was affecting the recreational fishing experience. The strategy aims to understand the economic contribution and current status of recreational fishing and identify where Council can play a role in improving this activity for both the local community and visitors.</p>
<p>Relevance</p>	<p>The key outcomes include:</p> <ul style="list-style-type: none"> • Collaboration with other stakeholders to improve research and development of fishery • Improve facilities and infrastructure that support recreational fishing • Upgrades to boat ramps/improve foreshore access • Increase free camping availability near fishing spots • Availability of fish cleaning stations/jetties and platforms


Michelago Masterplan

	<p>The Master Plan sets out the short- and medium-sustainable growth in response to the identified constraints, village character and input from the community and other stakeholders.</p>
<p>Relevance</p>	<ul style="list-style-type: none"> • Relocation of the Pony Club to the east of the Monaro Highway • Other sporting facilities: <ul style="list-style-type: none"> • Basketball court • Skateboard park • Pump track • Outdoor exercise stations • Improvements to existing social spaces • Access to the Murrumbidgee River and recreation facilities • Toilets, BBQs and lighting at Michelago Park • Consider Crown Land along Michelago Creek for active receive • Connection to Creek Path loop and open space via Michelago Park to increase activity and recreation opportunities <ul style="list-style-type: none"> • New picnic and passive recreation area with formalised parking linked to Creek Path loop

SMRC Local Strategic Planning Statement

	<p>The LSPS, adopted in 2020, identifies the need for providing adequate recreational infrastructure for a growing, changing community. The LSPS must be part of Council's planning over the next 20 years.</p>
<p>Relevance</p>	<ul style="list-style-type: none"> • Ensure land uses support diverse opportunities for visitation and recreation in a changing climate • Maintain and provide for land uses which enhance links with the natural environment for recreation use • Enhance Cooma's connectivity by providing for active travel and recreational infrastructure which supports the growing town • Providing more recreational spaces and facilities around Lake Jindabyne • Maintain Jindabyne with accessible and modern community, recreation and education facilities • Provide for recreation facilities in Michelago and other community facilities • Enhance the recreational and amenity values of Bredbo through public realm improvements • Provide recreational connections at Kalkite to encourage year-round tourism • Future planning controls should also consider the World Health Organisation's and Heart Foundation's guidelines and themes for healthy and active communities to make sure planning controls are creating healthy, safe and liveable communities


Cooma Monaro Recreation Plan

 <p>COOMA-MONARO RECREATIONAL FACILITIES STRATEGY</p> <p>REVIEW NOVEMBER 2014</p>	<p>The former Cooma Shire Council adopted the Cooma Monaro Recreation Plan in 2014. The plan is outdated, and many key outcomes have been completed or recently funded.</p>
<p>Relevance</p>	<p>Some of the high-priority recommendations that are still relevant include the following:</p> <ul style="list-style-type: none"> • Formation of a Community Sporting Council • Swimming pool refurbishment and amenities re-build • Investigation of funding options for a regional-level sporting facility to cater for various sports • Indoor courts • Improve AFL facilities at Snowy Oval • Improved football facilities- enable cricket pitches/shared use • Rationalising playgrounds and preparing a playground strategy • Increase opportunity for walking and cycling • Upgrading tennis facilities • Complete concept plans for a skate park at Michelago and Bredbo • Develop a shared trail to Murrumbidgee Reserve • Implement current best practice design guidelines for new facilities

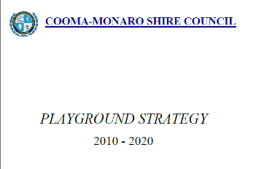
Jindabyne Open Space and Recreational Land Use Strategy

 <p>Jindabyne Open Space and Recreational Land Use Strategy Prepared for the Snowy River Shire Council</p> <p>Final Report July 2007 Inspiring Place</p>	<p>Adopted by the former Snowy River Shire Council in 2007. Many of the key outcomes have been completed.</p>
<p>Relevance</p>	<p>Some of the high-priority recommendations relevant to this strategy include the following:</p> <ul style="list-style-type: none"> • Formation of an open space and recreation working group • Potential partnership or contract with Jindabyne Sport and Recreation Centre to facilitate improved programming and marketing of sports and recreational opportunities • Identify the potential for the sale of Council owned vacant lots and allocate funds to recreation projects • Upgrade to areas of Lake Jindabyne foreshore

Snowy River Shire Playground Strategy

	<p>Adopted by the former Snowy River Shire Council in 2014. Key outcomes focus on quality playgrounds and not quantity. Several playgrounds have been upgraded with merger funds, along with the addition of a local playground at Kalkite.</p>
<p>Relevance</p>	<p>Recommendations for provision will need to be reviewed as part of this strategy to align with more recent demographic changes and predicted population growth.</p>

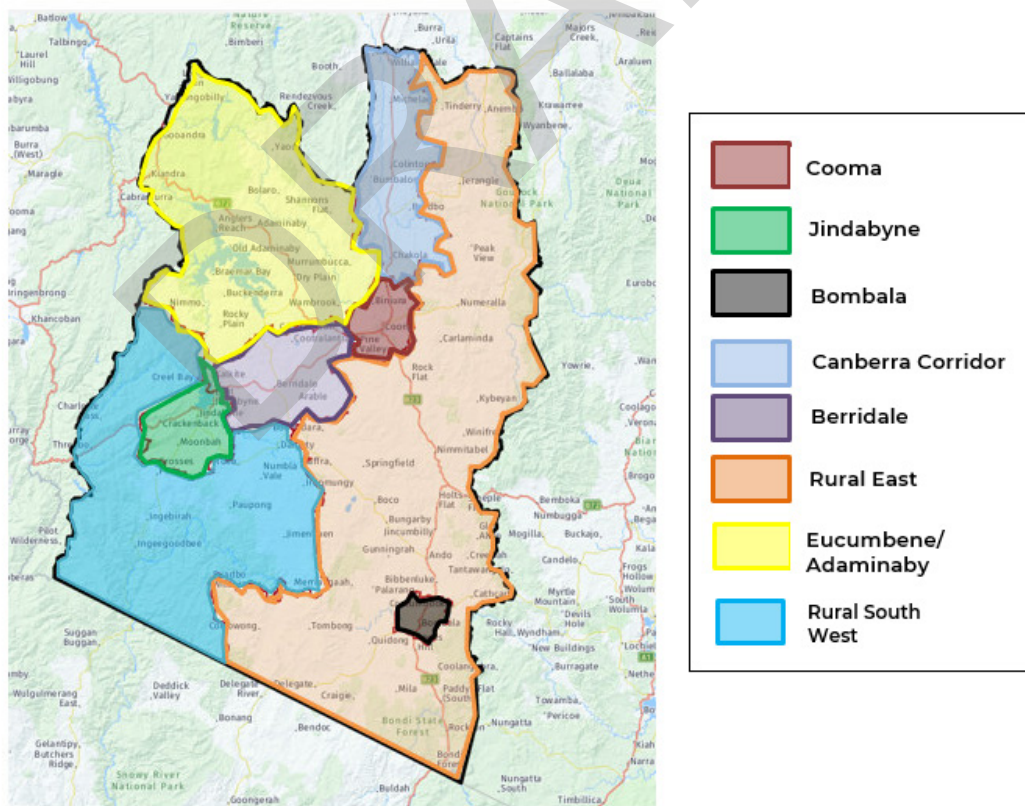
Cooma Monaro Shire Playground Strategy

	<p>Drafted by the former Cooma Monaro Shire Council in 2010. Some key outcomes have been completed, with many major playgrounds upgraded with merger funds.</p>
<p>Relevance</p>	<p>The high-priority recommendations include the following:</p> <ul style="list-style-type: none"> • List of desired outcomes and priorities for playground upgrades • Adopts a series of themes for district-level playgrounds • The implementation plan recommends seven upgrades to existing playgrounds, the establishment of five new playgrounds and the de-commission of several neighbourhood playgrounds

3.0 Planning Precincts-Demographic Review

The LGA has been divided into eight planning precincts to better understand the geographical and demographic characteristics relevant to recreation within the snowy Monaro Region. The Planning Precincts include:

1. Cooma
2. Jindabyne
 - Tyrolean Village East Jindabyne, Kalkite
3. Bombala
4. Canberra Corridor
 - Michelago, Bredbo
5. Berridale and surrounds
6. Rural East
 - Numeralla, Nimmitabel, Delegate,
 - Mila, Cathcart, Bibbenluke
7. Eucumbene/Adaminaby and surrounds.
 - Adaminaby, Old Adaminaby, Anglers Reach
8. Rural South West
 - Dalgety, Numbla Vale



3.1 Snowy Monaro Profile 2022

Total Population	21,519
Predicted Population (2041)	24,384
Total Land Area	15,158
Population Density	1.4 persons per km square

(profile .id, 2022)

Characteristic of the Snowy Monaro Region

The Snowy Monaro Region is located in south-eastern NSW, about 100kms south of Canberra. The region covers over 15 000 square kilometres, of which 28% is National Parks estate. The SMRC area has an estimated residential population of 21,519 (Profile.id, 2022), with the majority of the population located in the towns of Cooma (7,860), Jindabyne (4,434), Bombala (1,353) and Berridale (1,727), and the remainder spread across villages and rural areas.

The population has increased by 1.23% between June 2020 and 2021. This is higher than the regional NSW average, which was 0.88%. The average population growth is expected to increase by 13.31% over the next 20 years. A high-quality recreation network is vital in encouraging population growth by making communities attractive and desirable places to live.

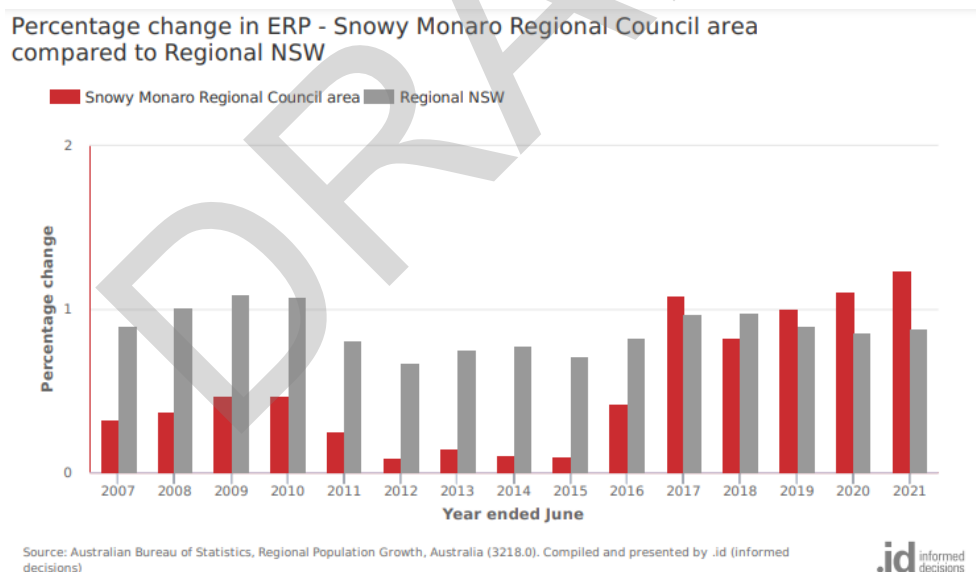


Figure 1- Annual increase in population

The region’s industry is primarily driven by tourism and agriculture. The winter snow season significantly impacts the region’s economy, and tourism-focused businesses and infrastructure are common.

The region is subject to significant change, with projects such as Snowy 2.0, the Snowy Mountains Special Activation Precinct (SAP) and growing demand for rural properties in rural villages (e.g. Michelago).

Recognising the defining characteristic of the resident profile and visitor economy assists in the strategic development of the recreation and open space network to meet the needs of residents and visitors. The table below outlines the key demographic indicators of the SMRC. Resident population and potential implications for planning and ongoing management of recreation and open space. (Source Profile ID: 2022).

Demographic Indicator	NSW	Regional NSW	SMRC	Description	Implication on Recreation & Open Space
Median Age	38	43	43	SMRC is in line with the broad trend across Australia for regional areas to generally have a relatively older population, lower numbers of couples with children and high number of lone households than major cities	There is an increasing need to provide accessible and inclusive recreational opportunities to encourage healthy lifestyles. Trends and preferences for recreation vary across age groups and lifestyles. It is essential that the recreation network is diverse and caters for people of various ages and needs
Couples with Children	32%	24.8%	21.9%		
Lone person household	22%	25.3%	26.1%		
Needing assistance with core activities	-	6.8%	4.9%		
Aboriginal & Torres Strait Islander	2.9%	5.5%	2.2%	2.2% of the residents were Aboriginal or Torres Strait Islander. Only 5% of SMRC residents speak a language at home other than English	There is the opportunity to celebrate the region’s Aboriginal heritage, culture and stories. The region can capitalise on the multicultural communities as a target market for tourism by ensuring recreational opportunities cater for people from different cultural backgrounds and ensuring activities are welcoming and accessible to all
Language at home other than English	25%	6.6%	6.2%		

Demographic Indicator	NSW	Regional NSW	SMRC	Description	Implication on Recreation & Open Space
Median weekly household income	\$1,481	\$1,166	\$1,298	In the December Quarter, the SMRC unemployment rate was 5.1%	The tourism industry significantly contributes to the overall level of economic activity and employment in the region. The COVID-19 pandemic has significantly impacted businesses and employment opportunities in the tourism sector. Ensuring various affordable recreational activities across the region is vital to encourage a healthy lifestyle regardless of income
Unemployment rate	5.0%	4.5%	5.1%		
Socio-economic disadvantage (SEIFA)	1001	971	1008		
Volunteer Work	-	15.5%	20.7%	The 2021 Census found that 20.7% of residents in the SMRC had engaged in volunteer work. This has decreased by more than 5% since 2016. In more recent times the COVID-19 pandemic had an impact of volunteer participation, and many clubs and groups have struggled to get up and running again	Many Council recreation facilities are dependent on community leadership and volunteer efforts. It is imperative that volunteers are supported, recognised and valued, enabling them to continue to contribute to the ongoing management of the recreation network

Tourism/Visitor Profile

The Snowy Mountains tourism sector is in the process of diversification as the region increasingly builds upon its summer tourism offerings, such as bushwalking, cycling, mountain biking, horse riding and water-based experiences. Significant investment has been made toward the regional planning of the region’s trail network. Trails offer residents and visitors the opportunity to undertake informal recreation activities whilst connecting with the natural environment, surrounded by spectacular mountains, rivers and forests.

Visitor numbers fluctuate throughout the year, particularly in the Jindabyne and Cooma precincts. There is pressure on the demand, provision and quality of Council’s recreation network. The following indicators influence recreation planning:

Indicator	Implication on Recreation & Open Space
Visitor type <ul style="list-style-type: none"> • 3% International • 9% Domestic Day • 15% Interstate • 74% Intrastate 	With the SMRC region being in such close proximity to the major population centres and airports at Canberra and Sydney, there is a huge opportunity to continue attracting intrastate visitors and targeting interstate visitors. This was particularly relevant during international border closure, where more Australians explored their own country
Domestic overnight traveler - average length of stay: 3.2 nights. Average spend for a domestic overnight traveller: \$247 per night, \$794 per visitor. Average spend for a domestic day trip traveller: \$102 per visitor.	Domestic travellers are a key target market, likely to travel to the iconic Snowy Mountains Region and stimulate the regional economy through their visit. A key strategy to support the regional economy is to extend the length of stay of visitors and draw them in to new, less explored tourism markets across the region.
Top five activities for domestic overnight travellers: <ol style="list-style-type: none"> 1. Eat out / dine at a restaurant/cafe 2. Visit national / state parks 3. Sightseeing / looking around 4. Snow Skiing 5. Visit friends and relatives 	Natural areas are a key drawcard to the SMRC region. Building upon the existing reputation of the region’s iconic national parks, the region has the potential to offer a diverse range of recreational activities through natural areas to complement the offerings in national and state parks
Number of Tourism Businesses: 567 Tourism Direct Share of GRP 12% Total Tourism GRP \$526.4M	Tourism is a fundamental component of the SMRC regional economy which should be supported to diversify to build resilience through turbulent and changing tourism markets, particularly associated with impacts of COVID-19. The need to build the region’s tourism offerings to become a year-round destination has never been more evident than during travel restrictions during the 2020 and 2021 peak winter seasons. Improving the quality and diversity of the recreation network is a key initiative for this

3.2 Cooma

Demographic Review

Total Population (2022)	7,860
Predicted Population (2041)	8,493
Total Land Area	275.3 km ²
Population Density	27.12 persons per square km

The Cooma Precinct encompasses the localities of Binjura, Bunyan, Cooma, Dairyman's Plains, Middle Flat, Pine Valley and Polo Flat. The following information has been sourced from the 2021 Census data (Profile .id 2022).

- Cooma is home to 7,515 and is predicted to grow to 13% over the next 20 years
- The median age is 44 years, and the median household income is \$1,377 per week
- 21% of households are couple families with children. In 2016 the Cooma outskirts had the highest proportion of couples with children under 15. 32% of households were lone-person households, now decreased to 30.9% in 2021.
- In 2021, the largest age group in Cooma was 60-64 year olds. The group that changed the most since 2016 was 35 to 39 year olds. (figure 1 below)
- 4.5% identify as being Aboriginal and Torres Strait Islander
- The unemployment rate is 4.5 %, same as the regional NSW average
- The largest industry in Cooma is retail, employing 15.2% of people, closely followed by health care and social assistance (13.5%) and public administration and safety (10.1%).

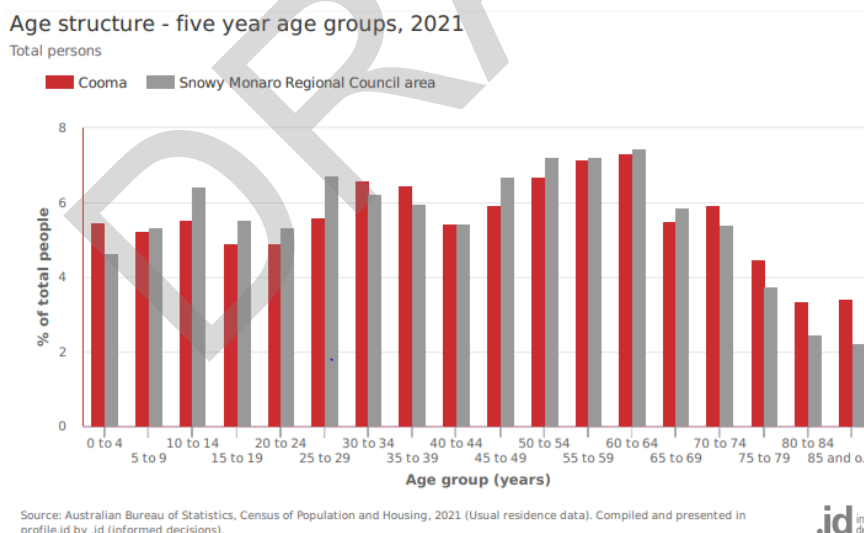


Figure 2- Five year Age Group (.id 2021)

Unique Characteristics of Cooma

- New residential release areas, such as Yallakool road and Polo Flat, are forecast catalysts for further growth and diversification
- Snowy Hydro Limited (SHL) is also a major employer, with headquarters in Cooma and assets located across the region. The hydroelectric scheme is currently undergoing significant expansion with the Snowy 2.0 project. Future Generation Joint Venture (FGJV) was created specifically to build Snowy 2.0 on behalf of SHL. FGJV have employed 2,080 staff for the region, likely resulting in the increase of 35-39 years old for this precinct. 180 private rentals in Cooma have also been secured for their staff. Snowy Hydro has therefore influenced the supply and demand of local accommodation
- Cooma is approximately 115km from Canberra City, allowing locals to participate in higher-level sports and host regional tournaments
- Construction of a new three-court regional-level indoor sports hall is scheduled for completion in June 2023. Designs have also been completed to upgrade the Snowy Oval and develop a synthetic athletics track. The proposal forms part of a sports hub for the region

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3.3 Jindabyne

Demographic Review

Total Population (2022)	4,728
Predicted Population (2041)	5,676
Total Land Area	401.6 square km
Population Density	11.04

The Jindabyne precinct encompasses the localities of Jindabyne, East Jindabyne, Kalkite, Crackenback and Moonbah.

- Jindabyne is home to 4,728 and is predicted to grow to 5,676 over the next 20 years
- The median age is 34. Jindabyne is the second largest town in the LGA and has a very young population compared to regional NSW, with its largest age group of 25-29 year olds. (Figure 3 below)
- The median household income is \$1,710 per week, which is \$544 higher than the average regional NSW income
- 38.1% of households are couple families with children. 16% have children under 15, and 13.6% are lone-person households
- The increase in population is predicted to be relatively evenly spread across couples with and without dependents and lone-person households
- 1% identify as being Aboriginal and Torres Strait Islander
- The unemployment rate is 1.9 % which is low compared to the 4.5% regional NSW average
- The largest employment sectors revolve around tourism, with 23.6% of people employed in accommodation and food services

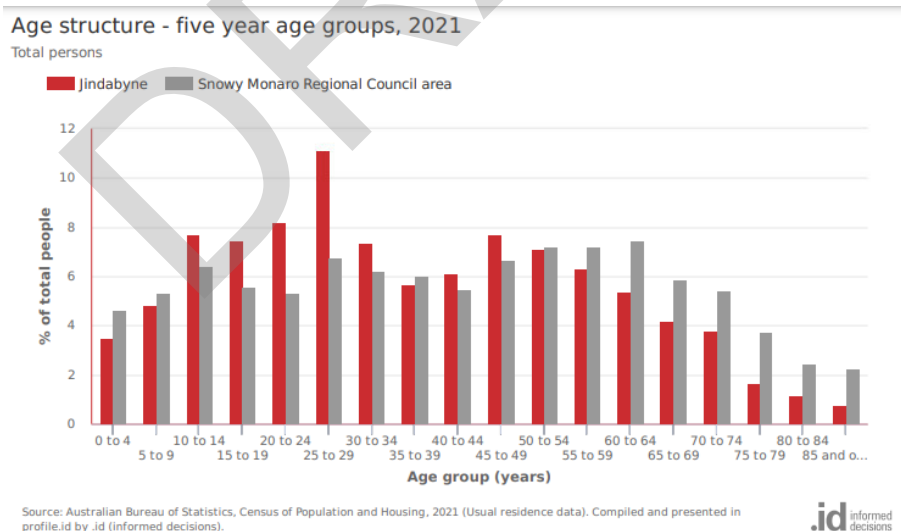


Figure 3- Five year Age Group (.Id 2021)

Unique Characteristics of Jindabyne

- The local economy is significantly dependent on Tourism
- Jindabyne's population swells over winter, with stress placed on accommodation in the area. Over the past 5-6 years, there has been a significant increase in short-term rental accommodation, mainly via Air BNB
- The average house prices in Jindabyne have increased by approximately \$900,000 in the past five years (All Homes 2022)
- Jindabyne is located closest to Kosciuszko National Park, providing access for snow sports during winter and hiking, mountain biking and camping in the summer months

East Jindabyne & Kalkite

- The outer villages of Jindabyne are also experiencing demographic change due to the increase in tourism and the cost of accommodation
- East Jindabyne's population has increased by 8.3% since 2016 and is predicted to increase by a further 20% over the next 20 years. 48% are aged between 25-54, and 55% are couple families with children
- East Jindabyne is identified as a growth precinct in the Snowy SAP Masterplan. An increase in housing supply is supported. The proposed development yield includes 47 tourist accommodation and 264 residential dwellings (Snowy SAP Masterplan 2022)
- The proposal of a new recreational and environmental area near the lake foreshore will provide the opportunity for quality recreation and open space infrastructure for this area
- Development applications are currently being assessed for Kalkite that have the potential to significantly increase the population of Kalkite if the development proceeds
- The Lake Jindabyne shared trail extension to Kalkite will also allow for a potential increase in tourists and day trippers to the village

Snowy SAP Masterplan

The NSW Government has prepared the Snowy SAP Masterplan in partnership with Council.

- The Masterplan includes the precinct of Jindabyne along with the resort areas in Kosciuszko National Park (Thredbo, Perisher, and Charlottes Pass)
- The Masterplan has a clear vision for the next 40 years. This includes increasing visitation to 1.35 million and the population to 11,828 by 2061
- Several residential and tourism growth areas are identified for Jindabyne. These include Jindabyne town centre, Jindabyne West, Leesville, Barry Way South, Jindabyne South, Jindabyne aerodrome, and East Jindabyne. The Masterplan states that the staging of growth will focus on residential areas within walking/active transport distance from infrastructure and open space
- Several sub-precincts have also been identified for activation of future new development. These include Jindabyne town centre and foreshore, southern connector road, sport and education, mountain bike and adventure park, and western Lake Jindabyne

Several technical reports were completed as part of the Masterplan. Those most relevant to the recreation strategy include the reports on sport and education, social infrastructure, tourism and open Space. The Masterplan will significantly impact recreation and open space in the Jindabyne precinct. The drivers for change include:

- Improved connectivity to the Lake Jindabyne foreshore
- Improved and refreshed public realm and recreation spaces on the lake Foreshore at existing and new nodes
- Better utilisation of open spaces
- Increase in social infrastructure, including a youth hub
- Pedestrian- and cycle-friendly layout. Improved connectivity to recreation and open space
- Sporting and education hub at Jindabyne sport and recreation centre. Proposed community sporting facilities include a new oval and fields (AFL, Cricket, and rectangular pitches), a small grandstand with amenities, cricket nets, outdoor courts (netball, basketball and tennis), and opportunities for a future ice-skating rink
- Diversifying recreation experiences and increasing year-round tourism with a new Mountain Bike and Adventure Park

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3.4 Bombala

Demographic Review

Total Population (2022)	1,353
Predicted Population (2041)	1,337
Total Land Area	119.7 km2
Population Density	11.46 persons per square km

The Bombala Precinct comprises the township of Bombala solely.

- The population of Bombala is predicted to fall by 1.20% over the next 20 years
- The median age is 47 years, and the median household income is \$1,277 per week
- 2.6% identify as being Aboriginal and/or Torres Strait Islander
- Bombala has an ageing population which has had a significant impact on volunteer numbers
- Accessibility is an issue region-wide; however, it becomes more evident in areas of ageing populations
- The smallest demographic is young people (12-24) (figure 4 below), which may affect organised sport as this is the age demographic that typically participates in organised sport the most.

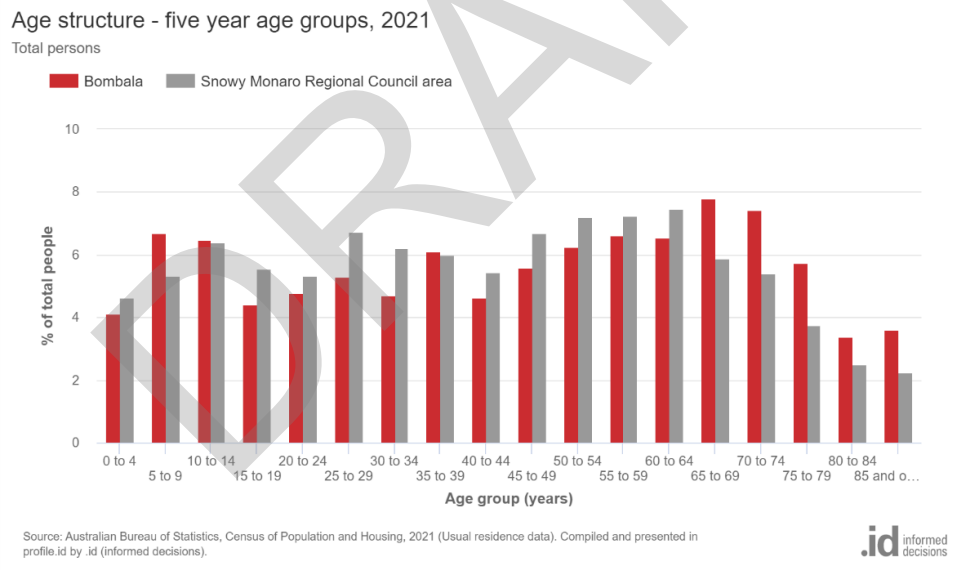


Figure 4- Five year Age Group (.Id 2021)

Unique Characteristics of Bombala

Bombala is a key regional centre that services the southeast of the Snowy Monaro Region. Primary industries, including agriculture and forestry, drive the local economy and form the base of employment in Bombala. The town's rivers and creeks host many platypuses, make Bombala renowned as 'Australia's platypus country'. It is distinguished by its historical streetscape and its scenic rural landscape.

- Many sporting clubs are either affiliated or participate with the Sapphire Coast as this is within closer proximity. The south coast area also has access to regional-level sporting facilities
- The Regional Trails Masterplan supports the investigation and development of the Monaro rail trail as a high priority for our region. The proposed rail trail will extend from Queanbeyan to Bombala. If the project eventuates, the trail will be a significant recreational asset for Bombala. The project will provide various economic opportunities along with health and well-being benefits.

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3.5 Berridale and Surrounds

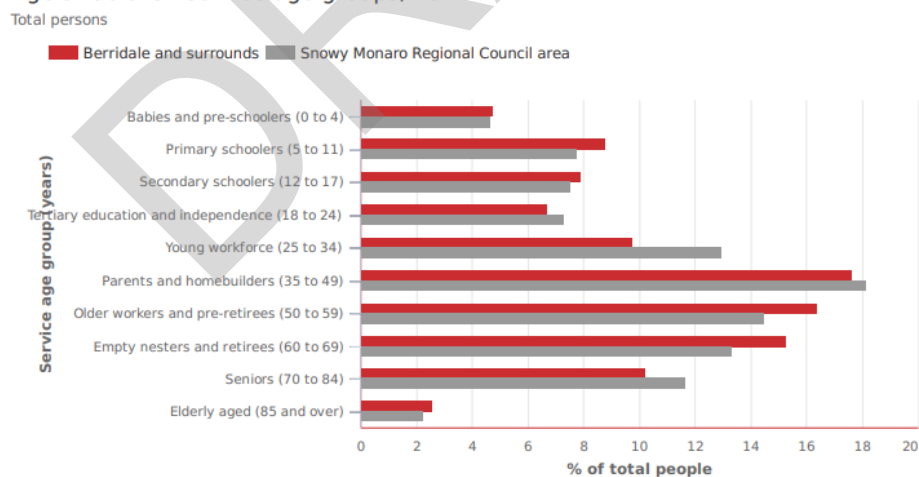
Demographic Review

Total Population (2022)	1,727
Predicted Population (2041)	2,119
Total Land Area	1,696 square km
Population Density	2.37

The Berridale precinct encompasses the localities of Berridale, Avonside, Coolrington and Hilltop

- Berridale and its surrounds are home to 1,696 and is predicted to grow to 2,119 over the next 20 years. This is a 22.72% increase, the region’s highest predicted increase
- The median age is 44. In 2021, this precinct had a higher proportion of children (under 18) and a higher proportion of persons aged 60 or older compared to other areas in the LGA (figure 5). The most considerable change in age structure between 2016 and 2021 was in the Empty nesters and retirees (60 to 69) age group
- The median household income is \$1,635 per week
- In 2016, the dominant household type was ‘couple families with dependents,’ and by 2031, the largest forecast increase is expected in ‘lone person households’
- The number of dwellings in Berridale and surrounds is forecast to grow from 829 in 2016 to 1,146 in 2041. This is an average of 13 dwellings per annum
- 1% identify as being Aboriginal and Torres Strait Islander
- The unemployment rate is 3% which is low compared to the 4.5% regional NSW average
- The largest employment sectors revolve around tourism, with 12.8% of people employed in accommodation and food services

Age structure - service age groups, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).



Figure 5- Five Year Age Group 2021

Unique Characteristics of Berridale and Surrounds

- Berridale's population increases over winter, with accommodation provided for winter tourism
- The average house prices in Berridale have increased by approximately \$303,000 in the past five years (All Homes 2022)
- Berridale is located close to Jindabyne and Kosciuszko National Park, providing alternate accommodation options for residents and tourists unable to afford accommodation within the new SAP precinct
- The estimated population increase is likely a direct result of increased costs of accommodation in Jindabyne. The recreation strategy, therefore, needs to consider the supply of recreation facilities and open space for the future demographic of Berridale
- The northwest area of Berridale is identified for potential growth, with four development proposals being considered

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3.6 Rural East

Demographic Review

Total Population (2022)	2,467
Predicted Population (2041)	2,700
Total Land Area	6,690 km ²
Population Density	0.36 persons per square km

Rural East includes the localities of Numeralla, Delegate, Craigie, Mila, Cathcart, Bibbenluke, and Nimmitabel.

Rural East is a large area that runs the length of the east side of the Snowy Monaro district. Along the northern border is the Queanbeyan-Palerang Regional Council. East Gippsland and the State of Victoria lie on a sloping boundary to the southwest. Each town has its distinct communities and values. Most have heritage significance and are located within scenic rural vistas, where the predominant industry is agriculture.

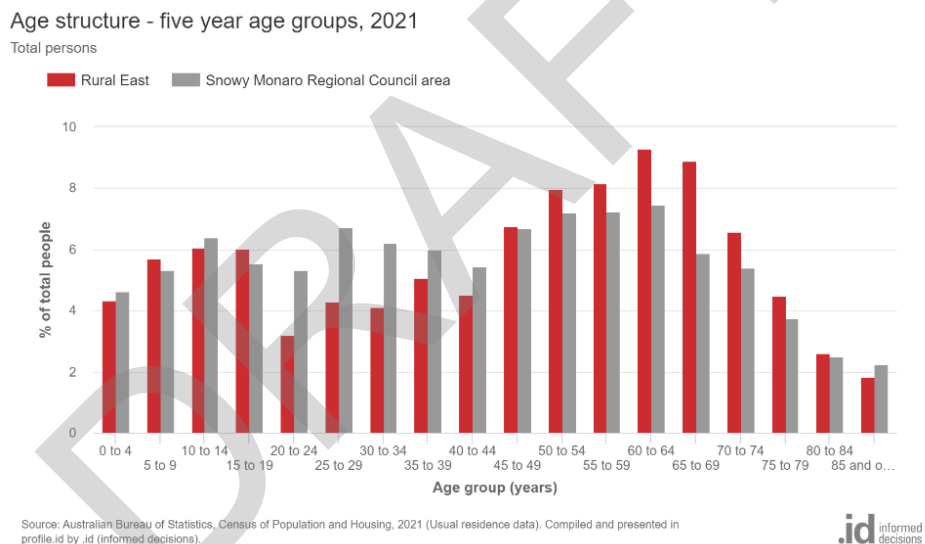


Figure 6- Five Year Age Group 2021

- The Rural East population is forecast to increase by 9.47% over the next 20 years
- There is a large ageing population in the Rural East, with 33.7% aged 60 years and over
- 22% of households comprised couples with children in 2021, compared with 24.8% in regional NSW
- There is a higher proportion of children under 18 than in other precincts in the region
- 8.4% of the population earned an income of \$2,000 or more per week in 2021

Unique Characteristics of the Rural East

- Bibbenluke has a rural village feel with large lot residential areas. The predominant industry surrounding the village is agriculture based
- Cathcart has rich forestry and agricultural history and is serviced by the township of Bombala
- Delegate has an aging population with a median age of 58; in the surrounding locality, the median age is 61. Delegate is characterised by its rural surroundings and river setting, surrounded by multiple national parks
- Nimmitabel is a historic town with many heritage items still intact and well-maintained
- Numeralla has a strong, close-knit community present and the surroundings of the village offer some outstanding vistas and a thoroughly 'bushy' feel. Many residents of Numeralla work in Cooma and rely on it closely for business and services. Numeralla, surrounded by a distinct and well-vegetated rural landscape, is home to a significant koala population
- These towns and villages are all surrounded by rural lands that form the majority of land within the Rural East precinct.

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3.7 Canberra Corridor

Demographic Review

Total Population (2022)	1,236
Predicted Population (2041)	1,830
Total Land Area	924.2 km ²
Population Density	1.52 persons per square km

Canberra Corridor’s short northern boundary is shared with the ACT and the Queanbeyan-Palerang Regional Council area. This precinct includes the localities of Michelago, Bredbo and Chakola.

- The Canberra Corridor is predicted to increase by 48.06% in the population over the next 20 years
- 33.8% of households earned an income of \$3,000 or more per week
- 33.4% of households were made up of couples with children in 2021, compared with 24.8% in Regional NSW
- The largest age group is 35-49yrs
- In 2021, the Canberra corridor had a higher proportion of children (under 18) and a lower proportion of persons aged 60 or older
- More residents work in public administration and safety than in other industries.

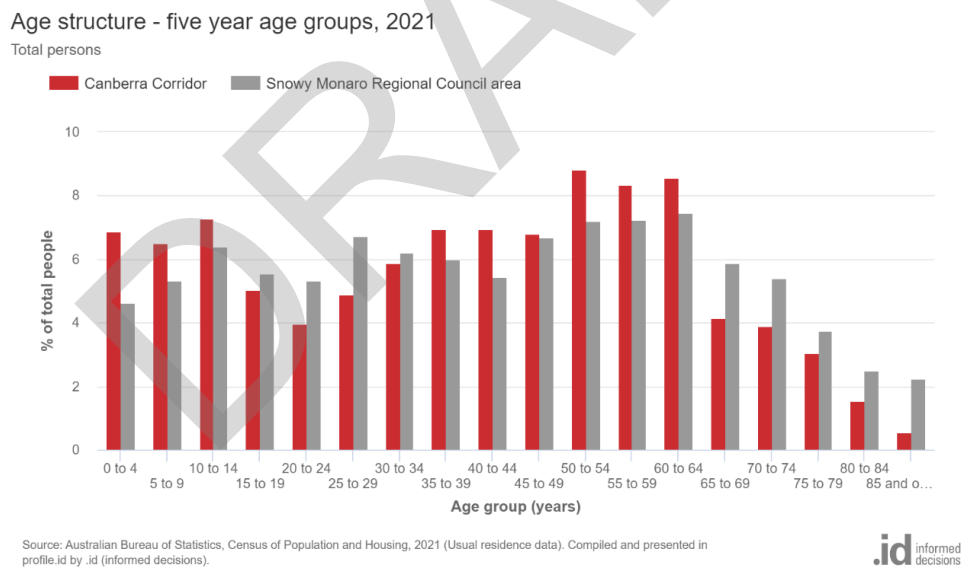


Figure 7- Five Year Age Group (.ld 2021)

Unique Characteristics of the Canberra Corridor

Michelago is heavily influenced by Canberra, with many residents choosing to live in Michelago for a rural lifestyle close to the services and employment in Canberra. Michelago’s character is resultant from being a rural village surrounded by a picturesque rural landscape. The SMRC LSPS actions the provision of recreation facilities and other community facilities that promote social cohesion and create a strong sense of community.

Bredbo is characterised as the 'Village of the Poplar' due to the number of trees in and around the village. The rivers are a significant asset to the village; however, the village structure does not allow them to be fully utilised by residents and visitors alike. The development of a river walk would significantly attract new residents. The Regional Trails Masterplan recommends formalising a local-level recreational trail between Bredbo and Murrumbidgee River as a Medium priority.

The proposed Monaro Rail Trail project will also be a significant recreational asset for the towns of Michelago and Bredbo. If constructed, the project will provide a range of economic opportunities along with health and well-being benefits for this precinct.

Michelago Masterplan

The Michelago Masterplan was prepared in response to growth demands and change. The masterplan process guided the Michelago community through deciding how the town would evolve into the future. Remaining a rural village or growing into a small town was the main focus.

Open space and recreation facilities are currently centred primarily on Michelago Park, which supports a cricket ground, tennis courts, clubhouse and play equipment, and services to the village and surrounds. The pony club's grounds and a yoga studio are located on the Monaro Highway's western side. Constraints included managing the flood hazard and obtaining access to Crown land.

The masterplan highlights opportunities to enhance existing infrastructure and facilities to improve amenity, for example:

- Extend paths and link elements of the village with a walking track or loop incorporating the Michelago Creek (supported in Regional Trails Masterplan medium priority)
- Tree establishment along streets, improve the entrance to the village and the village heart around the General Store
- Potentially utilise rail infrastructure for tourist activities, including a rail trail

The masterplan seeks to enhance existing facilities and infrastructure to improve residents' liveability and visitors' tourism experience. The opportunities highlighted for recreation and open space include:

- Investigation for relocation of Pony Club
- Investigation of rezoning 8ha of land 8ha RE1 or RE2 for passive and active recreation/ rural events use
- Investigation of long-term potential pedestrian/equestrian/bicycle access
- Investigate potential low-impact tourist activities such as camping grounds with infrastructure located above flood planning level.

3.8 Eucumbene/Adaminaby

Demographic Review

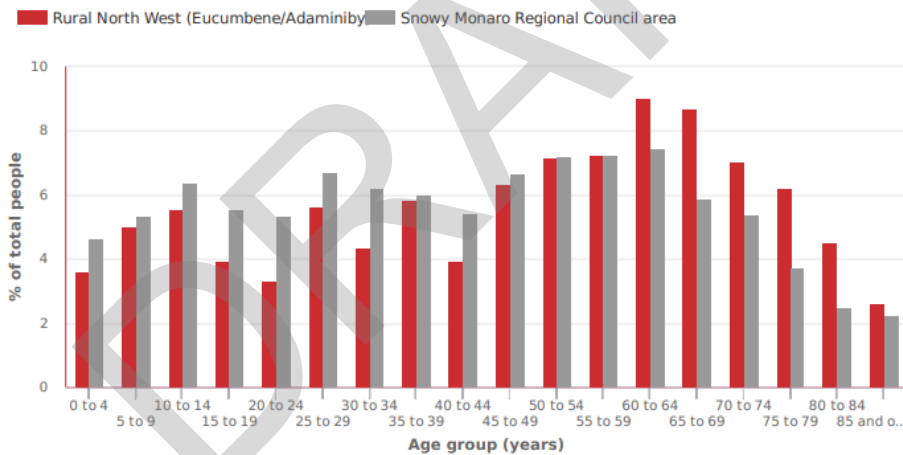
Total Population (2021)	1,007
Predicted Population- rural west (2041)	1,063
Total Land Area	2860 square km
Population Density	0.44

The Eucumbene/Adaminaby precinct includes the localities of Adaminaby, Old Adaminaby, Anglers Reach, Middlingbank, Eucumbene, Braemar Bay, Buckenderra, and Shannons Flat.

- The Eucumbene/Adaminaby precinct is home to 1,007 people. Since the previous year, the population has grown by 0.76%, slightly less than the regional NSW average
- In 2021, the largest age group was 60-64 year olds. The group that changed the most since 2016 was 25-29 year olds which increased by 44 people
- Between 2016 and 2031, the age structure forecasts indicate a 40% increase in the population of retirement age. The largest increase in people aged between 80 to 84 is forecast over the next 10 years (refer to figure 8)

Age structure - five year age groups, 2021

Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).



Figure 8- five Year Age Group (.id 2021)

- 16.5% of households were made up of couples with children in 2021, compared with 24.8% in Regional NSW
- 12.4% of the population earned an income of \$2,000 or more per week in 2021
- 4.9% identify as being Aboriginal and Torres Strait Islander
- The unemployment rate is 0%
- The key employment sectors are agriculture and tourism.

Unique Characteristics of Eucumbene/Adaminaby

- The Eucumbene/Adaminaby precinct has an ageing population
- SHL 2.0 project has had some influence on the local demographic. There is currently a small number of staff living in the village and renting year-round, impacting rentals that may have been previously used for holiday letting. During COVID-19 and the delay of Selwyn's opening, SHL 2.0 staff have provided income to investment owners
- Adaminaby has a district heritage trail
- The Bicentennial National Trail passes through the providence portal within the Eucumbene/Adaminaby precinct. The trail stretches 5,330kms from Cooktown, QLD, to Healesville, Victoria and is enjoyed by horse riders, walkers and cyclists. The Regional Trails Masterplan recommends seeking opportunities to provide strategic connections to other trails and/or support facilities in the providence portal area

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3.9 Rural South West and KNP

Demographic Review

Total Population (2022)	1,071
Predicted Population (2041)	1,131
Total Land Area	3,171 km ²
Population Density	0.34 persons per square km

The Rural South West and Kosciuszko National Park precinct is dominated by the National Park, which Snowy Monaro Regional Council does not manage. Dalgety is the largest village within this precinct.

- The whole Rural West, including the Eucumbene/Adaminaby precinct, is predicted to grow by 5.64% in population over the next 20 years
- In comparison to the whole LGA, this precinct has a larger percentage of ‘young workforce’ at 19.4% and a smaller percentage of ‘seniors’ at 7.1%

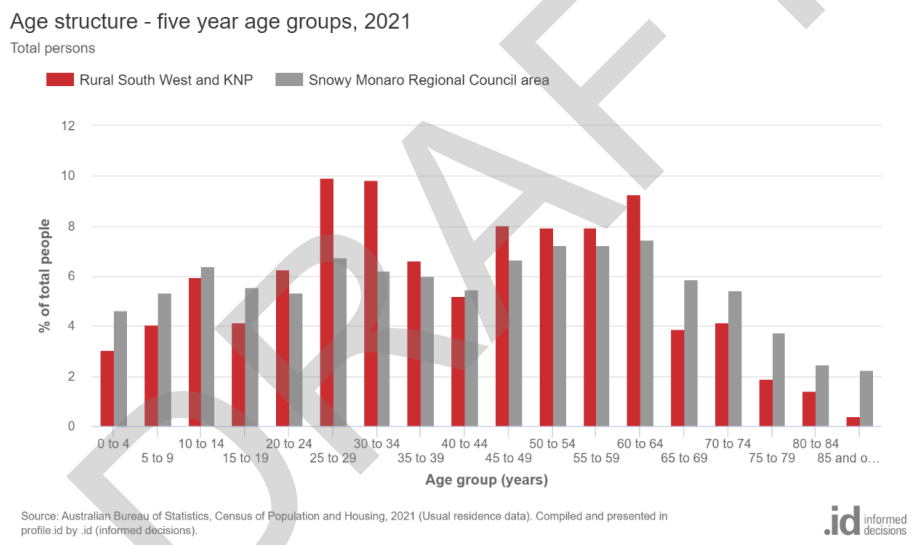


Figure 8- Five year Age Groups (.Id 2021)

Unique Characteristics of the Rural South West and KNP

Dalgety is a small village that relies on Berridale, Jindabyne and Cooma for its services. It is a historical settlement on the banks of the Snowy River, surrounded by productive agricultural land, which creates a picturesque rural landscape. The precinct is dominated by the Kosciuszko National Park, which boasts a spectacular alpine area and is home to Australia’s highest mountain.

4.0 Recreation Facility Inventory

Cooma Inventory

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Showground						
Cooma Showground Sports field, show pavilions/grad stand, rodeo arena, tennis courts	Crown- Athletic Sports; Public Amusement; Public Recreation; Showground	8.7	Cooma Show Society; Cooma colts/ Stallions (League); Royal Tennis; Monaro Equestrian; Monaro Dog obedience; Rodeo	At capacity	District	<ul style="list-style-type: none"> Pavilion/grandstand- recently upgraded- good condition New league storage shed- excellent condition Most buildings and field- reasonable condition Tennis courts- poor condition caretakers cottage- poor condition User conflict between show event and league/impact to the field following horse event
Sports Ground						
Nijong Oval Sports field, cricket pitch and nets, playground, learner bike circuit	Crown- public recreation	4.6	Cooma Tigers Soccer; Monaro Cricket	Under capacity	District	<ul style="list-style-type: none"> Clubhouse- good condition Old clubhouse and toilets- very poor condition New toilets recently added- excellent condition New playground/learner bike area Cooma Soccer hold access/ ownership of clubhouse Club desire a high-quality playing field
Rotary Oval Sports Field, playground	Crown- Public recreation	4.3	Cooma Rugby Union, Monaro Cricket	Under Capacity	District	<ul style="list-style-type: none"> Playground recently upgraded Clubhouse good condition Field reasonable condition

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Snowy Oval Sports Field, Tennis courts, fitness stations	Crown- Public recreation	4.3	Cooma Athletics; Monaro Cricket; Cooma AFL; Schools	Under Capacity	District	<ul style="list-style-type: none"> • Clubhouse recently upgraded- excellent condition • Field- reasonable condition • Tennis courts-poor condition • Athletic track lines impact sports field * not a full-size AFL field
Indoor Sports Facility						
Basketball/ Gymnastic Stadium	Council- private recreation		Cooma Basketball; Cooma Gymnastics	At Capacity	District	<ul style="list-style-type: none"> • Court surface and amenities recently upgraded- good condition • Building structure and roof- reasonable condition • only one court-limited capacity and ability to host tournament • Roof not high enough for full-size gymnastic trampoline
Cooma Regional Sports Hall 3 indoor courts- Netball, Basketball, futsal, badminton, volleyball	Department of Education		School; Basketball, Cooma Netball	NA	Regional	<ul style="list-style-type: none"> • Under construction

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Aquatic Facility						
Cooma Festival Pool 25m outdoor	Council-public recreation	1	Cooma Swimming Club, schools	Under Capacity	District	<ul style="list-style-type: none"> • Main building/club room- good Condition • Plant room- reasonable condition • Grant funding allocated for upgrade • There is a desire for the pool to be accessed year-round
Park						
Cooma Centennial Park Playground, Amphitheatre	Crown- Public Recreation	0.15	Cooma Rotary and Lions		District	<ul style="list-style-type: none"> • Playground recently upgraded- Good condition • All infrastructure- reasonable condition
Adams Avenue Park Playground	Council- community Land-Public recreation	0.3		Under Capacity	Local	<ul style="list-style-type: none"> • Playground- poor condition- Equipment decommissioned as a recommendation from former playground strategy
Bella Vista Park Playground	Council- community Land Public Recreation	0.3		Under Capacity	Local	
Cooma Skate Park	Council operational Land-public recreation	0.1		Under capacity	Local	<ul style="list-style-type: none"> • Limited space to expand and include features for a range of levels • Antisocial behaviour discourages usage
Baroona Avenue Park Playground/open space	Council community land; low density residential	0.1		Under capacity	Local	<ul style="list-style-type: none"> • Playground- poor condition • Equipment decommissioned due to recommendation from Former Cooma playground strategy

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Lions Park (Campbell St) Playground, garden, BBQ/picnic	Crown- public recreation	0.4	Lions Club	Under capacity	Local	<ul style="list-style-type: none"> Playground- reasonable condition
Southern Cloud Memorial Park Monument/path	Crown-Public Recreation	0.1	Lions Club	At Capacity	Local	<ul style="list-style-type: none"> New memorial recently added- good Condition
Lions Park (Yallakool Rd) Picnic/BBQ/shelter; Off-leash dog area; playground; shared path	Council Operational Land- Public recreation	7	Lions Club	Under Capacity	Local	<ul style="list-style-type: none"> Playground recently upgraded <ul style="list-style-type: none"> Toilet block – reasonable condition Path upgrade and picnic area funded Desire to become a district park with the inclusion of a pump track upgrade or other facilities and wayfinding
Namala St Park Playground/open Space	Council Operational Land- public recreation	1.5		Under Capacity	Local	<ul style="list-style-type: none"> Playground- poor condition Former Strategy recommends playground not to be replaced
Yareen Rd Park Land Playground	Council-Community land	0.6		Under Capacity	Local	
Wangie St Park Playground	Council Operational Land- Low density residential	0.2	Rotary Club	Under Capacity	Local	<ul style="list-style-type: none"> Play-Equipment in poor condition Open space-poor condition Rotary Club undertaking a project to remove play equipment and tidy open space
Stellar St Park Playground	Crown- public recreation	0.5		Under Capacity	Local	<ul style="list-style-type: none"> Play equipment condition

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Cooma North Shops Park Playground	Council- Operational; Low Density residential	0.1		Under Capacity	Local	<ul style="list-style-type: none"> Playground recently upgraded- good Condition
Lloyd Avenue Park Land Playground	Community Land- Low Density Residential	0.2		Under Capacity	Local	<ul style="list-style-type: none"> Playground- Poor condition
Vulcan Street Park Playground	Crown- Public recreation	0.1		Under capacity	Local	<ul style="list-style-type: none"> Playground- Poor condition Located at the trailhead to Lambie bush reserve
Bent Street Park Playground	Council- Community and Operational Land- Public Recreation	0.1		Under Capacity	Local	<ul style="list-style-type: none"> Playground and seating refurbished in 2010- reasonable condition
Chapman Street/ Zalka Heights Playground, bus shelter, picnic	Crown- Public recreation	0.2		Under Capacity	local	<ul style="list-style-type: none"> Playground- reasonable condition
Frank Norris Park Toilets, Picnic tables, shelter, BBQ, Shared Path	Crown- Public recreation	0.5	Lions/Rotary	Under Capacity	Local	<ul style="list-style-type: none"> Toilets- Excellent condition Shelter/picnic area – good condition
Nanny Goat Hill Lookout, shared track	Crown- Public Recreation	5.5		Under Capacity	Local	<ul style="list-style-type: none"> Regional Trails Masterplan recommends improving and extending trail as low priority
Kosciuszko Park Monument	Crown- Public Recreation	0.1		Under Capacity	Local	

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Murrumbidgee River Reserve Picnic area	Crown- Public Recreation	2.5		Under Capacity	Local	<ul style="list-style-type: none"> Toilet block- Poor Condition
Linear and Linkage						
Cooma Creek Reserve Shared path, Fitness stations	Council-community/ Operational/ Public Recreation, General residential, B4 mixed use; B3 commercial; Crown Land-waterway, public rec Crown Land	5.8	N/A	Under Capacity	Local	<ul style="list-style-type: none"> Solar lights recently installed- Good condition Path/footbridges Fitness Station
Yarra St Vacant rd verge/open space	Council-public recreation, operational land	0.2	N/A		Local	
Wonga Street Land Vacant rd verge/open space	Council-Operational Land, public recreation	0.2	N/A		Local	
Thurrung Street Vacant rd verge/open space	Council-community land, public recreation	0.5	N/A		Local	
Mittagang Rd verge Shared Path Link	Council-operational Land, public recreation	1.5	N/A		Local	<ul style="list-style-type: none"> Some Sections of the shared path are new-good condition Further extension to Lions Park (Yallakool rd) desirable

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Natural Reserve						
Mt Gladstone MTB Park, shared trail network, lookout	Crown- public recreation	175	Snowy Mountains MTB Club	Under Capacity	Regional	<ul style="list-style-type: none"> Toilet block recently replaced at lookout- excellent condition MTB and signage park expanded - good condition User conflict issues - Regional Trails Masterplan recommends a management plan Desires for clubhouse/other infrastructure at MTB Trailhead
Cooma North Ridge Reserve Shared trail network	Crown- Public recreation; Council- community land	103	CNNR 355 committee		Local	<ul style="list-style-type: none"> Funding received for trail and signage upgrade User conflict issues, Regional Trails Masterplan recommends the management plan be updated
Old Cooma Common	Crown- Plantation	49	Friends of Grasslands		Local	
Undeveloped						
Bolaro Street	Crown- public Recreation	1.6	N/A		Local	
Pine Ridge Reserve	Crown	9.25	Snowy MTB Club Geehi walking club		Local	<ul style="list-style-type: none"> Entrance to pine ridge reserve Some unauthorised MTb and walking trails
Carinyah PI Land	Council- community Land-Public recreation	1.2	N/A		Local	

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Memorial Driveway Park	Crown- Public recreation	19	Cooma Car Club; Merrimans LALC		Local	<ul style="list-style-type: none"> Both Car Club and LALC volunteers recently undertook a clean-up. Weed management and tree planting.
Nulang Place	Council-Operational Land; Public Recreation	4.2	N/A		Local	<ul style="list-style-type: none"> Proposed athletic track site- Stage 2 Cooma Regional Sports Hub
Miloo Street	Council-Operational Land; Public Recreation	1.9	N/A		Local	
Yareen Street	Council-Operational Land; Public Recreation	0.5	N/A		Local	
Polo Flat road	Council-Operational Land; Public Recreation	6	N/A		Local	
Niangala St Land	Council-Operational Land; Public Recreation	0.3	N/A		Local	
Nambucca St Land	Council-Operational Land; Public Recreation	1	N/A		Local	
Mulach St land	Council-Operational Land; Public Recreation	0.3	N/A		Local	

Facility Name	Landowner/ Classification	Area size (ha)	Key User Groups/ Management	Usage Assessment	Categorisation	Condition/Issues
Orana Avenue land	Council- Operational Land; Public Recreation	0.6	N/A		Local	

Jindabyne Inventory

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Sports Ground/Showground						
John Connors Oval Oval (senior) and Field (junior), 2 x clubhouse/amenities building, playground	Crown- public recreation	5.5	Bush Pigs Rugby Union Snowy River Bears (league) Jindabyne Touch football Junior Soccer (mini- roos)	At Capacity	District	<ul style="list-style-type: none"> Grant funding received to upgrade clubhouse and amenities Current condition of the clubhouse and amenities building is in reasonable condition Field- good condition Playground- reasonable condition Shared path and solar lighting is new Facility is at capacity, which reduces the quality of facility or organised sport, and user conflict at times Desire for upgrade to lights, clubhouse, junior oval goal posts, electronic scoreboard SAP Masterplan includes 2nd oval and fields for Jindabyne

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Aquatic Facility						
Jindabyne Pool 25m indoor	Council- Public recreation		Jindabyne squad and lessons General public	Under Capacity	District	<ul style="list-style-type: none"> Recently received grant funding for urgent maintenance works
Park						
Lake Jindabyne Foreshore (Banjo Paterson Park, Leo Barry Park) Playground, skate Park, Shared Path	SHL- Special Activities	5.65		Under Capacity	District	<ul style="list-style-type: none"> Snowy SAP Masterplan proposes upgrade to become the premier civic and Ceremony Park. Upgrades include playground, shared path, inclusion of youth hub and potential for pump track Upgrade to skate park is currently funded Current condition of toilet block- good condition
Lake Jindabyne Foreshore (Ngarigo Waterfront/ Horizons) Shared Path, Frisbee golf	SHL- Special Activities	7.88		Under Capacity	Local	<ul style="list-style-type: none"> Snowy SAP Masterplan proposes beach and waterfront park/terraced area seating, upgrade of shared path, toilet block
Lake Jindabyne Foreshore (Claypits) Playground, fitness station, share path, stage, frisbee golf, off-leash dog area	SHL- Special Activities	9.2	High Country Fitness	Under Capacity	District	<ul style="list-style-type: none"> Current condition of toilet- Good condition Stage- excellent condition Area is eroded Snowy SAP Masterplan proposes new event space, rehabilitated areas, repositioning of stage, new all-ages play space and shared use path, upgrade to access road and parking area

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Lake Jindabyne Foreshore (Sailing Club) Shared Path	SHL- Special Activities; Primary Production	12.8	Jindabyne Sailing Club, Dragon Boat Club, nippers	Under Capacity	Local	<ul style="list-style-type: none"> Current condition Snowy SAP Masterplan recommends improvement to access and amenities, including seating and wayfinding
Lake Jindabyne Foreshore (Curiosity Rocks-Wollondibby creek) Shared Path, boat ramp	SHL- Special Activities	11.5		Under Capacity	District	<ul style="list-style-type: none"> Area is eroded and further impacts caused by unauthorised vehicle access. management of shared trail has an AHIP in place Snowy SAP Masterplan proposes opportunity for celebration of the sacred site for the Monero Ngarigo people with provision for viewing platforms and landscape rehabilitation, and signage Proposal for Widows Creek area includes improved access for land and water-based recreation and link to Western Lake Jindabyne sub-precinct

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Lake Jindabyne Foreshore- East Jindabyne/Rushes Bay Shared path, boat ramp	SHL- Special Activities	10ha	Jindabyne East Residential Committee	Under Capacity	Local	<ul style="list-style-type: none"> Area is eroded, limited access for vehicles Desire for upgrade to community space, beach and pathways Shared Path connection to Tyrolean and Kalkite is funded as part of the Jindabyne shared trail project SAP Masterplan proposes the development of a new recreational and environmental area. The concept includes a playground, open space, shelter and BBQ. Parking and lake access
Lions Park- Kalkite Street Playground BBQ, Picnic	Community Land; Public Recreation	0.2ha	Lions club	Under Capacity	Local	<ul style="list-style-type: none"> Playground condition is poor BBQ's rarely used Open space could be better utilised
Tyrolean Village Reserve Land Playground, shared path	Community Land; Public Recreation	1.4	N/A	Under Capacity	Local	<ul style="list-style-type: none"> Shared Path and foreshore erosion rectified by SHL shared Path proposed to form part of the Jindabyne shared path via connection with existing trails Area to become part of the Overall Jindabyne Foreshore Linear Park
Kokoda Memorial Park Land Playground, table	Community Land; Public Recreation	0.3ha	Jindabyne East Residential Committee	Under Capacity	Local	<ul style="list-style-type: none"> Playground in reasonable condition

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Kalkite Water intake land Playground	Council- Public Recreation	9.5ha	N/A		Local	<ul style="list-style-type: none"> Area at lot 155 located as potential trailhead for the proposed Lake Jindabyne shared trail extension Playground recently developed- good condition Community volunteer to mow the SHL foreshore land as this is a valuable open space area. Lack of understanding in community on land ownership and management of SHL foreshore
Linear and Linkage						
Mitchell Cct Park Land (Kosci rd to Gippsland) via Jindabyne sports ground Playground, share trail	Council- Community and operational- Public Recreation	7.25	N/A	Under Capacity	Local	<ul style="list-style-type: none"> Weed management an issue Shared trail is in reasonable condition but only provides an off-road access which is not inclusive for all abilities Regional Trails Masterplan recommends trail be maintained as a strategic off-road link

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Lake Jindabyne Foreshore-Townsend Street-Cobbon Crescent Trailhead and parking	Council-Community and operational-Public Recreation	0.8ha	N/A	Under capacity	Local	<ul style="list-style-type: none"> Under utilised due to lack of connectivity with the Lake Jindabyne Shared Trail Shared trail connection between Banjo Paterson Park and Cobbon Crescent is funded as part of the Lake Jindabyne shared trail project. This will only be possible if development consent is granted Snowy SAP Masterplan proposes this area become part of the extended Jindabyne foreshore linear park
Rushes Bay Avenue-East Jindabyne	Council community land; public recreation	0.4ha	N/A	Under capacity	Local	<ul style="list-style-type: none"> Provides public access to Rushes Bay beach area
Kosciuszko Rd (Jindabyne Verge Land)	Council-community Land- RE1 Public Recreation				Local	

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Lake Jindabyne Shared Trail Corridor (Hatchery Bay and Copper Tom) Shared trail	SHL- SP1 special activities	3.5ha	Jindabyne Trails Stewardship	N/A	District	<ul style="list-style-type: none"> Council current manage via license agreement with Snowy Hydro Maintenance is jointly managed with the Jindabyne Trail Stewardship Some sections of the trail network are in poor condition following high than average season rainfall and rising lake levels. Grant funding is allocated for trail upgrade and repair
Banksia Ave Kalkite	Council- public recreation	0.1		N/A	Local	
Natural Reserve						
Tyrolean/Mill Creek Reserve Shared trail network	Council- Community Land; RE2 Private Rec, R2 Low Density Res, RU1 Primary Production	130ha	Jindabyne Trails Stewardship	Under Capacity	District	<ul style="list-style-type: none"> Regional Trails Masterplan recommends completion of concept plan and construction of trail network for MTB, walking and running Area may undergo zone changes and is included in the SAP 16km foreshore linear park Trail condition is good. Trail upgrade and implementation of new concept is funded via Jindabyne shared trail project

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Undeveloped						
Twynam and Rawson St Park (T-shirt park)	Community Land RE1 Public Recreation	5.5	N/A		Local	<ul style="list-style-type: none"> • Open Space acquired from the High view Estate Development • Currently undeveloped • Proposed pathway linkages to Sport and Education precinct • Topography poses some challenges for development • Land is in reasonable condition
Nettin Cct and Barry Way	Community Land RE1 Public Recreation	0.8ha	N/A		Local	<ul style="list-style-type: none"> • Sometimes used for overflow parking from the Jindabyne Brewery
Lion Island	Crown- Public Recreation	0.8ha	N/A		Local	
East Jindabyne RFS land	Community Land RE1 Public Recreation	0.2ha	N/A		Local	

Bombala Inventory

Facility Name	Landowner/ Classification	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Showground						
Bombala Exhibition Showground Showground and exhibition buildings, sports ground, caretakers cottage	Council-operational land-public recreation	3.5	355 Committee: Blue Heelers, Show Society	At Capacity	District	<ul style="list-style-type: none"> Amenities good/reasonable condition; Caretaker Res incl. Garage reasonable/poor condition; Clubrooms excellent condition; Exhibition Hall reasonable condition; Grandstand Old good/reasonable condition; Horse Stables reasonable condition; Kiosk excellent/good condition; Restroom and Clinic reasonable condition; Storage Shed excellent condition Currently undergoing substantial maintenance and upgrades with grant funding.
Sports Ground						
Apex Park Sports field, Ginger Leigh Playground, shared path, Lions Park	Council-public recreation-tourist	3	Touch football; Lions club	Under Capacity	Local	<ul style="list-style-type: none"> Upgrade to playground being undertaken with addition of learner bike area
Bombala Tennis Courts	Council-community land- public recreation	0.4	Bombala Tennis Club	Under Capacity	Local	<ul style="list-style-type: none"> Tennis club have a 355 committee and are affiliated with NSW Tennis. Volunteers have undertaken the maintenance of the courts Courts require re-surfaces. Club are seeking Council support for grant funding

Facility Name	Landowner/ Classification	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Aquatic Facility						
Bombala Pool	Council- public recreation	2.3	Schools	Under Capacity	Local	<ul style="list-style-type: none"> In reasonable condition Grant funding committed for repair and maintenance Funds will not cover the cost of enclosing for year-round use
Natural Reserves						
Endeavour Reserve Lookout, shared trails	Council- Public recreation	49	Lions Club	Under Capacity	Local	<ul style="list-style-type: none"> Interest from Lions Club to develop a trail network. This is supported as a medium priority with the Regional Trails Masterplan Currently there are illegal mountain bike trails being built Encouragement for coordinated approach and formation of trail committee/ stewardship etc
Platypus Reserve Viewing platform, shared trail	Crown Public recreation	32	Bird watching	Under capacity	District	<ul style="list-style-type: none"> Access for buses is limited to reserve Viewing platform upgraded with grant funding Upgrade to signage and walking track recommended in Regional Trails Masterplan

Facility Name	Landowner/ Classification	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Park						
Bombala Racecourse	Crown- public recreation	146	Bombala race Club; camp draft and team penning	Under Capacity	District	<ul style="list-style-type: none"> • Finish box reasonable condition; Stewards Room excellent/reasonable condition; toilets reasonable condition • Jockey showers and amenities recently upgraded with grant funding-good condition • Desire to continue with upgrade to facility to continue accommodating events such as camp draft, team penning, all schools football tournament
Joseph Park Reserve Land Playground	Crown	0.7		Under Capacity	Local	<ul style="list-style-type: none"> • Playground is in poor condition
Bombala Railway Land	Transport for NSW	7.5	Railway 355 committee and Cooma/Monaro Railway Committee	Under Capacity	Local	<ul style="list-style-type: none"> • Maintained by Council and railway committee under license agreement with NSW Transport • Railway committee have a desire for further funding to undertake maintenance works and repair • Have affiliated with Cooma Railway committee and have a desire to re-instate the heritage rail
Bicentennial Park/ Riverside Park Shared path, gardens	Crown-public recreation	10.7	Bombala Rotary and Lions; Lavender committee	Under Capacity	District	<ul style="list-style-type: none"> • Toilet block- reasonable condition • Shared Path- good condition

Facility Name	Landowner/ Classification	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Part Exhibition Ground (Old Cattle Yards)	Crown-public recreation	1	355 Committee	Under Capacity	Local	<ul style="list-style-type: none"> Desire from committee to include Cricket nets at this location or develop overflow parking suitable for camper vans
Bombala Library Land	Council-community land, public recreation	0.8		Under Capacity	Local	<ul style="list-style-type: none"> Attached to bicentennial park
Lions Park- High St	Council-General Residential	0.45		Under Capacity	Local	<ul style="list-style-type: none"> Toilet block decommissioned Playground- poor condition Land area for sale

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Berridale Inventory

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Sports Ground/Showground						
Ray Goodman Oval Sports field- cricket pitch and nets, soccer field	Crown-Public recreation	2.1	Junior soccer- Cooma Tigers, Jindabyne mini-roos Monaro Cricket Association	Under capacity	District	<ul style="list-style-type: none"> Cricket nets- poor condition Soccer field and pitch- good condition Cricket club have desire for new pitch
Aquatic Facility						
Berridale Pool 25m outdoor pool, Playground	Council-public recreation	0.4		Under Capacity	District	<ul style="list-style-type: none"> Pool- reasonable condition
Park						
Berridale Lions Park Playground,	Council-public recreation	0.6	Berridale Lions Club	Under capacity	Local	<ul style="list-style-type: none"> Toilet block and playground recently upgraded- Good condition
Berridale Skate Park	Council-Operational land- village	0.2		Under Capacity	Local	<ul style="list-style-type: none"> Issues with concrete cracking Facility is in reasonable condition
Berridale Memorial Park	Council-Community land-Public recreation	0.2		Under Capacity	Local	
Kiparra Drive Park Land Playground	Council-Community land-Public recreation	0.2		Under Capacity	Local	<ul style="list-style-type: none"> Playground- reasonable condition

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
O'Brien Reserve BMX track, equestrian arena, dog obedience arena	Council- Community Land- Village	8.5	Monaro Equestrian Association (MEA), Berridale Bike Riderz, Monaro District dog obedience	At capacity	Local	<ul style="list-style-type: none"> • New clubhouse recently constructed to be shared by user groups- project led by MEA- excellent condition • License agreement for user groups currently in place but required updating • User conflict issues will be resolved through implementation of a management plan or update of license agreement • Project funded to upgrade the BMX track- currently poor condition • Fencing and arena for dog group- poor condition • Old toilet facilities- poor condition
Linear and Linkage						
Myack Creek Walk Concrete shared path	Council- Community Land- Village	2.1		Under Capacity	Local	<ul style="list-style-type: none"> • Parts of the shared path within flood zone- currently reasonable condition • Regional Trails Masterplan recommends reviewing the strategic connectivity and upgraded to meet cycling infrastructure standards as a low priority

Rural East Inventory

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Showground						
Delegate Showground Showground, sports field, tennis courts	Council	22	Delegate Pastoral & Agricultural Society, rugby union, Tennis Club	Under Capacity	District	<ul style="list-style-type: none"> • Grand stand- poor/very poor condition; Hall and amenities reasonable condition, Kiosk good condition, shed- excellent condition, toilets good condition • Tennis club have desire to upgrade court surface. Further community consultation is required with regard to surface type. Club are affiliated with NSW Tennis and have received advice on upgrade • Show Society have desire to install solar panels and upgrade toilets in pavilion, upgrades to hall • Camp draft and team sorting events require access to shower facilities • Uncertainty around annual maintenance donation from Council • Upgrade to supper room and condition complete

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Nimmitabel Showground Sports Field, showground, courts	Crown	7.4	Nimmitabel Show Society	Under capacity	District	<ul style="list-style-type: none"> kiosk poor condition, toilets reasonable condition, showbar- reasonable, pavilion-poor (funding for repair is grant funded) Second toilet block near entrance out of order. Current toilets inside pavilion are in reasonable condition Rabbit holes throughout cricket pitch, the showground however is in good condition. Organised sport not played due to ground condition Show society have desire to upgrade second toilet block for use. Events such as camp draft, team sorting require access to toilets and showers for their event
Sports Ground						
Nimmitabel Sportsground Sports field, outdoor court	Council-community land	1.2	Dalgety Cricket, school	Under capacity	Local	<ul style="list-style-type: none"> Kiosk- good condition, toilets-poor (recently vandalised) Lions Club have desire to encourage women's cricket for southern Monaro and completions with other districts/rural towns in the regions Lions Club have desire to assist with repair to toilet block

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Jerangle Tennis Courts	Crown	2.2	Jerangle Tennis Club	Used weekly by club	Local	<ul style="list-style-type: none"> Tennis courts in reasonable condition Club have requested further assistance with maintenance such as mower etc
Numeralla Tennis Courts Playground, courts, clubhouse	Crown-public recreation	5.5	Numeralla District Activities Inc.	Under Capacity	Local	<ul style="list-style-type: none"> Courts and clubhouse in reasonable condition Toilets- poor condition Playground- good condition NDAI have been maintaining the court however volunteer participation has dropped Discussions with Hall 355 committee with regard to management of tennis court has been undertaken
Numeralla Oval Sports field	Crown-public recreation	3.3	Numeralla District Activities Inc.	Under Capacity	Local	<ul style="list-style-type: none"> Not currently being sued for organised sport-formally cricket field Desire for use as event space or other activity

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Bibbenluke Oval – Kim Rutherford Sports field	Crown-public recreation	4.9	Bibbenluke Hall and Sports Oval 355	Under Capacity	Local	<ul style="list-style-type: none"> Grandstand- poor condition, kiosk-good/reasonable, toilets-poor condition Bibbenluke hall committee have desire to upgrade the grandstand Oval is not currently being used for organised sport School Rugby event has relocated to Bombala racecourse as there is access to higher quality amenities and showers
Mila Country Club	Council-operational	0.4	Mila Country Club 355	Under Capacity	Local	<ul style="list-style-type: none"> 355 committee have applied for grant funding to upgrade courts and construct a playground Clubhouse in reasonable condition
Park						
Delegate Memorial Park – BMX Land BMX, playground	Council-community land, village	0.5	Delegate Progress Association	Under Capacity	Local	<ul style="list-style-type: none"> Play equipment poor condition, toilets-poor condition, DPA have desire to upgrade playground and toilet. Fence near pump track has been funded
Black Lake Reserve– Boat ramp	Crown	48.155	Fly Fishing	Under capacity	Local	<ul style="list-style-type: none"> Toilet block- poor condition

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Nimmitabel Park Tennis, playground	Crown-public recreation	1.0	Nimmitabel Advancement Group; Lions Club	Under Capacity	Local	<ul style="list-style-type: none"> Tennis Clubhouse- good condition, court-reasonable condition Playground recently upgraded with tables and seating Community keen to see tennis courts upgraded. Currently no local active tennis club. Often used by school
Lake Williams - Nimmitabel Shared trail, gazebo, fitness stations	Crown-public recreation	1.182	Nimmitabel Lions; NAG	Under Capacity	Local	<ul style="list-style-type: none"> New toilets recently installed- excellent condition. Old toilets- poor condition Regional Trails Masterplan recommends investigation the trail around Lake Williams as a low priority. Cultural heritage and environmental assessments are required Lions Club and NAG have desire to repair gazebo, extend shared path, develop new playground and have an interpretive program. Have received funding for fitness stations
Cnr Clarke and Wolfe St	Crown	0.869			Local	

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Bill Jefferies Memorial Park	Crown-public recreation	4.409	Delegate Progress Association	Under Capacity	Local	<ul style="list-style-type: none"> Caravan park amenities and club shed- very poor condition, anglers club amenities poor condition Progress association have desire to upgrade amenities Show block is in reasonable condition however some issues with user pay system Drainage issues onsite Cricket field used for occasional social event however club currently travel to Bombala. Cricket nets are broken
Cathcart Park Land Playground, tennis court	Council-operational land, village	1.133		Under Capacity	Local	<ul style="list-style-type: none"> Playground in reasonable condition Tennis court amenities- very poor condition, courts poor condition Local community have run team sorting event at park
Kybeyan Recreation Reserve Tennis court, sports field	Crown-public recreation	2.1		Under Capacity	Local	
Natural Reserves						
Craigie Reserve Mila Rd	Crown-public recreation	1.8		Under Capacity	Local	<ul style="list-style-type: none"> No infrastructure

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Badja Reserve Numeralla Campground	Crown-public recreation	7.875	Numeralla District Activities Inc.(NDA)	Under Capacity	Local	<ul style="list-style-type: none"> New toilets installed near road-good condition. Lack of water supply to new toilets – no roof runoff collection to water tank – water is trucked in Over-night camping is unrestricted and has caused impact. Bollards to restrict access have been vandalised NDA have desire to work with landcare to undertake erosion control at river
Linear and Linkage						
Platypus Walk - Delegate	Crown & Delegate Public School	2.591		Under Capacity	District	<ul style="list-style-type: none"> Poorly maintained
Undeveloped						
Rock Flat Minerals	Crown	49			Local	
Cathcart Racecourse	Crown-public recreation	17.768		Under Capacity	Local	<ul style="list-style-type: none"> Public access to water for fishing No longer used as a racecourse
Cathcart Reserve	Crown-public recreation	3		Under Capacity	Local	

Canberra Corridor Inventory

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Sports Ground/Showground						
Bredbo Showground Showground/ equestrian, sports field	Crown-public recreation	8.0	Michelago Pony Club	Under Capacity	Local	<ul style="list-style-type: none"> Toilets- poor/reasonable condition, kiosk-good condition Currently no cricket however local desire to start up cricket club
Michelago Sportsground Tennis, Playground sports field	Crown-public recreation	2.6	Michelago Cricket Cub; school	Under Capacity	Local	<ul style="list-style-type: none"> Fishing clubhouse reasonable condition Tennis clubhouse poor condition Toilets (near tennis courts) reasonable condition Toilets- poor condition Playground condition

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Park						
Bredbo Centennial Park Tennis courts, sports field, playground, outdoor court (half court- netball/ basketball court)	Crown- public recreation	1.8	Touch football, tennis, Bredbo community committee	Under Capacity	Local	<ul style="list-style-type: none"> Toilets-poor condition, kiosk reasonable condition Tennis courts- reasonable condition. Club is currently not active but have desire to improve the court surface (issue with mould) and undertake further maintenance Recently received funds for park and gazebo upgrade Located in the centre of town, it is more utilised than the Showground. Community committee have desire to construct all accessible path, better arrangement/access to tennis courts for social games, shade for kids playground, formalise the trail to the river
Undeveloped						
Chakola	Crown-public recreation	0.5		Under Capacity	Local	

Eucumbene / Adaminaby Inventory

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Sports Ground/Showground						
Adaminaby Showground Sports Field, Pump Track, outdoor court	Crown-Public Recreation	5.1	Adaminaby Pony Club	Under Capacity	Local	<ul style="list-style-type: none"> • Amenities block- poor/ reasonable condition. Currently underutilised which presents lack of maintenance, particularly to plumbing. Vandalism is also an issue • BMX track and field- reasonable condition- issues with unauthorised grazing on sports field which impacts quality of field • Tennis court- reasonable condition- addition basketball hoop currently damaged • Coordination between volunteers/user groups with regard to maintenance/ mowing is required • Currently no organised sporting teams. Predominantly used by pony club • Pony club have desire to improve amenities and club room for their events

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Aquatic Facility						
Adaminaby Pool 25m outdoor playground	Crown-Public recreation	0.6		Under Capacity	Local	<ul style="list-style-type: none"> Swimming pool is in reasonable condition Seymore park Playground- Poor condition Desire to relocate facilities such as pump track, court/upgrade to playground to this location as it is central to residents and not on other side of highway
Park						
Barker St Park Playground, toilet	Crown-public recreation-plantation	1.7		Under capacity	Local	<ul style="list-style-type: none"> Playground recently upgraded- good condition Toilet block- poor/reasonable condition
Rainbow Pines Park Shelter/Picnic area	Crown-public recreation	0.15		Under Capacity	Local	
Old Adaminaby Park Shelter, benches, shared path, boat ramp	Crown-public recreation	0.5		Under Capacity	Local	<ul style="list-style-type: none"> No accessible path to toilet Boat ramp is in good condition however access and parking is not Funding was allocated for upgraded as identified in a better boating strategy Project has been put on hold as there are insufficient funds to design and complete construction to a quality standard
Anglers Reach Park Playground, toilet	Road Reserve	0.1		Under Capacity	Local	<ul style="list-style-type: none"> Playground and toilet block- poor/reasonable condition

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Frying Pan Dirt track- Shelter, benches	Crown- public recreation	0.6		Under Capacity	Local	
Undeveloped						
Chalker ST	Crown- Ru5				Local	
Lett St	Council-Ru5				Local	
Stoke ST	Crown-plantation- RU5				Local	
Proposed						
Lake Eucumbene Trail	SHL				Regional	<ul style="list-style-type: none"> Regional Trails Masterplan recommends pursuing a proposal for the development of the lake Eucumbene trail extending from Adaminaby to Providence portal as a low priority

Rural South West Inventory

Facility Name	Landowner	Area size (ha)	Key User groups	Usage assessment	Categorisation	Condition/issues
Showground						
Dalgety Showground Playground, tennis courts, showground, sports field-cricket	Crown	3.9	Dalgety Show Association, Dalgety Cricket club	Under capacity	District	<ul style="list-style-type: none"> Showground buildings and amenities poor/reasonable condition Show Society have desire to development shower amenities for events, and rectify drainage issues Monaro Cricket have desire to construct fencing Currently no tennis club-courts have recently been upgraded- some drainage/ surface issues-good condition
Park						
Dalgety River Side Park	Crown	0.68		Under Capacity	Local	<ul style="list-style-type: none"> Regional Trails Masterplan recommends reviewing, enhancing and maintaining the Dalgety Historic Town and River Walks as a low priority. Overgrown grass is an issue for dog walkers
Undeveloped						
Punt Hill Rd Dirt tracks, cleared land	Crown	0.4		Under Capacity	Local	
Numbla Vale Dirt tracks, cleared land	Crown	0.125		Under Capacity	Local	

Rural Facility Inventory Summary

Cooma				
Facility Type	Number	Total ha.	Sports	Hierarchy
Showground	1	8.7	League, tennis, touch	District 8.7ha
Sportsground	3	13.2	Soccer, 3 cricket, 1 union, 1 tennis	3 District 13.2ha
Parks	21	20.55	17 Playground	1 District 0.15ha 20 Local 20.3ha
Linear linkage	5	8.2		5 Local 8.3ha
Natural reserves	3	327	1 MTB*	1 Regional 175ha 2 Local 152ha
Undeveloped	11	46		11 Local 46ha
Aquatic	1			
Indoor court			Basketball, gymnastics	
Skate park	1			
Jindabyne				
Sportsground	1	5.5	Union, league, junior soccer, touch, cricket	1 District 5.5ha
Parks	10	67	7 Playgrounds	4 District 26ha 7 Local 41ha
Linear	6	16.6		1 District 3.5ha 5 Local 13.1ha
Natural reserve	1	130	1 MTB*	1 District 130ha
Undeveloped	4	7.3		4 local 7.3ha
Aquatic			1 Indoor	
Skate park	1			
Bombala				
Showground	1	3.5	Cricket, league, netball	1 District 3.5ha
Sportsground	2	3	Touch, tennis	2 Local 3.4ha
Aquatic	1			
Natural reserve	2	91		1 District 32ha 1 Local 60ha
Parks	7	166	3 playgrounds, 1 skate, 1 pump	2 District 156ha 5 Local 10.0ha

Berridale				
Sportsground	1	2.1	Junior soccer, cricket	1 District 2.1ha
Parks	5	10	2 Playgrounds	5 Local 9.7ha
Linear linkage	1	2.1		1 Local 2.1ha
Aquatic	1			
Rural East				
Sportsground (includes 2 tennis court)	6	17.5	2 tennis, cricket	6 Local 17.5ha
Showground	2	29.4	Rugby, 2 x tennis, 1 outdoor court	2 District 29.4ha
Parks	8	9	3 Playgrounds	8 Local 9.13ha
Linear	1	2.5		1 District 2.5ha
Natural reserve	2	10		2 Local 10ha
Undeveloped	3	69.7		3 Local 69.7ha
Canberra Corridor				
Showground	1	8	Equestrian	1 Local 8ha
Sportsground	1	2.6	Cricket, tennis, playground	1 Local 2.6ha
Parks	1	1.8	Playground, tennis, touch, half netball	1 Local 1.8ha
Undeveloped	1	0.5		1 Local 0.5ha
Eucumbene/Adaminaby				
Showground	1	5.1	Pump track, outdoor court/tennis, equestrian	1 Local 5.1ha
Aquatic	1			
Park	5	3	3 playgrounds	5 Local 2.8ha
Undeveloped	3	1.8		Local 1.8ha
Rural South West				
Showground	1	3.9	1 tennis, cricket, playground	1 District 3.9ha
Park	1	0.4		1 Local 0.4ha
Undeveloped	2	0.125		2 Local 0.125ha

*MTB = mountain biking

Sportsground	14	44ha	5 District 20.8ha; 9 Local 24ha
Showground	7	60	5 District 45.5ha; 2 Local 13ha
Park	58	277	7 District 182ha; 52 Local 94ha
Linear	13	30	2 District 6ha; 11 Local 23 ha
Undeveloped	23	125	23 Local 125ha
Natural reserve	8	558	1 Regional 175ha; 2 District 162ha; 5 Local 222ha

*MTB = mountain biking

Recreation Needs Survey 2019

Project Report

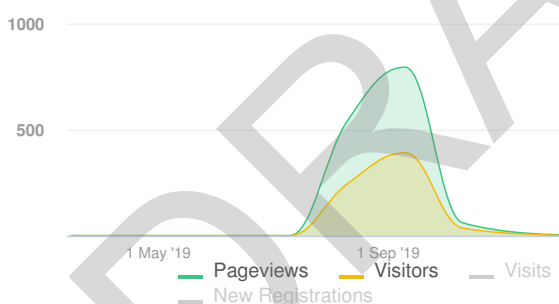
09 May 2017 - 24 November 2019

Your Say Snowy Monaro

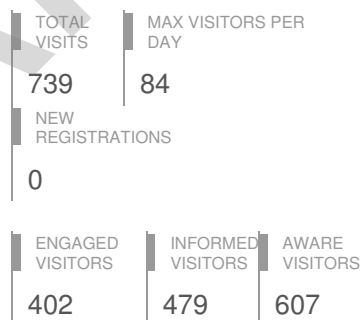
Help us plan the Snowy Monaro's recreational needs



Visitors Summary



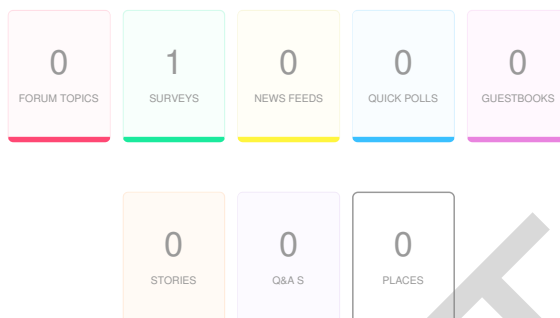
Highlights



Aware Participants	607	Engaged Participants	402		
Aware Actions Performed	Participants	Engaged Actions Performed	Registered	Unverified	Anonymous
Visited a Project or Tool Page	607	Contributed on Forums	0	0	0
Informed Participants	479	Participated in Surveys	1	0	401
Informed Actions Performed	Participants	Contributed to Newsfeeds	0	0	0
Viewed a video	0	Participated in Quick Polls	0	0	0
Viewed a photo	0	Posted on Guestbooks	0	0	0
Downloaded a document	0	Contributed to Stories	0	0	0
Visited the Key Dates page	2	Asked Questions	0	0	0
Visited an FAQ list Page	0	Placed Pins on Places	0	0	0
Visited Instagram Page	0	Contributed to Ideas	0	0	0
Visited Multiple Project Pages	110				
Contributed to a tool (engaged)	402				

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

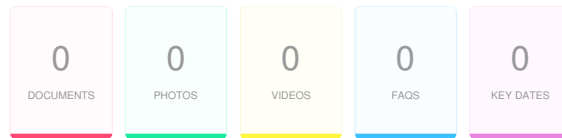
ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Snowy Monaro recreation needs	Archived	510	1	0	401

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Key Dates	Key Date	2	2

DRAFT

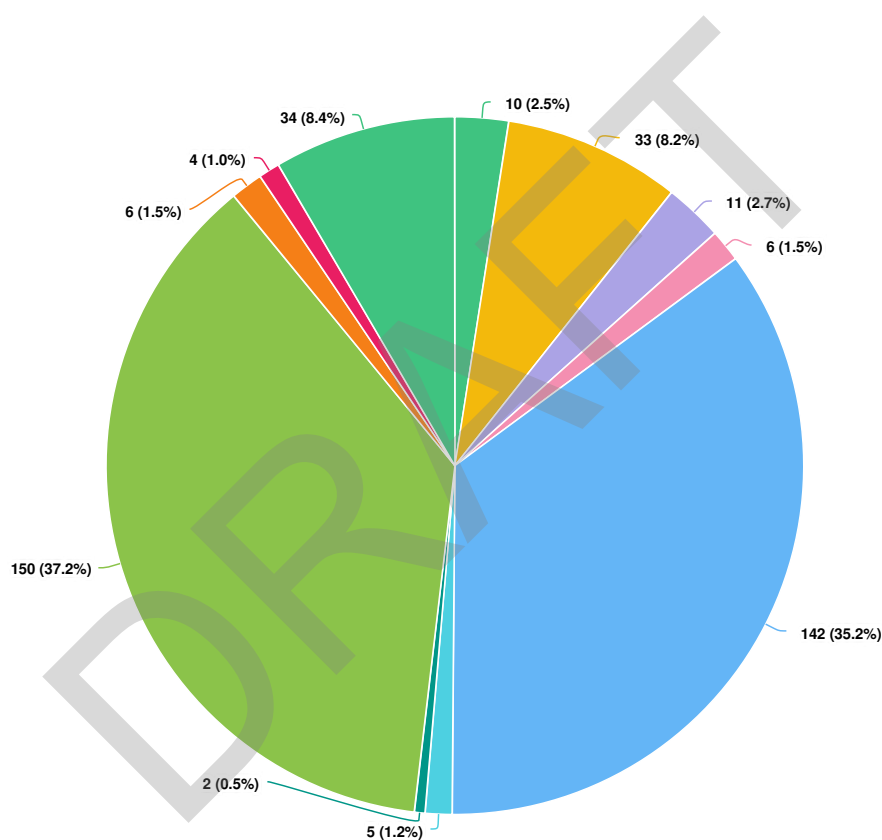
Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

ENGAGEMENT TOOL: SURVEY TOOL

Snowy Monaro recreation needs

VISITORS	510	CONTRIBUTORS	402	CONTRIBUTIONS	423
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1. Where in the Snowy Monaro do you live?



Question options

- Adaminaby ● Berridale ● Bombala ● Bredbo ● Cooma ● Dalgety ● Delegate ● Jindabyne
- Michelago ● Nimmitabel ● Other

Optional question (403 responses, 20 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

2. Are you completing this survey for you as an individual or for your household/family?



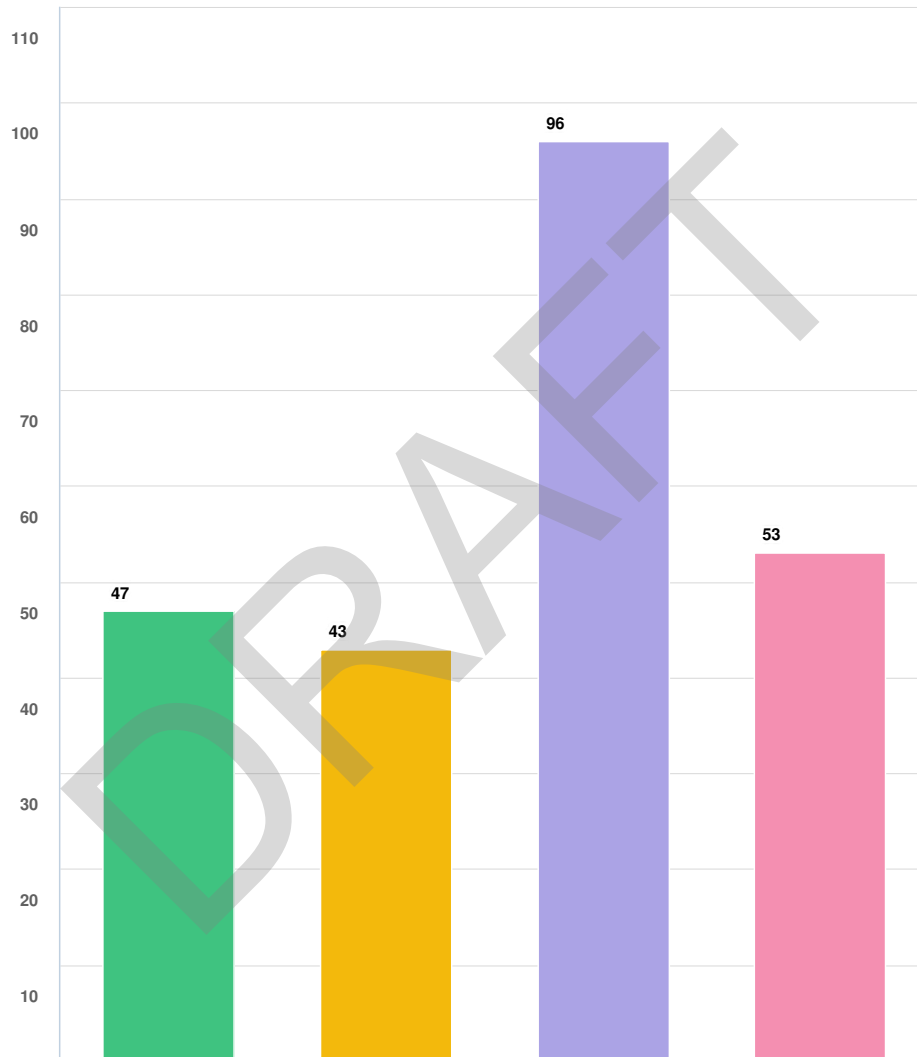
Question options

● Individual ● Household

Optional question (417 responses, 6 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

How many people are in your household



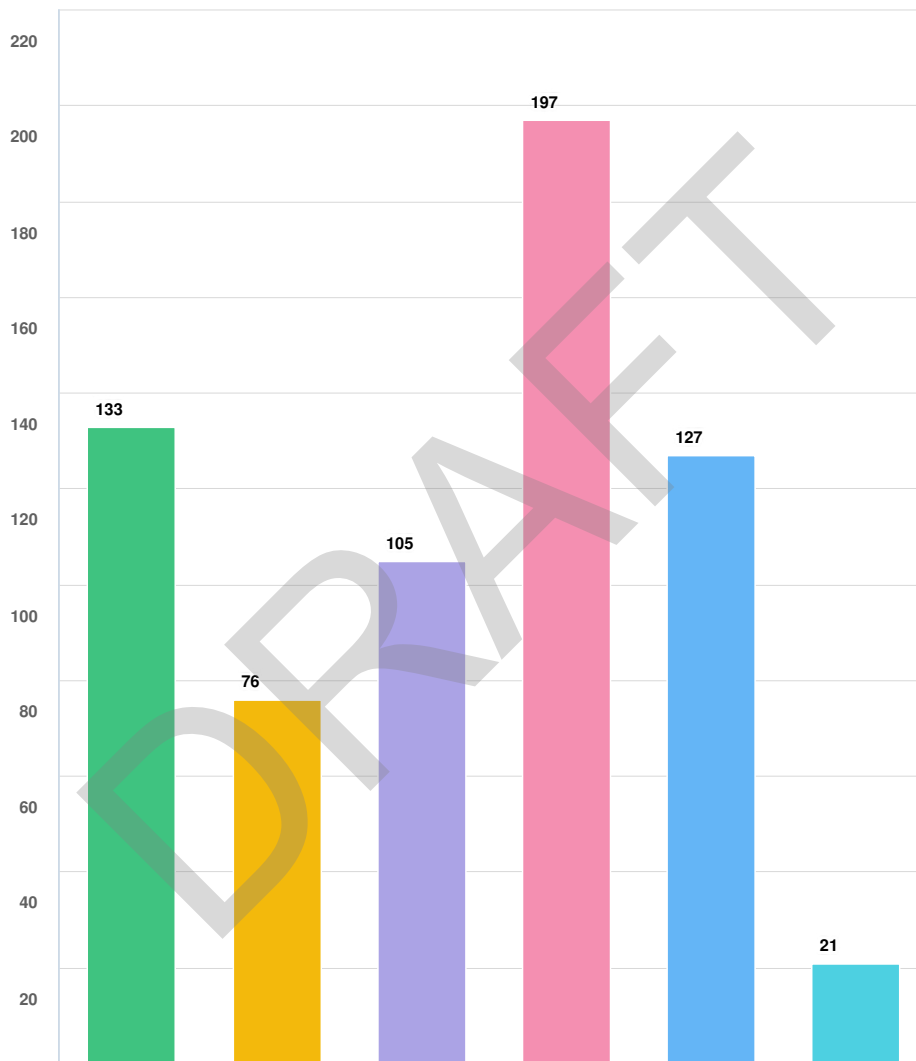
Question options

- 2
- 3
- 4
- More than 4

Optional question (239 responses, 184 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

3. Which age bracket(s) do you and if applicable your household/family fall under?



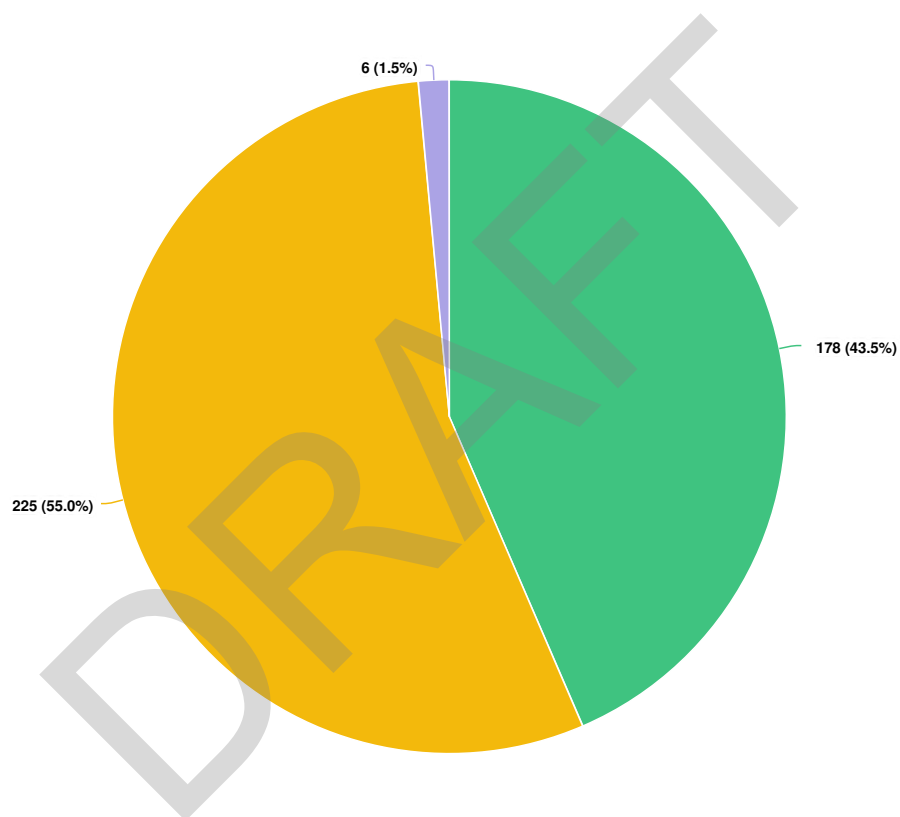
Question options

Under 12 12-18 19-34 35-50 51-70 70 plus

Optional question (417 responses, 6 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

4. What is your gender?



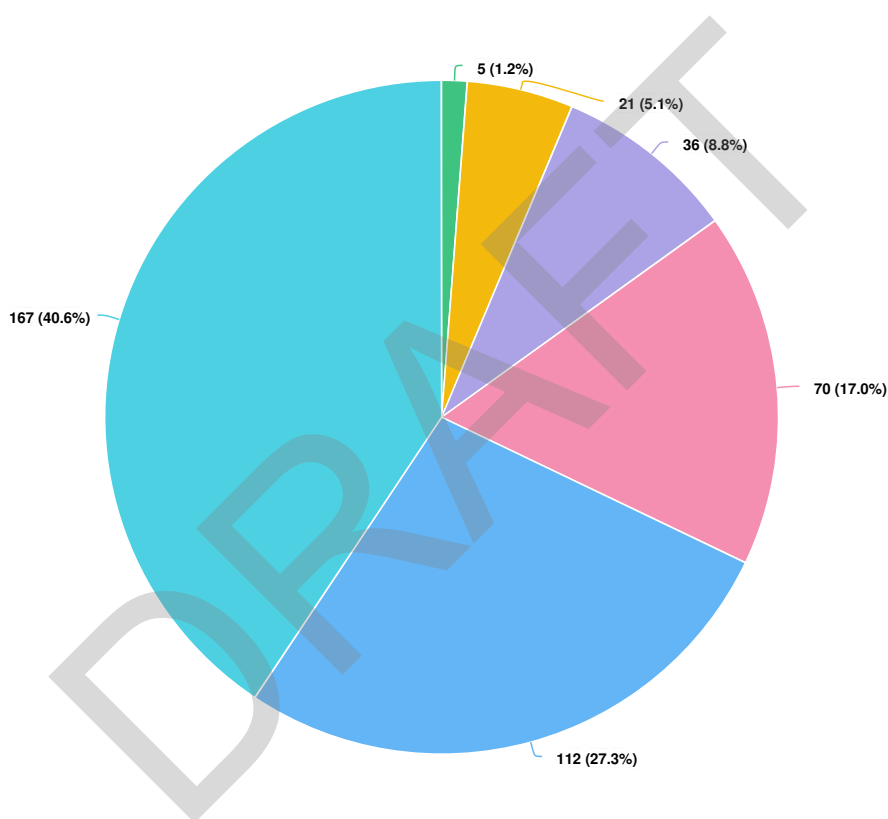
Question options

● Male ● Female ● Other

Optional question (409 responses, 14 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

5. How long have you lived in the Snowy Monaro Region?



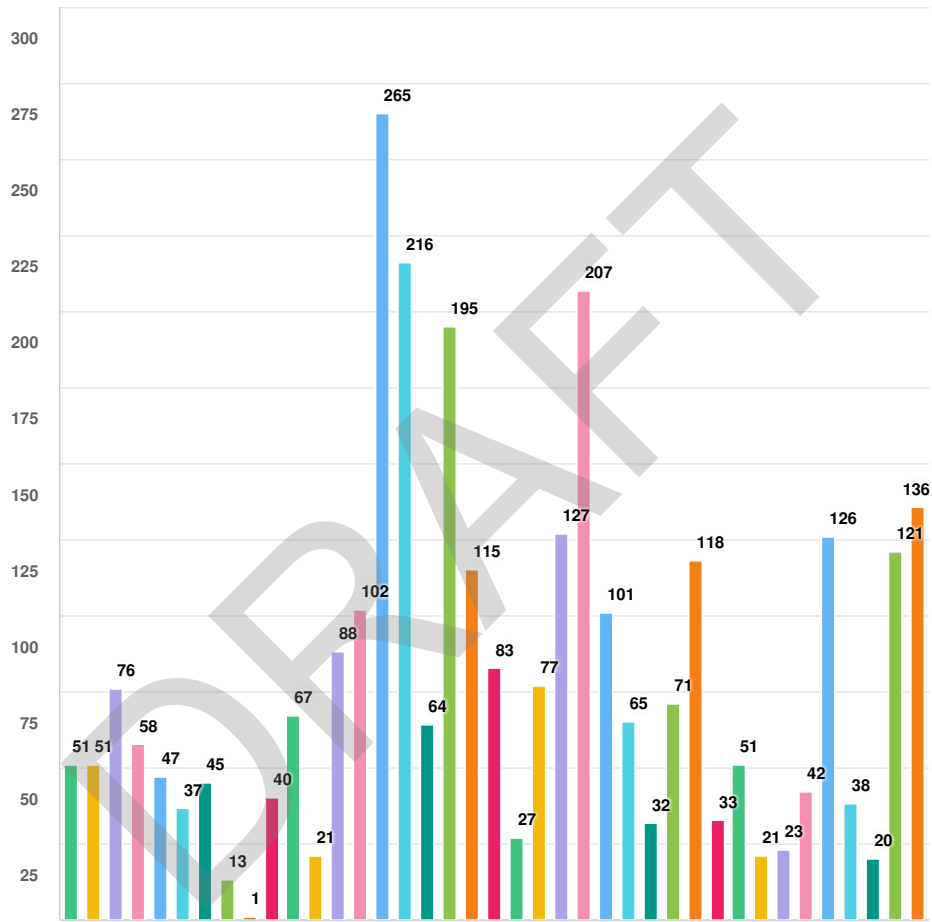
Question options

Less than 6 months 6 months to 2 years 2-5 years 5-10 years 10-20 years longer than 20 years

Optional question (411 responses, 12 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

**6. Which recreation activities do you participate in within the Snowy Monaro Region?
 Choose as many that are applicable.**



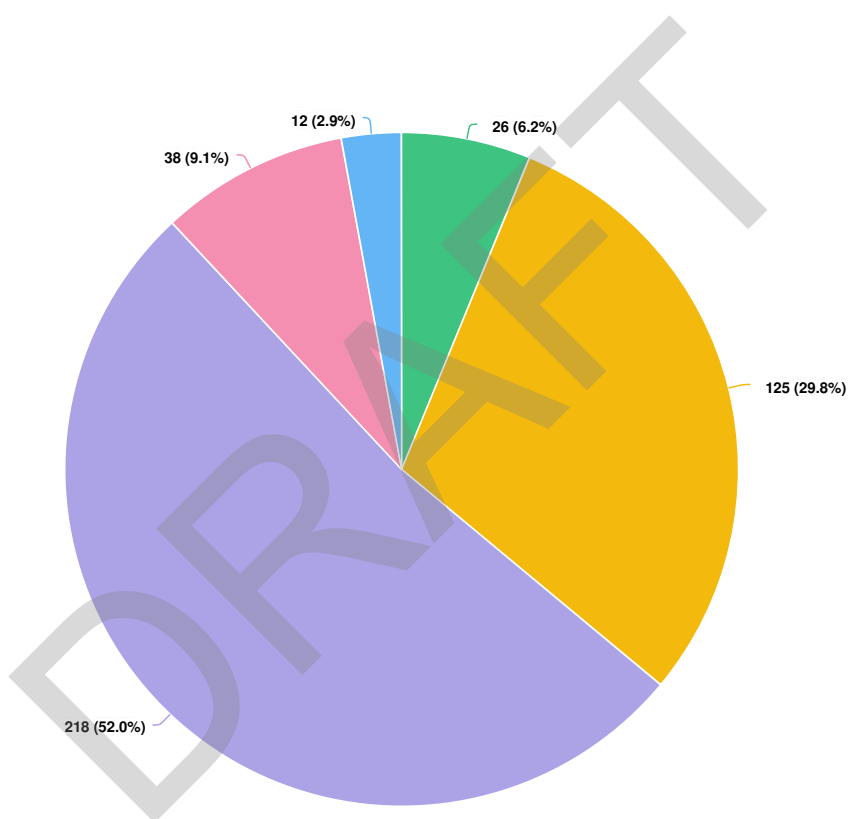
Question options

- Basketball
- Netball
- Soccer
- Touch Football
- Cricket
- Rugby Union
- Rugby League
- AFL
- Hockey
- Athletics
- Gymnastics
- Martial Arts/Karate/Judo
- Tennis/Squash
- Running
- Walking
- Swimming
- Group exercise/Bootcamp
- Hiking/Bushwalking
- Yoga/Pilates
- Skate boarding/Scootering
- BMX
- Cycling (road)
- Cycling (recreational/shared paths)
- Mountain Biking
- Golf
- Dancing
- Lawn Bowls
- Horse riding
- Fishing
- Sailing
- Water Skiing
- Dragon Boating
- Pony Club
- Shooting
- Gardening
- Bird Watching
- Darts
- Gym/fitness classes
- Use of play equipment

Optional question (421 responses, 2 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

7. Thinking of your top three recreation activities/sports, how far would you be willing to travel at least once a week to use a facility or join a club sport competition (Refers to home ground not away game)?



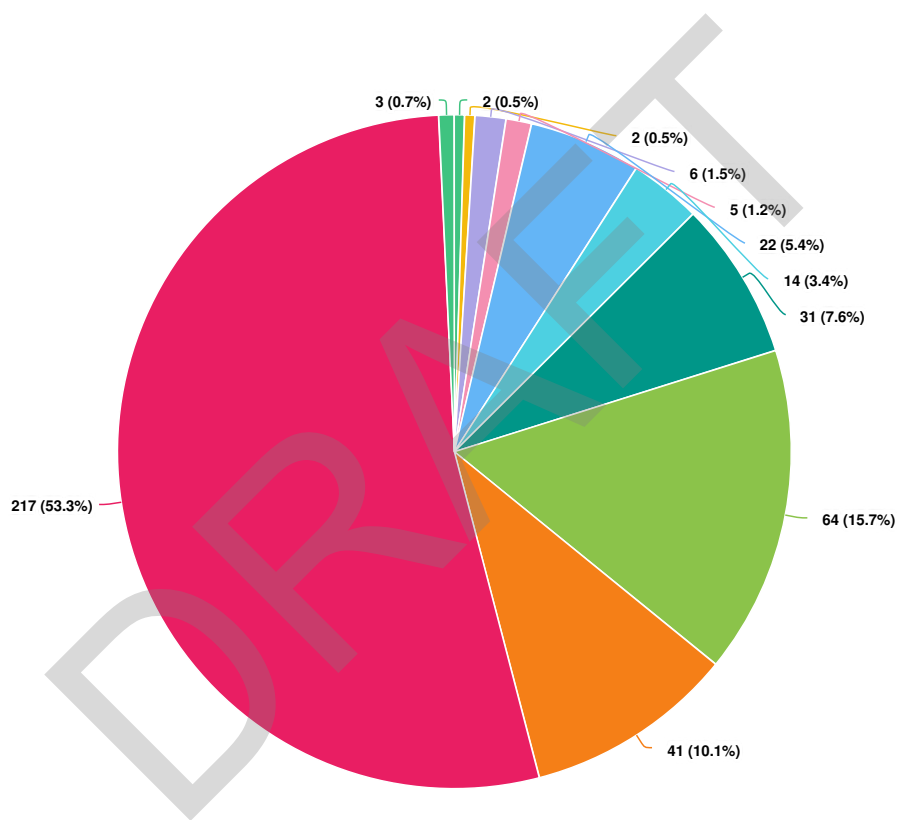
Question options

● Within walking or cycling distance ● < 10 minutes drive ● < 1 hour drive ● 1-2 hour drive ● Over 2 hours drive

Optional question (419 responses, 4 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

8. On a scale of 1 to 10 (1 being least important and 10 being extremely important) how would you rate the importance of access to good recreational facilities in your decision to live in the Snowy Monaro Region?



Question options

- 1 (least important)
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 (extremely important)
- I don't know

Optional question (407 responses, 16 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

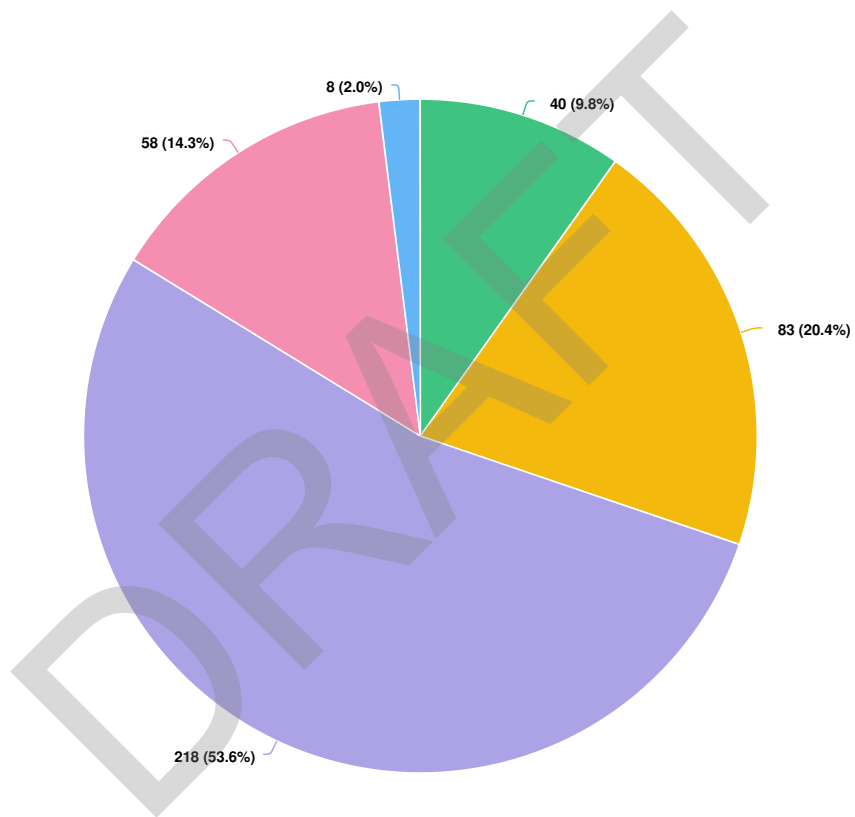
9. What would be your top five (5) recreation priorities that you would fund as new or improved facilities over the next 10 years? (1 being the most important)

OPTIONS	AVG. RANK
Mountain Bike Trails	3.35
Swimming Pools	3.47
Shared Paths	3.52
Golf Courses	4.59
Basketball Courts	5.22
Skate Parks	5.33
Sports Fields-Rugby Union/League	5.57
Gymnastics	5.73
Fitness Stations	5.85
BMX/Pump Tracks	5.87
Tennis Courts	5.93
Boat/Vessel Ramps	6.31
Sports Fields-Athletics	6.31
Sports Fields-Cricket	6.59
Netball Courts	6.72
Sports Fields-Soccer	6.75
Equestrian Facilities	7.29
Squash Courts	7.91
Shooting Range	8.65
Sports Fields-AFL	9.90
Martial Arts	10.13
Sports Fields-Touch Football	10.21
Sports Fields-Hockey	12.47

Optional question (411 responses, 12 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

11. How would you rate the overall quality of all the recreation facilities that you use in the Snowy Monaro? (1 being poor, 5 being great)



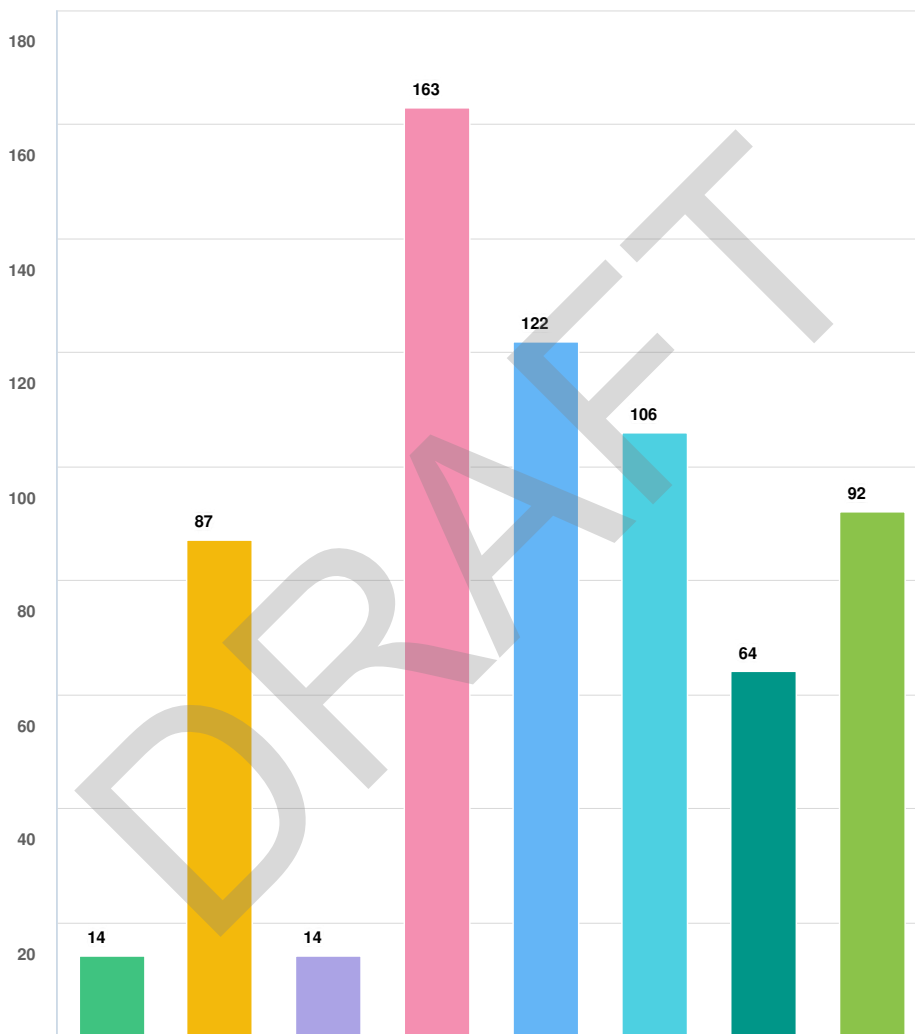
Question options

● 1 (Poor) ● 2 ● 3 ● 4 ● 5 (Great)

Optional question (407 responses, 16 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

12. Which of the following swimming pools do you use?



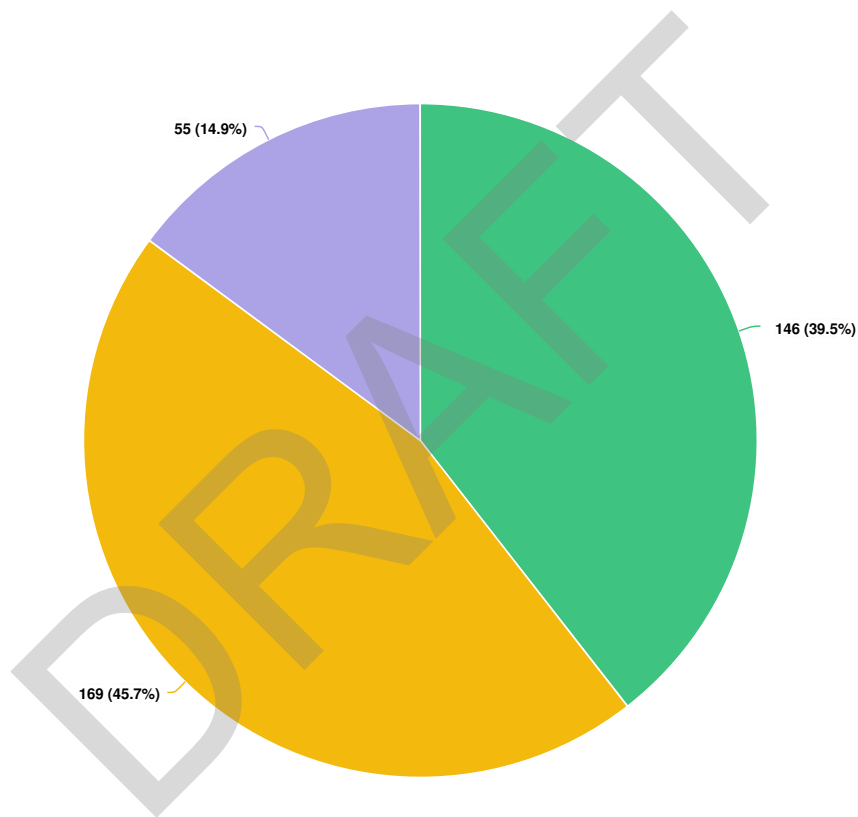
Question options

- Adaminaby
- Berridale
- Bombala
- Cooma
- Jindabyne
- Thredbo
- Cooma Hospital Hydrotherapy Pool
- I don't use the pools'

Optional question (418 responses, 5 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

13. Are you satisfied with the current opening hours and season length of the pool(s) you use?



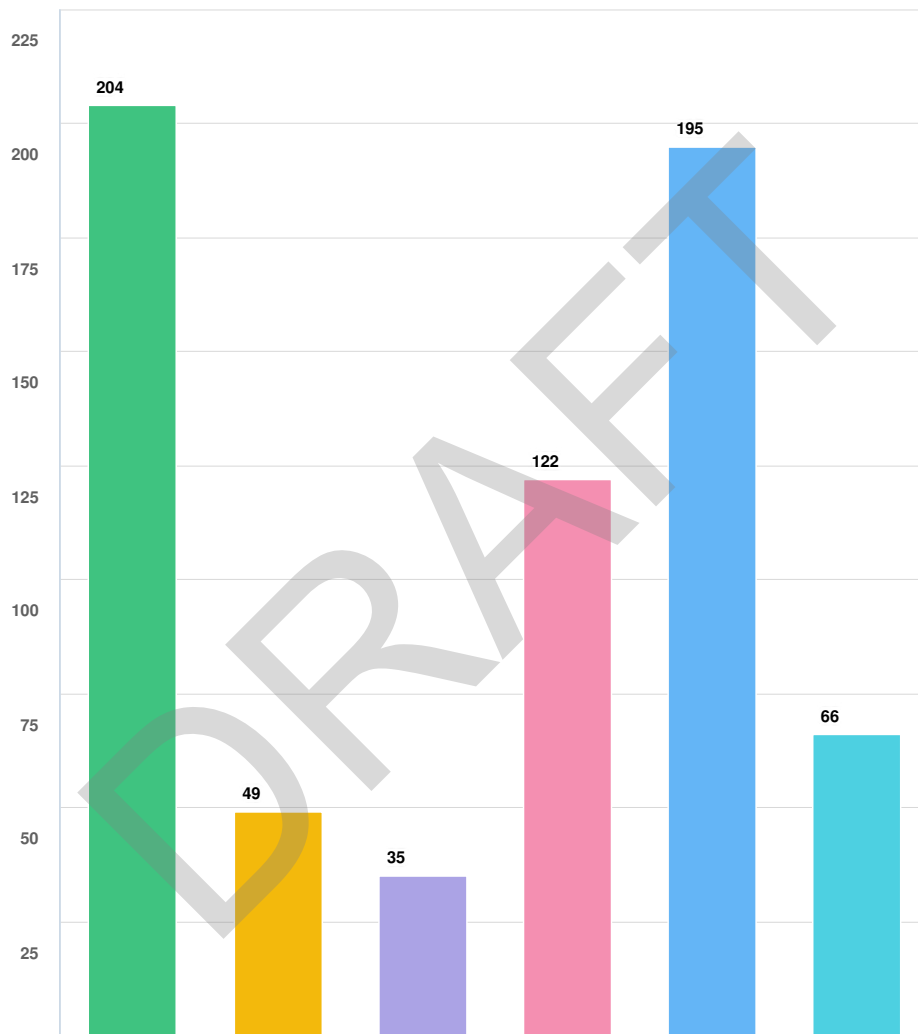
Question options

● Yes ● No ● I don't use the pool

Optional question (370 responses, 53 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

14. What do you use the pool for?



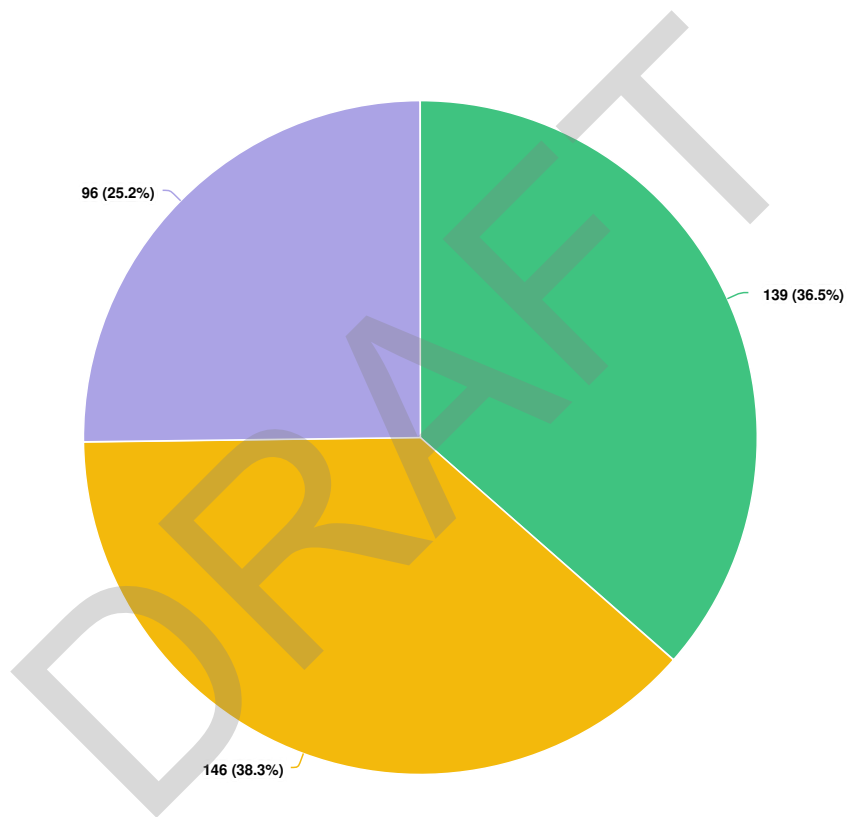
Question options

- Fitness/laps
- Rehabilitation
- Squad training
- Swimming lessons
- Recreation/social
- I don't use the pools

Optional question (389 responses, 34 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

15. Would you be willing to pay higher entry fees to assist in longer operating hours and extended swimming seasons?



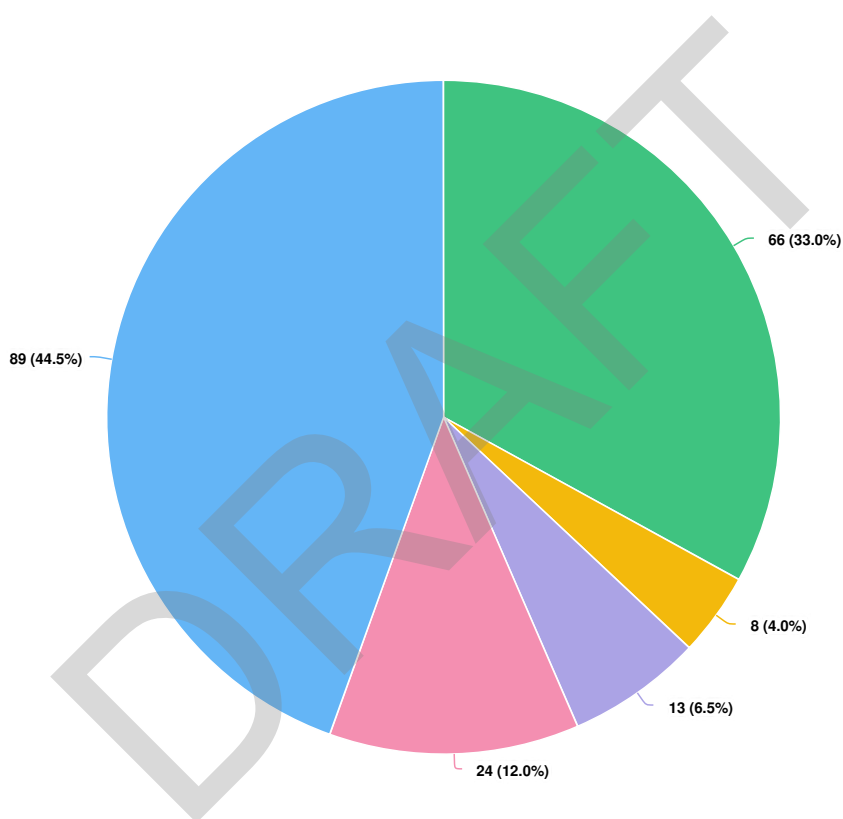
Question options

Yes No Undecided

Optional question (381 responses, 42 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

Based on what you currently pay, how much extra would you be willing to pay?



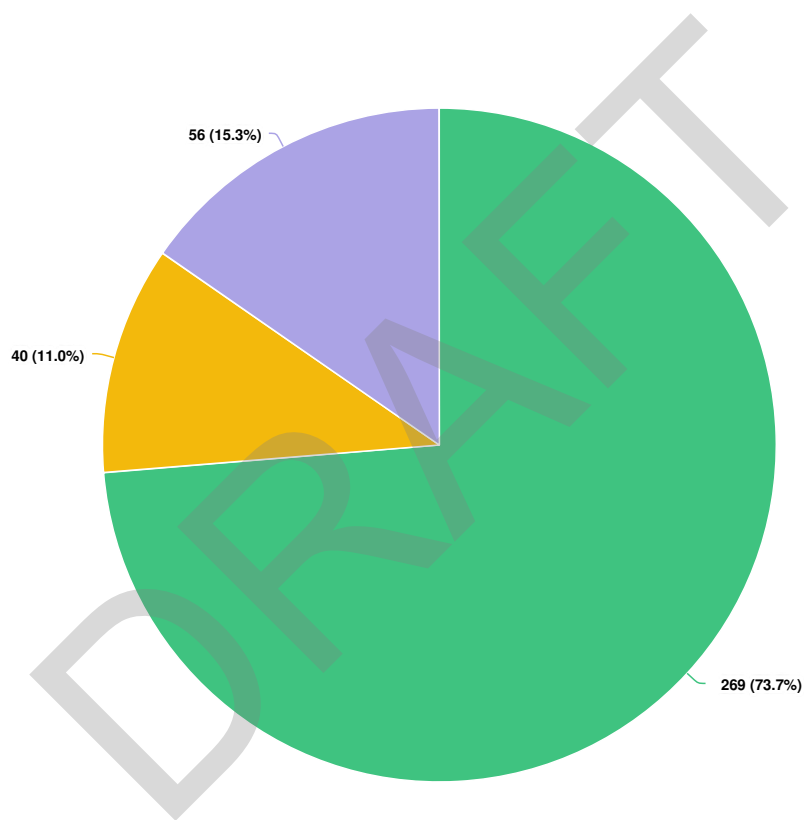
Question options

Up to 10% increase Up to 15% increase Up to 20% increase Whatever it costs Up to 5% increase

Optional question (200 responses, 223 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

16. Would you want to see other multi-use amenities and facilities included at the swimming pools



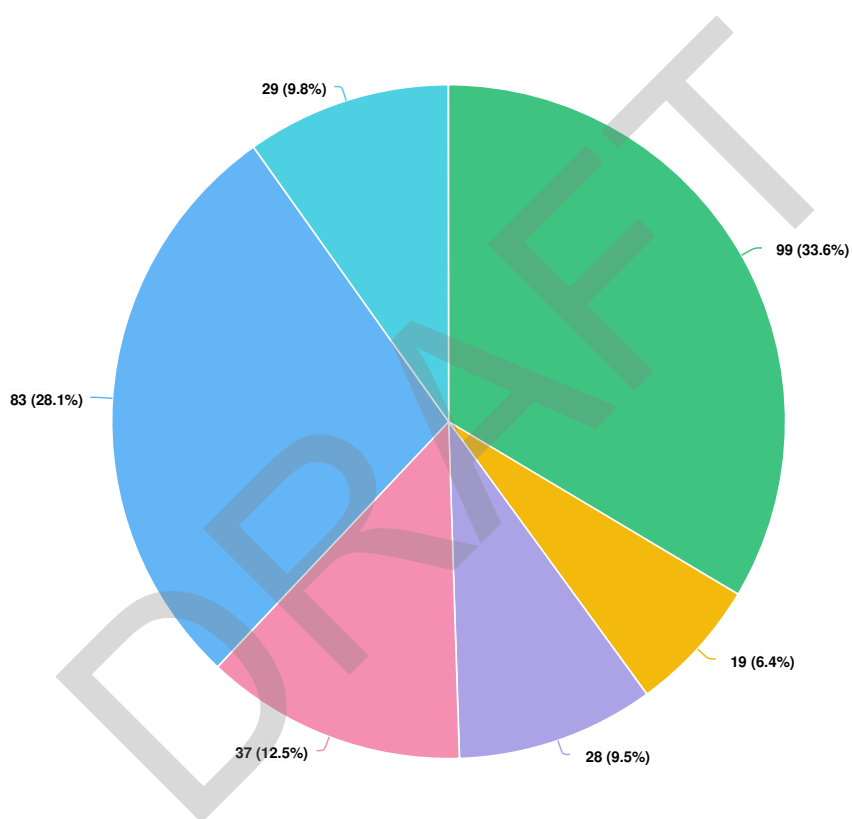
Question options

Yes No Undecided

Optional question (365 responses, 58 skipped)

Your Say Snowy Monaro : Summary Report for 09 May 2017 to 24 November 2019

What co-located amenities would increase the likelihood of you using the pool?



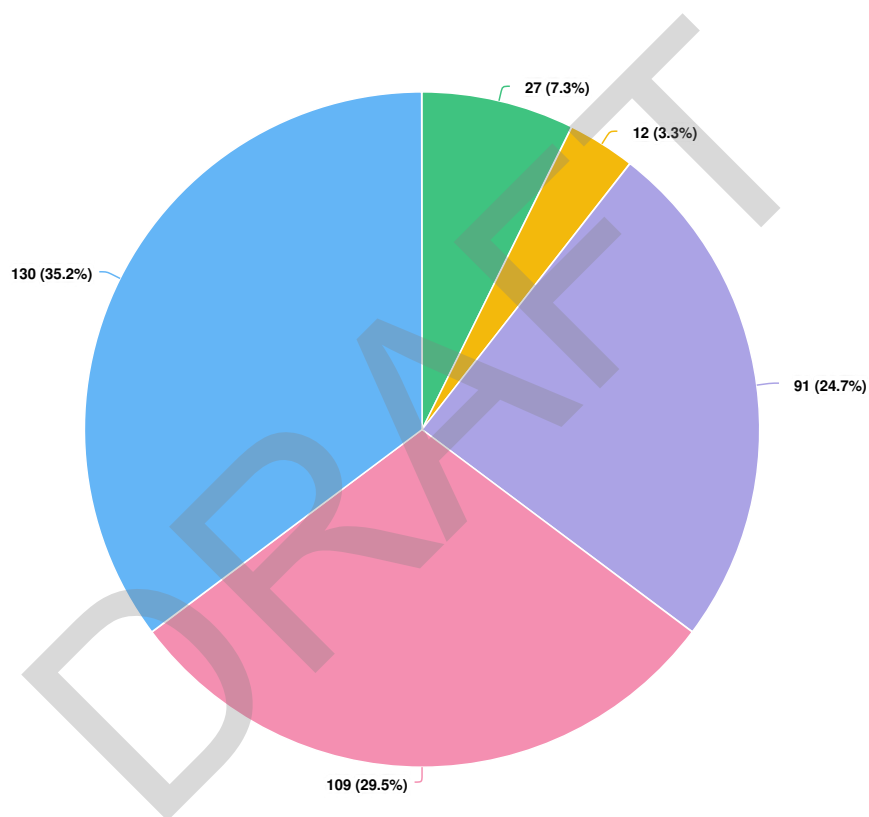
Question options

Gym Health professions - e.g physio Cafe Children's outdoor playground Aqua play Other

Optional question (295 responses, 128 skipped)

Your Say Snowy Monaro: Summary Report for 09 May 2017 to 24 November 2019

17. Both Bombala and Cooma Swimming pools have received grant funding for an upgrade. If the pool could be used at any time of the year, how often would you go?



Question options

- Summer only - occasionally
- Summer only - regularly
- Year round - occasionally
- Year round - regularly
- I don't use either of these pools


Optional question (369 responses, 54 skipped)

Further Information


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

For further information visit:

 www.snowymonaro.nsw.gov.au

 Snowy Monaro Regional Council

 @snowymonaroregional Council

 Snowy Monaro Regional Council

Your Feedback

A copy of this Plan can be obtained from Council's website: www.snowymonaro.nsw.gov.au

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

Contact Us

Phone: 1300 345 345

Post: PO Box 714, COOMA NSW 2630

Email: Council@snowymonaro.nsw.gov.au

Council Offices

Head Office | 81 Commissioner Street, Cooma NSW 2630

Berridale | 2 Myack Street, Berridale NSW 2628

Bombala | 71 Caveat Street, Bombala NSW 2632

Jindabyne | 2/1 Gippsland Street, Jindabyne NSW 2627

9.3.4 INFRASTRUCTURE STUDY - ACCEPTANCE OF FUNDING

Record No: I23/67

OFFICER'S RECOMMENDATION

That Council

- A. Accept the funding amount of \$220,000 under the NSW Government's Regional Housing Strategy Fund;
- B. Allocate \$80,000 to the 2022/23 budget and the remaining \$140,000 to the 2023/24 budget; and
- C. Add the preparation of an Infrastructure Study to Council's 2022-26 Delivery Program and 2022-23 Operational Plan.

ISSUES

There are growth pressures expected to impact on Berridale and Kalkite. Strategic land use planning has identified that significant change will occur and infrastructure in place will not be sufficient.

On 14 December 2022 the NSW Government advised that Council has been successful in securing \$220,000 to fund an infrastructure study for Berridale and Kalkite under the Regional Housing Strategy Fund.

The scope of works to be delivered is to develop an infrastructure study for Kalkite and Berridale, to provide clear recommendation for the growth and development of these districts over the next 20 years.

The project will include at a minimum;

- Investigation and analysis of infrastructure capacity and constraints, with recommendations for required upgrades over the forward planning horizon.
- Recommendations for Water Sensitive Urban Design and stormwater harvesting in upgraded and new stormwater infrastructure.
- Preparation of conceptual designs and costings for upgrade of Kalkite Road for access and bushfire safety.
- Preparation of conceptual designs and costings for upgrade of Berridale Sewerage Treatment Plant.
- Preparation of a Stormwater Management Strategy for Berridale and Kalkite.

RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Asset Management	Medium	Low	Yes
Economic Activity	Medium	Low	Yes
Environmental Security	Medium	Low	Yes
External Political Environment	Low	Low	Yes

9.3.4 INFRASTRUCTURE STUDY - ACCEPTANCE OF FUNDING

Financial Sustainability	Medium	Low	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

There is a low risk in accepting this funding. The funding will allow Council to forward plan infrastructure required to allow for expected growth and development and identify sustainable funding options for infrastructure upgrades and delivery.

FINANCIAL IMPACTS

	Amount	Details
Operational Investment	\$200,000	Grant funding provided to deliver project less amount expected on GST.
Capital Funding Source	\$220,000	Grant funding received from NSW Government Regional Housing Strategy Fund.

The grant funding provides an amount specifically to deliver a one off operational project identified in Council's Local Strategic Planning Statement. The outcomes of the project are expected to result in financially sustainable outcomes for infrastructure delivery including amendments to Development Contributions Plans and information to support grant funding applications.

RESPONSIBLE OFFICER: Team Leader Strategic Planning

OPTIONS CONSIDERED

The funding is an allocation that will make a significant contribution to delivering vital strategic planning for Berridale and Kalkite. Accepting this funding to delivery this project is expected to result in financially beneficial outcomes to infrastructure delivery.

The alternative option is not to accept the funding and either fund the investigations from Council's own funds or not undertake the strategic work. Not undertaking the work it considered to have longer term negative impacts as it will require developer to undertake their own works to provide solutions as individual development occurs. this risks an ad-hoc approach and implementation of poor infrastructure outcomes. Undertaking the planning from Council's own funds would overcome that issue, but increases the costs to the community.

IMPLEMENTATION PLANS

Implementation of the recommendations will be through signing of the funding agreement and adding the program to Council's 2022-2026 Delivery Program and 2023-2024 Operational Plan.

EXISTING POLICY/DECISIONS

The proposed infrastructure study will directly deliver several actions from Council's Local Strategic Planning Statement including:

- 12.3 - Council will evaluate infrastructure needs for growing communities such as Jindabyne and Berridale and work with the NSW Government to provide the required infrastructure for growing communities, creating a more prosperous and connected town.
- 12.4 - Council will plan for and encourage growth in areas with infrastructure capacity through strategic planning documents such as the Settlements Strategy.
- 12.6 - Council will work with electricity providers to investigate the most effective means of increasing system capacity in Berridale.
- 12.7 - Council will investigate upgrade options for Berridale's sewerage treatment plant for anticipated growth levels.

BACKGROUND

Nil

ATTACHMENTS

Nil

9.3.5 EPA FOGO GRANT

Record No: I23/34

OFFICER'S RECOMMENDATION

That Council:

- A. Accept the EPA Food Organics and Garden Organics (FOGO) Grant.
- B. Include budget adjustments to recognise an additional \$467,575 to the Cooma compost facility upgrades, funded 100% from the grant funds, with staff to determine the costing once planning for the FOGO roll out is completed.

ISSUES

Cooma is currently the only town within the SMRC LGA that has a dedicated FOGO collection service. The rollout of FOGO LGA-wide has been approved as part of the Waste Management Strategy report (WMS) as one of the strategies to divert more waste from landfill.

The NSW Government has introduced requirements for councils to provide food and garden waste collections to all NSW households by 2030 and for large food waste generating businesses to source separate food waste by 2025. This grant supports Snowy Monaro Council in meeting this requirement. Acceptance of EPA's funding deed commits SMRC to rolling out FOGO LGA-wide.

Opportunities are available now, with early movers seen favourably with the grant funding body. Funding was sought for aspects of the project where sufficient information was available to support an application and those works could be undertaken within a reasonable timeframe.

RISK ASSESSMENT

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

The primary risk associated with the FOGO project is funding. The grant will partially cover SMRC's costs to roll out FOGO.

This funding will be combined with existing funding from the waste fund for upgrades to the Cooma Compost facility and other funding will be sought where possible.

FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	N/a	
Estimated Annualised Net Cost	N/a	
Capital Investment	\$365,256	Roll out FOGO bins & kitchen caddies
Capital Funding Source	\$467,575	EPA Funding

Work is still underway to fully cost the service provision for the roll out of FOGO to meet the mandated requirements as part of the ongoing planning work for this project. The service currently operates at a base level to service households in Cooma only.

RESPONSIBLE OFFICER: Chief Strategy Officer

OPTIONS CONSIDERED

Due to the LGA-wide rollout of FOGO being part of the Waste Management Strategy this is the option being considered and planned for.

The option is not to accept the grant. This will mean that the items covered under the grant will need to be funded from Council's available funding. This will increase the long term cost to the users.

IMPLEMENTATION PLANS

Review Funding Deed > Sign Funding Deed > roll out bins, kitchen caddies, and education campaign following the expansion of the Cooma Compost Facility at Cooma Waste Management Centre.

EXISTING POLICY/DECISIONS

"FOGO Collection Service Expansion" is specified as a recommended waste service key action in Table 2 on Page v of the Waste Management Strategy.

NSW government's new Waste and Sustainable Materials Strategy includes a target to "halve the amount of organic waste sent to landfill by 2030" with the implementation of FOGO across the state considered a key strategy to supporting this deliverable.

BACKGROUND

In Q4, 2022 SMRC applied for a grant with the EPA for funding to move towards the rollout of FOGO to the remainder of the LGA. This will allow Council to start implementing the collection systems to meet the legislative requirements and strategic goal without these costs having to come from the service users.

In Q1 2023 the EPA announced that SMRC had been successful and would receive \$467,575 in funding to rollout bin and kitchen caddy distribution and to fund an educational campaign.

Council rolled out a kerbside FOGO collection service to the Cooma township a number of years ago with intention to expand FOGO to the entire LGA with lessons learned from the Cooma rollout. The quantity of compostable FOGO produced by Cooma residents totals the maximum amount of compostable putrescible waste that Cooma Waste Management Facility can process under our existing EPA license. There is a project associated with the LGA-wide FOGO rollout to expand the composting facility at Cooma to enable the processing of FOGO for all residents, this project is currently in the planning stage.

ATTACHMENTS

1. Waste Management Strategy

Snowy Monaro Regional Council

Waste Management Strategy

Final

7 October 2021



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Disclaimer

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Strategy at a glance

Where we are today

- Snowy Monaro Regional Council (SMRC) is a Local Government Area (LGA) in the Snowy Mountains and Monaro regions of South Eastern NSW. It is home to an estimated population of 20,795 people, residing in approximately 12,424 households.
- SMRC delivers a range of waste services that include kerbside waste collection, transfer stations, landfills, community recycling centres, tip shops, drop-off points for bulky items, annual household chemical drop-offs and illegal dumping management and compliance.
- Kerbside collection service varies based on area: Cooma township is provided with a 3-bin system (general waste, comingled recycling and food organics and garden organics (FOGO). Bombala, Jindabyne and other townships are provided with a 2-bin system (general waste and comingled recycling). SMRC also provides kerbside waste collection for businesses in the LGA, on an opt-in basis.
- SMRC generated close to 9,000 tonnes of domestic waste in 2019-2020. Of this, 35% was recycled.

Where we want to go

- It is projected that by 2036, SMRC will generate over 24,000 tonnes of domestic waste per year due to the rising population and trends in waste generation.
- SMRC aim to overcome challenges such as: resource recovery underperformance; the variation of services and facilities across the LGA; high costs associated with waste management; and improve accessibility and utilisation of waste services.
- The vision of SMRC is to unify the LGA, reduce the recycling gap and waste to landfill, and deliver cost effective waste services that meet the needs of the community. Strategic objectives translate the vision and themes into measurable goals (Figure 1).

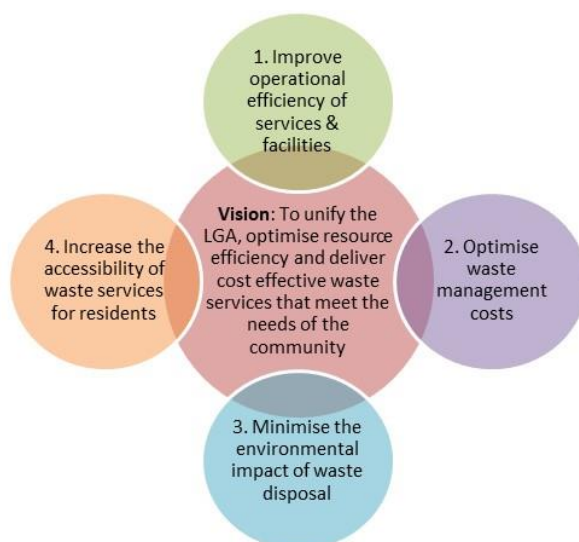


Figure 1 SMRC's waste strategy vision and themes

How we will get there

- Potential actions and options were identified to address the strategic objectives.
- Options analysed for Bombala landfill, the kerbside collection service, transport of recyclables service, local CDS capture and bulky waste collection were analysed and compared based on cost and effectiveness in addressing the strategy objectives.
- The costs, benefits, disadvantages and risks were considered to assess potential actions, such as expansion of collection services and upgrades to facilities and infrastructure.
- Transition rural residents from drop off waste services to collection services.
- Upgrade Bombala and Jindabyne to modern best practice transfer stations.
- Consolidate waste disposal to an upgraded Cooma Landfill.

How to measure success

- Monitoring and analysis measures, including Key Performance Measures, for each theme are outlined to measure progress towards implementing the recommended action plans.

How the strategy will be implemented

Recommended action plans for both waste infrastructure and services provide detailed steps for each potential action and option to be implemented in the short, medium and long term.

Further investigations are recommended for a number of initiatives to determine their suitability for SMRC.

Recommended Waste Action Plans

Below are the recommended major infrastructure and waste service actions for implementing SMRC's waste management vision and strategic objectives over the short term (1-5 years), medium term (5-10 years) and long term (10+ years) for waste services. Details of the recommended actions are provided in Table 23 and Table 24 of the strategy.

Recommended Waste Infrastructure Key Actions

Table 1 Waste infrastructure key actions

Action	Description
Landfills upgrade	<ul style="list-style-type: none"> • Construction of new landfill areas at Cooma landfill. • Integration of weighbridge data system into SMRC financial system. • Environmental upgrades at Cooma landfill.
Modern transfer stations upgrade	<ul style="list-style-type: none"> • Upgrade Bombala, Cooma and Jindabyne to modern transfer stations to provide a safer, easier and more efficient layout for source-separation and drop-off for residents and commercial users.
Conversion of drop off model service to collection & BOB service model	<ul style="list-style-type: none"> • Conversion from transfer stations to bank of bins and introduce half-yearly bulky waste drop offs.

Action	Description
Expansion of bank of bins	<ul style="list-style-type: none"> Expansion of BOBs in some locations.
Remediate legacy landfills and convert to emergency landfills where appropriate	<ul style="list-style-type: none"> Rehabilitation of sites. Progressive capping of current sites.
Upgrade collection trucks	<ul style="list-style-type: none"> Cooma collection truck upgrade to enhance fleet with additional side lift truck.
Review gate fee structure	<ul style="list-style-type: none"> Review of gate fee structure.

Recommended Waste Services Key Actions

Table 2 Waste services key actions

Action	Description
FOGO collection service expansion	<ul style="list-style-type: none"> Expansion of current residential FOGO service to all properties with a current 2-bin service within the LGA. Opt-in commercial FOGO service for businesses.
Expand kerbside collection service	<ul style="list-style-type: none"> Expansion of kerbside collection route across SMRC where applicable including but not limited to service to Numeralla. Establishment of BoBs at some locations.
Bulky waste – service on request for pensioners and disabled	<ul style="list-style-type: none"> Business case for the provision of bulky waste services. Provision of service to pensioners, disabled people and concession holders who may find transport of bulky waste to a landfill less accessible.
Mobile CRC	<ul style="list-style-type: none"> Mobile CRC for household problem waste.
Increase recycling of C&D waste	<ul style="list-style-type: none"> Targeted educational programs for construction entities to source separate C&D waste.
Implement recycling of difficult-to-recycle material	<ul style="list-style-type: none"> Increase recycling of difficult-to-recycle materials through targeted education and collection programs, e.g. polystyrene.
Local procurement of recycled materials	<ul style="list-style-type: none"> Increase local procurement of products with recycled content in construction and reduce use of virgin materials.
Support food rescue programs	<ul style="list-style-type: none"> Collection of quality surplus food from retailers and donation to dedicated charities.
Illegal dumping	<ul style="list-style-type: none"> Reduce illegal dumping through working with the Health and Environment Department within SMRC to educate and reduce illegal

Action	Description
	dumping through implementation of an illegal dumping awareness campaign, including dob-in-a-dumper, and data collection
Disability employment opportunities	<ul style="list-style-type: none">Investigate whether ScrapMart tip shops are suitable to provide employment opportunities for local people with disability.

Glossary

Terminology	Description
ABS	Australian Bureau of Statistics
ACT	Australian Capital Territory
AWT	Alternative Waste Treatment
CRJO	Canberra Region Joint Organisation of Councils
CDS	Container Deposit Scheme
CPI	Consumer Price Index
CRC	Community Recycling Centre
EPA	NSW Environment Protection Authority
EPR	Extended Producer Responsibility
ERF	Emissions Reduction Fund
FOGO	Food Organics and Garden Organics
HH	Households
LFG	Landfill Gas
LGA	Local Government Area
MBT	Mechanical Biological Treatment
MRF	Materials Recycling Facility
MSW	Municipal Solid Waste
MUD	Multi Unit Dwelling
MWOO	Mixed Waste Organic Outputs
NSW	New South Wales
NWP	National Waste Policy
OTC	Over the counter (for "Return and Earn" sites)
POEO Act	<i>Protection of the Environment Operations Act 1997 (NSW)</i>
RVM	Reverse Vending Machine
SMRC	Snowy Monaro Regional Council
SUD	Single Unit Dwelling

Terminology	Description
TAC	Technical Advisory Committee
VENM	Virgin Excavated Natural Material
WARR Act	<i>Waste Avoidance and Resource Recovery Act 2001 (NSW)</i>

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1 Where We Are Today

1.1 Population and Demographics

Snowy Monaro Regional Council (SMRC) is a Local Government Area (LGA) covering 15,163 km over the Snowy Mountains and Monaro regions of South Eastern New South Wales (NSW). SMRC was proclaimed in 2016 with the amalgamation of three Councils; Bombala, Cooma-Monaro and Snowy River, and includes national park reserves, dedicated state forest and the catchment of Australia’s famous Snowy Mountains Scheme. The LGA spans from the ACT border down to the Victorian border (Figure 2) and is part of the Canberra Region Joint Organisation of Councils (CRJO).

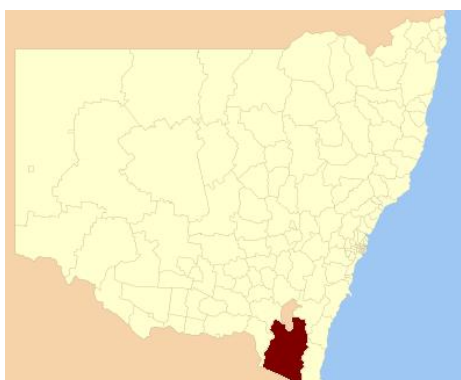


Figure 2 Map of NSW local government areas with the SMRC highlighted

The LGA is comprised of five major town centres: Cooma, Jindabyne, Bombala, Berridale and Michelago. There is an estimated population of 20,795 people¹, residing in approximately 12,424 households. Population varies significantly with seasons and the population of some towns can triple during peak skiing season. The average household size is 2.4 persons per dwelling and the population density is 1.4 persons/km² making SMRC one of least populated councils in South Eastern NSW. This is four times sparser than the CRJO average (4 persons/km²) and sparser than the average in the state of South Australia (1.8 persons/km²).

The percentage of SMRC dwellings falling into high or medium density categories is largely consistent with the NSW regional average in 2016. The breakdown of more specific dwelling types from the 2016 Census data is provided in Table 3.

Table 3 Breakdown of occupied private dwellings in SMRC among different dwelling types (ABS, 2016)

Dwelling type	Proportion of occupied private dwellings
Separate house	85.2%
Semi-detached	4.6%
Multi-unit	5.5%
Other/not stated	4.7%

The median age of SMRC’s population is 43.4 years and it has been slowly trending upwards². 63% of the population is of working age. The region has high English proficiency. The 2016 Census found that of the 13%

¹ Regional Population Growth, Australia (3218.0) (2019) Australian Bureau of Statistics, <https://profile.id.com.au/snowy-monaro/population-estimate>

² 2016 Census QuickStats (2016) Australian Bureau of Statistics, https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA17040?opendocument#:~:text=The%20median%20age%20of%20people,up%2019.2%25%20of%20the%20population.

of residents who were born overseas, 93% were proficient in English. This will aid in the effectiveness of waste education initiatives.

Tourism is the key industry sector for the region with accommodation and food services being the highest employers; 19% of jobs fall into this category (ABS, 2016). Other important industries include agriculture, forestry and fishing, retail and construction.

SMRC is located on the traditional lands of the Ngarigo, Walgalu, Bidawal and Southern Ngunnawal people. The population of Aboriginal and Torres Strait Islander peoples is 2.2% (ABS, 2016) and there are three protected Declared Aboriginal Places in the LGA; Coolamatong in Cooma, Curiosity Rocks in Jindabyne, and the Delegate Aboriginal Reserve. SMRC recognise the Ngarigo, Walgalu and Southern Ngunnawal people as the native custodians of the land and encourage a collaborative relationship with traditional landowners to further Council's core values.

The region includes a number of National Parks and nature reserves, with protected areas making up 26.9% of the total area of the SMRC LGA. This attracts tourism all year as there is abundant opportunity for fishing, horse riding, bushwalking, hiking, snow and water sports. Tourism is increasing every year both from summer and winter activities. By far the biggest drive for tourism is the ski season which runs from June to October. The region experiences unique weather patterns as it snows several times each year. SMRC is home to four main ski parks; Charlotte Pass, Thredbo, Perisher and Selwyn. The population in Jindabyne can triple during this time, greatly increasing waste generation which places extra requirements and challenges on the region's waste management system and operations.

The CRJO acts as a forum for stakeholders, Councils and government bodies to identify priorities and deliver shared projects. The CRJO's core functions include strategic planning and priority setting, intergovernmental collaboration and regional leadership and advocacy. The population across the organisation is 750,000 and provides opportunities to undertake joint waste procurements, to share learnings and educational materials. The CRJO consists of the following councils (refer to Figure 3):

- Bega Valley Shire Council
- Eurobodalla Shire Council
- Goulburn Mulwaree Council
- Hilltops Council
- Queanbeyan-Palerang Regional Council
- SMRC
- Snowy Valleys Council
- Upper Lachlan Shire Council
- Wingecarribee Shire Council
- Yass Valley Council

The CRJO is active in waste management; the Regional Waste Strategy currently in place spans from 2018-2023. It focuses on conserving resources, reducing waste to landfill and increasing recycling. In particular, it emphasises reducing organic waste to landfill. The strategy is discussed in more detail in Section 1.3.2.

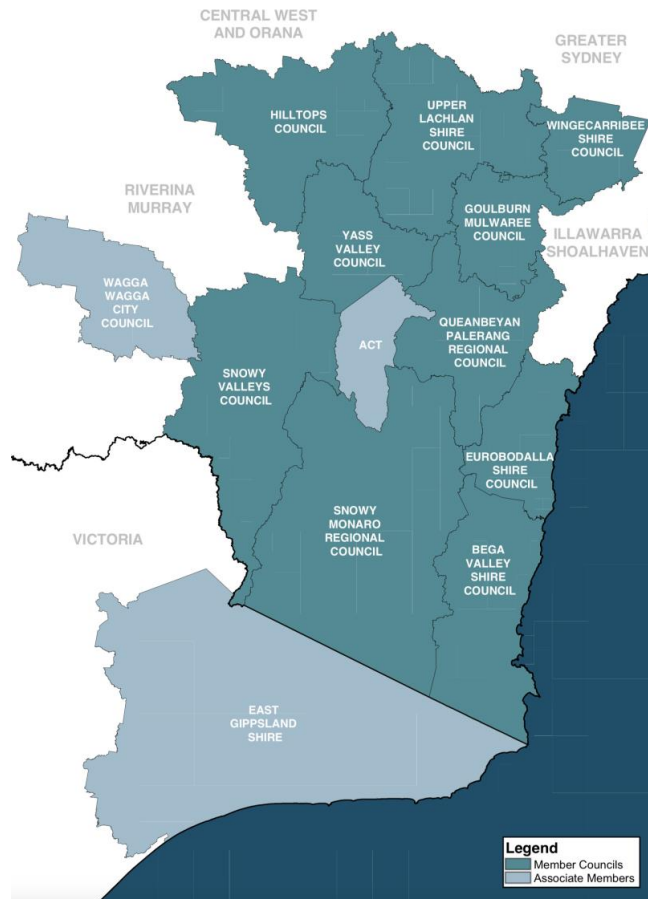


Figure 3 CRJO member councils and associated members

1.2 Government Policy and Regulatory Framework

1.2.1 National

The Australian Government (or Commonwealth of Australia) traditionally has had limited involvement in local waste management issues. This responsibility rests largely with state, territory and local governments. However, the Australian Government has a leadership role in waste management and resource recovery via the Council of Australian Governments (COAG) process.

1.2.1.1 National Waste Policy

The Australian Government prepared a National Waste Policy (NWP) in 2018 to encourage a shift away from a linear economy and ‘take, make, use, dispose’ behaviours to a circular economy where the system maintains the value of resources for as long as possible³. The policy provides five principles and fourteen strategies to underpin and guide waste management, recycling and resource recovery in a circular economy. The principles and strategies are non-binding.

The Australian Government published the National Waste Policy Action Plan⁴ which create targets and actions formulated in the 2018 NWP, including the waste export bans. The targets and actions detailed in the National Action Plan include the following:

- Ban the export of waste plastic, paper, glass and tyres, commencing in the second half of 2020;
- Reduce total waste generated in Australia by 10% per person by 2030;
- 80% average recovery rate from all waste streams by 2030;
- Significantly increase the use of recycled content by governments and industry;
- Phase out problematic and unnecessary plastics by 2025;
- Halve the amount of organic waste sent to landfill by 2030; and
- Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

1.2.1.2 The Recycling and Waste Reduction Bill 2020

The bill establishes a framework to regulate the export of waste plastic, paper, glass and tyres and incorporates the existing *Product Stewardship Act 2011* with improvements to encourage better product design and increase recovery⁵.

The timetable for the ban of export waste is as follows:

- Unprocessed glass by January 2021;
- Mixed waste plastics by July 2021;
- All whole tyres including baled tyres by December 2021;
- Single resin/polymer plastics by July 2022; and
- Remaining waste products, including mixed and unsorted paper and cardboard, by no later than July 2024.

Materials “processed into value-added materials” will still be allowed to be exported.

The waste export bans have the potential to impact on SMRC’s comingled recycling in the short term, likely in the form of increased processing costs for comingled recyclables at Materials Recycling Facilities (MRFs).

³ National Waste Policy: Less Waste, More Resources 2018 (2018) Commonwealth of Australia, <https://www.environment.gov.au/system/files/resources/d523f4e9-d958-466b-9fd1-3b7d6283f006/files/national-waste-policy-2018.pdf>

⁴ National Waste Policy Action Plan 2019 (2019) Commonwealth of Australia, <https://www.environment.gov.au/protection/waste-resource-recovery/publications/national-waste-policy-action-plan>

⁵ *Recycling and Waste Reduction Bill 2020* (as passed by both houses) (2020) Commonwealth of Australia, https://parlinfo.aph.gov.au/parlInfo/download/legislation/bills/r6573_ aspassed/toc_pdf/20096b01.pdf;fileType=application%2Fpdf

1.2.1.3 Extended Producer Responsibility Schemes

Extended Producer Responsibility (EPR) policies engage producers and others involved in the supply chain of a product to take responsibility for the environmental, health and safety footprint of products they produce.

Following the adoption of the first NWP in 2009, the Commonwealth *Product Stewardship Act 2011* was introduced to provide the framework for EPR schemes. The Act creates three types of schemes:

- Mandatory schemes;
- Co-regulatory schemes; and
- Voluntary schemes (either accredited or not).

There are no mandatory schemes created under the Act, and one co-regulatory scheme (the National Television and Computer Recycling Scheme). Most EPR schemes are voluntary, and include programs for:

- Mobile phones (MobileMuster, an accredited scheme);
- Fluorescent lamps (Fluorocycle, an accredited scheme);
- Tyres (Tyre Stewardship Australia);
- Agricultural chemical containers (DrumMuster);
- Paint (Paintback);
- Used Oil (Product Stewardship for Oil Scheme – PSO)
- Mattresses (Soft Landing Product Stewardship Scheme)
- PVC (PVC Stewardship); and
- Newspapers.

The Commonwealth Government establishes a “product list” every year, containing the products that it is considering for some form of EPR scheme. The 2020-21 list includes:

- Batteries;
- Child car seats;
- Electrical and electronic products;
- Plastic oil containers;
- Plastic microbeads; and
- Photovoltaic systems.

The Act is currently under review, including the “product list” process.

1.2.1.4 The Emissions Reduction Fund

The Commonwealth Government purchases abatement (in the form of Australian Carbon Credit Units (ACCUs)) from a wide range of sources through the Emissions Reduction (ERF). This provides an incentive to businesses, households and landowners to reduce emissions.

In order to participate in the ERF, project proponents must carry out a project in accordance with a methodology determination to appropriately estimate abatement from certain activities.

Approved methods for the waste and recycling sectors include:

- Landfill gas capture and destruction;
- Alternative Waste Treatment (AWT)⁶; and
- Source Separated Organics.

⁶ This may be under review due to the NSW EPA’s position to no longer allow the use of Mixed Waste Organic Outputs (MWOO) as a soil amendment on agricultural, mining rehabilitation or forestry land.

There are also two soil carbon methodologies that apply to farming practices and the improvement of agricultural lands which could be relevant to the use of SMRC compost material under specific circumstances.

1.2.2 State

The NSW Government administers the waste regulatory framework through the State's primary environment protection legislation, the *Protection of the Environment Operations (POEO) Act 1997*, together with the *Waste Avoidance and Resource Recovery (WARR) Act 2001* and the *Protection of the Environment Operations (Waste) Regulation 2014*. These key statutes contain the requirements for managing, storing, transporting, processing, recovering and disposing of waste.

1.2.2.1 Protection of the Environment Operations (POEO) Act 1997

The POEO Act aims to reduce risks to human health and prevent the degradation of the environment by the use of mechanisms that promote pollution prevention, the elimination of harmful wastes, the reduction in the use of materials and the re-use and recovery or recycling of materials.

Council owns and operates three landfills in the SMRC LGA. Council must meet the legislative requirements and responsibilities under the POEO Act in operating these facilities. Council also owns a number of legacy landfill sites which are also subject to various provisions under the Act.

1.2.2.2 Waste Avoidance and Resource Recovery Act 2001

The *Waste Avoidance and Resource Recovery Act 2001* (WARR Act) is the primary Act governing resource recovery in NSW. The objectives of the WARR Act are to promote:

- The most efficient use of resources, including resource recovery and waste avoidance;
- A reduction in environmental harm, including pollution through waste;
- A consideration of the resource management hierarchy through avoidance of unnecessary resource consumption and disposal; and
- Resource recovery, which includes reuse, reprocessing, recycling and energy recovery.

The WARR Act defines the Waste Hierarchy (Figure 4), which ranks waste management options in order of general environmental desirability. Generally, the higher waste is managed up the hierarchy, the lower the impact and risk to the environment and communities. The waste hierarchy is intended for use alongside other assessment tools, such as cost benefit analysis, to guide decision-making.

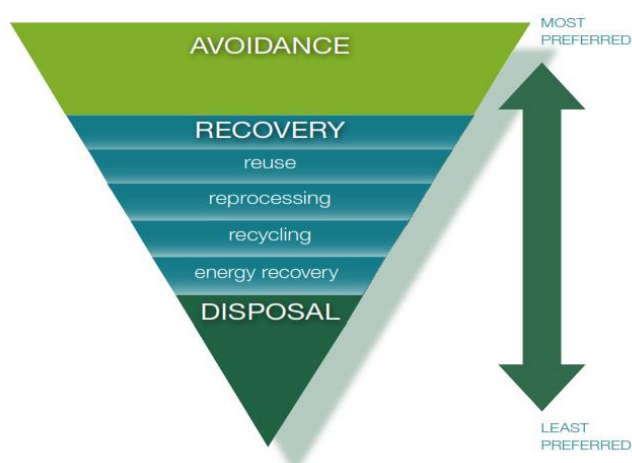


Figure 4 Waste Avoidance and Resource Recovery Act waste hierarchy

Source: Waste Avoidance and Resource Recovery Act 2001

1.2.2.3 NSW Waste Avoidance and Resource Recovery Strategy 2014–21

The WARR Strategy provided a framework for waste management in NSW. Development of a WARR Strategy, including targets for waste reduction, resource recovery and the diversion of waste from landfill disposal, is required under the WARR Act.

The following targets have been set to be achieved by 2021/22:

- Avoiding and reducing the amount of waste generated per person in NSW;
- Increasing recycling rates to 70% for municipal solid waste;
- Increasing recycling rates to 70% for commercial and industrial waste;
- Increasing recycling rates to 80% for construction and demolition waste;
- Increasing waste diverted from landfill to 75%;
- Managing problem waste better, establishing 86 drop-off facilities and services across NSW;
- Reducing litter, with 40% fewer items (compared to 2012) by 2017; and
- Combating illegal dumping, with 30% fewer incidents (compared to 2011) by 2017.

The WARR Strategy guides the development of Council’s resource recovery targets. Council will also keep abreast of developments in all EPA funding schemes and have the opportunity to apply for funding to support and augment any of the described actions in order to achieve its objectives more efficiently.

The NSW Government has released a new *20-Year Waste and Sustainable materials Strategy for NSW* setting high level waste targets and new waste initiatives to replace this strategy.

1.2.2.4 NSW Waste and Sustainable Materials Strategy – Stage 1 (2021-2027)

The NSW Department of Planning, Industry and Environment (DPIE) published the NSW Waste and Sustainable Materials Strategy, Stage 1 in June 2021 with a focus on the environmental benefits and economic opportunities in how we manage waste in NSW, with the strategy focusing on the transition for NSW to a circular economy (Figure 5).

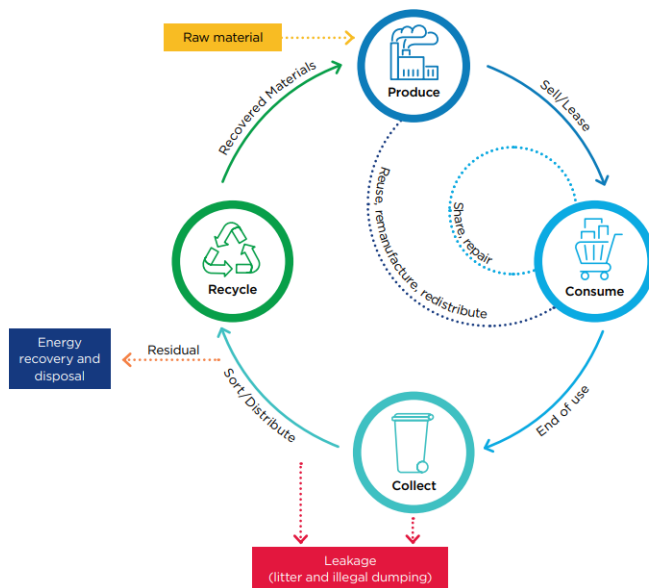


Figure 5 Circular Economy Approach (NSW 20 Year Waste Strategy⁷)

The Strategy targets are to:

- Reduce total waste generated by 10% per person by 2030;
- Have an 80% average recovery rate from all waste streams by 2030;
- Significantly increase the use of recycled content by governments and industry;
- Phase out problematic and unnecessary plastics by 2025; and
- Halve the amount of organic waste sent to landfill by 2030

The strategy contains five key items that may directly impact SMRC:

1. Facilitating joint procurement of household waste services with DPIE designing a new service to facilitate local government joint procurement of waste services such as the collection and processing of waste from household bins;
2. Mandating food and garden organics collections for all NSW households and select businesses by 2030. Details are yet to be determined as to the scope and breadth of this mandate;
3. Requiring gas capture technology at all landfills over a certain size and all expanded or new landfills and require net zero emissions for landfills that have an environment protection licence. The NSW government will also invest \$7.5 million to support the installation of landfill gas capture infrastructure. This may directly impact Cooma, Jindabyne and Bombala landfills;
4. The NSW Government will review the NSW Waste Levy, including to ensure it meets policy objectives and a review of the area boundaries. A review of boundaries and recommendations could place SMRC into the levy paying area;

⁷ NSW Waste and Sustainable Materials Strategy 2041 (2021), NSW Government, https://www.dpie.nsw.gov.au/_data/assets/pdf_file/0006/385683/NSW-Waste-and-Sustainable-Materials-Strategy-2041.pdf

5. Household hazardous wastes, with the NSW Government to continue to support the established Community Recycling Centres (CRCs) such as at Cooma and Jindabyne and continue to support Household Chemical CleanOut events.

1.2.2.5 NSW Plastics Action Plan

The NSW Plastics Action Plan sets out how to phase out problematic plastics, tackle litter from plastic items and support innovation and research.

Key outcomes include:

- Reduce plastic waste generation;
- Make the most of our plastic resources;
- Reduce plastic leakage; and
- Improve our understanding of the future of plastics.

The plan sets out the first six actions to achieve the outcomes including:

1. Introduce new legislation to reduce harmful plastics;
2. Accelerate the transition to better plastic products;
3. Support innovation;
4. Tackle cigarette butt litter;
5. Reduce the risk of nurdles entering the environment; and
6. Support plastics research.

1.2.2.6 NSW Waste and Sustainable Materials Strategy – A guide to future infrastructure needs

The NSW Waste and Sustainable Materials Strategy – A guide to future infrastructure needs supplements the NSW Waste and Sustainable Materials Strategy 2041.

The guide provides an outline of the infrastructure network needs for managing waste and supporting the transition to a circular economy. The needs are grouped by key material type and with a focus on municipal solid waste and commercial and industrial waste streams.

It identified needs for organics, glass, paper and cardboard and tyres processing as well as the infrastructure needs of residual management facilities, materials recovery facilities and hazardous waste.

1.2.2.7 Waste Less, Recycle More Initiative

The Waste Less, Recycle More (WLRM) grant program provides funding for organisations to improve their management of waste and recovery of resources.

Phase 1 of WLRM provided \$465.7 million over the period July 2012 to June 2017, focusing on funding new, large-scale waste and recycling infrastructure, recycling facility upgrades, drop off centres, food and garden organics processing and recycling innovations. Phase 2 of WLRM commenced on 1 July 2017, with the capacity to award \$337 million over 4 years. Priorities have already been outlined with a number of funding areas being potentially relevant to Council:

- Local government waste and resource recovery – \$70 million;
- Illegal dumping prevention and waste enforcement – \$65 million;
- Household problem waste – \$57 million;
- Waste and recycling infrastructure – \$48 million;
- Organics infrastructure – \$35.5 million;
- Litter prevention and enforcement – \$30 million;

- Business recycling – \$22.5 million;
- Recycling innovation – \$5 million; and
- Heads of Asbestos Co-ordinating Authorities – \$4 million.

An extension of the Waste Less, Recycle More initiative to 2022 was announced in November 2020.

1.2.2.8 Waste and Resource Recovery (Container Deposit Scheme) Regulation 2017

The *Waste and Resource Recovery (Container Deposit Scheme) Regulation 2017* provides the framework for the implementation and operation of the Container Deposit Scheme (CDS), established under Part 5 of the WARR Act, which was implemented on 1 December 2017 under the brand “Return and Earn”.

The CDS is an EPR scheme for eligible beverage containers. Under the scheme, a deposit of 10c per container is refunded to consumers in return for eligible beverage containers sold in NSW. The CDS only covers a selection of beverage containers (eligible containers), specifically those that are often consumed away from home and thus more likely to end up as litter. This deposit can be redeemed by presenting eligible containers at designated collection depots. The Scheme Coordinator (‘Exchange for Change’) manages scheme payments, establishes key agreements required for the operation of the scheme, and conducts auditing and verification. The Network Operator (‘TOMRA-Cleanaway’) establishes and manages collection points and ensures redeemed beverage containers are ultimately recycled.

SMRC has two Return and Earn reverse vending machines (RVMs) located in Cooma and Jindabyne. The Cooma RVM is located in the carpark of Cooma Woolworths and the Jindabyne RVM is located in the carpark of Lake Jindabyne Hotel. There is an over the counter (OTC) Return and Earn site in Bombala, located at the Bombala Powers IGA. The Return and Earn program commenced in December 2017.

1.2.2.9 Changes to use of Mixed Waste Organic Outputs (MWO)

AWT or Mechanical Biological Treatment (MBT) facilities process mixed waste or garbage from municipal and sometimes commercial sources. Their main product output is a compost-like material known as ‘mixed waste organic outputs’ (MWO), which has been generally used in mine rehabilitation, forestry plantations and agriculture in NSW.

In May 2018, a Technical Advisory Committee (TAC) convened by the NSW EPA recommended that MWO was not suitable for use on broadacre agricultural or horticultural soils (TAC 2018). As a result, in October 2018, the EPA changed its regulations to prohibit the application of MWO to land, having the effect of driving it to landfill.

The NSW Government is now focusing on third bin collection of Food Organics and Garden Organics (FOGO) to divert domestic organics from landfill. Hence, SMRC will focus on the expansion of its existing FOGO services rather than the use of AWTs.

1.3 SMRC Policy and Strategy Framework

1.3.1 Cooma-Monaro Resource and Waste Strategy 2016 - 2021

SMRC has adopted the Cooma-Monaro Resource and Waste Strategy 2016 – 2021. This strategy focused on reducing waste to landfill and increasing recycling rates. It acknowledged waste as a resource; aiming to further Council's knowledge of the composition of waste generated and identify lost value in residential kerbside bins. It also intended to implement actions which would change the behaviour of waste generation in the region and allow Council to provide the best possible waste services. The strategy adopted the waste goals set by the WARR Strategy to increase recycling of municipal solid waste (MSW) to 70% through:

- reducing the amount putrescible waste going to landfill;
- diverting the organics from landfill with contamination rates of less than 5%, and producing marketable end products;
- ensuring disposal to landfill is the last resort in waste management;
- developing education programs for residents focussing on the benefits of organics collection; and
- achieving recycling participation rates of more than 70%.

The strategy broke down their aims into key result areas:

- **Resource recovery:** reduction in contamination rates, increase in recycling, increased participation in and services provided for recycling and organics collection and increasing community engagement.
- **Waste generation:** reducing waste generation rates by encouraging reduction, recycling, reuse and rethinking and encouraging higher participation of recycling in smaller towns and villages.
- **Landfill diversion:** increase landfill diversion of MSW to 70% and expand programs that help the effort toward this goal.
- **Local and regional collaboration:** maintain and improve communications with local and regional stakeholders and identify and implement solutions together toward waste minimisation outcomes.
- **Reduce litter:** reduce litter in public spaces through education of the community in the importance of litter reduction.
- **Bin Trim⁸:** promote the program, support the forums under the program and exchange information with regional partners regarding waste management matters of businesses.

1.3.2 Canberra Region Joint Organisation Waste Strategy 2018 - 2023

The CRJO Waste Strategy outlines a five-year plan for its member councils to drive more rapid medium-term change towards increased recycling and waste diverted from landfill.

Challenges identified in the CRJO Waste Strategy include:

- Under-priced landfills – impact resource recovery programs to sort and recycle waste streams;
- Threats to recycling – including expensive transport of comingled material to MRF's, flow-on effects for MRF operators from the CDS, collapsing export markets and a lack of investment in a domestic recycling capacity; and
- Data collection – lack of and poor data to inform strategic direction and investment.

⁸ NSW EPA grant program to support NSW businesses to maximise recycling and minimise waste to landfill.
<https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/business-government-recycling/bin-trim>

By 2021-22, the CRJO aims to improve on 2010-11 rates as follows:

- Increase domestic recycling rates from 52% to 70%;
- Increase C&I recycling from 57% to 70%;
- Increase C&D recycling from 75% to 80%;
- Increase waste diversion to from 64% to 75%;
- Establish and upgrade up to 86 drop-off points to better manage problem wastes;
- Reduce the number of litter items by 40%; and
- Develop baseline data for illegal dumping to enable targeting setting for future strategies.

To meet its aims, the CRJO Waste Strategy provides actions under seven key themes:

1. Avoid and reduce waste generation;
2. Increase recycling;
3. Divert more waste from landfill;
4. Manage problem wastes better;
5. Reduce litter;
6. Reduce illegal dumping; and
7. Develop regional collaboration and advocacy.

1.3.3 ACT Feasibility Study Roadmap and Recommendations – Discussion Paper

The 2018 ACT Waste Feasibility Study, *A Roadmap to Improved Resource Recovery*, aimed to bring the ACT closer to its ambitious target of 90% resource recovery. Currently sitting at 70%, the initiatives outlined in this study may enable the territory to reach 87% resource recovery by diverting over 170,000 tonnes of waste from landfill each year. Among the many suggested initiatives, the key points are summarised in Table 2.

Table 4 Key initiatives of the ACT Feasibility Study Roadmap

Key Area	Initiatives
Divert organics from landfill	Implement food waste social marketing and education campaigns.
	Participate in national food waste initiatives.
	Roll-out FOGO kerbside collections.
	Develop an organics processing facility.
Industry development and support	Identify and facilitate market development for materials that are currently sent to landfill.
	Government ‘buy-back’ schemes for recycled products through procurement commitments.
	Modify contracts for recovery and reuse of inert wastes.
	Source separate C&I waste.
	Improve waste advisory services to businesses.
Energy from waste	Develop waste-to-energy policy for the ACT.
	Consider establishment of a process-engineered fuel plant.

The ACT banned single use plastic shopping bans in November 2011 and is currently exploring extending this ban to a range of other single use plastics such as straws and plastic cutlery.

1.4 Waste Services and Facilities

SMRC delivers and maintains a range of waste services and facilities. A core objective of SMRC’s waste strategy is to unify services and facilities across the three amalgamated councils.

1.4.1 Waste Services

SMRC delivers a range of waste services that include:

- Domestic and commercial kerbside waste collection;
- Bank of bins (BOBs) service and collection points;
- Event waste removal;
- Annual Household Chemical CleanOut drop-off service; and
- Illegal dumping management and compliance (see Section 1.8.3).

1.4.1.1 Kerbside Waste Collection

SMRC provides a kerbside collection service to all major townships in the LGA. In 2020, kerbside collection services were offered to over 7,000 households. At present, SMRC provides the following kerbside waste collection services:

- Cooma township are provided with a 3-bin system (general waste, comingled recycling and food organics, garden organics or FOGO), operated by Council in-house staff;
- Berridale/Jindabyne and surrounds (formerly known as ‘Snowy River’) are provided with a 2-bin system (general waste and comingled recycling), operated by Council in-house staff;
- Bombala/Delegate and surrounds are provided with a 2-bin system (general waste and comingled recycling), operated by an external contractor; and
- Bredbo/Nimmitabel/Michelago townships are provided with a 2-bin system (general waste of 120 L and comingled recycling of 360L), operated by Council in-house staff

The bin size configurations and collection frequencies for the domestic collection service for each region of SMRC are provided in Table 3. The number of households serviced and tonnes collected are an average of 2019 and 2020 figures.

Table 5 Bin size configurations and collection frequencies for domestic kerbside collection service in SMRC LGA

Stream	Bin Size			Collection Frequency	Households Serviced (hh)	Service Coverage* (% hh)	Tonnes Collected (t/year)
	Bombala	Jindabyne	Cooma				
General waste	120L	240L	120L	Weekly	7,861	63%	3,315
Comingled recycling	360L	360L	140L, 360L	Fortnightly	7,472	60%	1,401
FOGO	No service	No service	240L	Fortnightly	2,736	22%	414

**Based on a total of 12,424 households located in the SMRC LGA.*

In addition, all residents have access to a self-haul and drop-off service at ten waste facilities (refer to Table 6).

Recyclables collected in the kerbside service are transported and processed at the Re.Group MRF in the ACT. Composting of FOGO waste is undertaken at the Cooma Landfill and the compost product can be purchased back by residents from Bombala, Cooma and Jindabyne landfills.

1.4.1.2 Bank of Bins and Collection Points

SMRC provides BOB sites and collection points to help service properties located in remote regions. These residents would otherwise be required to drop-off their waste at the closest waste facility.

The BOB sites consist of several bins for general and recycling streams and the bins are serviced by the domestic waste and recycling vehicles. A list of the 16 BOB sites can be found in Appendix A.

1.4.1.3 Event Waste Removal

SMRC provides temporary special event bins for events and occasions where additional waste is generated. This service includes the delivery and pick up of the bins; and waste disposal.

1.4.1.4 Annual Household Chemical CleanOut Drop-off Service

SMRC provides an annual Household Chemical CleanOut drop-off service to allow residents to dispose of unwanted chemicals, paints, oils and other hazardous items which cannot be placed in the kerbside bins. Many of the chemicals collected are recycled. The Community Recycling Centres (CRCs) located at the Cooma and Jindabyne landfills also accept problem wastes such as paint, gas bottles and oil free of charge.

1.4.2 Waste Facilities

SMRC maintains a range of waste facilities that include:

- Landfills;
- Transfer stations;
- CRCs;
- SCRAPMART tip shops; and
- “Coompost” composting facility.

SMRC’s waste facilities accept a wide range of wastes, including MSW, commercial and industrial (C&I), construction and demolition (C&D), domestic and commercial recyclables, e-waste, green waste, hazardous waste (e.g. engine oils and car batteries) ‘special’ waste (e.g. biosolids and contaminated soils) and ‘other’ wastes (e.g. mattresses and tyres). A summary of the acceptable and non-acceptable waste materials for SMRC’s transfer stations can be found in Appendix B.

Council do not own or operate any MRFs. Comingled material is sent to the ACT for processing at a considerable cost to Council. This strategy will explore options to reduce the costs associated with comingled material while maintaining or enhancing existing resource recovery rates.

1.4.2.1 Landfills and Transfer Stations

SMRC maintains a network of landfills and transfer stations across the LGA, including three operating landfills and six transfer stations (see Figure 6).

All residents, including rural residents outside the kerbside collection service area, have access to these facilities for self-haul domestic waste disposal. In 2020, these sites were charging \$7 - \$14 per bin for general

waste, \$3 - \$6 per bin for comingled recycling and \$75 per tonne for green waste. Cooma and Jindabyne landfills charge by weight, whereas Bombala landfill and all transfer stations typically charge by volume. Variable charges have been set for residents, non-residents and commercial users at transfer stations and similar fees apply at landfill sites.

Domestic general waste, recyclables and green waste, which includes paper, cardboard, plastic and glass containers, aluminium and steel cans, waste oil and scrap metal, are accepted at all landfills and transfer stations. All facilities accept commercial waste; however, transfer stations do not accept large commercial loads.

All landfills accept e-waste: domestic e-waste is free of charge as part of the e-waste stewardship program while commercial e-waste is not free of charge. Accepted e-waste includes televisions, monitors, mobile phones, tablets, printers and computers. Asbestos can only be accepted at Cooma and Jindabyne landfills.

Currently each facility varies in its operating hours, see Table 6, and uncertainty about opening hours was cited in the 2020 community survey as one of the reasons these facilities are not utilised as effectively as they might be.

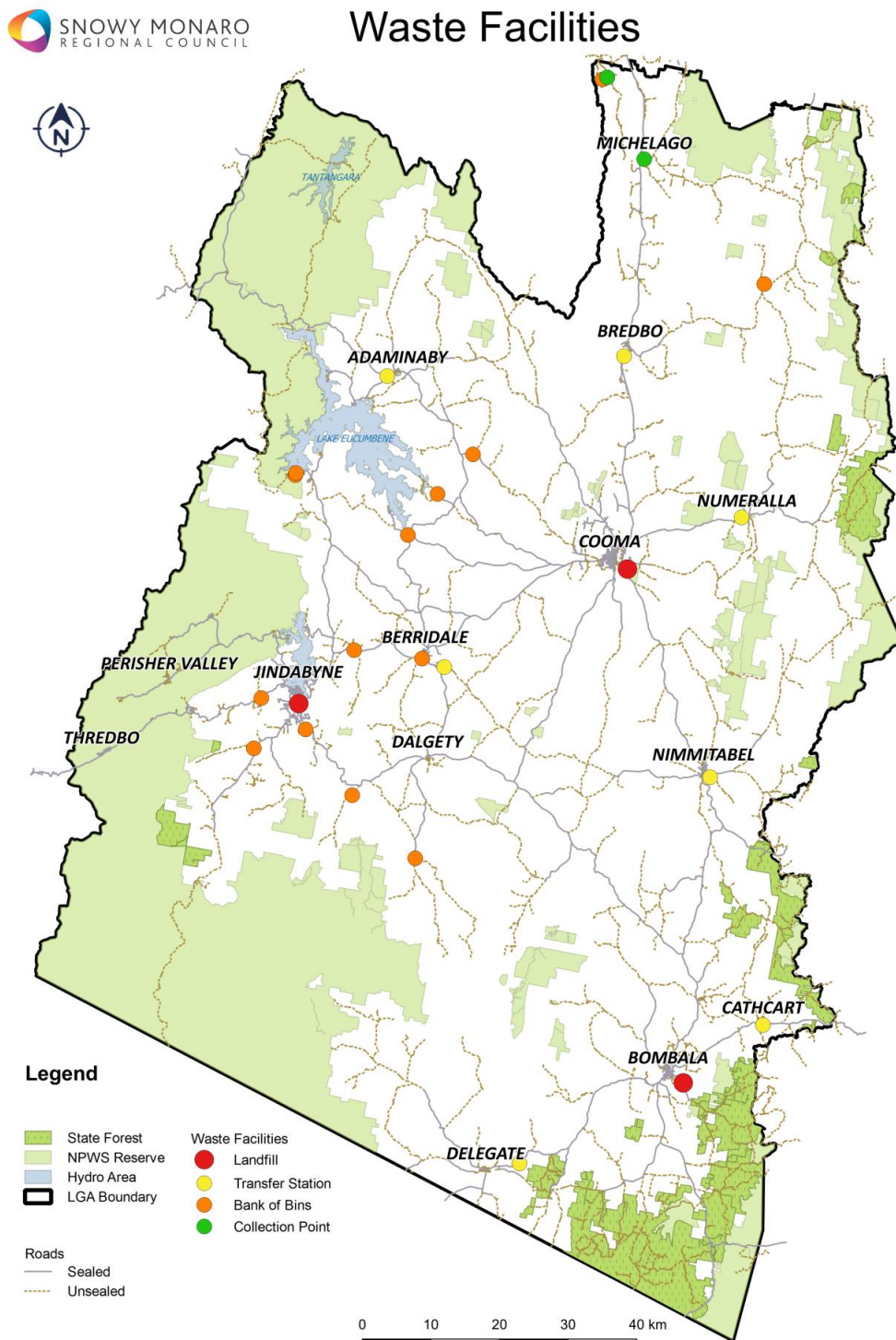


Figure 6 Waste facilities in SMRC (source: SMRC)

Table 6 SMRC transfer stations and landfills

Facility	Type of facility	Opening Hours	Projected remaining capacity
Adaminaby Transfer Station	Transfer Station (legacy landfill)	Sat 10am-3pm	Not applicable
Berridale Transfer Station	Transfer Station (legacy landfill)	Sun 10am-3pm	Not applicable
Bombala Landfill	Landfill	Fri-Mon 10am-4pm	30 – 37 years ⁹
Bredbo Transfer Station	Transfer Station (legacy landfill)	Fri 10am-12pm Sun 10am-1pm	Not applicable
Clear Range (Smiths road)	Collection Point	Sat 8am-11am	Not applicable
Cooma Landfill	Landfill	Mon-Fri 9:30-4:30pm Sat 1pm-5pm Sun 11am-5pm	30 years ¹⁰
Delegate Transfer Station	Transfer Station (legacy landfill)	Tue 9am-12pm Sat 9am-12:30pm	Not applicable
Jindabyne Landfill	Landfill	Mon-Fri 9:30-4:30pm Sat-Sun 10am-3pm	3 years ^{*11}
Nimmitabel	Transfer Station (legacy landfill)	Wed 9am-12pm Sun 11am-3pm	Not applicable
Numeralla	Transfer Station (legacy landfill)	Mon 8-10am Sat 9am-1pm	Not applicable

**Does not include capacity gained with quarry area expansion (32-53 years).*

1.4.2.2 Community Recycling Centres

The CRCs are situated at the Cooma and Jindabyne Landfills and are open for all NSW residents 7 days a week. Problem household wastes such as paint, gas bottles and oils can be dropped off free of charge.

1.4.2.3 ScrapMart Tip Shop

Two of Council's landfills, Cooma and Jindabyne, operate ScrapMart to sell reusable, second-hand products to the community. ScrapMart was opened in an effort to simultaneously reduce tipping fees for residents and reduce the amount of material being sent to landfill. The shop is owned and operated by Council staff who prepare items such as books, furniture, toys, outdoor goods, tools and electronics for sale.

⁹ Based on estimates of the Bombala Landfill, by Tonkin.

¹⁰ Regional Waste Strategy 2018-2023 (2017) Canberra Region Joint Organisation.

¹¹ Jindabyne Regional Waste Management Facility Options Assessment Report (2018) GHD.

1.5 Service Compliance

SMRC has had no compliance issues with the EPA.

1.5.1 Landfills

SMRC holds Environment Protection Licences (EPL) for two of its three operational landfills at Jindabyne and Cooma as they receive more than 12,000 tonnes per annum, the threshold for requiring an EPL under the POEO Act (see Table 7).

Table 7 SMRC NSW EPA Environment Protection Licences

EPL number	Premises	Address	Issue Date
6194	Cooma Landfill	8448 Monaro Highway, COOMA, NSW 2630	16 Feb 2001
20060	Jindabyne Regional Waste Management Facility	6013 Kosciuszko Road, JINDABYNE, NSW 2627	01 May 2013

During 2019-2020:

- Jindabyne received 15,248 tonnes of waste;
- Cooma received 21,406 tonnes of waste; and
- Bombala received 1,297 tonnes of waste.

Note: waste received includes waste disposed to landfill and waste recycled/recovered.

Jindabyne and Cooma are licensed to accept asbestos material and other 'special' wastes such as ski's, ski boots and snowboards.

1.5.2 Transfer Stations

Transfer stations within SMRC are not required to hold EPLs as they receive less than 12,000 tonnes per annum. The average tonnes of waste received by Snowy Monaro transfer stations for 2018-19 and 2019-20 are presented in Table 8.

Table 8 Waste received at transfer stations (average of 2018-19 and 2019-20)

Facility	Mixed waste received (tonnes/yr)	Commingled recycling received (tonnes/yr)	Other waste received (tonnes/yr)	Total waste received (tonnes/yr)
Bredbo Transfer Station	43	15	74	132
Adaminaby Transfer Station	17	9	83	110
Numeralla Transfer Station	26	18	51	95
Berridale Transfer Station	17	11	105	132

Facility	Mixed waste received (tonnes/yr)	Commingled recycling received (tonnes/yr)	Other waste received (tonnes/yr)	Total waste received (tonnes/yr)
Nimmitabel Transfer Station	40	17	65	122
Delegate Transfer Station	10	4	52	65

1.5.3 Landfill Legacy Sites

SMRC has developed a landfill Legacy Sites Project Report to identify decommissioned landfill sites, determine the current level of remediation and evaluate the risk to the Council, community and environment. The report identified fourteen sites, with the possibility of five additional sites, and determined the site's risk and the approximate cost of rehabilitation. Total rehabilitation costs have been conservatively estimated at up to \$30 million.

Council is in discussion with the NSW EPA about site specific remediation plans.

1.6 Waste and Resource Recovery Collection, Processing and Disposal Contracts

SMRC have a number of contracts for waste collection and resource recovery. These contracts have been summarised in Table 9 and Table 10.

Table 9 SMRC resource recovery contracts

Material	Recycling Contractor	Contract Expiry
Paper & cardboard, comingled recyclables	Re.Group ACT	Via contract with Remondis who freights the material to the Re.Group MRF in the ACT
Batteries	Dynamic Recycling	N/A
Cooking oil	Waste Away	N/A
Motor oil	Southern Oils	N/A

Table 10 SMRC waste service contracts

Service	Contractor	Contract Expiry
Kerbside collection - Bombala	Remondis	30/06/2022
Waste and Recycling Transportation Service	Remondis	30/06/2022

1.7 Waste Costs and Financial Performance

1.7.1 Domestic Kerbside Collection Service

A summary of the cost of the domestic kerbside collection service for SMRC is provided in Table 11. Figures are the average for 2018-19 and 2019-20.

Table 11 SMRC domestic kerbside collection service financial performance (2018-19 and 2019-20 averages)

Collection Service	Waste collected (tonnes/yr)	Households serviced (hh)	Total Expense (\$/yr)	Expense per tonne (\$/t)	Expense per hh (\$)
General waste	3,315	7,861	\$765,143	\$232	\$98
Recycling	1,401	7,472	\$452,063	\$324	\$61
Organics	414	2,736	\$107,312	\$257	\$39

1.7.2 Waste Facilities Financial Performance

Some of SMRC's waste and recycling infrastructure's operations are subsidised by the Council (rate payers). MRA's analysis suggests that in some cases transfer station and landfill operational expenses are 3 to 5 times higher than the revenue collected via gate fees. Table 12 summarises the visitors and households in the catchment area without kerbside collection to each site including the costs to SMRC per visit. Table 13 and Table 14 summarise Council's expenditure, for transfer stations and landfills respectively, across these areas, averaged across 2018-19 and 2019-20.

Waste facility operations need to consider the increasing costs for future landfill remediation and potential costs associated with any contingent liability in reference to environmental legislative requirements. SMRC conservatively estimated rehabilitation costs for current landfill sites at \$18.7 million and former landfill sites at up to \$30.5 million.

While gate fees could be increased to a fully user-pays model this may be perceived as unfair by those using higher cost transfer stations and facilities. Furthermore, such an action may lead to greater incidence of illegal dumping (see Section 1.8.3) or other misuse of the waste system such as the contamination of kerbside bins with hazardous waste.

Table 12 SMRC transfer station visitor numbers and cost to SMRC per visit (Note: Visitor data for Berridale incomplete)

Transfer Station	Expenses (\$/yr)	Average visitors per year	Household in catchment without collection	Expense per visit (\$/visit)	Expense per household without collection (\$/hh)
Adaminaby	\$49,802	540	472	\$92	\$106
Berridale	\$45,453	-	478	-	\$95
Bredbo	\$61,937	849	733	\$73	\$84
Delegate	\$28,765	434	227	\$66	\$127
Nimmitabel	\$67,257	1214	374	\$55	\$180
Numeralla	\$52,977	1102	614	\$48	\$86
Combined	\$306,191 (\$260,738 ¹)	3912 ¹	2898	\$67 ¹	\$106

1 – Excludes Berridale

Table 13 SMRC transfer station financial performance (2018-19 and 2019-20 averages)

Transfer Station	Total waste received (tonnes/yr)	Revenue (\$/yr)	Expenses (\$/yr)	Expense per tonne (\$/t)	Net expense (\$/yr)	Net expense per tonne (\$/t)
Adaminaby	110	\$9,102	\$49,802	\$453	\$40,700	\$370
Berridale	132	\$11,816	\$45,453	\$344	\$33,638	\$255
Bredbo	132	\$6,179	\$61,937	\$470	\$55,758	\$423
Delegate	65	\$8,794	\$28,765	\$445	\$19,971	\$309
Nimmitabel	122	\$7,620	\$67,257	\$553	\$59,637	\$490
Numeralla	95	\$8,016	\$52,977	\$556	\$44,961	\$472
Combined	656	\$51,527	\$306,191	\$467	\$254,655	\$388

Table 14 SMRC landfill financial performance (2018-19 and 2019-20 averages)

Landfill	Waste received (tonnes/yr)	Revenue (\$/yr)	Expenses (\$/yr)	Expenses per tonne (\$/t)	Net Expense (\$/yr)	Net Expense per tonne (\$/t)
Bombala	1,297	\$103,128	\$306,854	\$237	\$203,725	\$157
Cooma	21,406	\$1,636,817	\$1,226,004	\$57	-\$410,812	-\$19
Jindabyne	15,248	\$1,365,822	\$993,525	\$65	-\$372,297	-\$24
Combines	37,951	\$3,105,767	\$2,526,383	\$67	-\$579,384	-\$15

1.8 Programs, Initiatives and Community Expectations

1.8.1 Education Programs

Resource and Waste Education Sessions

A Waste Education Officer is provided by Council to run workshops which aim to improve awareness and engagement on waste diversion and sustainability. The sessions include a range of informative and fun activities and are free for school or community groups. The topics they engage with include:

- Recycling Right;
- The 5Rs – Refuse, Reduce, Reuse, Recycle, Rot;
- Beyond the Bin; and
- Composting and Sustainable Living.

Pre-school Education

The Resource and Waste Department of SMRC is a grassroots level program encouraging sustainable living. It focuses on helping pre-schoolers learn and explore topics of waste and recycling. Council also offers help to pre-schools and day-cares in accessing equipment and education on sustainable gardens and worm farm, composting, etc. The education program includes activities such as:

- Reading books such as “Worms the Mechanics of Organics” or “Beyond the Bin”;

- Sing and Learn education related songs;
- Home Composting and Sustainable Living education;
- Sorting waste and relay games;
- Colouring in and puzzle activities; and
- Worm handling.

Bournda Environmental Education Centre

The CRJO runs a Waste Education Program for all member councils through the Bournda Environmental Education Centre (BEEC). The programs are focused on diverting waste sent to landfill by schools and their communities. The program includes:

- Forming a school project team;
- Conducting a waste audit with support from the BEEC and Council;
- Visiting any relevant local resource and waste facility;
- Planning a project to divert waste from landfill;
- Record waste data before and after the project is conducted; and
- Presenting the project to the school community.

EnviroMentors Program

This mobile incursion-based environmental program is provided by Keep NSW Beautiful and runs across the state. It provides a range of educational services to boost community engagement with the environment and sustainability issues. It includes:

- School, community or corporate workshops;
- Litter and waste audits; and
- Community displays and educational material.

Waste-Free School Programs

These programs are supported by Council and aim at increasing waste avoidance through the adoption of initiatives. Some of these initiatives include:

- Bottle for Botol;
- Plastic Free July;
- Nude Food Day;
- Boomerang Bags;
- Plastic Pollution Solutions; and
- Stephanie Alexander Kitchen Garden Foundation.

1.8.2 Regional Waste Projects

- *Garage Sale Trail* provides residents, community groups and other organisations an opportunity to buy, sell and reuse second hand domestic goods. Council endorsed this program to promote the upcycle, trade and reuse of items normally sent to landfill or disposed of through designated drop-off points. In 2019, SMRC received the 'Choose to Reuse Award' for their commitment and enthusiasm in the national reuse scheme. In 2018, over 50 households and organisations took part

in the program. Out of 150 councils nation-wide, SMRC was one of only 14 councils to receive the award.

- *Household Chemical Collection* – SMRC in partnership with CRJO provides an annual drop off service for hazardous chemicals to help promote the collection, treatment and safe disposal of household chemical waste.
- *Recycle Right* is a community education program that provides information to residents on the types of material accepted in the comingled recycling service. It features a series of short videos that outlines the type of materials accepted and common mistakes such as recycling flexible and/or soft plastic material, small items and soiled material. SMRC is one of the few regional Councils who employ a Waste Education Officer, or similar, responsible for community engagement and education.

1.8.3 Illegal Dumping

Since 2018, SMRC has significantly improved the documentation of illegal dumping in the region's jurisdiction. Council have anecdotal evidence that suggest illegally dumped soil has been a significant issue in the past. Data collected by Council using the EPA's voluntary RID database between 2016 and 2019 indicates that household waste (59%), tyres (12%) and asbestos (10%) are the most common types of waste dumped illegally. Despite being the third most common, asbestos contributes 91% of the total weight of illegally dumped material (1,202 tonnes). The clean-up cost of illegal dumping cost Council over \$6,000 in 2019.

Council have noticed illegal dumping spikes following increases in landfill fees and understand that disposals costs are one of the main drivers for dumping. Hence, the cost of clean-up, enforcement and education needs to be considered in the balance between user-pays gate fees at facilities versus subsidizing these facilities through charges in the general rates.

Although the Council website has information on the impacts and cost of illegal dumping and contact numbers for reporting illegal dumping, Council has not implemented education or community engagement campaigns to reduce illegal dumping, such as dob-in-a-dumper.

1.8.4 Community Expectations

SMRC conducted a consultation process to ensure the Strategy is derived of community stakeholders and to build a joint understanding of Council's current challenges, alternatives and solutions. A combination of staff interviews, community survey and multi-day workshops have been conducted to shape Council's future direction for waste management and resource recovery.

1.8.4.1 Staff Interviews

Between December 2019 and April 2020, MRA interviewed Council staff involved in previous and current work within SMRC waste operations. The purpose of this consultation process was to develop an understanding of key issues for the Council and the directions and approach that MRA should take when drafting the new waste strategy. A total of 13 staff were interviewed, eight managerial and five operational staff, and responses were arranged by topic and are presented in Appendix C and the key issues raised summarised below in Table 15.

Table 15 Key issues for consideration in the Waste Strategy

Topic	Comments
Strategy	<ul style="list-style-type: none"> Integrate the region's waste services to achieve consistent services and fees.
Operating facilities	<ul style="list-style-type: none"> Jindabyne landfill expansion required in the short term, Cooma landfill expansion and upgrades required in the medium term; Transfer station upgrades required to support recycling of C&D waste, easier access for the community and commercial users; Installing a new data system would greatly improve SMRC's data collection and enable better oversight and management; Bombala landfill costs a lot to run. May be better value as a transfer station.
Legacy landfill sites	<ul style="list-style-type: none"> Keeping suitable sites for emergencies avoids costs of capping and reduces the cost and time to respond to emergencies and ensuing clean ups.
FOGO	<ul style="list-style-type: none"> There is local demand for compost product; FOGO service expansion should service properties with current 2-bin service and should be rolled out in stages.
Kerbside Service	<ul style="list-style-type: none"> Lack of robust data about recycling performance but suspect recycling is falling; Preference for in-house service to standardise and internalise service.
Bank of bins	<ul style="list-style-type: none"> Change to lockable waste transfer trailer that can be moved using a light truck.
Freight cost for recycling	<ul style="list-style-type: none"> The cost to freight recycling to ACT is much higher than the cost of landfilling; Possible for new contractor to have a local glass crushing plant.
Bulky waste	<ul style="list-style-type: none"> There is a demand for the service within the community.

1.8.4.2 Community Survey

SMRC conducted a survey between to engage residents and receive feedback for the Public Consultation Waste Strategy. The survey was promoted primarily via Council's Facebook page, website and local newspaper. 251 residents participated in the survey and provided answers to questions regarding use of available services, barriers to existing services, sources of information, issues of problem waste and illegal dumping as well as providing general feedback about the Council's waste systems. The results of the survey are summarised as follows:

- The Waste and Recycling Transfer Station and the Tip Shop are the most utilised waste facilities;
- Most available facilities were considered to be underutilised due to Council fees and charges, difficulty getting to the recycling facilities (e.g. no trailer to transport waste, too far to travel, opening hours not long enough) and inadequate information about what can be disposed of;
- Most people refer to the sticker affixed to the recycling bin for information regarding what to recycle;
- Only half of residents believe waste from the yellow-lidded bin gets recycled;
- Approximately half of respondents don't want to pay more to improve recycling at landfill;
- 10% of respondents are prepared to pay more if it actually gets recycled;
- 73% of respondents would use a FOGO collection service to dispose of food waste. 74% would use FOGO to dispose of garden waste;

- Over half of respondents believe illegal dumping is a problem and that people illegally dump because there is not enough access to bulky waste disposal;
- Respondents reported bulky/problem waste and green waste to be the hardest to dispose of;
- Feedback commonly requested green waste and bulky waste kerbside services;
- Education about what can be recycled and services available would increase recycling and benefit residents; and
- Facebook and letterbox/mail reported as best communication methods.

1.9 Waste Generation and Resource Recovery Performance

1.9.1 2018 Household Kerbside Bin Audit

SMRC engaged EC Sustainable Pty Ltd (EC Sustainable) to conduct a household kerbside waste audit for general waste, recycling and organic waste streams¹². The audit was conducted in November 2018 and included 230 households across all three former LGA regions of SMRC: Bombala, Cooma-Monaro and Snowy River. The key findings from the audit include:

- 42.3% of waste is diverted from landfill, with the 3-bin area diverting more (56%) compared to the 2-bin area (29.5%);
- 52.9% is the potential diversion rate if all recyclable and organic material in general waste were recovered, with the 2-bin area at 34.5% and the 3-bin area at 72.7%;
- The resource recovery rate across both service areas was 77.5% for recyclables and 45.1% for organic material; and
- Households generate an average of 12.7 eligible CDS containers per week amounting to \$453,000 per year in all bin streams, with \$370,000 in the recycling bins.

The key recommendations from the audit include:

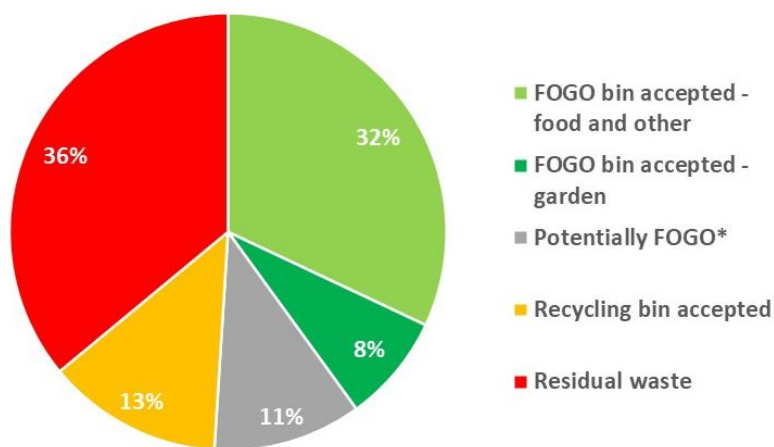
- Consider further initiatives to recover more recyclables and reduce contamination rates such as targeted education, community consultation survey to determine reasons for contamination and bin inspections to provide feedback to residents;
- Investigate option of 3-bin service in more areas to achieve higher resource recovery;
- Consider further initiatives to recover CDS containers;
- Conduct waste avoidance initiatives; and
- Conduct audits annually and seasonally to build up trend data.

1.9.1.1 General Waste

The audit found that households generate an average of 9.3kg of general waste per week. The composition of the general waste stream based on waste stream suitability is presented in Figure 7 and includes:

- 40% FOGO bin acceptable organic material (32% food and 8% garden organics);
- 11% potentially compostable material;
- 13% recycling bin acceptable material; and
- 36% residual waste.

¹² Household Kerbside Bin System Audit 2018 (2019) EC Sustainable.



*Includes other material that may be accepted in a FOGO service including contaminated soiled paper, other putrescible and wood/timber waste.

Figure 7 Kerbside general waste composition based on waste stream suitability (by weight)

1.9.1.2 Recycling

The audit found that households generate an average of 4.8kg of recycling waste per week with a contamination rate of 13%. Contaminated materials consisted of containerised food and liquid, textile/rags, plastic film and plastic bags. Composition of the recycling waste stream based on waste stream suitability is presented in Figure 8.

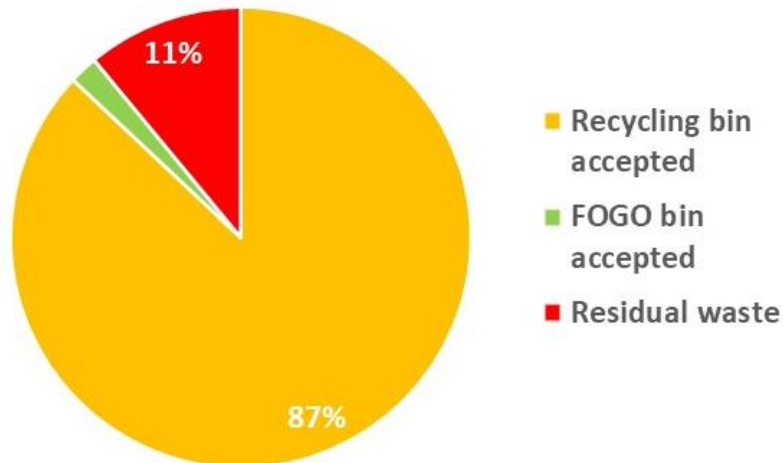


Figure 8 Kerbside recycling composition based on waste stream suitability (by weight)

1.9.1.3 Food and Garden Organics (FOGO)

The audit found that the average household produced 3.2kg of organic waste per week with a contamination rate of 3%. Contaminated materials consisted of ceramics/dust/dirt and treated wood/timber. Compositionally, 91% was garden waste and 6% was food waste, see Figure 9.

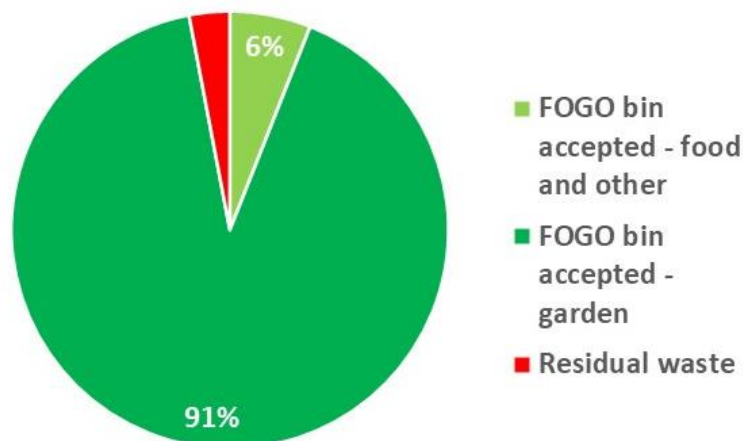


Figure 9 Kerbside FOGO composition based on waste stream suitability (by weight)

Detailed composition charts for each waste stream can be found in Appendix D.

1.9.1.4 CDS Eligible Containers

The audit analysed the weight of CDS material disposed of through kerbside collections and their composition in each waste stream. It found there was a total of 12.7 eligible CDS container in all bin streams being disposed of per household per week, weighing 1.1kg (refer to Table 16). By count, 81.7% (or 88.3% by weight) of these eligible containers were in the recycling stream.

With an assumption that the audit reflects a 100% bin presentation rate, it was approximated that \$453,000 worth of eligible CDS containers per year were disposed of in kerbside recycling. Of this, \$370,000 was in the recycling stream.

Table 16 CDS material disposed through comingled recycling and general waste collections

Stream	Beverage containers in the waste stream (kg/hh/wk)	Weight of those beverage containers which were CDS eligible	Weight of CDS eligible containers (kg/hh/wk)
Comingled recycling	1.63	58.6%	0.956
Residual waste	0.18	71.1%	0.127
Total	1.81	-	1.083

1.9.2 Comparison with Other Regions

1.9.2.1 Waste Generation

SMRC's waste generation and recycling performance can be compared with other regions for 2016-17 as reported in the CRJO Waste Strategy 2018-2023¹³. Figure 10 reveals that SMRC households generate less general waste than the average for CRJO members, NSW and the ACT. Similarly, SMRC households generate

¹³ Regional Waste Strategy 2018-2023 (2017) Canberra Region Joint Organisation.

less recycling waste than the average for CRJO members, NSW and the ACT (Figure 11). SMRC households generate the same quantity of organic waste as the average for CRJO members (Figure 12).

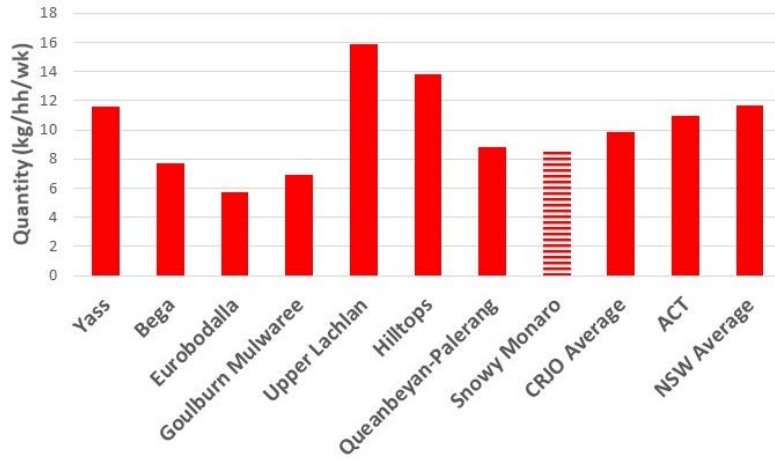


Figure 10 Comparison of household general waste generation with CRJO members, ACT and NSW 2016-17

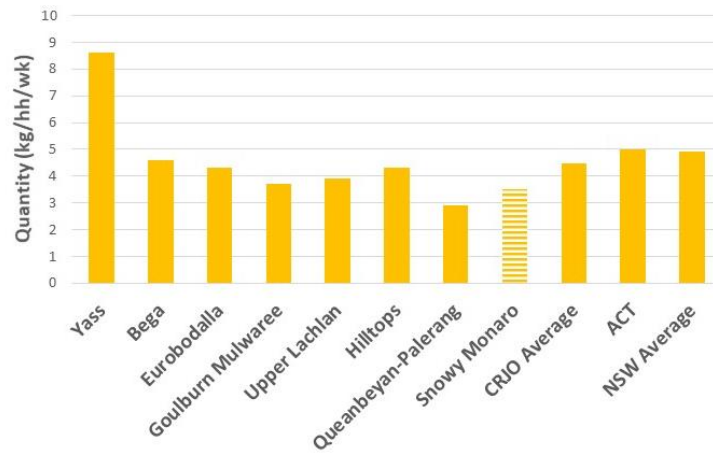


Figure 11 Comparison of household recycling waste generation with CRJO members, ACT and NSW 2016-17

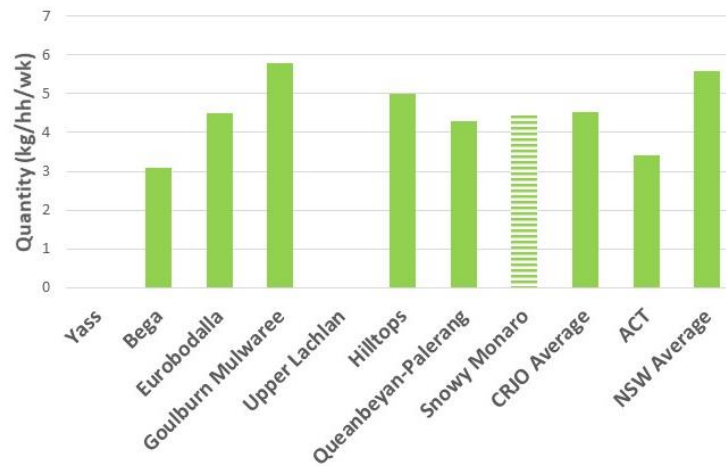


Figure 12 Comparison of household organic waste generation with CRJO members, ACT and NSW 2016-17

1.9.2.2 Recycling Performance

In 2016-17, SMRC reported the second lowest recycling rate (34%), compared to an average recycling rate of 41% for CRJO members and 45% for NSW. This rate is well below the NSW target of 70% (Figure 13).

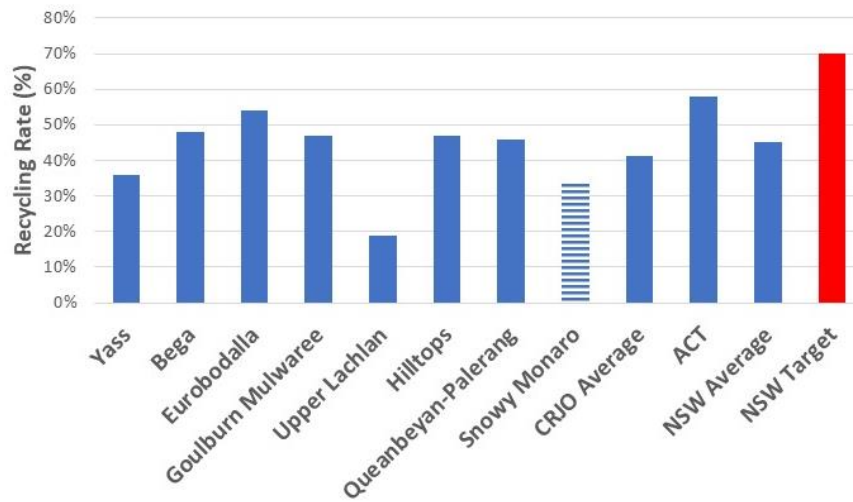


Figure 13 Comparison of recycling rates with CRJO members, ACT and NSW 2016-17

2 Where We Want to Go

2.1 Gap Analysis

2.1.1 Current Waste and Recycling Performance

SMRC aims to achieve the targets set out in the NSW WARR Strategy for waste diverted from landfill and recycling. Figure 14 displays the current waste diversion rates of 30% and 56% for 2-bin and 3-bin areas respectively in SMRC together with the NSW target of 75%. The gap between the SMRC rate and the NSW target can be reduced with a 3-bin service and increased resource recovery. A recycling rate of 35% was reported for SMRC in 2020 compared to the NSW target of 70%. Separate recycling rate data for 2-bin and 3-bin areas was not available.

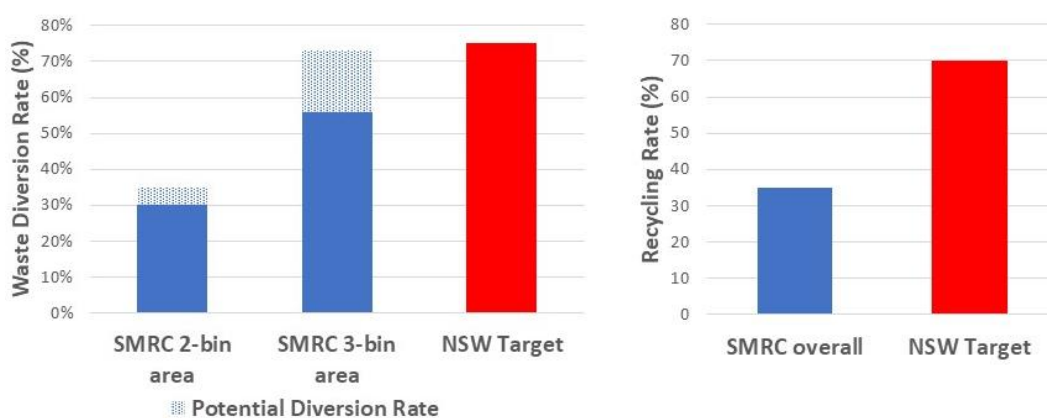


Figure 14 Waste diversion and recycling rates for SMRC compared to NSW targets

2.1.2 Future Population and Waste Generation

The population of SMRC is estimated to increase to 21,885 by 2036 according to forecasts based on ABS data¹⁴, see Figure 15. This gradual increase may occur as residents in the Canberra region settle in townships such as Jindabyne, Berridale and Michelago. These areas will see an increase in development.

A Special Activation Precinct (SAP) has been announced for the Snowy Mountains region. Through the SAP, a new Master Plan for the Snowy Mountains will be formed which will focus on increasing year-round tourism for the local economy, growing employment opportunities, and investing in the region’s infrastructure to accommodate an increase in both permanent residents as well as temporary visitors and workers. Therefore the SMRC population may increase significantly beyond the ABS projections particularly during peak tourist season.

¹⁴ <https://housing.id.com.au/snowy-monaro/population-households>

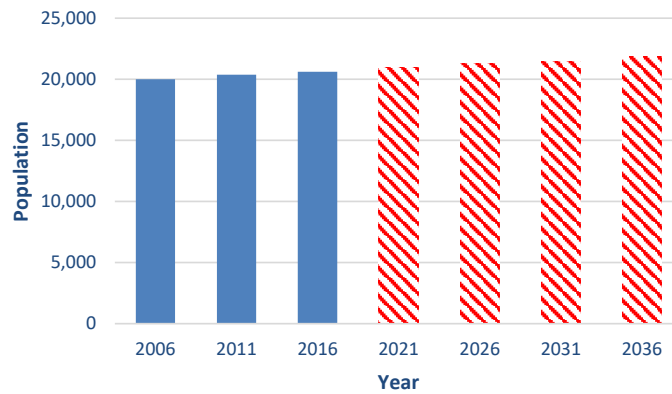


Figure 15 SMRC projected population – 2006-2036

Source data: id.community Demographic Resources Population Estimations from ABS Census data

Based on historic waste generation data from WARR surveys and the ABS population projection forecast, SMRC is projected to generate close to 24,000 tonnes of domestic waste by 2036 (Figure 16).

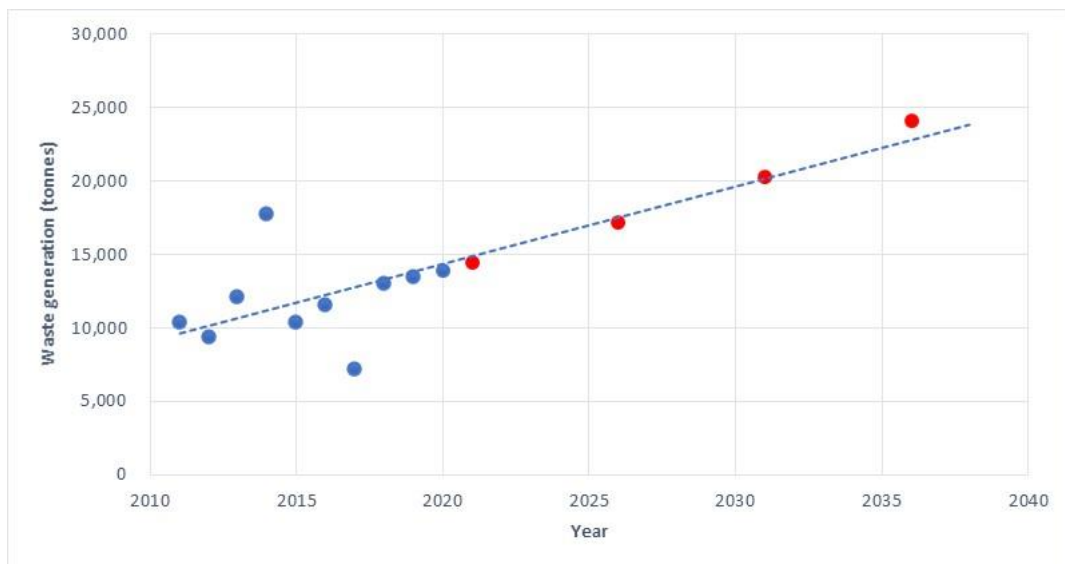


Figure 16 Projected domestic waste generation of SMRC

The upwards trend in waste generation per person from the annual WARR surveys was extrapolated using the calculated compound annual growth rate and multiplied by the estimated population. This produced the total increase in domestic waste generation over the region seen in Figure 16. It should be noted that waste generation for 2014 and 2017 have been excluded in the trend calculations due to inaccurate data reporting.

The increase in both population and waste generation rates will be a challenge for Council as it strives to provide adequate waste management services in the future.

2.1.3 Rationalisation of Transfer Stations Report

In November 2020, MRA was engaged by SMRC to review the financial and social viability of Council’s six waste transfer stations and explore alternative options to reduce costs to council. A cost analysis was performed to compare the current financial performance (business as usual (BAU)) against the option to

establish BoB sites to service self-haul residents within each transfer station catchment area. Service rates of 100% and 75% of self-haul households were considered and CAPEX, OPEX and net profit for each scenario can be found in Appendix E.

Table 17 provides a traffic light summary of the comparative analysis across the transfer stations for the service catchment, and cost-benefit results. For the service catchment analysis, a sliding scale is used to rank the most preferred (green light) against the least preferred (red light) outcomes.

The cost analysis shows that there would be a financial benefit to SMRC in establishing BoB services compared with running the transfer stations for each of the six transfer station facilities analysed. This is reflected in the traffic light summary but it should be noted that the financial benefit for Delegate is significantly smaller than the other transfer station options.

Table 17 Traffic light analysis for transfer stations - summary of results

	Adaminaby	Berridale	Bredbo	Delegate	Nimmitabel	Numeralla
Service Catchment Analysis						
Average time to 2 nd facility for disposal of green, bulky and problem wastes (mean)	●	●	●	●	●	●
Households travelling 60mins+ to 2 nd facility (#hh)	●	●	●	●	●	●
Cumulative change in travel time ¹⁵	●	●	●	●	●	●
Cost-benefit Analysis						
Net Revenue	●	●	●	●	●	●
Comparison to BAU	●	●	●	●	●	●
Benefit per current self-haul household	●	●	●	●	●	●

The following recommendations from the study have been incorporated into the Waste Strategy:

- Establish transition plans to convert transfer stations to BoB services, ensuring BoB services are fully operational prior to the ceasing of any transfer station services;
- Council may structure the BoB services as an opt-in service;

¹⁵ Cumulative change in travel time is the difference between the average time to the 2nd facility and the average time to existing transfer station for self-haul households multiplied by the number of self-haul households.

- Include bulky waste management options for the transfer station household catchments to reduce illegal dumping; and
- Phase the conversion of transfer stations to BoB services, commencing with transfer stations that provide the greatest benefit to SMRC and those that result in the least impact to residents.

2.1.4 Financial Options

Following community feedback to the draft strategy several options available to Council for managing waste operations at the smaller rural transfer stations were considered. Note: the estimated savings are required to fund the proposed capital works in the infrastructure action plan.

Option 1 is to continue to operate transfer stations with business as usual (BAU) which will not see a reduction in costs.

This option reduces Council's ability to provide other services in the strategy and may impact Council's ability to meet government guidelines and requirements. This option provides high environmental and financial risks to Council.

Option 2 is to establish transition plans to convert transfer stations to BoB services, ensuring BoBs services are fully operational prior to the ceasing of any transfer station services.

By converting to BoBs users of Adaminaby, Berridale and Delegate are not expected to receive an increase of greater than \$16/year for waste management services. Users of Bredbo, Nimmitabel and Numeralla may pay up to an additional \$157/year. This option is a user paid model and does not add additional costs to users that do no benefit from the service.

This option may increase illegal dumping. This is considered to present a low environmental and economic risk with appropriate controls in place under Council's risk management framework.

Option 3 (recommended) is to establish transition plans to convert transfer stations to BoB services, ensuring BoBs services are fully operational prior to the ceasing of any transfer station services and offer two cleanout days per year at the former transfer station for bulky items.

Similar costs to Option 2 for users converting to BoBs. It is likely that the additional costs from the bulky waste service can be absorbed into the current waste management charge with no repercussions suggested in option 1.

This option is considered to provide the best trade-off between financial performance and community requirements.

Option 4 is to increase the costs across each item delivered to the transfer stations.

Increasing a 240L residential waste bin from \$14 to \$34-\$88 depending on the waste facility. This option is considered unfeasible due to the significant increase in costs of gate fees.

Option 5 is to distribute the loss from the transfer stations over rateable properties.

There are three options for this option. Option 5.1 increase the waste management charge for all rateable properties in SMRC by \$21. Option 5.2 increase the waste management charge by \$56 or all rate all rateable properties in a transfer station catchment. Option 5.3 increase the waste management charge for all rateable properties in the transfer station catchment without kerbside collection by \$88.

Table 18 Options for Adaminaby, Bredbo and Numeralla Transfer Stations

Option	Description	Net cost of service
1	Operate Transfer Stations business as usual (BAU).	\$254,665/year
2	Establish transition plans to convert transfer stations to BoB services (dependent on service coverage).	\$50,560/year for 10% service coverage
		\$0/year for 50% service coverage
		-\$35,494/year for 75% service coverage
3 (recommended)	Establish transition plans to convert transfer stations to BoB services and provide two bulky clean-ups per year at each transfer station (dependent on service coverage).	\$62,560/year for 10% service coverage
		\$12,000/year for 50% service coverage
		-\$23,494/year for 75% service coverage
4	Offset costs based on each item delivered to the transfer station.	\$0/year
5	Offset costs to the local community though increased costs of rateable properties.	\$0/year

2.1.5 Challenges to Overcome

As outlined in previous sections of this report, SMRC faces the following waste management challenges to overcome and address in this strategy:

- Underperformance regarding NSW WARR targets, especially in areas with a 2-bin service;
- Variation of services and facilities between SMRC areas;
- High costs associated with operating some waste management facilities and services; and
- Accessibility and utilisation of waste facilities.

2.2 Visions and Themes

To address the challenges faced by SMRC and enable decisions to be made, the strategy process involved developing an overall vision for SMRC's waste management system over the next 10 years. This vision was translated into a set of themes and strategic objectives. Broadly, the themes and objectives will be guided by best practices principles and revolve around a Circular Economy, consolidation and optimisation of operations, reductions in waste generation and increased recovery while delivering a comprehensive, sustainable, efficient and budget conscious waste management service to community. The themes describe the vision (Figure 17) and what it would mean for four key areas of the waste management system:

1. Improve waste management services and facilities;
2. Costs and finances;
3. The environment; and
4. Access and use.



Figure 17 SMRC's waste strategy vision and themes

Strategic Objectives

Table 19 presents a list of strategic objectives developed to translate each theme into specific measurable goals. The strategic objectives were then used to develop a set of actions and options that Council could undertake over the next ten years to achieve the objectives of this strategy.

Table 19 Waste strategy themes and strategic objectives

Theme 1		Improve operational efficiency of waste management services and facilities			
Objectives		Description	Alignment to the Community Strategic Plan Objectives		
1.1	Improve and expand existing waste management services and facilities	Continue to provide waste services for the full range of waste streams from households and businesses while seeking to continuously improve facilities via upgrades to infrastructure, environmental protection, software, staff training and customer service.	8.2	Improve and maintain our publicly owned infrastructure, assets, and facilities to a high standard	
1.2	Unify services across LGA	Ensure there is a consistent level of service provided across the three historic LGAs ¹⁶ .	11.1	Public services and processes are delivered reliably and efficiently in response to community needs	
Theme 2		Optimise waste management costs			

¹⁶ Note there will still be a least three levels of service – full kerbside service in towns, bank of bins in remote communities, and self-haul for rural properties.

Objectives		Description	Alignment to the Community Strategic Plan Objectives	
2.1	Increase the cost efficiency of waste facilities and services	Improve the efficiency of spending on waste management services, including reviewing contracts, to generate improved value	11.2	Council utilises sound fiscal management practices, and pursues and attracts other sources of revenue
			7.2	Water, waste, sewer and stormwater management practices are contemporary and efficient
2.2	Optimise use of waste facilities and services	Consolidate and optimise waste facilities and services to maximise value for money to rate payers while achieving SMRC's waste objectives	11.2	Council utilises sound fiscal management practices, and pursues and attracts other sources of revenue
			8.2	Improve and maintain our publicly owned infrastructure, assets, and facilities to a high standard

Theme 3		Minimise the environmental impact associated with waste disposal and meet NSW Strategy targets			
Objectives		Description	Alignment to the Community Strategic Plan Objectives		
3.1	Improve resource recovery and divert waste from landfill to work towards achieving state and national targets	Undertake actions to improve the LGA's resource recovery performance and divert more waste from landfill	7.2	Water, waste, sewer and stormwater management practices are contemporary and efficient	
3.2	Minimise environment impact of waste management and disposal	Undertake actions to minimise environment impact of waste management and disposal	7.1	Protect, value, and enhance the existing natural environment	
Theme 4		Increase the accessibility and utilisation of waste facilities for residents			
Objectives		Description	Alignment to the Community Strategic Plan Objectives		
4.1	Increase access to waste services and facilities	Undertake actions to increase residents' access to SMRC's waste services and facilities	3.2	Positive social behaviours (including law and order) are fostered and encouraged to maintain our safe, healthy and connected community	
4.2	Improve the ease of use of waste facilities and services	Improve the ease of disposing waste or recycling via SMRC's waste facilities and services	3.2	Positive social behaviours (including law and order) are fostered and encouraged to maintain our safe, healthy and connected community	

3 How We Will Get There

3.1 Planned Waste and Recycling Infrastructure

At the time of writing this Strategy, SMRC had identified a number of waste and recycling infrastructure projects for the LGA:

- Jindabyne landfill expansion;
- Bombala landfill upgrade to a modern transfer station;
- Cooma landfill compost facility expansion and associated regulatory permitting;
- Cooma landfill surface contour and fill plan;
- Review of transfer station recommendations;
- Expansion of BOBs service; and
- Remediation of legacy landfill sites.

3.2 Options Identification

A plan of action to achieve the strategy’s vision, themes and objectives has been developed in consultation with SMRC stakeholders and informed by community surveys. (Note that some actions are listed under more than one objective as they contribute to multiple objectives).

Table 20 Potential actions and options to achieve the strategic objectives

Theme 1		Improve operational efficiency of waste management services and facilities
Objectives		Potential Actions/Options
1.1	Improve and expand existing waste management services and facilities	<ol style="list-style-type: none"> 1. New landfill cell at Jindabyne landfill 2. Upgrade resource recovery areas at Jindabyne and Bombala waste facilities 3. Conduct a review and options analysis for the operation of SMRC landfill facilities 4. Investigate the establishment of emergency landfill sites at suitable legacy landfills 5. Expand compost facility at Cooma Landfill to provide capacity to receive organic waste from across the LGA 6. Upgrade waste collection trucks 7. Improve data collection and analysis to enable system optimisation, e.g. weigh bridge IT integration 8. Expansion of BOB service
1.2	Unify services across LGA	<ol style="list-style-type: none"> 1. Expand FOGO kerbside collection service 2. Optimise and unify kerbside collection services (option analysis) 3. Mobile CRC

Theme 2		Optimise waste management costs
Objectives		Potential Actions/Options
2.1	Increase the cost efficiency of waste facilities and services	<ol style="list-style-type: none"> 1. CDS capture from residential comingled recycling and select commercial waste streams (option analysis) 2. Local sorting of recyclables (option analysis) 3. Council procurement of local recycled content 4. Optimise kerbside collection and waste transport services (option analysis) 5. Upgrade Bombala landfill to a modern transfer station (option analysis) 6. Utilise grant funding 7. Improve data collection and analysis to enable system optimisation, e.g. Radio Frequency Identification Device (RFID) bin-tagging and weigh bridge IT integration 8. Implement recommendations of the Rationalisation of Transfer Station report, including transition plans for conversion of transfer stations to BOBs at Adaminaby, Berridale, Bredbo, Delegate, Nimmitabel and Numeralla 9. Maintain and expand education campaigns to enhance upstream sorting and optimal use of SMRC waste services 10. Conduct review of waste facilities gate fee structure
2.2	Optimise use of waste facilities	<ol style="list-style-type: none"> 1. Upgrade resource recovery areas at Jindabyne and Bombala waste facilities 2. Improve data collection and analysis to enable system optimisation, e.g. weigh bridge IT integration 3. Expand compost facility at Cooma Landfill to provide capacity to receive organic waste from across the LGA 4. Implement recommendations of the Rationalisation of Transfer Station report, including transfer station closure, implementation of BOBs and half-yearly bulky drop off for residents. 5. Conduct a review and options analysis for the operation of SMRC landfill facilities
Theme 3		Minimise the environmental impact of waste disposal, meeting NSW WARR Strategy targets
Objectives		Potential Actions/Options
3.1	Improve resource recovery and divert waste from landfill to work towards achieving state	<ol style="list-style-type: none"> 1. Mobile CRC 2. Expand FOGO kerbside collection service 3. Expand FOGO commercial collection service to most households with a kerbside service¹⁷

¹⁷ Note that some rural properties with a kerbside service for residual waste and comingled recycling may not need a FOGO service as they will have sufficient space to compost onsite. This decision will be subject to further consultation.

	and national targets	<p>4. Support food rescue programs from food retailers (e.g. from supermarkets & bakeries)</p> <p>5. Bulky waste collection service (options analysis)</p> <p>6. Upgrade transfer stations at Jindabyne, Cooma and Bombala to increase recovery</p> <p>7. Undertake FOGO educational programs</p> <p>8. Increase recycling of C&D and difficult-to-recycle waste through increased separation and targeted education programs</p> <p>9. Council procurement of local recycled content</p> <p>10. Maintain and expand education campaigns to enhance upstream sorting and optimal use of SMRC waste services</p>
3.2	Minimise the environmental impact of waste management and disposal	<p>1. Investigate illegal dumping hot spots and initiate an illegal dumping awareness campaign</p> <p>2. Bulky waste collection service (options analysis) to help reduce illegal dumping</p> <p>3. Remediate legacy landfill sites to protect the environment and human health</p> <p>4. Upgrade water management systems at Cooma and Bombala waste facilities</p> <p>5. Environmental improvements at waste facilities</p> <p>6. Conduct a review and options analysis for the operation of SMRC landfill facilities</p>
Theme 4	Increase the accessibility of waste facilities for residents	
Objectives		Potential Actions/Options
4.1	Increase access to waste services and facilities	<p>1. Expansion of BOB services</p> <p>2. Kerbside service expanded to Numeralla</p> <p>3. Mobile CRC</p>
4.2	Improve the ease of use of waste facilities	<p>1. Upgrade transfer stations at Jindabyne, Cooma and Bombala to improve ease of use and increase recovery of resources.</p> <p>2. Awareness/education of both residents and commercial users on how to access waste facilities and how to use them properly (e.g. source separation).</p>

3.3 Options Analysis

Options were analysed and compared, based on cost and effectiveness in addressing the strategy objectives and how they align with other objectives. Table 21 displays a summary of the options considered.

Table 21 Options analysis for SMRC Waste Strategy

Project/ Service	Options	Estimated Costs & Savings (\$FY20)	Benefits, Disadvantages and Risks
Bombala Landfill	Continue to operate Bombala Landfill	Useful life: 20 years Capital cost: \$3.2M (Inclusive of closure of old cell and stormwater project) Operating cost: \$350/tonne (Inclusive of staff, equipment, materials & contracts, administration and other operating costs)	Benefits: <ul style="list-style-type: none"> • Avoids freighting waste to Cooma landfill Disadvantages & Risks: <ul style="list-style-type: none"> • High operating costs due to low throughput • WHS risk for staff and community from existing facilities • Increased environmental and health risks • Higher fleet management costs
	<ul style="list-style-type: none"> • Upgrade Bombala to a modern transfer station • Freight general waste material to Cooma landfill¹⁸ • Keep Bombala landfill for emergency disposal location 	Useful life: 20+ years Capital cost: \$3.7M (Inclusive of closure of old cell, stormwater project, transfer station upgrades, tip shop and prime movers) Operating cost: 50% cheaper over 20 years (Inclusive of disposal and freight costs to Cooma) Cost savings from not operating Bombala landfill, avoided costs of landfill upgrades and equipment replacement	Benefits: <ul style="list-style-type: none"> • Reduced risk to the environment from fewer active landfills • Improved work, health and safety through reduce vehicle movements on the tip face • Increased resource recovery and improved community waste facility experience through transfer station upgrade • Lower fleet management costs Disadvantages & Risks: <ul style="list-style-type: none"> • Increased truck movements between Bombala and Cooma

¹⁸ Note that this option analysis does not investigate the opportunity for collection trucks to drive straight to Cooma landfill.

Project/ Service	Options	Estimated Costs & Savings (\$FY20)	Benefits, Disadvantages and Risks
Council or contractor provisions of waste collection and transportation services	External contractor to provide: <ul style="list-style-type: none"> • Kerbside collection service (for entire LGA) • Transport of comingled recyclables to ACT MRF 	These costs are being assessed internally by SMRC but remain commercial in confidence due to probity issues associated with any forth coming tender. Kerbside collection contract - cost for SMRC Kerbside collection residual + recycling: 35% cheaper with external contractor Kerbside collection residual + recycling + FOGO: 26% cheaper with external contractor Comingled to ACT MRF - cost for SMRC No capital cost Weighted average cost of transport to ACT MRF: \$235/t or \$346,000/yr	Benefits: <ul style="list-style-type: none"> • Reduced WHS risk and liability for Council • Reduced administrative costs for council Disadvantages & Risks: <ul style="list-style-type: none"> • Less direct control of service quality and delivery • Less flexibility to revise services during the contract period • Potential for staff to be sourced from outside the region and for profits to leave the region
	Council to provide: <ul style="list-style-type: none"> • Kerbside collection service (for entire LGA) • Transport of comingled recyclables to ACT MRF 	Kerbside collection cost difference in % as above Comingled to ACT MRF cost for SMRC Weighted average cost of transport to ACT MRF: \$264/t or \$388,000/yr	Benefits: <ul style="list-style-type: none"> • Increased control of service quality and delivery • Increased flexibility • Potential to keep a greater portion of employment and funds in the region • Potential for cost savings with route optimisation and fleet usage • Potential to achieve cost savings by merging and streamlining waste freight services currently provided by a range of contractors e.g. e-waste, scrap metal and other speciality wastes Disadvantages & Risks: <ul style="list-style-type: none"> • Increased WHS risk and liability for Council • Increased administrative costs for the Council

Project/ Service	Options	Estimated Costs & Savings (\$FY20)	Benefits, Disadvantages and Risks
Capture CDS and glass for use locally	Continue operations as usual: collection of comingled recycling material and transport to ACT MRF.	None	<p>Benefits:</p> <ul style="list-style-type: none"> • Reduced WHS risk and liability for Council <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Loss of CDS revenue • Maintained or increasing waste truck movements
	<p>Capture glass and CDS eligible beverage containers from comingled recycling at a local sorting facility.</p> <p>Support businesses and sporting organisations to sort and recover CDS containers onsite.</p> <p>Crush glass locally for use as a sand or gravel replacement in council construction projects and road works.</p>	<p>Costs:</p> <ul style="list-style-type: none"> • Establishing a local sorting facility • Establishing a glass processing facility • Hiring and training staff • Operating and maintaining the equipment and facility • Education of businesses and sporting organisations <p>Savings:</p> <ul style="list-style-type: none"> • Freight of recyclables to ACT • Cost of processing recyclables in ACT • Income from 10c per eligible container 	<p>Benefits:</p> <ul style="list-style-type: none"> • Local employment • Reduced trucks taking recyclables to the ACT • Keeps CDS revenue in the region <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Costs and benefits may differ from predictions – undermining the business case • Change in community behaviour may lead to CDS containers being recovered at the household level rather than left in the yellow top bin • Increased WHS risk and liability for Council
Bulky waste collection service	Continue operations as usual (no bulky waste collection)	None	<p>Benefits:</p> <ul style="list-style-type: none"> • Least cost to council • Minimised WHS risk and liability to the Council <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Potentially greater levels of bulky waste dumping

Project/ Service	Options	Estimated Costs & Savings (\$FY20)	Benefits, Disadvantages and Risks
Bulky waste collection service (cont.)	a) Bulky waste collection service available on request to urban households Rural households have a drop-off day to specified location (2 times per year)	Urban collection costs: \$170,000-\$280,000/year Rural collection cost \$2000-\$5000/year <i>*Estimate based on similar regional NSW Council and a 23% uptake of the service. Service fees for SMRC would need to be confirmed through a tender process.</i> <i>\$90 -\$150 per household urban collection per year</i>	Benefits: <ul style="list-style-type: none"> • Satisfy community demand for bulky waste service • Increase opportunity to recover and re-sell bulky waste at tip-shops or ensure they are recycled (e.g. fridges) • Reduced dumping • Cost recovery through fee for service Disadvantages & Risks: <ul style="list-style-type: none"> • Unsustainable service based on sparsity of residents/properties • Community dissatisfaction with fee for service • Scheme costs and WHS risks
	b) Scheduled annual bulky waste collection from kerbside	Collection & disposal costs: \$290,000-\$380,000/year <i>\$110 -\$150 per household urban collection per year</i> <i>*Estimate based on similar regional NSW Council and a 33% uptake of the service. Service fees for SMRC would need to be confirmed through a tender process.</i>	Benefits: <ul style="list-style-type: none"> • Satisfy community demand for bulky waste service • Increase opportunity to recover and re-sell bulky waste at tip-shops or ensure they are recycled (e.g. fridges) • Reduced dumping Disadvantages & Risks: <ul style="list-style-type: none"> • Unsustainable service based on sparsity of residents/properties • Increased waste to landfill • Scheme costs and WHS risks
	c) On request collection service for pensioners, disabled people and concession holders only	Collection & disposal costs: \$65,000-\$110,000/year <i>\$90 to \$150 per household urban collection per year.</i> <i>*Based on a 60% uptake from 1,200 hh. . Service fees for SMRC would need to be confirmed through a tender process.</i>	Benefits: <ul style="list-style-type: none"> • Provides service to pensioners and concession holders who may find transport of bulky waste to a landfill facility less accessible. Disadvantages and Risks: <ul style="list-style-type: none"> • Does not provide equitable service to all SMRC residents. • Scheme costs and WHS risks

3.4 Actions Assessment

The results from the assessment of the considered actions are presented in Table 22 to provide the reader with the assessed benefits of the potential actions.

Table 22 Actions assessment for SMRC Waste Strategy

Potential Action	Description	Establishment Cost (\$FY20)	Estimated Operating costs & savings (\$/annum)	Benefits, Disadvantages & Risks
FOGO collection service expansion	<p>Expansion of current residential FOGO service to all properties with a current 2-bin service within the LGA.</p> <p>Opt-in commercial FOGO service for businesses.</p>	<p>Expansion of composting facility: \$230,000 (BIS_Capital Budget 2021)</p> <p>Capital Cost: \$2M</p> <p>New bins and truck: \$392,000</p> <p>Community education campaign associated with roll out: Simple - \$50,000/year Complete - \$120,000/year</p>	<p>Costs: \$55/household/year (FOGO expansion only) \$187/tonne (FOGO expansion only)</p> <p>Saving: \$199/tonne residual waste collection and disposal avoided via FOGO</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Satisfies community demand • Unify kerbside waste services across LGA • Increase resource recovery and diversion from landfill • Reduced environmental impacts, such as greenhouse gas emissions and leachate, due to diversion from landfill • Sale of compost – with benefits to local landscapers, farmers and gardeners <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Administrative effort and costs associated with the roll out • Product contamination risk if education campaigns are not successful • Low organic waste capture rate if community participation is low

Potential Action	Description	Establishment Cost (\$FY20)	Estimated Operating costs & savings (\$/annum)	Benefits, Disadvantages & Risks
RFID bin-tagging	<p>Installing RFID tags on bins to provide real-time bin collection and servicing data for Bombala and Cooma households.</p> <p>Requires installation of chips into new bins or retrofitting chips into existing bins, truck readers and handheld devices.</p>	<p>RFID bin tags: \$14,904-\$26,082 (\$2-\$3.50 per unit for 7,452 bins) + installation when retrofitting + labour</p> <p>Truck reader: Approx. \$3,000 + installation + licencing + integration into software system</p> <p>Handheld units: \$3,000 per unit (for bin repair teams/bin auditors)</p>	Data analysis	<p>Benefits:</p> <ul style="list-style-type: none"> Improved data collection and analysis to enable system optimisation (potential cost savings) Collection of accurate waste data: bin presentation, weight/ fullness, contamination Reduced collections (based on bin fullness), e.g. BOBs <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> Administrative costs and effort in successful roll out Perceived breach of privacy Increased fleet maintenance costs
Expand kerbside collection service	Expansion of kerbside collection service to Numeralla, servicing 100 households.	<p>240L red- and yellow-lidded bins: \$75/bin x 100hh x 2 bins = \$15,000</p> <p>New truck not required</p>	<p>Annual OPEX (collections, recycling transfer to MRF, disposal/gate fee, additional travel time off current collection route): \$32,283</p> <p>Annual revenue: \$37,900</p> <p>Annual Net Profit: \$5,617</p>	<p>Benefits:</p> <ul style="list-style-type: none"> Satisfies community demand Services rural properties Increased revenue to Council Reduces WHS risk to residents now receiving a kerbside service <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> Increase kerbside collection costs Increased waste truck movements on rural roads

Potential Action	Description	Establishment Cost (\$FY20)	Estimated Operating costs & savings (\$/annum)	Benefits, Disadvantages & Risks
Landfill Upgrade	<p>Construction of new landfill cells at Jindabyne and Cooma landfills.</p> <p>Integration of weighbridge data system into SMRC financial system.</p> <p>Stormwater leachate system upgrade at Cooma landfill.</p>	<p>Jindabyne Design & construction: \$11.8M (GHD) \$500,000 (2021 budget)</p> <p>Weigh bridge IT replacement: \$100,000</p> <p>Cooma lining cost: \$11.6M split in three stages (SMRC)</p> <p>Cooma Stormwater upgrade: \$2M (BIS_Capital Budget 2021)</p> <p>Leachate Dam: \$1.5M</p> <p>Cooma LFG capture system: \$400,000 (indicative cost based on similar size landfills)</p>	No additional ongoing costs as landfill costs will transfer from old to new cell	<p>Benefits:</p> <ul style="list-style-type: none"> Optimise use of waste facilities Serve the current and future waste needs of the SMRC community Improved data collection and analysis to enable system optimisation (potential cost savings) <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> Constraints of available site at Cooma may slow regulatory approvals
Modern transfer station upgrades	Upgrade to modern transfer stations to provide a safer, easier and more efficient layout for source-separation and drop-off for residents and commercial users.	<p>Bombala - \$600,000 (included in Bombala Landfill option 2)</p> <p>Delegate - \$200,000</p> <p>Cooma - \$8M</p>	N/A	<p>Benefits:</p> <ul style="list-style-type: none"> Optimise use of waste facilities Support recycling of C&D waste Increase resource recovery <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> Administrative costs and risks in delivering the project successfully
Conversion of a drop off service model to collection & BOB service model	Implement recommendations of the Rationalisation of Transfer Stations report, including transitioning to BOB sites at Adaminaby, Berridale, Bredbo, Delegate,	Refer to Appendix E for CAPEX, OPEX and net profit for each transfer station site		<p>Benefits:</p> <ul style="list-style-type: none"> Optimise use of waste facilities Financial benefit to council Increased access for residents <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> Decreased resource recovery

Potential Action	Description	Establishment Cost (\$FY20)	Estimated Operating costs & savings (\$/annum)	Benefits, Disadvantages & Risks
	Nimmitabel and Numeralla.			<ul style="list-style-type: none"> No local bulky waste disposal – may lead to dumping Increased drive time for self-haul residents Community resistance
Replace bank of bins	Waste trailers to replace BOBs in some locations.	\$12,000 for three 8m ³ split trailers	Reduced ongoing costs Utility truck hourly cost: \$54/hour Savings from not using kerbside collection trucks for pick up: \$150/hour	Benefits: <ul style="list-style-type: none"> Reduced costs to rate payers Reduced movement of large waste trucks to remote areas Disadvantages & Risks: <ul style="list-style-type: none"> Managing community acceptance Risk of trailers being stolen
Remediate legacy landfills and convert to emergency landfill's where appropriate	Remediation of legacy landfills to ensure sites comply with legislative requirements. Investigation into the establishment of emergency landfill sites at suitable legacy landfills.	Remediation of all (14) legacy landfills: \$30M (legacy site report)		Benefits: <ul style="list-style-type: none"> Reduced risk to human health and the environment from these sites Establishment of relatively low-cost emergency landfill capacity distributed more efficiently across the SMRC Disadvantage & Risks: <ul style="list-style-type: none"> Uncertain remediation costs that may escalate if certain contaminants are found Gaining EPA approvals/ sign off

Potential Action	Description	Establishment Cost (\$FY20)	Estimated Operating costs & savings (\$/annum)	Benefits, Disadvantages & Risks
Mobile CRC	Mobile CRC for household problem waste	N/A	Funded by EPA	<p>Benefits:</p> <ul style="list-style-type: none"> • Increase resource recovery • Increase access to waste services • Reduce hazardous contamination of general waste and associated risks at landfills • Reduce community risk from household hazardous wastes <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Increase WHS from operating the CRC and receiving hazardous wastes
Upgrade Collection Trucks	Cooma collection truck upgrade to enhance fleet with additional side lift truck	\$425,000 per truck	Marginal reduction in operating costs	<p>Benefits:</p> <ul style="list-style-type: none"> • Reduced worker WHS risks • Improvement in kerbside collection efficiency • Reduced noise and emissions standards <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Minimal
Increase recycling of C&D waste	Targeted educational programs for construction entities to source separate C&D waste.	Initial funding to be provided via NSW EPA Bin Trim funding	Reduces costs to landfill	<p>Benefits:</p> <ul style="list-style-type: none"> • Increased resource recovery • Reduced waste disposal costs for businesses <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Administrative effort for successful program
Implement recycling of difficult-to-recycle material	Increase recycling of difficult-to-recycle materials through targeted education and collection programs, e.g. polystyrene.	Requires further investigation	Reduces costs to landfill	<p>Benefits:</p> <ul style="list-style-type: none"> • Increased resource recovery • Reduced waste disposal costs for businesses <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Administrative effort for successful program

Potential Action	Description	Establishment Cost (\$FY20)	Estimated Operating costs & savings (\$/annum)	Benefits, Disadvantages & Risks
Local procurement of recycled materials	Increase local procurement of products with recycled content in construction and reduce use of virgin materials	Requires further investigation	Potential cost savings	<p>Benefits:</p> <ul style="list-style-type: none"> • Increase resource recovery • Circular economy initiative • Increase return on waste management costs spent <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Administrative effort for successful program • Need to ensure that construction activities are not compromised by the use of recycled material
Support food rescue programs	Collection of quality surplus food from retailers and donation to dedicated charities	Requires further investigation	Requires further investigation	<p>Benefits:</p> <ul style="list-style-type: none"> • Increase resource recovery • Socially beneficial to disadvantaged community members <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Administrative effort for successful program is relatively high compared to the amount of material recovered
Illegal dumping	Reduce illegal dumping through implementation of an illegal dumping awareness campaign, including dob-in-a-dumper, and data collection	Requires further investigation	Requires further investigation	<p>Benefits:</p> <ul style="list-style-type: none"> • Reduce illegal dumping <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> • Administrative effort and cost may out way reduction in dumping
Disability employment opportunities	ScrapMart tip shops to provide employment opportunities for local people with disability	Council may undertake these investigations in house or contract a consultant to review opportunities for implementation		<p>Benefits:</p> <ul style="list-style-type: none"> • Employment opportunities for local disabled people • Community support <p>Disadvantages & Risks:</p>

Potential Action	Description	Establishment Cost (\$FY20)	Estimated Operating costs & savings (\$/annum)	Benefits, Disadvantages & Risks
				<ul style="list-style-type: none"> Increased employment costs
Jindabyne Transfer Station Upgrade	See Landfill Options Analysis Report	Capital Cost: \$2M-\$13M dependant on scope of works		<ul style="list-style-type: none"> Low scope will not improve safety and site usability and will require upgrades with population expansion High scope future proofs site for population growth and likely changes in waste management best practice and legislation

4 How the Strategy Will Be Implemented

The strategy will be implemented by implementing the actions identified in the Waste Infrastructure Action Plan and Waste Services Action Plan.

4.1 Recommended Waste Infrastructure Action Plan

Table 23 presents the action plan for implementing SMRC’s waste management vision and strategic objectives over the short term (1-5 years), medium term (5-10 years) and long term (10+ years) for waste infrastructure.

Table 23 Recommended 10 year action plan timeline for waste infrastructure in SMRC

Action	Steps required	Complete	Short term						Medium term					Long term
			'21	'22	'23	'24	'25	'26	'27	'28	'29	'30	'31	
Bombala landfill	1. Design and construct modern transfer station													
	2. Consult with community about changes													
	3. Transition landfill to transfer station													
	4. Freight waste to Cooma landfill													
	5. Cap old cell													
Jindabyne landfill	1. Design and construct modern transfer station													
	2. Consult with community about changes													
	3. Transition landfill to transfer station													
	4. Freight waste to Cooma landfill													
	5. Cap old cell													
Cooma landfill	1. Consolidate waste disposal to Cooma Landfill and construction of new landfill cells													
	2. Gain regulatory approval for compost facility expansion													
	3. Construct works at compost facility													

Action	Steps required	Complete	Short term					Medium term					Long term	
			'21	'22	'23	'24	'25	'26	'27	'28	'29	'30		'31
	4. Gain approval for environmental upgrades at Cooma landfill													
	5. Construct environmental upgrades at Cooma landfill													
	6. Implement weigh bridge IT replacement, including handheld devices, to integrate data into SMRC financial system													
Review gate fee structure	1. Conduct a review of landfill gate fee structure model													
	2. Implement recommendations													
Transfer stations	1. Establish transition plans to convert transfer stations into Bank of bin services													
	2. Consult with community about changes													
	3. Implement bank of bins													
	4. Scale back frequency of transfer station services													
	5. Half-yearly bulky waste drop offs													
Legacy landfills	1. Investigate opportunities for waste sites to be used as emergency landfill sites													
	2. Undertake detailed remediation plan for each legacy site, including testing and comprehensive cost estimates, to identify priority order													
	3. Remediate legacy landfill sites													
CDS collection	1. Develop business case for local glass and CDS capture (only if Council gains access to funding)													

Action	Steps required	Complete	Short term					Medium term					Long term	
			'21	'22	'23	'24	'25	'26	'27	'28	'29	'30	'31	'31+
	1a. Council to proceed only if access to funding is successful													
	2. Identify site for local MRF and gain regulatory approval													
	3. Establish local MRF													
	4. Recruit and train local casual staff													
	5. Sort comingled recycling waste for CDS collection													
	6. Work with relevant Council departments to integrate use of recovered glass in roads and construction activities													
	7. Ongoing use of the recovered glass by Council													

4.2 Recommended Waste Services Action Plan

Table 24 presents the action plan for implementing SMRC’s waste management vision and strategic objectives over the short term (1-5 years), medium term (5-10 years) and long term (10+ years) for waste services.

Table 24 Recommended 10 year action plan timeline for waste services in SMRC

Action	Detailed action required	Complete	Short term					Medium term					Long term	
			'21	'22	'23	'24	'25	'26	'27	'28	'29	'30	'31	'31+
Kerbside collection service provision	1. Expand in-house collection service to entire LGA													
	2. Review kerbside service routes and identify expansion potential into rural areas													
	3. Expand service and purchase plant as needed													
Transporting recycling	1. Commence tender process for service contractor													
	2. Select contractor to provide freight service													
Bulky waste – service on request for pensioners, disabled people, and concession holders	1. Develop business case for service													
	2. Plan collection service roll-out													
	3. Implement education program and update website													
	4. Roll-out collection service													
Expand kerbside collection service	1. Purchase new bins and distribute to Numeralla households													
	2. Commence waste and recycling service in Numeralla													
	3. Review kerbside service and expand as needed													
Bank of Bins	1. Investigate which rural sites to introduce BOBs													
	2. Introduce BOBs at some rural sites													

Action	Detailed action required	Complete	Short term						Medium term					Long term
			'21	'22	'23	'24	'25	'26	'27	'28	'29	'30	'31	'31+
	3. Assess effectiveness of BOBs and introduce more if required													
FOGO	1. Design and construct facility (see recommended waste infrastructure action plan for Cooma landfill)													
	2. Procurement: tender, evaluate and award for subcontractor, receivals building, mechanical plant & equipment													
	3. Perform testing/commissioning and determine roll-out schedule for households and investigate demand for commercial service													
	4. Implement education program to residents and businesses													
	5. Determine roll-out schedule and roll-out FOGO service to additional areas													
	6. Perform annual waste audit to gauge effectiveness and identify problems and barriers													
Mobile CRC	1. Determine mobile CRC schedule													
	2. Advertise schedule via multiple media channels													
Support food rescue programs	1. Consult with stakeholders including local businesses that generate significant food-waste, food rescue charities and charities that could use the food													
	2. Develop a business case including an implementation plan and grant funding													
	3. Roll-out food rescue grant program													

Action	Detailed action required	Complete	Short term						Medium term					Long term
			'21	'22	'23	'24	'25	'26	'27	'28	'29	'30	'31	
Illegal Dumping	1. Implement illegal dumping awareness campaign, e.g. dob-in-a-dumper													
	2. Continue collecting data to identify illegal dumping hot spots and assess campaign effectiveness													
Education	1. Develop education campaign to target C&D waste source separation and recycling													
	2. Implement education campaign via community groups for construction entities, 'Lunch and Learn' sessions, etc.													
	3. Other community education programs													
Difficult-to-recycle material	1. Review waste materials to target													
	2. Engage suppliers													
	3. Acquire equipment													
	4. Develop and implement targeted education campaign													
	5. Commence collection of material													
	6. Review and expand waste materials to target													
Disability Employment Opportunity	1. Investigate opportunity to employ local disabled people at ScrapMart tip shops													
	2. Recruitment and training													

4.3 Further Actions

In addition to the implementation of the above action plan, the following investigations are recommended:

4.3.1 Develop a Business Case for the Glass Capture and CDS Beverage Container Recovery

A high-level analysis of the recovery of glass and CDS beverage containers was undertaken as part of the option analysis for this waste strategy (see Section 3.3). There appears to be the potential for Council to significantly save on waste transport costs and to raise revenue while creating local jobs leading to social, economic and environmental benefits for the SMRC LGA. However, the costs of implementing such a scheme remains uncertain and further investigations are required to more accurately assess the costs, benefits and preferred implementation approach for such an initiative. Hence, further investigation should be undertaken and a business case developed to gain Council approval and funding for this initiative if the final business case is sufficiently compelling.

4.3.2 Investigate 4-Bin System to Replace Current Bins at End of Life

Instead of establishing a MRF to recover glass for local use the council may choose to establish a four-bin collection system with a separate bin for glass. This approach is being rolled out across Victoria. The four-bin approach could be investigated as part of the study discussed above.

4.3.3 Review of Data Collection and Analysis

Annual waste audits to be undertaken to provide up to date information to inform the efficacy of the FOGO roll out and provide more accurate data to assess the two options discussed above. Following the implementation of FOGO, further audits of residual and FOGO bins should be undertaken to help inform educational requirements and evaluate progress towards resource recovery goals.

4.3.4 True Cost of Waste Analysis

Conduct a detailed study into the whole of life costs for SMRC's landfills, transfer stations and the composting facility. Seek to benchmark facility performance against national and CRJO best practices. Develop recommendations to optimise the operation of these facilities.

4.3.5 Risk Management Review for Cooma Landfill and Waste Complex

The Cooma landfill is relatively simple with unlined cells and no landfill gas (LFG) extraction infrastructure. The landfill and composting facility are sited upon a relatively shallow groundwater body (some 2-10 meters below ground level). This potentially poses threats to ground water.

Capping of areas that have reached final height to prevent water infiltration and thus minimise leachate while new areas could be lined. However, capping may lead to LFG migrating laterally. During cold "inversion" events LFG may not disperse – creating risks of explosions or asphyxiation.

A study of human and environmental risks at the Cooma waste complex would be appropriate with mitigation measures identified and costed. Some mitigation measures may be relatively cheap – for example capping material may be received for free in the form of VENM while simple handheld methane monitors may enable LFG risks to be mitigated. The implementation of a LFG capture system would also lead to increased environmental benefits associated with LFG capture, without a significant impact in the facility's financial performance.

4.3.6 Regional Waste Contracts with CRJO

As a small council SMRC does not always attract many competitive tenders for the provision of waste services. SMRC should seek to work with CRJO to undertake regional contracts for waste services where possible to achieve economies of scale and better value for money.

4.3.7 Investigation into Recycling and Reuse of Snow Gear

As the home of Australia's snow sports, SMRC has to manage more discarded snow gear than any other council in Australia. This provides an opportunity for SMRC to lead Australia in best practice management of this material and to educate visitors about better management of end-of-life snow gear.

Such education could potentially be enhanced via community art installations and upcycling of skis into public outdoor furniture, such as tables and chairs, to be made at ScrapMart tip shops. While such initiatives will not directly make a significant difference to the quantities of waste presenting at landfill – they can lead to community awareness and behaviour change that improves the overall interaction of residents and visitors with SMRC waste facilities and services.

4.3.8 Review targets for waste reduction, resource recovery and diversion of waste

The NSW Government has released phase 1 of a new *20-Year Waste and Sustainable Materials Strategy for NSW* which set new targets and new waste initiatives. The 5-year targets are phasing out problematic and unnecessary plastics by 2025 and the plastic litter reduction target of 30% by 2025.

The 10 year targets are generally in line with the federal waste policy including an 80% recovery rate from all waste streams by 2030.

The NSW Government plans on consulting during 2021-2022 around the actions listed in the strategy. SMRC should participate in the consultation and review the SMRC Waste Strategy and set waste targets to align with the detailed 20-Year Waste Strategy.

4.3.9 Bulky Waste Collection Transition Plan

If Council introduces a bulky waste collection a detailed transition plan should be considered. This plan should include:

1. Fully understanding costs and requirements for the service including objectives and options for collection method
2. Early stage community engagement about why Council is introducing the service
3. Designing service to meet Council requirements including costs, limitations for waste types and sizes
4. Develop tender specifications and process of tender for bulky waste collection including diversion requirements
5. Preparation for transition including risk management, contractor service obligations and requirements
6. Communication plan for residents
7. Service roll-out
8. Monitoring and evaluation of the contractor and service

5 How to Measure Success

5.1 Key Performance Measures

Progress in implementing the proposed action plans will be measured to establish a consistent and reliable source of information regarding the LGA's waste performance over time. Furthermore, it will enable informed, evidence-based decisions to be made regarding the performance of the LGA's waste services and the effectiveness of the actions undertaken.

The following monitoring and analysis is recommended for each of the strategy objectives and themes.

5.1.1 Theme 1: Improve Operational Efficiency of Waste Management Services and Facilities

- Annual kerbside bin audits to measure key performance measures (KPIs) and to assess that capacity is matching demand. KPIs include bin presentation, bin fullness, waste generation, rate of resource recovery and rate of contamination. This allows greater targeting of waste education.
- Maintain local landfill capacity
 - Measure: aerial surveying of void space minimum annually
 - Analyse: determine fill rates since the last aerial survey and calculate remaining life of cell
 - Act: develop budget bids for new landfill capacity when void space falls below 7 years

5.1.2 Theme 2: Optimise Waste Management Costs

- Conduct a study into the true cost of landfill, transfer stations and other waste facilities including a review of gate fee structure to optimise waste management costs. Determine the key metric and benchmarks that can be readily recorded. Then annually review performance against these metrics to support performance management.
- Review gate fees
- Report on grant funding won and percentage contribution to waste delivery costs.

5.1.3 Theme 3: Minimise the Environmental Impact of Waste Disposal, Meeting NSW WARR Strategy Targets

Measure and record:

- Waste generation per year
 - Residual waste
 - Comingled recyclables
 - FOGO
 - C&I
 - C&D
 - Others;
- Calculate resource recovery for each sector; and
- Illegal dumping and public place litter metrics.
- Measure/estimate and record GHG

5.1.4 Theme 4: Increase the Accessibility and Utilisation of Waste Facilities for Residents

Measure and record in Excel:

- Number of households receiving kerbside services (red, yellow and green) and percentage of SMRC households receiving kerbside services;
- Percentage of households with access to kerbside collection and BOBs;
- Percentage of households with access to CRC for at least one week per year;

- Quantity of specialty waste presenting per household; and
 - Annual community survey to determine satisfaction levels and understand of services to better target education initiatives and new waste services.
- Review the Transfer Station Rationalisation report and measure progress against recommendations provided.
- Review the Landfill Options Analysis report and measure progress against recommendations provided.

References

- Australian Bureau of Statistics (2017) 3218.0 – Regional Population Growth, Australia, 2015-16
- Australian Bureau of Statistics (2016) 2016 Census QuickStats – Snowy Monaro Regional Council
- Canberra Region Joint Organisation (2018) Regional Waste Strategy 2018-2023
- Commonwealth of Australia (2018) National Waste Policy: less waste more resources
- Commonwealth of Australia (2019) National Waste Policy Action Plan 2019
- Commonwealth of Australia (2020) Recycling and Waste Reduction Bill 2020 (as passed by both houses)
- EC Sustainable, 2019, Household Kerbside Bin System Audit 2018
- GHD (2018) Jindabyne Regional Waste Management Facility Options Assessment Report
- NSW Department of Planning and Environment, 2016, 2016 New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements
- NSW EPA (2019) Local Government Waste and Resource Recovery Data Survey 2018-19 (SMRC)

Appendix A Bank of Bin Sites

Table 25 Bank of bins sites

Facility	Operator
Clear Range (Yellowbox road)	SMRC
Jerangle (Jerangle road)	SMRC
Dry Plain (Caddigat road)	SMRC
Frying Pan (Frying pan road)	SMRC
Buckanderra (Buckanderra road)	SMRC
Eucumbene (Happy jacks road)	SMRC
Eucumbene (Cove hill road)	SMRC
Avonside (Avonside road)	SMRC
Berridale (Rockwell road)	SMRC
Jindabyne (The snowy river way)	SMRC
Crackenback (Alpine way)	SMRC
Beloka (Paupong road)	SMRC
Numbla Vale (Jimenbuen road)	SMRC
Cathcart Bank of Bins	SMRC
Delegate Bank of Bins	SMRC
Michelago Bank of Bins Shed	SMRC

Appendix B Materials Accepted at Waste Facilities

Table 26 Materials accepted at SMRC Landfills

Transfer Station	MSW	C&I	C&D	Recyclables						E-Waste	Green Waste	Hazardous Waste	Other waste
				White goods	Scrap metal	Batteries	Dom. COM	Comm. COM	Waste Oil				
Cooma	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗
Jindabyne	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗
Bombala	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗

Table 27 Materials accepted at SMRC transfer stations

Transfer Station	MSW	C&I	C&D	Recyclables						E-Waste	Green Waste	Hazardous Waste	Other waste
				White goods	Scrap metal	Batteries	Dom. COM	Comm. COM	Waste Oil				
Bredbo	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗
Adaminaby	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗
Numeralla	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗
Berridale	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗
Nimmitabel	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗
Delegate	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✗	✗

Appendix C Staff Interviews

Table 28 Managerial council staff interview comments

Topic	Comments
Strategy objectives	<ul style="list-style-type: none"> Integrate the region's waste services to achieve consistent levels of service, fees and targets; Integrate practical strategy with NSW EPA guidelines and CRJO waste strategy for a 3-5 year, 10 year and 20 year vision.
Urgent actions needed	<ul style="list-style-type: none"> Capping and remediating legacy landfills, developing new landfill cells (Jindabyne and Cooma), exploring CDS opportunities, new weigh-bridge data systems to integrate with SMRC financial system, fire control infrastructure, changing BOBs to waste collection cages, new waste truck(s), expanding the composting facility and FOGO service, food rescue.
FOGO	<ul style="list-style-type: none"> There is local demand for compost product; Compost facility expansion will require additional composting equipment; Shredders and loading equipment needed at other transfer stations to shred FOGO material before freighting to Cooma site; Demand for FOGO service is mainly from urban residents; FOGO service expansion should service properties with current 2-bin service excluding households on larger rural-residential blocks as they can compost onsite; Expand FOGO service in stages to gauge success: first Bombala then to intermediate towns like Michelago, Berridale and Adaminaby. Jindabyne should be last: logistical problems such as high-density dwellings, less street space, tourism, etc. Commercial FOGO is a good idea as restaurants and cafes have large quantities of organic waste and some in Jindabyne are asking Council for FOGO collection; Smaller towns aren't generating large volumes of FOGO waste.
CDS	<ul style="list-style-type: none"> Currently people already rummaging through street bins, CDS collection not needed; Don't have the quantity required to set up infrastructure or the capacity, funds or manpower to collect, sort and crush locally; No issue with use of recycled glass/sand in construction; Currently no awareness among local builders to use recycled products, need to target education to construction entities; Start by backloading material from ACT for a demonstration construction project.
Education	<ul style="list-style-type: none"> FOGO service education should mimic the successful campaign used for the former Cooma-Monaro council; Need to communicate why fees and charges are levied and the requirements to provide waste services to the community; Pop-up education stalls in shopping centres are very effective and allow voluntary face-to-face contact; Face-to-face communication, such as 'Lunch and Learn', is much more effective than written communication; Main challenge is reaching the whole community, especially rural community, only option is through mail;

Topic	Comments
	<ul style="list-style-type: none"> • Campaign targeting construction entities could involve a community group with entity owners or providing Council building department with leaflets to give to new construction developments to educate about recycling C&D waste, cost savings and using recycled products.
Kerbside Collection Service	<ul style="list-style-type: none"> • Reducing general bins from 240L to 120L in Jindabyne to encourage diverting material to recycling and FOGO services could increase contamination; • Reuse 120L bins as FOGO bins by replacing lids; • Lack of robust data about recycling performance but suspected recycling is falling; • Preference for in-house service to standardise and internalise service; • One of Cooma’s collection trucks is old and still involves manual rear lift of bins. Does not meet modern WHS expectations. Plan to replace it this year however, it may be kept in service for commercial collections of skips for which it is still suitable.
Bank of Bins	<ul style="list-style-type: none"> • BOBs are expensive to service if not located near a conventional kerbside collection run; • One solution is to change to a lockable waste transfer cage or trailer that can be moved using a light truck. Likely to be best option for Jerangle and Smith’s Road BOB site.
Freight to ACT service	<ul style="list-style-type: none"> • The cost to freight to ACT is much higher than the cost of landfilling; • Costs are expensive relative to what other members of the CRJO are paying; • Sometimes using a contractor is more efficient than in-house service – requires less workers, costs less and specialises in service. No WHS risk for Council; • Possible for new contractor to have a local crushing plant.
Operating Facilities	<ul style="list-style-type: none"> • Maintaining local landfills is critical to keeping SMRC’s waste disposal costs down (avoiding freight costs and gate fees along with earnings from commercial waste); • Jindabyne landfill expansion required in the short term, Cooma landfill expansion required in the medium term; • Transfer station upgrades required to support recycling of C&D waste, easier access for the community and commercial users. Upgrades needed at Delegate and Bombala to increase safety of disposal process; • Jindabyne landfill has best practice stormwater management; • Stormwater and leachate management system at Cooma landfill needs improvements during next fill plan; • Strategy should rationalise opening hours and service provision; • Weigh bridges at Jindabyne and Cooma landfills use different data management systems which are not integrated with SMRC’s new financial data system. Installing a new data system, that supports handheld devices, would greatly improve SMRC’s data collection and enable better oversight and management; • Bombala landfill is remote and has no onsite power or weight bridge. The facility likely receives waste from individuals and businesses in Bega Valley Shire and Victorian residents; • Connecting three phase power to Bombala landfill would cost around \$60,000. There is lots of airspace but costs a lot to run. May be better value as a transfer station; • Bombala’s population similar to Berridale who are serviced quite well with a 1 day a week for 5 hours transfer station;

Topic	Comments
	<ul style="list-style-type: none"> Bombala community would strongly oppose shorter opening hours, would require serious community consultation. Gradual change in opening hours to allow community to adjust.
Legacy Landfills	<ul style="list-style-type: none"> Recent bushfires and storms have underlined the need for emergency landfills to take non-putrescible material from the clean up process; SMRC is currently in consultation with Snowy Hydro 2.0 project managers regarding the provision of a new emergency landfill; There are at least 15 legacy landfills that may need to be capped and remediated. SMRC has conservatively noted \$30 million of liabilities associated with these remediation works in budget however these estimates could fall considerably as more detailed investigations are undertaken; Keeping suitable sites for emergencies avoids the costs of capping and remediating these landfills and reduces the cost and time to respond to emergencies and ensuing clean ups; Need a detailed investigation into the potential residual capacity of these sites along with an assessment of suitability for future use and more detailed closure plans and cost estimates for sites deemed unsuitable for future use; Attempts to fill up Cooma landfill in January (after bushfires) as part of the remediation process proved too expensive and difficult to get EPA approval; There is currently a written proposal to set up old Delegate landfill for remediation, doesn't require DA. Cooma landfill would require DA process.
Fees & Charges	<ul style="list-style-type: none"> General belief that waste fees and charges are too high but reducing fees wouldn't be sustainable and would require services be cut back dramatically; Need to communicate true cost of waste management to community.
Bulky Waste Collection Service	<ul style="list-style-type: none"> Not supportive of a bulky waste collection service due to its costs, complexity, risk to operate and significant generation of waste; Area too big. Would need more staff and transport which would greatly increase expenses; Understanding about demand for service within the community; Good option could be targeted service for concession card holders on request; Instead of bulky waste pickup, free weekend for drop off; Including the possibility in the strategy would give false hope.
Illegal Dumping	<ul style="list-style-type: none"> Possibility for further community awareness campaigns to further target these issues. E.g. Council website doesn't have much information on how to "dob in a dumper".

Table 29 Operational council staff interview comments

Topic	Comments
Strengths of waste management	<ul style="list-style-type: none"> • Happy with equipment upgrades, e.g. waste collection trucks and compactor ordered for Jindabyne landfill; • Bank of bins work well; • Kerbside service are worth the fees as residents get a good service.
Improvement Opportunities	<ul style="list-style-type: none"> • Reported issues with polystyrene being blown around at Jindabyne landfill sites exposed to high winds. Polystyrene also creates problems for landfill compaction rates; • Would like to see more education for FOGO, often see contamination; • Expanding FOGO kerbside service would increase fees due to requiring additional staff, trucks, fuel, etc; • Commercial FOGO collection would have high contamination. Current FOGO in ski areas has high contamination. Difficult to get employees to comply (care factor is low); • Advertise the Council website and Facebook page for education material more; • Lower fees for recycling and increase fees for landfill to encourage source separation and recycling. Landfill staff are often pulling recyclable material out of tip face. It shouldn't cost people so much to recycle. • Commercial waste price vs commercial recycling (they save \$10/tonne) – not much incentive for businesses to recycle. It would cost more for them in wages to properly sort waste than it does to put it in landfill; • Builders are sorting at the tip: paying as waste but putting material aside for staff to grab and put it in recycling; • Need more landfill infrastructure; • More education required about what can be recycled.

Appendix D Waste stream compositions based on material categories

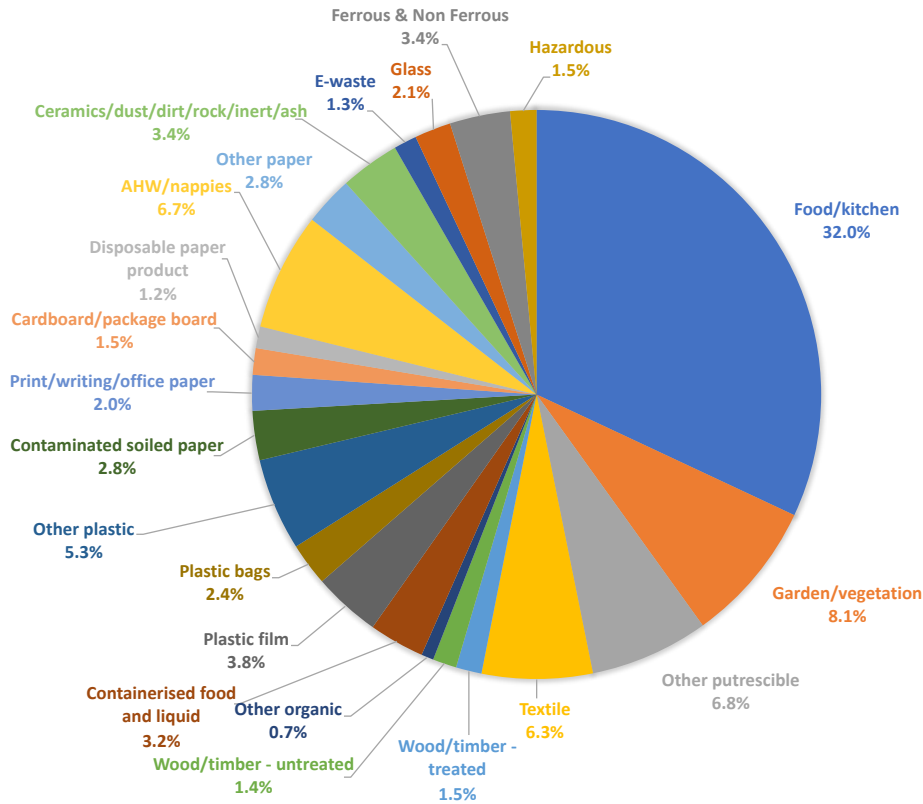


Figure 18 Kerbside general waste composition based on material category (by weight)

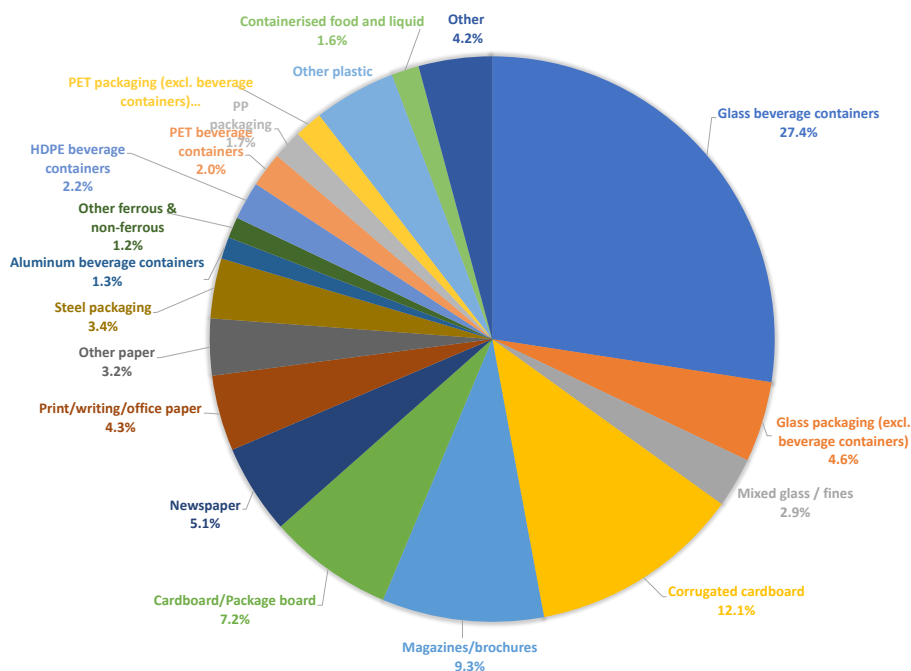


Figure 19 Kerbside recycling composition based on material category (by weight)

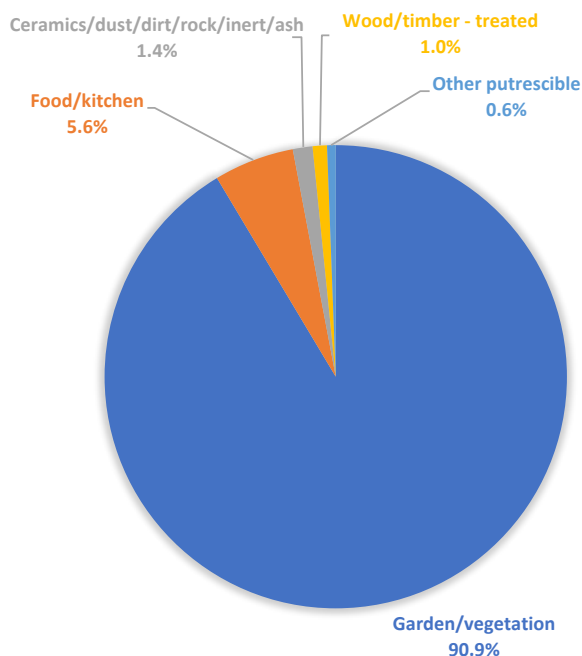


Figure 20 Kerbside FOGO composition based on material category (by weight)

Appendix E Transfer Station Financial Analysis

Table 30 CAPEX, OPEX and net profit for transfer station scenarios

	Adaminaby	Berridale	Bredbo	Delegate	Nimmitabel	Numeralla
Business as Usual						
Net Profit	-\$40,520	-\$34,503	-\$55,290	-\$19,795	-\$59,873	-\$44,684
Scenario 1 – 100% Service Rate						
CAPEX	\$276,330	\$285,460	\$428,370	\$133,510	\$220,920	\$303,720
OPEX	\$78,529	\$80,657	\$110,128	\$56,027	\$60,566	\$76,954
Net Profit	\$11,838	\$12,547	\$30,285	-\$12,628	\$10,842	\$25,292
Scenario 2 – 75% Service Rate						
CAPEX	\$207,270	\$216,310	\$322,430	\$101,240	\$165,780	\$225,710
OPEX	\$62,065	\$62,440	\$84,615	\$48,142	\$47,586	\$66,215
Net Profit	\$5,708	\$7,242	\$20,580	-\$15,703	\$5,961	\$11,706

9.3.6 SNOWY RIVER DEVELOPMENT CONTROL PLAN AMENDMENT THREE - THREE RIVERS ESTATE KALKITE

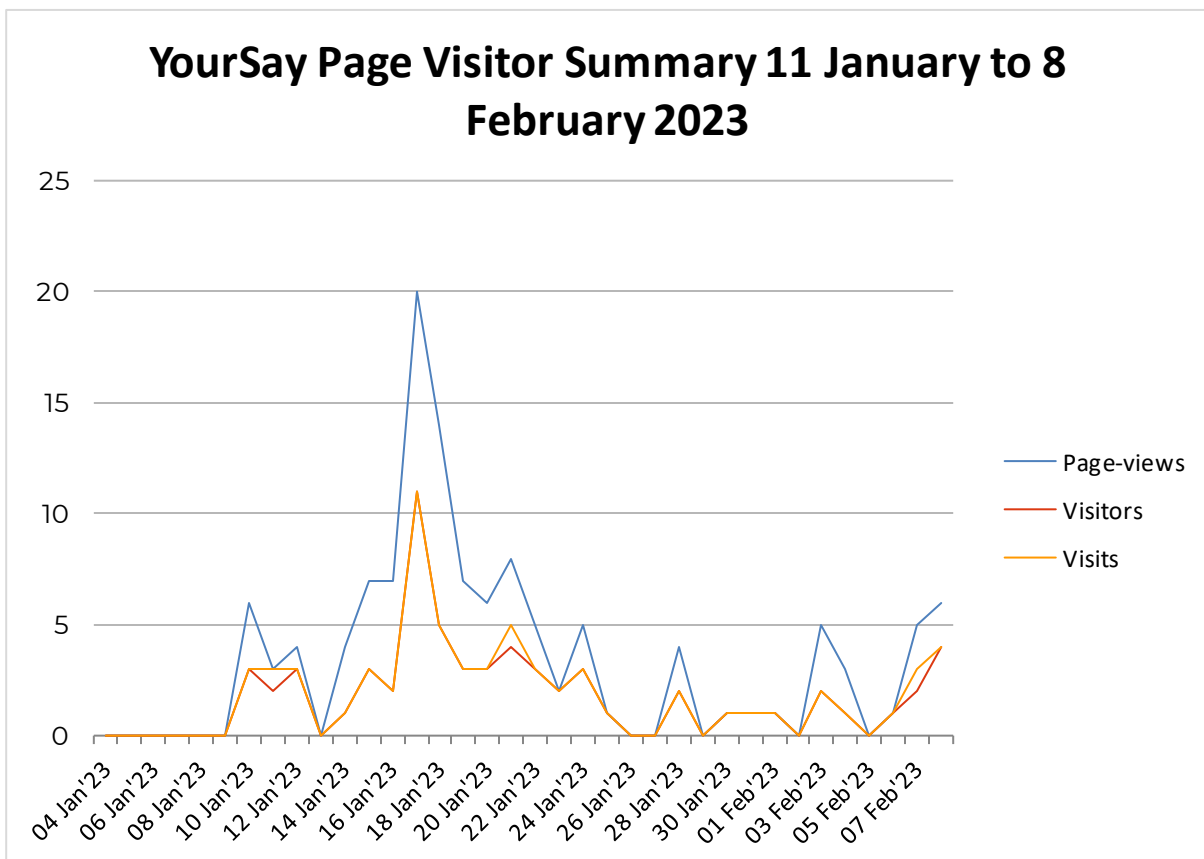
Record No: I23/73

OFFICER'S RECOMMENDATION

That Council adopt the Snowy River Development Control Plan amendment three provisions as described in and attached to this report.

ISSUES

Following the Council resolution 354/22, the drafted Snowy River development control plan amendment three was placed on public exhibition for a period of 28 days in accordance with *Schedule 1 Part 1 of the Environmental Planning and Assessment Act 1979, Clause 13 of the Environmental Planning and Assessment Regulation 2021* and the Snowy Monaro Community Participation Plan. Public exhibition for this document began 11 January and ended 8 February 2023. There was a total of 67 visitors to the YourSay page, of whom, 25 are informed. The informed visitors not only visited the site, but downloaded the documents. The graph below indicates the visitor traffic throughout the consultation period.



Prior to public exhibition, additional controls to the document previously included in the Council business paper were placed in the amendments to address natural and environmental hazards particularly bushfire in reference to development in the site.

There were no submissions received during the consultation period either via the YourSay page, email or post.

RISK ASSESSMENT

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

FINANCIAL IMPACTS

	Amount	Details
Assessment time and resources	\$5,446.31	Costs related to assessment and administration of DCP processing including lodgement/registration on the planning portal.
Public notification	\$385.57	Costs relate to public exhibition of draft DCP including newspaper advertisement and letters to surrounding landowners.
Development Control Processing Fee	\$5,831.88	Fee to be paid by applicant/proponent to cover the above costs.

DCP processing is designed to be cost neutral to Council, with time and resources of staff and all costs associated recouped through the relevant processing fee in Council’s fees and charges. These fees were applied and paid prior to processing of the DCP amendments. No additional fees have been applied for the preparation of the DCP amendments.

RESPONSIBLE OFFICER: Strategic Land Use Planner

OPTIONS CONSIDERED

The DCP is required by a condition of consent and as such other options have not been considered.

IMPLEMENTATION PLANS

If Council support the recommendation, Council staff will implement the Council's resolution by inserting the subject DCP in Chapter F of the Snowy River Development Control Plan 2013 (SR DCP) as section F9 of the SR DCP.

A notice will be published on Council's website within 28 days of adoption that the decision is made. The DCP amendment will come into effect on the day which the notice of Council's decision to approve the plan is published or a date otherwise specified in the notice, in accordance with *Clause 14 of the Environmental Planning and Assessment Regulation 2021*.

EXISTING POLICY/DECISIONS

Prior Council resolution (354/22), from Council Meeting 15 December 2022, that the DCP amendments were to be placed on public exhibition.

9.3.6 DRAFT SNOWY RIVER DEVELOPMENT CONTROL PLAN AMENDMENT 3 - THREE RIVERS ESTATE KALKITE

COUNCIL RESOLUTION	373/22	
That Council consent to the public exhibition of all the drafted Snowy River development control plan amendment 3 provisions as described in and attached to this report for a period of 28 days in accordance with Schedule 1 Part 1 of the <i>Environmental Planning and Assessment Act 1979</i> , Clause 18 of the <i>Environmental Planning and Assessment Regulation 2000</i> and the Snowy Monaro Community Participation Plan.		
Moved Councillor Summers	Seconded Councillor Stewart	CARRIED
Record of Voting		
Councillors For:	<i>Councillor Beer, Mayor Davis, Councillor Frolich, Councillor Hanna, Deputy Mayor Higgins, Councillor Hopkins, Councillor Johnson, Councillor Stewart, Councillor Summers, Councillor Williamson and Councillor Mitchell.</i>	
Councillors Against:	<i>Nil.</i>	

Motions Without Debate

The above officer's recommendation became a resolution of Council as a result of resolution 354/22 above as there was no challenge by Councillors.

BACKGROUND

In 2009 Snowy River Shire Council granted conditional consent for a 36 lot community title subdivision at 374 Kalkite Road, known as Three Rivers Estate. Condition 18 of the consent states:

The developer shall provide to Council a Development Control Plan covering the whole of the proposed development site prior to the issue of the subdivision certificate. This Development Control Plan is for the assessment of structures within the community title subdivision and sets out a master plan for the future development of the site. This development control plan shall set out, design guidelines, siting requirements and height limits. These requirements cannot be contrary to the Snowy River Local Environmental Plan. The Development Control Plan shall be submitted to Council for approval prior to the issue of the construction certificate.

In November 2022 a draft development control plan (DCP) was lodged with Council for the specific site. The DCP is required to amend the Snowy River DCP and provide additional site specific controls to land which forms part of the Three Rivers Estate development.

The draft DCP was placed on exhibition for a period of 28 days from 11 January to 8 February 2023, throughout which no submissions were received. No amendments have been made to the publicly exhibited draft DCP.

The DCP provides controls in relation to the staging of development, stormwater management, water sensitive urban design, landscaping, open space, biodiversity, access and traffic management, utilities, public safety, archaeology, built form, solar access and site facilities and services. The draft DCP sets the following vision for the subject development:

Three Rivers will provide a distinctive natural, built and safe living environment that reflects the alpine region and its rural, mountain and lake setting. The gated community should adopt a modern Australian architectural style and utilise a variety of well-articulated building forms, energy efficient materials and a natural palette of colours that are set in a natural, rural style landscape.

The landscape design for the gated community should reflect the (sub alpine) rural character of the region, maintaining all existing vegetation (where possible) and providing predominantly natives species where (minimal) planting is required. The existing vegetation and natural features on the land such as rock outcrops and areas of natural vegetation will be preserved where possible to preserve the visual amenity and character of the area.

Natural open space areas are to be provided to further contribute to the amenity of the site and provide passive recreational opportunities for the visitors to the Estate.

All significant views are to be maintained and enhanced as the views from the site significantly contribute to the character of the site.

DCP requirements in Clause 6.2 of the Snowy River LEP	Officer's response in reference to DCP amendments
A staging plan for the timely and efficient release of land, making provision for necessary infrastructure and sequencing.	This is addressed in the DCP controls.
An overall transport movement hierarchy showing the major circulation routes and connections to achieve a simple and safe movement system for private vehicles, public transport, pedestrians and cyclists.	This is addressed in the DCP controls
An overall transport movement hierarchy showing the major circulation routes and connections to achieve a simple and safe movement system for private vehicles, public transport, pedestrians and cyclists.	This is addressed in the DCP controls.
A network of passive and active recreational areas.	This is addressed in the DCP controls.
Amelioration of natural and environmental hazards, including bush fire, flooding and site contamination and, in relation to natural hazards, the safe occupation of, and the evacuation from any land so affected.	This is addressed in the DCP controls.
Detailed urban design controls for significant development sites.	This is addressed in the DCP controls.
Measures to encourage higher density living around transport, open space and service nodes.	Higher density development are not permissible in the subject site and as such this item is not relevant.
Measures to accommodate and control appropriate neighbourhood commercial and retail uses.	Not applicable. No commercial or retail uses are proposed.
Suitably located public facilities and services, including provision for appropriate traffic, management facilities and parking.	This is addressed in the DCP controls.

ATTACHMENTS

1. Three Rivers Estate Development Control Plan 2022



DEVELOPMENT CONTROL PLAN 2022

374 Kalkite Road
JINDABYNE NSW 2627
(KALKITE LOCALITY)

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1 INTRODUCTION

The intent of this Development Control **Plan** (DCP) is:

1. To provide controls for the Three Rivers Estate Lake Jindabyne site, including the development of land to be dedicated as public open space; and
2. To facilitate development that will contribute to the overall character of Three Rivers Gated Community; and
3. To provide controls for built form and housing within Three Rivers.

This DCP is intended to be used by landowners, the community in general, architects, town planners, engineers, building designers, council officers and councillors. It applies the principles of the Australian Model Code for Residential Development (AMCORD) and the principles of Ecological Sustainable Development (ESD) to the specific needs of Three Rivers to ensure that the characteristics and environmental qualities of Jindabyne and its surrounds are protected or enhanced by future subdivision and housing developments.

1.1 Vision

Three Rivers will provide a distinctive natural, built and safe living environment that reflects the alpine region and its rural, mountain and lake setting. The gated community should adopt a modern Australian architectural style and utilise a variety of well-articulated building forms, energy efficient materials and a natural palette of colours that are set in a natural, rural style landscape.

The landscape design for the gated community should reflect the (sub alpine) rural character of the region, maintaining all existing vegetation (where possible) and providing predominantly natives species where (minimal) planting is required. The existing vegetation and natural features on the land such as rock outcrops and areas of natural vegetation will be preserved where possible to preserve the visual amenity and character of the area.

Natural open space areas are to be provided to further contribute to the amenity of the site and provide passive recreational opportunities for the visitors to the Estate.

All significant views are to be maintained and enhanced as the views from the site significantly contribute to the character of the site.

1.2 Objectives

The objectives for development are:

Sustainable Development

- To create a gated community consistent with the principles for Ecological Sustainable Development.
- To offer sustainable energy solutions to the Community.
- To maximize solar orientation of the dwellings.

Public Space

- To provide a safe and efficient system of roads for vehicular and cycle movements.
- To provide informal pedestrian connections and view corridors to public open space within the development area.
- To provide informal, natural public open space areas that reflect the rural character of the locality.

Environmental Values

- To provide for the protection and enhancement of the natural environment and respect for the traditional Aboriginal heritage of the area.
- To preserve the natural features and vegetation of the site.

Housing and Architecture

- To create an exclusive Gated Community with a distinctive alpine architectural style and rural character.

2 CONTEXT AND CHARACTER

The land is currently known as Lots 1000 and 1002 DP 1253446 and comprises approximately 9.44 hectares. The land is located approximately 6 kilometres north of Jindabyne, and 1 kilometre east of Kalkite Village on Kalkite Road and in the Parish of Townsend.

The land contains mostly large areas of native vegetation with granite rock outcrops located across the site. It is nestled at the foot of the southern-most end of the Grenadier Range.

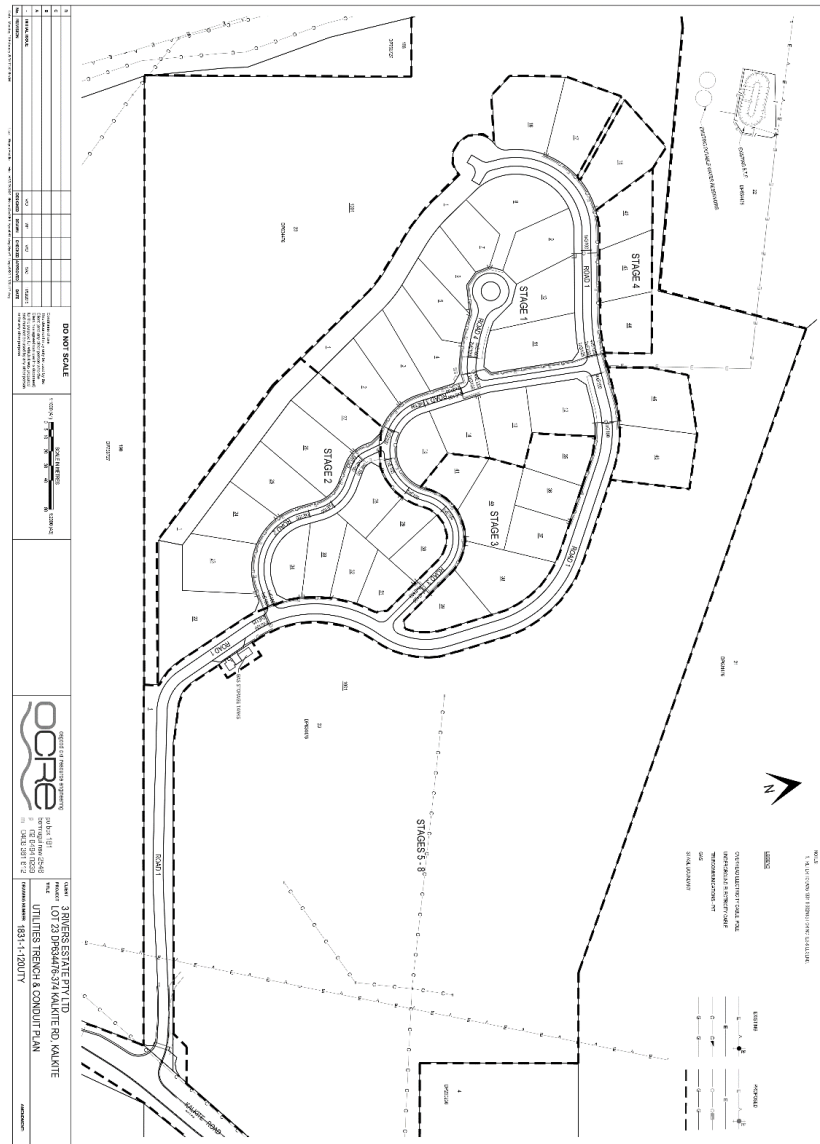
The lay of the land rises sharply from the western run of Kalkite Road, to the gently undulating plateau where the blocks are located.

A substantial gully runs in an east to west direction across the northeastern portion of the site and drains towards Lake Jindabyne. In wet weather a waterfall has been seen to form through this gully which enters a stream that empties into the Lake.

Due to the position of the subject land, views are gained of Lake Jindabyne to the south through northwest and Crackenback Range of Kosciuszko National Park.

4 KEY ELEMENTS AND STRUCTURE

4.1 Staging Plan



4.2 Stormwater Management

If required under the express conditions of any development consent, a 'Stormwater Management Plan' shall be submitted to Council for all major developments. A 'Stormwater Management Plan' may not be required for development within individual allotments or where drainage characteristics for allotments are largely known or prescribed.

4.3 Water Sensitive Urban Design

The intent of Council's requirements is to ensure that:

1. stormwater systems are carefully planned, designed and located to prevent the disturbance, redirection, reshaping or modification of watercourses and associated vegetation
2. stormwater harvesting,
3. and other source controls are implemented to maximise stormwater reuse and to protect the quality of receiving waters and waterways.
4. 'Water Smart' practices are promoted within Three Rivers for the purpose of environmental sustainability and ease of management.

Performance Criteria	Acceptable Solutions
Engineering Planning	
<p>P1.1 The stormwater drainage system is planned and designed to ensure that natural watercourses, associated vegetation and site topography are adequately considered and suitably maintained.</p> <p>P1.2 Stormwater planning, including site layout and building design is undertaken to ensure:</p> <ul style="list-style-type: none"> ■ The design of the drainage system takes full account of the existing downstream systems. ■ A variety of controls ('treatment trains') are incorporated into the design of the system that minimise the impacts on water quality and quantity (where required) of stormwater runoff from the site. ■ The system is accessible and easily maintained, including ready access to system components located on private lots. ■ The selection of materials, methodologies and mechanisms are based on their suitability, durability and cost-effectiveness, including ongoing maintenance costs. 	<p>A1.1 The design protects natural watercourses and riparian corridors by avoiding disturbance, redirection, reshaping or modification of natural systems.</p> <p>A1.2 The stormwater drainage system will be designed and implemented to demonstrate the development's ability to meet the principles of Water Cycle Management and incorporates a variety of suitable:</p> <ul style="list-style-type: none"> ■ Source Controls, ■ Conveyance Controls, ■ Discharge Controls, ■ Water Quality Improvement Controls, ■ Water Quantity Controls <p>Note that not all proposed development will need to satisfy these requirements.</p> <p>A1.3 Proposed cut and fill for roads and allotments shall generally be minimised but will be dictated by road grading and site access requirements. Driveway access shall be generally in accordance with AS2890.1.</p> <p>A1.4 The design and construction of all drainage systems components shall comply with the requirements of Council's Engineering Guidelines.</p>

2022 Development Control Plan – Three Rivers – Kalkite NSW

Performance Criteria	Acceptable Solutions										
Water Quality											
<p>P2.1 Stormwater discharge to surface and underground receiving waters during construction activities and post construction do not degrade the quality of receiving waters.</p> <p>P2.2 The stormwater management system optimises the interception, retention and removal of water borne pollutants before their discharge to receiving waters.</p> <p>P2.3 Point sources of pollution in the catchment are identified and their impacts minimised until they can be eliminated.</p> <p>P2.4 Water quality improvement devices are provided for the treatment of stormwater run-off before discharge from the site and are located to minimise negative impacts on both the natural and built (including traffic management) environments.</p>	<p>A2.1 The development shall incorporate water quality treatment mechanisms to ensure the following targets are met. 'Average Annual Load' is the yearly weight of pollutants (kg / yr) from the developed site with no pollution controls installed.</p> <p>A2.2 A range of treatment technologies can be used to meet the removal targets. A quantitative analysis demonstrating compliance with these targets is required to be submitted. A number of software packages are available for this task, such as: MUSIC, SWMM, XP Storm, AQUALM XP, EMSS, AQUACYCLE and Switch. Note that some packages are more appropriate for different conditions.</p> <p>A2.3 Development complies with the provisions outlined in Managing Urban Stormwater – Soils and Construction (Published by Landcom - latest revision).</p> <p>A2.4 The design and construction of water pollution minimisation systems complies with Council's Engineering Guidelines – 'Development Specification Series', both 'Design' and 'Construction' Sections.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Pollutant</th> <th style="width: 50%;">Removal Target</th> </tr> </thead> <tbody> <tr> <td>Total Suspended Solids (TSS)</td> <td>80% Retention of the average annual load</td> </tr> <tr> <td>Total Nitrogen (TN)</td> <td>45% Retention of the average annual load</td> </tr> <tr> <td>Total Phosphorous (TP)</td> <td>45% Retention of the average annual load</td> </tr> <tr> <td>Litter (> 50mm)</td> <td>Provide mechanisms to retain litter from frequent flows.</td> </tr> </tbody> </table>	Pollutant	Removal Target	Total Suspended Solids (TSS)	80% Retention of the average annual load	Total Nitrogen (TN)	45% Retention of the average annual load	Total Phosphorous (TP)	45% Retention of the average annual load	Litter (> 50mm)	Provide mechanisms to retain litter from frequent flows.
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Water Quality											
<p>P3.1 Natural water bodies, waterways and vegetation are retained and protected from degradation caused by increased stormwater flows where required.</p>	<p>A3.1 A variety of suitable source, conveyance and discharge controls are provided and utilised to minimise the increase and impact of stormwater flows, both for smaller (5yr ARI) through to larger (100yr ARI) rainfall events. The design shall demonstrate that post development peak flow does not exceed Pre-development peak flow.</p>										

Performance Criteria	Acceptable Solutions
Major Drainage System	
<p>P4.1 There is the capacity to safely convey:</p> <ul style="list-style-type: none"> ■ Stormwater flows resulting from the relevant design storm under normal operating conditions, including partial minor drainage system blockage. ■ Stormwater flows, resulting from more extreme events than the design storm, without any property damage. The design ensures that flow paths would not significantly increase risk to public safety and property. <p>P4.2 Public open space incorporated into the stormwater management system does not hinder the hydraulic effectiveness of the system or public open space uses.</p> <p>P4.3 Ground floor levels of habitable rooms are designed to provide protection to property in accordance with an accepted level of risk.</p>	<p>A4.1 The design demonstrates that the peak 100yr ARI flow is contained within roads, drainage swales, easements, public space or suitable areas. No concentrated flow derived from public areas shall be directed through private property without the provision of suitable controls and easements.</p> <p>A4.2 The Design demonstrates compliance with the following: $v \cdot d$ (velocity-depth product of peak overland flow) < 0.4 for areas trafficked by pedestrians and < 0.6 for all other areas.</p>
Minor Drainage System	
<p>P5.1 There is capacity to control Stormwater flows under normal operating conditions for the relevant Average Recurrence Interval (ARI) design storm, including provision for blockages.</p> <p>P5.2 Drainage works are well defined, ensuring no hidden flow paths and minimising undesirable ponding resulting from the design storm for a prolonged period.</p> <p>P5.2 WSUD</p>	<p>A5.1 The minor drainage system shall be designed to safely control and convey the critical 5yr ARI event, including the design provision of a 50% blockage to all inlet structures.</p> <p>A5.2 The design shall demonstrate compliance with the following:</p> <ul style="list-style-type: none"> ■ Ponding is limited to a maximum 200mm depth for above ground non-road surfaces, ■ The maximum kerb flow width within roads shall be 2.4m, ■ $V \cdot d$ (velocity-depth product of peak overland flow) < 0.4, ■ Velocity < 2 ms⁻¹ in untreated landscaped surfaces (note that appropriate surface treatments may be required on steep surface (>5%) or where large flows are concentrated). <p>A5.3 WSUD techniques shall be adequately considered and shall be designed to complement site soils, aspects, grades and traffic management.</p>

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Performance Criteria	Acceptable Solutions
Allotment Drainage	
<p>P6.1 The system has the capacity to control allotment surface stormwater flow and excess flow from upstream properties to prevent stormwater from entering the building in the flood event.</p>	<p>A6.1 Where the topography of the site makes it necessary to discharge stormwater run-off to the rear of the site, the run-off from all directly connected impervious areas is to an inter-allotment drainage system.</p>
<p>P6.2 The system minimises undesirable ponding for a prolonged period.</p>	<p>A6.2 The design shall demonstrate that Post-development peak flow does not exceed Pre-development peak flow. The use of infiltration and dispersion techniques should be adequately considered.</p>
<p>P6.3 A variety of source control measures are incorporated into the design of the system to control runoff quantity (where required) and quality from the site.</p>	<p>A6.3 If soil conditions are suitable, infiltration and dispersion techniques should be considered as a component of the minor drainage system. Setbacks from buildings and boundaries require consideration. In clayey soils, these devices should generally not be less than 4m from structural footings.</p>
<p>P6.4 Development is located and designed to prevent water inundation as a result of incidental flooding.</p>	<p>A6.4 The design shall demonstrate compliance with the following:</p> <ul style="list-style-type: none"> ■ Cut and fill considers the implications of incidental flooding and does not impound or redirect runoff to affect other properties. ■ Cut and fill shall generally be minimised but will be dictated by site access requirements. ■ For residential development, finished floor level is at least 150mm above finished ground level (note that more may be required to ensure adequate drainage during all rainfall events). ■ For non-habitable development, finished floor level is at least 100mm above finished ground level (note that more may be required to ensure adequate drainage during all rainfall events).

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Performance Criteria	Acceptable Solutions
<p>Water Storage Tanks</p>	
<p>P7.1 Stormwater harvesting measures are implemented to maximise stormwater reuse and prevent an increase in the quantity of stormwater discharge from the development site which can impact on downstream environments.</p>	<p>A7.1 Where water tanks for the collection of roof water are provided, the following shall be adhered to:</p> <ul style="list-style-type: none"> - Rainwater sourced only from roof surfaces, - The collection system incorporates an effective 'first flush' device for the removal roof surface contamination. All first flush devices shall be designed and constructed in accordance with AS/NZS 2179 (latest version), - Insect screens on overflow pipes and insect proof lids on inspection openings, - The tank system is connected for use in toilet flushing, irrigation, laundry and/or other appropriate purposes as required by BASIX, - Tank overflow is connected to an Infiltration or Dispersion device (where soil types, surface slopes and building layouts are suitable) or formalised stormwater drainage system (minor system – note the maximum discharge per outlet to street back-of-kerb shall be 25 l/s with minimum 10m between outlets), - No direct connection with a reticulated system operated by the Monaro Regional Council (top-up systems or approved switching devices with backflow prevention devices can be used), - Australian Standards approval marks on materials that will come into contact with rainwater such as: <ul style="list-style-type: none"> - AS 2070, Plastic materials for food contact use; - AS/NZS 2179-1994 Specifications for rainwater goods, accessories and fasteners - AS 2180 – 1986 Metal rainwater goods – selection and installation; - AS 3500.1 – 1992 National plumbing and drainage code. Part 1: Water supply; - AS 3855 – 1994 Suitability of plumbing and water distribution systems products for contact with potable water; - AS 4020 Products for use in contact with water intended for human consumption with regard to their effect on the quality of water.

Performance Criteria	Acceptable Solutions
	<p>A7.2 Where water tanks for the collection of rain water (other than roof water) are provided:</p> <ul style="list-style-type: none"> ■ Rainwater is sourced from driveways, paved surfaces or grassed areas, ■ The system is connected for use in toilet flushing, irrigation and/or other appropriate purposes, ■ Overflow is connected to an Infiltration or Dispersion device (where soil types, surface slopes and building layouts are suitable) or formalised stormwater drainage system (minor system), ■ There is no direct connection with a reticulated system operated by the Snowy Monaro Regional Council (top-up systems or approved switching devices with backflow prevention devices can be used), ■ The collection system incorporates suitable treatment measures, such as a first flush pit or an oil/grit separator, ■ All fixtures connected to the supply system are marked 'NOT SUITABLE FOR DRINKING'. <p>A7.3 The minimum capacity of such tanks shall be determined as required under BASIX assessments for individual dwellings.</p>
Permeable Pavements	
<p>P8.1 Permeable paving is to be designed and installed where practical to minimise runoff from roads.</p> <p>P8.2 Paving units and placement geometries are suitable for the expected traffic loading.</p> <p>P8.3 Permeable Pavement is to be selected to satisfy appropriate standards for site suitability, installation, in-situ soil characteristics, freeze-thaw processes, likely traffic loading, maintenance and protection from material likely to cause clogging or otherwise hinder performance.</p>	<p>A8.1 Pavements are not to receive runoff from areas likely to contribute significant sediment, debris or windblown material.</p> <p>A8.2 Paving units are manufactured and placed to comply with freeze-thaw durability processes and comply with ASTM C1262 – 95.</p> <p>A8.3 Where runoff is derived from non-impervious surfaces, flow shall be pre-treated through the careful placement and design of sediment traps, vegetated filter strips or specially designed gutter systems.</p> <p>Commercially available segmental pavers are installed and maintained in accordance with the manufacturer's and Council's recommendations. Temporary protection methods and processes are to be implemented during construction operations to control sedimentation and clogging of permeable pavement and granular underlay materials.</p>

Performance Criteria	Acceptable Solutions
Infiltration Systems	
<p>P9.1 On-site infiltration systems are to be used where the suitability of insitu soils in relation to hydraulic conductivity can be demonstrated (typically by site testing using 'falling' and 'constant head' tests).</p> <p>P9.2The design of infiltration systems must consider soil erodability, soil dispersivity, soil heave, potential impact on adjacent buildings and boundary offsets.</p>	<p>A9.1 The design of infiltration systems shall:</p> <ul style="list-style-type: none"> ■ Consider acceptable minimum buffers from existing buildings and boundaries. The distance between an infiltration or dispersion device and nearby buildings and boundaries requires site specific consideration; however, it shall not be less than 4m unless supported by geotechnical advice, ■ Be designed to accept the critical 5yr ARI event without surcharge, ■ A high-level overflow provision to the formalised drainage system is required unless the system can be demonstrated to accept the critical 100yr ARI event, ■ Aggregate filled trench systems are acceptable provided that clean washed aggregate, or granular materials, free of fines is used in conjunction with a permeable geotextile surround. Inspection / flushing points are required to allow easy access to below ground pipe work for maintenance, ■ The inlet to the device is fitted with a readily accessible silt trap (with inspection and access cover).

4.4 Landscape

The intent of Council's requirements is to ensure that appropriate landscaping is provided within Three Rivers which is consistent with the character and vegetation that is typical in the area.

Performance Criteria	Acceptable solutions
<p>P1.1 The landscaping is to reflect the sub-alpine and rural character of the region.</p> <p>P1.2 Maintain all existing vegetation on the site (where possible).</p> <p>P1.3 Where planting is to be provided, ensure it contributes to the rural, sub-alpine character of the locality by providing predominantly native species to enhance the biodiversity values and visual amenity of the area.</p>	<p>A1 1 Landscaping is to be provided generally in accordance with the requirements of Circular L2 of Snowy River Shire Development Control Plan 2013, Chapter C5.</p> <p>A1 2 Existing trees and native vegetation to be retained wherever possible, especially habitat trees and shelters. Council and/or management approval is needed for removal of any established native trees.</p> <p>A1 3 Landscape plans to be submitted with building applications should include all native species.</p>

4.5 Lot Layout

The intent of Council's requirements is to ensure that lot layout:

1. Provides for the efficient use of the land.
2. Provides a defined and positive rural character.
3. Enhances accessibility and safety and promotes the principles of ecological sustainability.
4. Enhances lot privacy.
5. Enhances significant views from the site.

Performance Criteria	Acceptable Solution
<p>P1.1 The lot layout responds to site characteristics, setting, landmarks, views, and land capability and traffic planning principles.</p> <p>P1.2 The proposed lots are orientated to maximise solar access.</p> <p>P1.3 Lot design is to facilitate and enhance significant views from dwellings.</p> <p>P1.4 Lot design is to facilitate safe and efficient vehicle access without street frontages being dominated by garages and parked cars.</p> <p>P1.5 Proposed lots enable the comfortable siting of housing and ancillary buildings, provision of outdoor space.</p> <p>P1.6 The perimeter roads bordering open space areas allow for a parkland outlook for lots adjacent to open space.</p> <p>P1.7 The layout of the streets is to follow the existing topography and prevent the formation of gun barrel roads. The layout is to allow, where appropriate, one-way cross falls of the local streets which fall directly into the stormwater management swales.</p>	<p>A1.1 The Masterplan has addressed this by design including interior road design and speed controls.</p> <p>A1.2 The layout of the lots are such that allow northerly aspects of home sites. Owners may choose to orient their homes to ensure maximum solar passive design.</p> <p>A1.3 All lots are oriented to maximise the views of the lake and mountains.</p> <p>A1.4 The large lots include generous building setbacks in the Community Management Plan.</p> <p>A1.5 The lots are large enough to ensure plenty of private space for residents. Ancillary building construction is restricted.</p> <p>A1.6 Masterplan shows lots bordering open space and parkland may site their houses to overlook these areas.</p> <p>A1.7 Roads shown on the Masterplan are designed to follow the contours of the land, direct and capture waterflow and interior circuit roads are all one-way traffic.</p>

4.6 Public Open Space

The intent of Council's requirements is to ensure the provision of well-located and accessible public open spaces that meets user needs.

Performance Criteria	Acceptable Solution
<p>P1.1 Public open space is designed to provide:</p> <ul style="list-style-type: none"> ■ A range of recreational and environmental settings, corridors and focal points, ■ Protection of existing endemic vegetation and encouragement of natural regeneration, ■ For the integration of existing landscape assets e.g. rock outcrops, watercourses, native vegetation communities and sites of natural or cultural value, ■ Links between public open spaces to form a legible network, ■ Public safety and reasonable amenity of adjoining land users in the design of facilities and associated engineering works. 	<p>A1.1 The site will be revegetated where necessary. All public open space will be maintained and any wildlife corridors respected.</p> <p>Public spaces located within the boundaries of Three Rivers are for the use of landowners and their guests only and are not accessible to the public or by thoroughfare.</p> <p>Residents are encouraged to explore the natural areas by making use of any walkways and paths constructed by the Community.</p> <p>There are no significant areas of historical or cultural value on the site.</p>

4.7 Biodiversity and Natural Resource Management

The intent of Council's requirements is to conserve the biodiversity of the local area and the surrounding region and ensure that the natural features of the site are preserved and enhanced.

Performance Criteria	Acceptable Solutions
<p>P1.1 Endemic trees, shrubs and groundcovers are to be provided within the central open space area and conservation areas.</p> <p>P1.2 For rehabilitation works within the open space and conservation areas locally sourced seed is to be used where possible to assist in maintaining genetic integrity of local plant communities.</p> <p>P1.3 Where possible, existing native trees are to be retained within both open space and larger lot developments in order to provide habitat for bird and other native fauna and to provide a valuable source of seed for revegetation work.</p> <p>P1.3 Groupings of native trees are to be utilised in the open space areas to reduce the visual effects of urban development and retain the natural character of the region.</p>	<p>A1.1 All species designated for revegetation are to be selected from the list of proposed planting contained in Snowy River Development Control Plan 2013, Chapter C5.</p>

P2 Existing flora and fauna habitat is preserved to minimise any impact on threatened species, protected and threatened populations and their habitat.

A2 To reduce the potential impacts of the proposed development on protected and threatened populations of flora and fauna the following matters are to be considered:

- Large mature hollow-bearing eucalypts should be retained where possible.
- Removal of boulders and disturbance of rocky outcrops should be avoided. Where boulders are to be disturbed they should be redistributed for landscaping purposes on site and not be removed from the site.
- Development is to be concentrated in the disturbed areas of the site.
- Implementation of a soil and water management plan, including storm water management plan in accordance with Section 4.1 of this Circular, to minimise the impact of Three Rivers on habitat and downstream of the site.
- Site development should be managed to avoid indirect impacts by:
 - Sediment control measures, to avoid siltation of drainage lines and potentially Lake Jindabyne,
 - Pollution control measures, to reduce the risk of hydrocarbon spills during works and the discharge of increased nutrient loads into waterways during and following development,
 - Rapid stabilisation and revegetation of disturbed sites is to be undertaken to reduce the ability of weed species to dominate disturbed sites.
 -

4.8 Access/ Traffic and Road Design

The intent of Council's requirements is to ensure that a safe and efficient road network is provided.

The development of Three Rivers will generate additional traffic movements internal and external to Three Rivers site itself.

Performance Criteria	Acceptable Solutions
<p>P1.1 Adequate road widths for ease of navigation through Three Rivers and ensure appropriate connections and relationships with the existing road system.</p>	<p>A1.1 Road and intersection designs shall be in accordance with Council's design guidelines.</p>
<p>P1.2 The road system provides a simple and efficient flow of traffic through the residential area and allows traffic to quickly and evenly disperse to the local road network.</p>	<p>A1.2 All roads shall have a maximum design speed of 20 kph.</p>
<p>P1.3 Roads adjoining open space facilitated public access and surveillance of the open space areas.</p>	<p>A1.3 All road widths are to be in accordance with Engineering requirements.</p>
<p>P1.4 Road reserves provide for the cost-effective provision of public utilities.</p>	<p>A1.4 Traffic calming devices, landscaped islands and intersection design shall be considered on individual merits, but in all cases shall conform with Council's Engineering Guidelines.</p>
<p>P1.5 Motorbike tracks are prohibited on the site.</p>	<p>A1.5 Minimum and maximum road grades shall be used to define site levels, however cut / fill should generally be minimised.</p>

4.9 Utilities

The intent of Council's requirements is to ensure adequate and non-intrusive infrastructure is provided within Three Rivers to cater to the future users of Three Rivers.

Performance Criteria	Acceptable Solutions
<p>P1 Infrastructure is to be provided throughout Three Rivers in accordance with the requirements of the relevant infrastructure provider.</p>	<p>A1.1 Development within each stage of Three Rivers shall not proceed until such time as the necessary services are available to the satisfaction of Council.</p> <ul style="list-style-type: none"> ■ It is the developer's responsibility to negotiate with the various utility authorities in order to reticulate their services in common trenching, where relevant. ■ Electricity reticulation shall be underground. ■ Electricity supply and service to the Estate common areas and individual Lots will be by appointment by the Estate developer. ■ Wireless NBN will be available (subject to NBN technology). ■ Gas connection will be available to all lots. ■ Water and Sewer connection to Council Treatment Plant

4.10 Public Safety

The intent of Council's requirements is to ensure that the subdivision pattern and future development of Three Rivers will provide a built environment that will make the visitors to Three Rivers feel safe.

Performance Criteria	Acceptable Solutions
<p>P1.1 A high degree of surveillance of the street and open space areas and provide permeability to allow pedestrians, cyclists, and vehicles to move easily through Three Rivers.</p> <p>P1.2 Surveillance of the street and public open space areas should be encouraged by providing opportunities for dwellings to overlook the street and open space.</p>	<p>A1.1 Masterplan shows streetscapes are adequate to provide sufficient space and lighting to create a safe environment for residents.</p> <p>A1.2 Dwellings are to be sited so they are viewable from the street while maintaining the occupants' privacy.</p>

4.11 Archaeology

The intent of Council's requirements is to ensure that the archaeological relics are protected.

Performance Criteria	Acceptable Solutions
<p>P1 Archaeological relics that are contained on site are preserved where possible and where they cannot be preserved, appropriate approvals are obtained for them to be destroyed.</p>	<p>A1 Any works on the subject land should be in accordance with the National Parks and Wildlife Service Act. In particular the following requirements–</p> <ul style="list-style-type: none"> ■ Anyone who discovers an aboriginal relic must report it to the Director General of NSW DEC, ■ A person must not knowingly destroy, damage or deface or knowingly cause or permit the destruction, damage or defacement of any aboriginal object or aboriginal place without first obtaining the consent of the Director General of NSW DEC. ■ A person must not excavate or disturb land for the purpose of discovering an aboriginal object without first obtaining the consent of the Director General of NSW DEC.

5 KEY DESIGN FEATURES – BUILT FORM

5.1 Site Analysis

A Site Analysis shall be prepared and lodged with the Development Application. Completing the Site Analysis is not only necessary to support a Development Application but will also assist in design decisions based on site conditions and surrounding context. It can assist in ensuring:

- Privacy for occupants and the maintenance of neighbours' privacy and amenity,
- Sufficient solar access and natural ventilation to provide a comfortable and energy efficient living environment,
- Suitably located and useable private outdoor areas,
- The existing character of the street is maintained through setbacks, separation and height, driveway and car parking location,
- Views from the site are optimised for both the development and neighbours,
- Circulation and access is suitably located for the development and the locality,
- The construction of the development is suitable to the slope of the land and minimises the need for cut and fill,
- Cost effective development in relation to connection to services and existing land uses,
- The need for the removal of trees and site features such as rock outcrops is minimised by locating the development to retain existing vegetation and natural features,
- Safety and surveillance of the development and the locality is maximised,
- The Site Analysis should work to collate and present a range of information.

This information includes, but is not limited to, that detailed in the following checklist for Site Analysis Plans.

Checklist for Site Analysis

A site analysis identifies the following:-

- scale and north point;
- site dimensions and site area;
- spot levels and contours;
- views to and from the site;
- prevailing winds;
- pedestrian and vehicular access to/from the site;
- location, height and use of neighbouring building or structures;
- abutting private open spaces and any windows or doors facing the subject site;
- views and solar access enjoyed by adjacent residents;
- easements for drainage, services and rights of carriageway burdening or benefiting the subject property;
- location of existing vegetation, including species, height, spread of established trees and spot levels at their base;
- calculation of maximum built-upon areas, landscaped area and floor space ratio;
- natural features such as rock outcrops, ledges or watercourse;
- fences and boundaries;
- street frontage features such as street trees;
- existing means of stormwater drainage and any existing stormwater detention systems;
- surrounding bushland;
- any difference in levels between adjacent property boundaries.

5.2 Site Planning and Layout

The intent of Council's requirements is to ensure that the site layout provides a pleasant, attractive, manageable and resource efficient living environment.

Performance Criteria	Acceptable Solutions
<p>P1 The site layout and planning is to integrate with the surrounding environment through:</p> <ul style="list-style-type: none"> ■ Buildings facing streets and open space areas. ■ Buildings, streetscape and landscape design taking into account on-site features identified in the site analysis. ■ Maintaining a rural character and amenity. ■ Ensuring solar access to living areas and private open space area. ■ Designing open space areas that optimise solar access, which are cost-effective to maintain and where possible contribute to stormwater management. <p>P2 Development on visually prominent sites should recognise the unique responsibility to ensure that the visual, scenic, and environmental qualities of the locality are maintained.</p> <p>P3 The development allows for the provision of landscaping that provides suitable areas for tree plantings to grow to maturity.</p>	<p>A1 A Statement of Environmental Effects and a detailed site analysis plan are submitted with the Development Application demonstrating how the development addresses the issues outlined within the Performance Criteria.</p>

5.3 Streetscape and Building Siting

The intent of Council's requirements is to ensure that the siting and form of housing provides attractive streetscapes, amenity and does not adversely impact on the existing rural character of the site.

Performance Criteria	Acceptable Solutions
Front Setbacks	
<p>P1.1 The front setback responds to the context of the locality and to maintain the rural character of the site.</p> <p>P1.2 The development scale and appearance is compatible and sympathetic to the context of the locality and to maintain the rural character of the site.</p> <p>P1.3 Setbacks provide space for adequate sense of visual and acoustic privacy between developments.</p> <p>P1.4 Development should minimize disturbance to existing natural features and should not significantly impact on the rural character of the site.</p>	<p>A1.1 The Community Management Plan as stated requires a minimum 6m setback from the road for all dwellings. Some exceptions apply to dwellings to be built along "The Ridge" – refer to CMS.</p> <p>A1.2 The large lots and use of open space ensure the development is aesthetically pleasing and compatible with the local environment.</p> <p>A1.3 The large setback creates a sense of space and privacy for each dwelling.</p> <p>A1.4 The main development site focuses only on previously disturbed areas of the site and excludes some areas previously approved for development.</p>
Side and rear setbacks	
<p>P2.1 Side and rear setbacks respond to the context of the locality and to maintain the rural character of the site.</p> <p>P2.2 Setbacks progressively increase as wall heights increase to reduce visual bulk and overbearing.</p> <p>P2.3 Adequate separation is provided between buildings for privacy and sunlight.</p>	<p>A2.1 The Community Management Plan as stated requires a minimum 3m setback from side and rear boundaries.</p> <p>A2.2 The lots are large enough so as to allow for increased setbacks.</p> <p>A2.3 The Community Management Plan as stated requires a minimum 3m setback from side and rear boundaries.</p>

5.4 Building Heights

The intent of Council's requirements is to ensure that building height is compatible with surrounding development and the locality and does not impact significantly on the scenic quality or rural character of the locality.

Performance Criteria	Acceptable Solutions
<p>P1.1 Development responds to its context and rural character of the locality.</p> <p>P1.2 New buildings do not dominate the landscape setting or surrounding streetscape and are in proportion to the slope and frontage of each allotment and shaped to disguise their size, scale and bulk within the natural environment.</p>	<p>A1.1 No point in any structure shall be higher than 9m above natural ground level immediately below that point.</p> <p>A1.2 For development that is proposed to be higher than existing development, a transition of building heights should be shown between the existing and proposed development.</p> <p>A1.3 Developments shall not exceed two habitable storeys at any point.</p> <p>A1.4 Only on sloping sites sub floor areas may be used for basement car parking or for an entrance hallway not wider than 2.5m (measured parallel to the street frontage).</p> <p>A1.5 Consideration will be given to the provision of habitable rooms within the roof space of single dwellings containing two habitable storeys if the provision of the rooms within the roof space does not add to the overall bulk and scale of the building and the height of the building are generally consistent with the existing buildings in the locality.</p>
<p>P2.1 Development provides reasonable levels of amenity for neighbouring dwellings.</p>	<p>A2 A shadow diagram is required to identify the shadow impact on adjoining properties at 9am 12 noon and 3pm on 22 June and 21 May/September where the proposed building is two or more storeys and is likely to overshadow the adjoining dwelling or private open space area.</p>

5.5 Site Coverage and Unbuilt Areas

The intent of Council's requirements is to achieve a quality living environment by providing suitable areas for outdoor recreation and landscaping and promote onsite stormwater infiltration by restricting site coverage of buildings and hard surfaces.

Performance Criteria	Acceptable Solutions
<p>P1.1 Development maximizes permeable surfaces and maintains a balance between the built and unbuilt upon areas.</p> <p>P1.2 Development provides for unbuilt areas that are of a suitable size, dimension and slope that will:</p> <ul style="list-style-type: none"> ■ provide suitable solar access ■ assist in retaining existing vegetation ■ enhance the rural character of the locality ■ maintain privacy and provide for reasonable sharing of views ■ actively facilitate onsite stormwater infiltration ■ provide space for service functions 	<p>A1.1 Maximum site coverage ground floor is 900m²–1,500m², 40% of lot area% >1,500m², 45% of lot area</p> <p>A1.2 The development allows for full access to native bushland on the western and northern borders. A single Lot* within the developed area has been reserved by the development as an outdoor recreation area with bbq and play facilities as well as the Community Hall.</p>

5.6 Private Outdoor Areas

The intent of Council's requirements is to ensure occupants are provided with practical, usable and well-located outdoor living environments to meet their needs for safety, privacy, access, outdoor activities and landscaping.

Performance Criteria	Acceptable Solutions
<p>P1.1 Private outdoor areas are:</p> <ul style="list-style-type: none"> ■ A usable size and dimension ■ A suitable slope ■ Directly accessible from a living area ■ Capable of receiving sufficient sunlight 	<p>A1.1 The finish level of the identified area is not steeper than 1 in 14.</p> <p>A1.2 The minimum identified area receives at least 3 hours of sunlight between 9.00 am and 3.00 p.m. on 21 June over 50% of the area.</p>
<p>P2 The location of private outdoor areas does not impact on the streetscape or rural character of the area.</p>	

5.7 Building Form and Character

The intent of Council's requirements is to achieve best practice urban design in the form of buildings and their facades.

Performance Criteria	Acceptable Solutions
<p>P1.1 Buildings are designed to:</p> <ul style="list-style-type: none"> ■ Distribute building bulk to reduce impacts on neighbours and the rural character of the locality ■ Be integrated with the existing setting. ■ Contribute to the architectural identity and vision for Three Rivers. ■ Minimize bulk and scale. <p>P1.2 Monotonous and unbroken lengths of wall are to be avoided.</p> <p>P1.3 Simple cubic forms accentuated by repetitive architectural features such as continuous horizontal balconies should be avoided.</p> <p>P1.4 Floor space should be distributed within well-articulated forms that are stepped down hillsides.</p> <p>P1.5 Facades facing streets or reserves should incorporate a variety of one and two storey walls or should be screened by framed balconies and verandah and should incorporate a varied composition.</p> <p>P1.6 Roofs should be broken into a variety of planes.</p>	<p>A1.1 Where the external walls exceed 10m in length on a side or rear boundary, suitable design elements shall be incorporated to provide architectural interest and relief to the elevation. This may include such devices as massing of different materials and colours, stepping of walls, pergolas, awnings, verandah roofs and breaking of the roof line etc.</p> <p>A1.2 Solid walls should be broken by corner windows and should incorporate contrasting materials and finishes for example, upper storeys that are clad in sheeting or boards and that are painted in lighter tones than the lower storey.</p> <p>A1.3 The use of stone cladding to foundation walls and feature walls is encouraged provided that it does not occupy more than 25% of any elevation of the building.</p> <p>A1.4 Where masonry walls are used, they are to be painted and are to be balanced by contrasting frame structures such as a verandah and panels of cladding.</p>

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P1.7 Wall and roof surfaces should be broken into a series of smaller panels that are separated by stepped forms casting strong shadows, or by panels that are finished with contrasting materials or tones.

P2.1 Garages should not dominate any facade that faces the street.

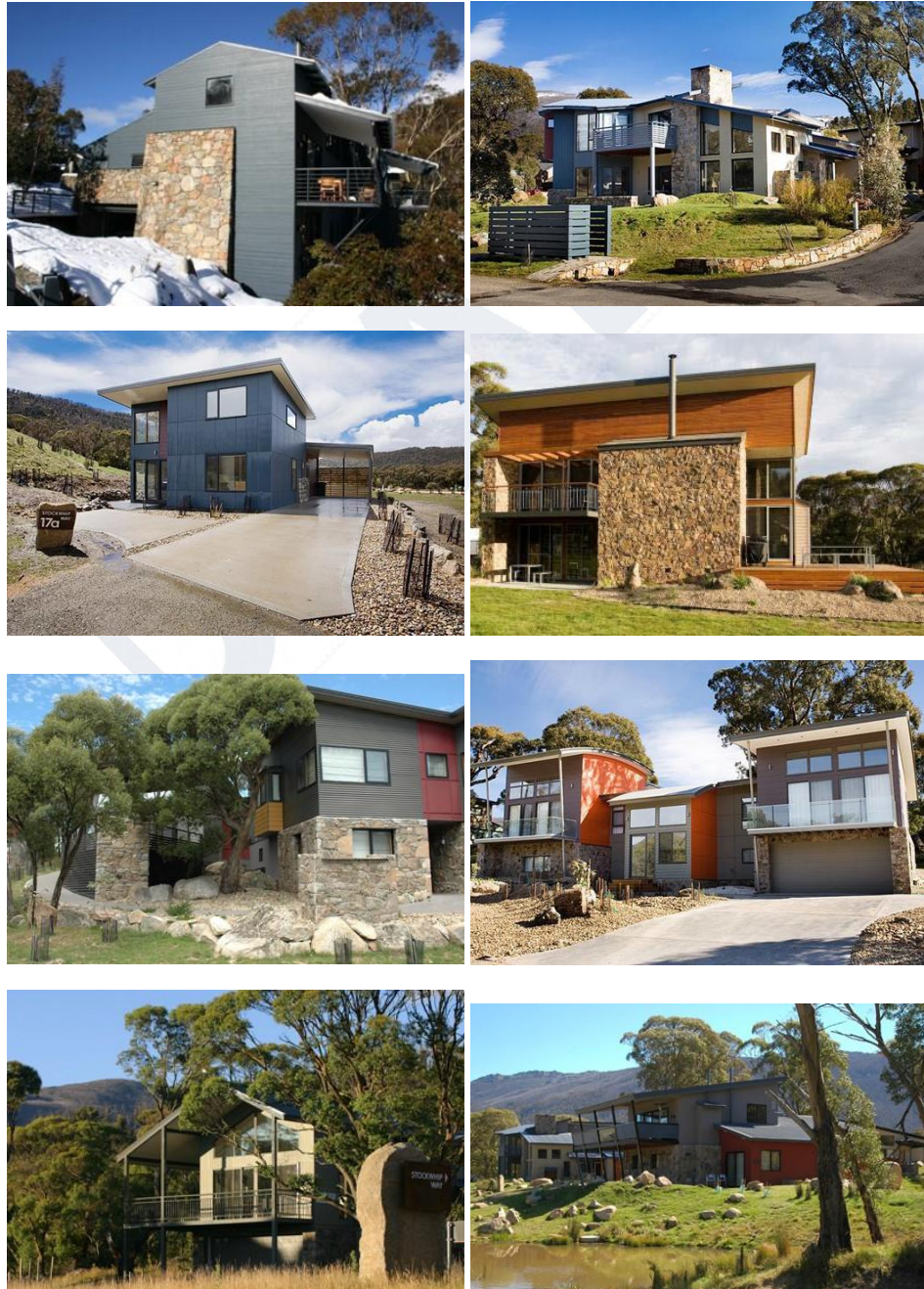
The following are encouraged:

- A mix of building materials, including lightweight cladding and fibre cement panels, Colorbond™ sheet roofing.
- Sections of bagged, face or rendered masonry are acceptable where used as subfloor perimeter walls, as a feature or if it is not the dominant material.
- Simple roof form
- Use of lightweight decks
The use of framed wire balustrades or solid balustrade to match the external material to provide privacy.
- Awnings and shade structures to protect windows, doors from climatic conditions such as sun, wind, snow and rain.

The following are discouraged:

- Traditional suburban face brick and tile concrete block construction
- Solid expanses of heavy materials e.g. brick and masonry block, large areas of corrugated metal
- Fussy roof lines and applied decoration
- Solid bulky structures with blank walls and no eaves
- Blank unarticulated facades, fussy decoration, and ornate balustrade infills
- Dual occupancy developments are prohibited.
- Manufactured homes are prohibited..

Examples of acceptable building design.



5.8 Views, Visual and Acoustic Privacy

The intent of Council requirements is:

- To ensure that development does not unreasonably impact or intentionally obstruct views of local features such as Lake Jindabyne and Crackenback Range whilst not restricting the reasonable development potential of a site.
- To site and design buildings to meet projected user requirements for visual and acoustic privacy.
- To protect the visual and acoustic privacy of nearby residents in their dwellings and private open space.

Performance Criteria	Acceptable Solutions
5.8.1 Views	
P 1.1 Development permits and maintains views from public areas, streets and open spaces – especially of Lake Jindabyne.	A1.1 All lots are aspected to take advantage of their best views
P 1.2 Development allows for the reasonable sharing of views through the siting, height and design of buildings.	A1.2 Building envelopes and minimum landscaped areas allow for shared views without unreasonable obstruction
P 1.3 Development of buildings and structures are of an appropriate height, setback, design, and setting to preserve significant view corridors.	A1.3 Generous setbacks, lowline design principles and prohibited border fencing have been adopted to ensure residents retain views and corridors.
5.8.2 Acoustic Privacy	
P1 Site layout and building design protect internal living and sleeping areas from uncontrollable high levels of external noise and minimise transmission of sound through the building structure.	A1.1 Doors and windows of adjacent dwellings should be separated by a distance of at least 4m. A1.2 Site layout should separate active recreational areas, parking areas, vehicle accesses and service equipment areas from bedroom areas of dwellings and minimise the entry of high levels of external noise to dwellings.
P2 Mechanical plant or equipment air conditioning units, pool pumps and water feature pumps should be designed and located to minimise noise nuisance.	A2.1 The noise levels of mechanical plant and equipment is not to exceed the background noise level when measured at the boundary of the closest adjoining property by more than 5dBA. A2.2 Air conditioning units are not to be located between the dwelling and the side boundary.
P3 The location of driveways and carparking spaces preserves the visual amenity of each dwelling.	
5.8.3 Visual Privacy	
P1 Direct overlooking of main internal living areas and private open spaces of other dwellings is minimised by building layout, location and design of windows and	A1.1. Direct views between living area windows of adjoining dwellings should be screened or obscured where: <input type="checkbox"/> Ground and first floor windows are within

Performance Criteria	Acceptable Solutions
<p>balconies, screening devices and landscape or by remoteness</p>	<p>an area described by taking a 12m radius from any part of the window of the adjoining dwelling. An area so defined is described as a 'privacy sensitive zone'.</p> <p>A1.2 Direct views from living rooms of dwellings into the principal area of the private outdoor area of other adjoining dwellings should be screened or obscured within a 'privacy sensitive zone' described by a 12m radius.</p>

5.9 Solar Access

The intent of Council's requirements is to provide reasonable solar access to living areas within dwellings and to open spaces around dwellings.

Performance Criteria	Acceptable Solutions
<p>P1.1 Rooms generally used during the daytime should be capable of receiving adequate sunlight.</p> <p>P1.2 Dwellings should be sited so that the long axis or length of the building faces to the north to maximise the amount of sunshine the dwelling house receives in winter.</p>	<p>A1.1 Unless site conditions dictate, dwelling houses should be designed to allow at least 3 hours of sunshine upon the living areas of adjacent dwellings and private outdoor areas between 9am and 3pm on 22 June.</p> <p>A1.2 Dwellings should be designed to enable living areas and private outdoor areas to receive 3 hours of direct sunlight between 9am and 3pm on 22 June.</p>
<p>P2.1 Buildings should not unreasonably obscure sunlight to habitable rooms, solar collectors or private outdoor areas of adjoining development during the winter months.</p> <p>P2.2 The orientation, layout, and shape of dwellings should take into account any overshadowing by adjacent buildings, structures or trees during the winter months.</p>	<p>A1.3 A shadow diagram is required to identify the shadow impact on adjoining properties at 9am 12 noon and 3pm on 22 June and 21 May/September where the proposed building is two or more storeys and is likely to overshadow the adjoining dwelling or private open space area.</p>

5.10 Landscape Design

The intent of Council's requirements is the provision of site landscaping, using suitable species that are consistent with the rural landscape theme and that are appropriate to the nature and scale of the development proposal.

General Requirements

Landscape Design is to be by a suitably qualified landscape design or horticulturalist and contain the minimum requirements outlined below.

The landscape designer is to provide certification that the landscape works have been completed in accordance with the landscape design upon completion of the landscape work.

Minimum requirements

- Existing site information (boundaries, contours, underground/overhead services, easements, drainage lines, etc.)
- The movement pattern of the sun in summer and winter and the prevailing seasonal wind conditions,
- The location of adjoining development and any windows or private outdoor areas that are visible to or from the site
- The height of adjoining development and any shadows cast by the development over the site,
- Any views enjoyed to, and from, the land, including consideration of views into the site and the scenic values associated with the site
- All trees and vegetation on the site, on adjoining lots and within the street including trees to be removed due to the proposed development. This information should identify the actual canopy width of any trees and their heights
- Any natural drainage lines located within the site
- The slope of the site, identified by 1 metre contours
- Any existing built improvements on the site
- Landscape Consultant details
- Proposed location of buildings/structures including finished floor levels
- Roadways, car parks, footpaths, driveways with description of materials and finishes
- Proposed tree planting
- All landscaped areas and their proposed treatment (mass planting beds, paving, lawn, gravel etc.), planting arrangement, planting schedule (including botanical names and mature heights), quantities, pot size, staking and planting details
- Sub-surface and surface drainage
- Fences and screens (materials and heights)
- Location of site furniture, fixtures and lighting
- Indicative cross-sections of important features or areas of the site (entrances, watercourses, retaining walls)
- Site protection works
- Proposed water quality control devices

Performance Criteria	Acceptable Solutions
<p>P1.1 Site disturbance to be minimized and existing landscape elements such as exposed rock formations and existing trees are to be preserved where possible.</p> <p>P1.2 Landscaping is to be tolerant of site conditions and adequately mulched in order to reduce demand for water, herbicides and fertilizer.</p>	<p>A1.1 All development shall be accompanied by a landscape plan.</p> <p>A1.2 Tree planting is to be consistent with the tree species selection and planting guidelines provided in Snowy River Development Control Plan, Chapter C5.</p> <p>A1.3 Landscaping shall be completed and certified on the ground by the landscape</p>

Performance Criteria	Acceptable Solutions
<p>P1.3 Development is to be designed to maximize the number of trees on site. Landscaping is to enhance the appearance of the development and assist with integration with the rural character of the site.</p>	<p>designer or landscape architect prior to the issue of an occupation certificate.</p>
<p>P2 Landscape is to contribute to the energy efficiency and amenity by providing substantial shade in summer especially to west facing windows and admitting winter sunlight to outdoor and indoor living areas.</p>	
<p>P3 Landscaping is to improve privacy and minimizes overlooking between dwellings.</p>	
<p>P4 The plant species selected are in scale with the proposed and existing development to reduce the impact of the bulk of built elements on the street, adjoining properties and within the development.</p>	

5.11 Fencing and Retaining Walls

The intent of Council's requirements is to ensure that fences and walls protect privacy, security and noise attenuation without having a detrimental impact upon the streetscape and adjacent buildings.

Performance Criteria	Acceptable Solutions
5.11.1 Fences	
P1.1 Fences and walls are not permitted.	A 1.1 Property boundaries can be delineated by natural elements such as rocks, change in materials or species, grade or level changes or, in some cases small retaining structures. The construction of courtyards is encouraged, whilst adhering to the minimum side and rear setbacks as required.
5.11.2 Retaining Structures	
P1.1 Retaining structures maintain the rural character of the locality.	A1.1 Retaining structures should be flush with the high ground level and are not to exceed a height of 1m. A1.2 Retaining structures shall be constructed of stone obtained from the local area or masonry.

5.12 Car Parking and Vehicle Access

The intent of Council's requirements is to ensure the adequate provision of car parking that is well located and designed and minimizes the visual impact of garages and driveways on the streetscape.

Performance Criteria	Acceptable Solutions
5.12.1 Vehicle Access	
P1 Vehicle Access and Driveways <ul style="list-style-type: none"> ■ Do not impede the traffic flow on local road system. ■ Are provided with an entry/exit point for individual developments. ■ Are safe from hazards and do not affect scenic or ecological values. ■ Location and length are low impact and continue the existing pattern in the street. ■ Are designed, surfaced and sloped to facilitate ease of access and stormwater infiltration. 	A1.1 Driveways are partially surfaced with materials that provide for stormwater infiltration or designed to drain to adjacent landscaped areas.

5.12.2 Vehicle Parking Provision	
<p>P1 The number, location and access to vehicle parking spaces available on site are sufficient to cater for visitor parking needs.</p> <p>P2 Vehicle parking structures are:</p> <ul style="list-style-type: none"> ■ screened to minimize reflection of car headlights into dwelling windows, ■ ventilated if enclosed, ■ separated from windows of habitable areas and private outdoor areas to minimize noise and fume nuisance. 	<p>A1.1 Provisions of the number of car parking spaces are required by Snowy River Development Control Plan 2013, Chapter C3. On-street/road parking is prohibited. If a resident requires more cars to be parked than their lot can accommodate, these cars must be parked in the designated guest parking areas</p> <p>A1.2 Driveway access is to be constructed in accordance with Council's minimum standard for driveway gradients.</p> <p>A1.3 Maneuvering areas are to be constructed in accordance with the requirements of Australian Standard 2890.1.</p> <p>A2.1 Designated parking areas are located in well-lit areas where minimum impact to residences is possible</p> <p>A2.2 Lot layouts are designed to minimise impact on neighbours. Parking with headlights towards neighbouring homes is prohibited.</p>
5.12.3 Garages and Carports	
<p>P1.1 Facilities (including garages and carports) are sited and designed so as not to dominate the streetscape/street frontage or other public spaces.</p> <p>P1.2 Facilities are designed and located to minimize impacts on neighbouring housing.</p> <p>P1.3 Detached carports and garages are not permitted.</p>	<p>A1.1 Garages and carports are not located between the building line and the front boundary of the lot.</p>
<p>P2 Car accommodation is compatible with its associated dwelling design in terms of height, roof form, detail, materials and colour.</p>	<p>A2.1 Where garages face the street the garage opening does not exceed 6m or 50% of the width of the building whichever is the lesser.</p>

5.13 Erosion and Sediment Control

Erosion and sediment control is to be provided on all development sites in accordance with the requirements of Snowy River Development Control Plan 2013, chapter C8.

5.14 Cut and Fill

The intent of this requirement is to preserve as much as practicable the existing topography and amenity of the area in the vicinity of the proposed development by minimizing changes to the existing ground levels.

Performance Criteria	Acceptable Solutions
<p>P1.1 The building design should be appropriate for site conditions with consideration given to the stability of the site and adjoining site and the privacy of the adjoining dwellings.</p> <p>P1.2 Development is to be designed to minimise the effect of disturbance on any land and ensure that dangerous excavations are avoided, or where necessary, are properly retained and secured.</p>	<p>A1.1 The proposed development shall not exceed 1m of cut or fill.</p> <p>A1.2 Development within two (2) metres of the allotment boundaries is to employ construction methods that will retain the fill within the confines of the building, e.g. “drop-edge” raft slabs etc.</p> <p>A1.3 Development exceeding two (2) metres from the boundary will be permitted to batter any fill external to the building in accordance with the provisions relating to cut and fill batters.</p> <p>A1.4 Excavations in excess of one (1) metre within the confines of the building may be permitted, to allow for basements, garages, etc. providing the excavations do not exceed 3m and are adequately retained and drained.</p> <p>A1.5 Cut and fill batters should not exceed a slope of 1:2 to the natural ground level unless the foundation strata of the area permits otherwise and Council is satisfied with the site stability. All batters are to be provided with both short term and long term stabilisation to prevent soil erosion.</p> <p>A1.6 Stormwater or surface water runoff shall not be redirected or concentrated onto adjoining properties so as to cause a nuisance and adequate drainage is to be provided to divert water away from batters.</p>

5.15 Security, Site Facilities and Services

The intent of this requirement is to ensure that the development provides a safe living environment and facilities are provided to meet the needs of the occupants of the development and service areas are suitably screened from view.

Performance Criteria	Acceptable Solutions
<p>P1.1 Buildings adjacent to public streets or public space are to be designed to allow casual surveillance.</p> <p>P1.2 Adequate lighting is to be made available to all common areas.</p>	<p>A1 To permit casual surveillance at least 1 habitable window should face public or communal streets or public space.</p>
<p>P2 Garbage bin areas and external storage facilities are to be sited and designed for visual appearance.</p>	
<p>P3 Dwellings are to be provided with adequate storage areas and clothes drying facilities. These drying areas are to be screened from the street.</p>	<p>A3 By using courtyards and privacy screens, clothes drying areas can be hidden from the view of neighbours and from the street.</p>
<p>P4 The design and provision of sewerage, water, electricity, street lighting, telephone and gas services are to conform with the cost-effective performance measures of the relevant servicing authority.</p>	<p>A4.1 Individual water meters are required to assist with the billing of individual dwellings. Underground water tanks are required to be installed for every dwelling for personal and firefighting use.</p> <p>A minimum of 30% of each dwelling's roof area is to be used for solar panel installation for connection to a personal battery bank and to the Three Rivers battery bank located within the site when available.</p> <p>A4.2 Air conditioning unit is to be located within the roof space or other non-visible location and not on the roof itself.</p>
<p>P5 Developments serviced by reticulated water supply are to comply with the relevant domestic and firefighting standards.</p>	

6 NATURAL HAZARD MANAGEMENT – BUSHFIRE PROTECTION

6.1 Requirements

- All development applications that are located in bushfire prone areas, are required to comply with planning and construction requirements of Planning for Bushfire Protection 2019 (PBP2019) and Australian Standard AS 3959:2018 Construction of buildings in bushfire prone land.
- Proposals that do not comply with the Three Rivers Estate Development Control Plan – Bushfire Protections may be refused consent or referred to the Rural Fire Service (RFS) for further review and comment.
- The intent of council's requirement for development with the Three Rivers Estate Jindabyne is to ensure that all future building and occupation within the estate are suitably sited, designed and constructed to comply with current bushfire protection planning guidelines and standards.
- A bushfire assessment report shall be submitted to council for future individual allotments whereby a bushfire attack level (BAL Rating) is applied to any development envelope within the Estate.

6.2 Specific Objectives – Bushfire Protection Measures: Asset Protection Zones

Performance Criteria	Acceptable Solutions
<p>P1.1 APZs are provided commensurate with the construction of the building; and</p> <p>P1.2 A defensible space is provided.</p> <p>P1.3 APZs are managed and maintained to prevent the spread of a fire to the building.</p> <p>P1.4 The APZ is provided in perpetuity. APZ maintenance is practical, soil stability is not compromised and the potential for crown fires is minimised.</p>	<p>A1.1 An APZ is provided in accordance with Table A1.12.2 or A1.12.3 in Appendix 1. Planning for Bushfire Protection</p> <p>A1.2 APZs are managed in accordance with the requirements of Appendix 4 of PBP.</p> <p>A1.3 APZs are wholly within the boundaries of the development site. APZ are located on lands with a slope less than 18 degrees.</p> <p>A1.4 An APZ is provided in accordance with Table A1.12.2 or A1.12.3 in Appendix 1</p>

6.3 Specific Objectives – Bushfire Protection Measures: Site Access & Driveways

Performance Criteria	Acceptable Solutions
<p>P1.1 Firefighting vehicles are provided with safe, all-weather access to structures and hazard vegetation.</p> <p>P1.2 The capacity of access roads is adequate for firefighting vehicles.</p> <p>P1.3 There is appropriate access to water supply.</p> <p>P1.4 Firefighting vehicles can access the dwelling and exit the property safely.</p>	<p>A1.1 property access roads are two-wheel drive, all-weather roads.</p> <p>A1.2 Firefighting vehicles can access the dwelling and exit the property safely.</p> <p>A1.3 Hydrants are provided in accordance with the relevant clauses of AS 2419.1:2005; There is suitable access for a Category 1 fire appliance to within 4m of the static water supply where no reticulated supply is available.</p> <p>A1.4 An unobstructed path (no greater than 70m) is provided between the most distant external part of the proposed dwelling and the nearest part of the public access road (where the road speed limit is not greater than 70kph) that supports the operational use of emergency firefighting vehicles.</p>

6.4 Specific Objectives – Bushfire Protection Measures: Water Supplies

Performance Criteria	Acceptable Solutions
<p>P1.1 An adequate water supply is provided for firefighting purposes.</p> <p>P1.2 Water supplies are located at regular intervals; and the water supply is accessible and reliable for firefighting operations.</p> <p>P1.3 Flows and pressure are appropriate.</p> <p>P1.4 The integrity of the water supply is maintained.</p> <p>P1.5 A static water supply is provided for firefighting purposes in areas where reticulated water is not available.</p>	<p>A1.1 Reticulated water is to be provided to the development, where available; and a static water supply is provided where no reticulated water is available.</p> <p>A1.2 Fire hydrant spacing, design and sizing comply with the relevant clauses of AS 2419.1:2005; hydrants are not located within any road carriageway; and reticulated water supply to urban subdivisions uses a ring main system for areas with perimeter roads.</p> <p>A1.3 Fire hydrant flows and pressures comply with the relevant clauses of AS 2419.1:2005</p> <p>A1.4 All above-ground water service pipes external to the building are metal, including and up to any taps</p> <p>A1.5 Where no reticulated water supply is available, water for firefighting purposes is provided in accordance with Table 5.3d of PBP-2019</p>

6.5 Specific Objectives – Bushfire Protection Measures: Services – Electricity & Gas

Performance Criteria	Acceptable Solutions
<p>P1.1 Location of electricity services limits the possibility of ignition of surrounding bushland or the fabric of buildings.</p> <p>P1.2 Location and design of gas bottles will not lead to ignition of surrounding bushland or the fabric of buildings.</p>	<p>A1.1 Where practicable, electrical transmission lines are underground.</p> <p>A1.2 Bottled gas is installed and maintained in accordance with AS/NZS 1596:2014 and the requirements of relevant authorities, and metal piping is used; all fixed gas cylinders are kept clear of all flammable materials to a distance of 10m and shielded on the hazard side; connections to and from gas cylinders are metal; polymer-sheathed flexible gas supply lines are not used; and above-ground gas service pipes are metal, including and up to any outlets.</p>

6.6 Specific Objectives – Bushfire Protection Measures: Construction Requirements

Performance Criteria	Acceptable Solutions
<p>P1.1 The proposed building can withstand bushfire attack in the form of embers, radiant heat and flame contact.</p> <p>P1.2 Proposed fences and gates are designed to minimise the spread of bushfire.</p> <p>P1.3 Proposed Class 10a buildings are designed to minimise the spread of bushfire.</p>	<p>A1.1 A Bushfire Attack Level (BAL) Rating is determined for future development envelopments upon individual lots in accordance with Planning for Bushfire Protection Appendix 1.</p> <p>A1.2 The construction standards of infill' buildings is provided construction provided in accordance with the National Construction Code (NCC) and as modified by section 7.5 of PBP-2019.</p> <p>A1.3 Fencing and gates are constructed in accordance with section 7.6.PBP-2019. Class 10a buildings are constructed in accordance with section 8.3.2. of PBP-2019.</p>

6.7 Specific Objectives – Bushfire Protection Measures: Landscaping

Performance Criteria	Acceptable Solutions
<p>P1.1 Landscaping is designed and managed to minimise flame contact and radiant heat to buildings, and the potential for wind-driven embers to cause ignitions.</p>	<p>A1.1 Gardens are designed and provided in accordance with the NSW RFS 'Asset protection zone standards.</p>

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END

9.4.1 COMMUNITY ENGAGEMENT STRATEGY - ADOPTION

Record No: I23/114

OFFICER'S RECOMMENDATION

That Council adopt the Community Engagement Strategy.

ISSUES

At the Council meeting held 15 December 2022, Council resolution 376/22 resolved to:

- A. Adopt the Community Engagement Strategy as an interim strategy; and
- B. Undertake a review for completion to report back to the March 2023 Council meeting following Councillor workshops.

On 31 January 2023, Council's Communication Team (Engagement) held a workshop with Councillors and Executive team members. This included attendance (post document review) by an external engagement specialist who contributed comments and answered questions.

The amended Community Engagement Strategy has been updated to include additional feedback provided by Councillors and the IAP2 engagement specialist.

This strategy sets the framework to guide how council manages engagement across various topics, consultations and projects.

RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Asset Management	Low	Low	Yes
Economic Activity	Low	Low	Yes
Environmental Security	Low	Low	Yes
External Political Environment	Low	Low	Yes
Financial Sustainability	Low	Low	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 *Local Government Act 1993* states council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing and reviewing the Community Strategic Plan.

FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	\$2,032.25	External Stakeholder Review
Estimated Annualised Net Cost		
Capital Investment		
Capital Funding Source		

Initial strategy document was completed internally by the Communications Team at no additional cost beyond BAU. Post December 2022 Council meeting, a review was conducted by external stakeholder, Director of Communications & Engagement at Ethos Urban Pty Ltd, as per Council resolution 376/22 - part B.

RESPONSIBLE OFFICER: Chief Communications Officer

OPTIONS CONSIDERED

It is a statutory requirement in accordance with the *Local Government Act 1993* that all Councils in NSW comply with the IP&R guidelines.

Councils are required to adopt a Community Engagement Strategy (Framework) for the development and review of the Community Strategic Plan.

IMPLEMENTATION PLANS

If the Community Engagement Strategy is adopted, all submitters will be notified of the outcomes and Council resolution. The adopted strategy will be published to the Council website and intranet within 28 days of Council resolution.

EXISTING POLICY/DECISIONS

The *Local Government Act 1993* states that Council must establish and implement a Community Engagement Strategy.

This strategy will work in partnership with the Community Participation Plan, as per the *Environmental Planning and Assessment Act 1979*.

BACKGROUND

The *Local Government Act 1993* states council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing and reviewing the Community Strategic Plan.

The Communications team reviewed current practices and strategies from various NSW councils and, in line with IAP2 framework, training and experience, this strategy was developed to ensure best practice across whole of council for internal use.

The initial document was prepared internally by the Communications Team (Engagement) with no external contractor assistance nor additional costs involved to produce the document. Post December Council Meeting, as a result of Council resolution 376/22 - part B, an external subject matter expert was tasked with reviewing the document. The workshop with Councillors was held on 31 January 2023.

The Integrated Planning and Reporting Framework (IP&R) is underpinned by strong effective and meaningful engagement. The Community Engagement Strategy sets out Council's position relating to engagement with all stakeholders, including those in our community, businesses, state agencies and non-government organisations. Engaging with stakeholders is essential to creating plans that will truly represent the aspirations and needs of the local community.

This Strategy will also be used during the development of the Community Strategic Plan and councils' other engagement activity plans.

ATTACHMENTS

1. Draft SMRC Community Engagement Strategy 2022-2026 - V2
2. Appendix - Community Participation Plan 2023 - CES

COMMUNITY ENGAGEMENT STRATEGY 2022-2026



Acknowledgment of Country

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

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



Record of Versions

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0	11/10/2022	Report to Council requesting draft be placed public exhibition		Communications
2.0	24/10/2022	Revisions post Councillor feedback	290/22	Communications
3.0	20/02/2023	Revisions post Councillor workshop and IAP2 specialist review		Communications

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Introduction

The purpose of the Community Engagement Strategy is to improve our engagement through a framework to guide how we involve and listen to our Snowy Monaro community. This will assist to shape our region's aspirations, build foundations for our community and provide opportunities for all voices to be heard. Our goal through this framework is to achieve meaningful planning and service delivery outcomes that reflect our community's priorities and needs.

This document sets out the expected levels and methods of engagement that Council will undertake over the next four years. This strategy will be implemented in line with our Community Participation Plan (Appendix).

Our five corporate values form the foundation on which our Community Engagement Strategy is built. This strategy will play a key role in Council achieving our vision of being a *trusted community partner*.

Strategy vision

The purpose of the Community Engagement Strategy is to provide a framework to guide how we involve and listen. Through clear and meaningful community engagement, Snowy Monaro Regional Council will seek out, create and facilitate opportunities for community members to provide input, be heard and, through their participation, shape our collective future in a meaningful and tangible way.

We will report back to our community on what we hear to show how your engagement leads to tangible action that reflects the needs and priorities of our community.

We aim to ensure that everyone across our region receives reliable and timely information on which to base their views and opinions. Put simply: you'll get the information you want, when you want it, and when you speak with us, what you say will matter. Our role is to facilitate a constructive two-way avenue of communication between Council and our community, partnering together to build a better future for the region.

Values guiding engagement

Snowy Monaro Regional Council is committed to providing meaningful consistent community engagement that is guided by and reflects IAP2 Core Values, each of which complement our organisations corporate values.

IAP2's Core Values

- ➔ 1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

- ➔ 2. Public participation includes the promise that the public's contribution will influence the decision.

- ➔ 3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.

- ➔ 4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

- ➔ 5. Public participation seeks input from participants in designing how they participate.

- ➔ 6. Public participation provides participants with the information they need to participate in a meaningful way.

- ➔ report back to the community on the results of engagement activities

- ➔ 7. Public participation communicates to participants how their input affected the decision.

Council's corporate values	
Solutionary	<ul style="list-style-type: none"> ➔ Collaborate with others to find solutions ➔ Proactively draw on other people's knowledge, skills and experience ➔ Experiment with different ways of doing things
Together	<ul style="list-style-type: none"> ➔ Include others and keep them in the loop ➔ Cooperate positively and do our part ➔ Be helpful inside and outside the organisation
Accountable	<ul style="list-style-type: none"> ➔ Honest and own successes and failures ➔ Transparent and work to the best of our ability ➔ Receptive to constructive feedback
Innovative	<ul style="list-style-type: none"> ➔ Look for better ways to complete our work ➔ Willing to learn new things ➔ Review what we've done to find improvements for the future next time
Caring	<ul style="list-style-type: none"> ➔ Respectful of other people ➔ Appreciate other people and give praise where praise is due ➔ Show a genuine interest in others

Community engagement principles

Snowy Monaro Regional Council is committed to providing meaningful consistent community engagement that will be proactive and accessible through a diverse range of mediums.

We aim to:

- participate in meaningful, accessible and diverse engagement that has outcomes and actions measured both internally and externally
- provide a well-coordinated planned approach to engagement
- monitor and review our engagement practices to ensure they stay relevant in meeting our community's needs and expectations
- connect with and listen to our community
- build and maintain relationships with all of our region's stakeholders
- identify not only those who are engaged, but those who may be impacted
- report back to the community on the results of engagement activities
- keep on top of best practices by recognising and responding to trends and behaviour changes to remain not only connected with the community, but to learn and improve how we engage

Our region

We are a region that is proud of its history. The Snowy Monaro Regional Council acknowledges that Aboriginal people - the Bidjawal, Ngarigo, Walgalu and Southern Ngunnawal - are the original inhabitants and remain the custodians of the land on which we live and work.

We are a culturally diverse region, thanks in part to the Snowy Scheme that saw more than 100,000 people from over 30 countries flock to the region to work on one of the civil engineering wonders of the modern world. To this day, our region enjoys the many benefits of our multicultural society, with the number of countries, ethnic backgrounds, language groups and people continuing to grow.

The Snowy Monaro region is home to *21,659 people and reflects a degree of cultural diversity that has its roots in agriculture, early gold mining, the Snowy Mountains Scheme, timber logging and tourism.

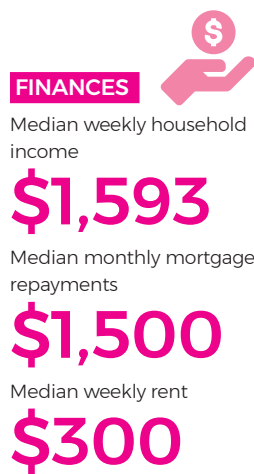
The region covers 15,162 square kilometres with major urban areas surrounded by rolling plains and mountain ranges. While Council's head office is located in Cooma, an additional three locations, in Berridale, Bombala and Jindabyne, provide services to our community.

The Snowy Monaro region has always been a place where people have recognised opportunities and worked hard to realise them. It is a place of great potential but there are challenges that we must tackle. Population and demographic change is one such challenge. We must properly accommodate and care for an increasingly older and diverse population, while welcoming newcomers and meeting the needs of this new and diverse community.

*Population data as of the 2021 Australian Census, residents who note this region as their usual place of residence.

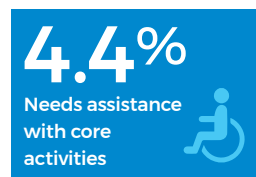
Our community

This information is a snapshot from more comprehensive Census 2021 data.

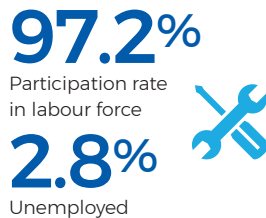


AGE STRUCTURE %

Babies and pre-schoolers (0 to 4)	4.6%
Primary schoolers (5 to 11)	7.8%
Secondary schoolers (12 to 17)	7.6%
Tertiary education & independence (18 to 24)	7.3%
Young workforce (25 to 34)	13.0%
Parents and homebuilders (35 to 49)	18.1%
Older workers and pre-retirees (50 to 59)	14.5%
Empty nesters and retirees (60 to 69)	13.3%
Seniors (70 to 84)	11.7%
Elderly aged (85 % over)	2.2%



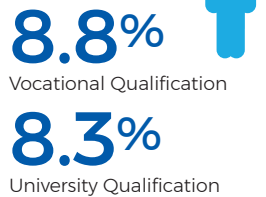
EMPLOYMENT



UNPAID WORK



EDUCATION



EMPLOYMENT BY INDUSTRY %

Accommodation and Food Services	16.9
Construction	10.7
Agriculture, Forestry and Fishing	10.0
Retail Trade	8.7
Health Care and Social Assistance	7.7
Education and Training	7.5
Arts and Recreation Services	7.3
Public Administration and Safety	6.5
Professional, Scientific & Technical Services	3.4
Manufacturing	3.4

LANGUAGE SPOKEN AT HOME %

German	0.7
Mandarin	0.7
Spanish	0.5
Italian	0.4
Thai	0.3



BIRTHPLACE

Total overseas born	13.7
Australia	78.9

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



HOUSING TYPE %

Separate house	77.9
Medium density	16.3
High density	3.1
Caravans, cabin, etc	0.6

HOUSEHOLDS %

Couples with kids	21.9
Couples no kids	26.3
One parent families	7.5
Other families	0.6
Group household	3.8
Lone person	25.3
Other households	4.8
Visitor households	9.8

HOUSING TENURE %

Fully owned	37.1
Mortgage	27.6
Renting Total	24.8
- Social housing	1.3
- Private	23.3

DWELLING TYPE



Community engagement practices

Council is committed to our engagement practices of delivering communication aligned to the [International Association of Public Participation \(IAP2\)](#) principles of the Public Participation Spectrum. The Code of Ethics for Public Participation Practitioners supports and reflects IAP2's Core Values for the Practice of Public Participation. The Core Values define the expectations and aspirations of the public participation process.

This table is based on the IAP2 Spectrum of Public Participation. IAP2's Public Participation Spectrum is designed to assist with the selection of the level of participation that defines the public's role in any community engagement program.

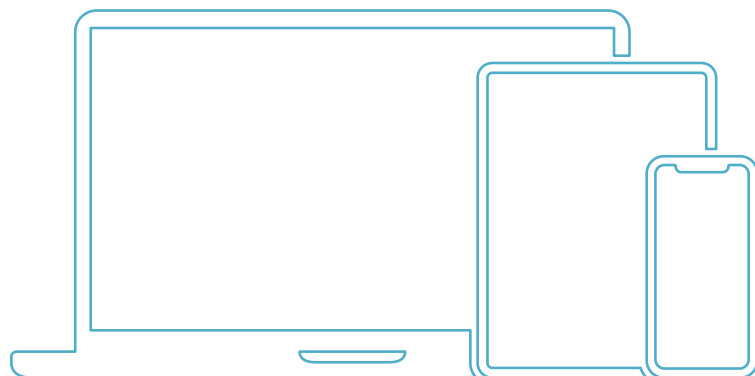
The Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made. However, and most importantly, the Spectrum sets out the promise being made between Snowy Monaro Regional Council and our community at each participation level.

Increasing impact on the decision → → →					
	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public
Promise to the Public	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide

**This information is sourced from the from the IAP2 Public Participation Spectrum*

Roles and responsibilities

Roles and responsibilities	
Mayor and Councillors	Demonstrate commitment to community through effective engagement including liaison with community, collaboration and contribution to engagement. Establish partnerships while representing and advocating for the best interests of the community.
CEO	Ensure compliance with legislative obligations, oversee adequate delegation and endorse initiatives that are appropriate and inclusive.
Employees	Ensure planned processes are consistent, aligned with relevant regional, state and federal equivalents and delivered in alignment with Council's values. Report back on how data collected through engagement has influenced the decision. Regularly monitor and evaluate the effectiveness of processes.
Community	Openly and actively participate in a variety of engagement opportunities. Provide respectful contributions through various means to ensure the community's voice is heard in decision-making activities. Deliver feedback on practices or process where improvements are identified.



Risk and opportunities

Council will advise the community on the negotiable elements for each project, asking for input on community expectations. At times, there will be occasions where community engagement cannot define the outcome of the decision making due to (but not limited to):

- legislation and compliance
- budget, revenue and funding stipulations
- work, health and safety
- procurement

- Council incorporates IAP2's Code of Ethics into our
- actions, and will provide the community with a clear
- understanding of the guiding principles and how
- these will be defined alongside social justice principles
- identified as:
- → access and rights
- → equality and diversity
- → participation and supportive environments
-
-

IAP2 Code of Ethics	
1. Purpose	We support public participation as a process to make better decisions that incorporate the interests and concerns of all affected stakeholders and meet the needs of the decision-making body
2. Role of practitioner	We will enhance the public's participation in the decision-making process and assist decision-makers in being responsive to the public's concerns and suggestions
3. Trust	We will undertake and encourage actions that build trust and credibility for the process among all the participants
4. Defining the public's role	We will carefully consider and accurately portray the public's role in the decision-making process
5. Openness	We will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision
6. Access to the process	We will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions
7. Respect for communities	We will avoid strategies that risk polarising community interests or that appear to "divide and conquer"
8. Advocacy	We will advocate for the public participation process and will not advocate for interest, party, or project outcome
9. Commitments	We ensure that all commitments made to the public, including those by the decision-maker, are made in good faith
10. Support of the practice	We will mentor new practitioners in the field and educate decision-makers and the public about the value and use of public participation

Encouraging conversations

Adhering to IAP2 Core value #6: We will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions. Council's core delivery principle for engagement is inclusive and equity centred.

To bring this principle to life, where possible, Council is committed to ensuring open access through:

- Use of accessible venues
- Promotion of accessibility options
- Ensuring a range of engagement methods are used
- Provision of easy read materials or direct support to interpret documents
- Choose venues that are safe, in visible and public locations and directly accessible

It is critical to note that this list is by no means exhaustive and is designed to provide a guide for engagement delivery. When designing individual engagement programs Council will consider the individual context and impacted and interested groups to ensure IAP2 Core Value #6 can be met.

CHILDREN

- Use clear and informal language, free from jargon and acronyms
- Avoid potentially intimidating techniques and venues
- Inform young people about what Council does

YOUNG PEOPLE

- Use clear and informal language, free from jargon and acronyms
- Consider incentives
- Choose venues accessible to public transport
- Use existing relationships (eg. children and youth services)

WOMEN

- Use clear and informal language, free from jargon and acronyms
- Consider venue options that are appropriate
- Consider timing and childcare needs

OLDER PEOPLE

- Use clear and informal language, free from jargon and acronyms
- Use large print
- Choose accessible venues
- Consider transport options
- Use existing relationships

ABORIGINAL PEOPLE

- Use clear and informal language, free from jargon and acronyms
- Invite and encourage involvement of respected elders
- Use existing relationships (eg. Aboriginal Liaison Officer and Aboriginal Community Reference Group)

PEOPLE WITH A DISABILITY

- Use clear and informal language, free from jargon and acronyms
- Avoid activations that require long periods of concentration
- Encourage participants to bring support person
- Consider information format
- Ensure adequate lighting
- Be on the same level
- Avoid or reduce background noise whenever possible
- Repeat and rephrase as required
- Consider Auslan Interpreter Service

CULTURALLY DIVERSE COMMUNITY

- Use clear and informal language, free from jargon and acronyms
- Consider use of interpreters
- Translate printed material
- Respect cultural differences
- Invite respected community leader
- Consider dietary requirements

Community engagement process

Our region follows the below process when implementing community and stakeholder engagement. This ensures a planned process that is consistent and aligned with our principles for community engagement.



High impact

There is a high level of impact or risk (perceived or real) on the region as a whole, or a section of the community. There is potential for any decision to create controversy and/or have varying levels of acceptance within the community.

Medium impact

There is a medium level of impact or risk (perceived or real) on the region as a whole or a section of the community. It is likely that the decision will be accepted by the majority of the community impacted; however the decision may be an inconvenience for some sections of the community.

Low impact

There is a low level of impact or risk (perceived or real) on the region as a whole or a section of the community. It is likely that the decision will be widely accepted by the community and seen as having positive outcomes or being required.

Community Engagement Plan

In preparing for engagement, Council aims to involve inclusive conversations in our communities, including those community members who may require alternate considerations, such as those with a disability, women, young people, older people, working families, remote living (connectivity limitations) and culturally diverse communities.

Stakeholder identification	
Community	For community wide-issues, providing general information, eg. rates and property matters.
Elected Representatives	Local, State and Federal representatives act as advocates for the people in a wide variety of matters. Councillors are an important connection point/source with our community.
Other Government Agencies	Council has a large advocacy role to play in advising other levels of Government of the needs and expectations of the community.
Business and industry	In matters where Chamber of Commerce, local business or industry group representatives are active and can provide information regarding the needs of the business community.
Service users	Park and recreational users, travellers and visitors, waste facility users, contractors or suppliers, tourists, libraries and halls.
Specific target groups	Specific groups may be targeted for their expertise in certain areas; these could include age or gender specific, cultural, Aboriginal and Torres Strait Islander, disability, environmental and sporting groups.
Interest groups	Relevant groups or committees (community or social) comprising local residents should be consulted in relation to their particular interest areas and needs.
Employees	For projects and issues that may impact or influence service or operational delivery of other departments, opportunities exist to integrate program delivery and share knowledge and expertise to add value to the process. Employees in most instances are also residents of the Snowy Monaro region and as such, are an important connection with our community.

Once Council reviews collated data from engagement activities, there will be different levels of community sentiment delivered on the commitment, with outcomes that will be reported as:

Risk level	Outcome
High risk	Varying levels of community perception or potentially controversial.
Medium risk	Accepted by most of the community, additionally recognising some community members were not supportive.
Low risk	Widely accepted and supported through the community.

For our community, we will provide various levels of in-person and digital engagement with appropriate innovative cost-effective activities to facilitate conversations with key stakeholders and targeted audiences in our community.

Engagement Method	Inform	Consult	Involve	Collaborate
Drop-in/pop-up sessions/stalls	✓	✓	✓	
Community meetings	✓	✓	✓	
Information & briefing sessions	✓			
Workshops or focus groups	✓	✓	✓	✓
Media: Newspaper articles, media release or public notices and advertisement, radio, etc.	✓			
Printed promotional material – brochures, flyers, letters, posters, rates inserts, newsletters and static display	✓			
You Say Snowy Monaro website – survey, quick polls, forum, budget simulation or mapping tools	✓	✓	✓	✓
Council Website	✓			
Social media	✓			
eNewsletter – digital production fortnightly distribution	✓			
Email – direct or via communications/industry groups	✓			
SMS message – emergency only	✓			

The following Stakeholder Analysis Matrix example outlines the proposed community engagement approach including target group, level of engagement, interest, influence and impact expected. This is one of the tools used to inform our engagement plans, which will remain flexible to allow for new opportunities to reach our diverse community, their changing needs and add value to our engagement process.

Stakeholder Analysis Matrix Template					
Stakeholder group	Role/Connection	Benefits of involvement	Level of interest	Level of influence	Level of impact
Individuals, sectors or known groups. - Chamber of Commerce - community groups/ organisations - youth - media - Councillors - other levels of Government - additional stakeholders as identified	The stakeholders' role and their connection to the project or proposition. What expectation does the stakeholder group have of the organisation in relation to participation, information and involvement in the project? - to be kept informed on the overall progress of the project. - to be involved in providing relevant operating issues.	What the stakeholder group can bring to the project that is of benefit. - to provide feedback on operational aspects of the facility. - to assist in planning appropriate programs. - to assist in providing clarification on issues	What level of interest does the stakeholder group have in the final outcome? - significant level of interest - moderate interest - low interest	What level of influence will the stakeholder group have on the final outcome? e.g. IAP2 Spectrum (Inform, consult, involve, collaborate, empower)	The level of impact that the issue, project or proposition, will have on the stakeholder groups. - signification impact - moderate Impact - low impact

Stakeholder mapping and engagement tools

We continually review and evolve the ways in which we communicate and engage with our community, based on identified needs and evaluation of new and emerging technologies and techniques.

Stakeholder Categories	Drop-in/Pop-ups	Community meetings	Information & briefing sessions	Individual meetings	Workshops	Media	Displayed promotional material	Letter box drop	You Say Snowy Monaro	Council Website	Social media	eNewsletter	Email	Text message / SMS
Whole of community	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Absentee rate payers								✓	✓	✓	✓	✓	✓	✓
Elected representatives		✓	✓	✓	✓								✓	
Other government agencies			✓	✓									✓	
Business and industry		✓				✓	✓	✓	✓	✓	✓	✓	✓	
Service users	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Specific target groups	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Community & interest groups	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	
Employees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Preferred methods of engagement

The Snowy Monaro is a geographically diverse region, covering a huge area with a disparate array of terrain, ecology, environments and climates.

The communities in these different areas can – and often do – have vastly different needs, priorities and problems than one another. Our Community Engagement Strategy recognises and celebrates that this geographic diversity is important, and needs to be taken into consideration when planning and executing engagement activities across the region.

METHODS OF ENGAGEMENT

- Drop-in/ Pop-ups
- Community meetings
- Information & briefing sessions
- Individual meetings
- Workshops
- Print media
- Displayed promotional material
- Letter box drop
- You Say Snowy Monaro
- Council Website

Goals

1. Build robust processes and systems to support our communication and community engagement activities
2. Develop a culture of proactive communication and community engagement practices
3. Deliver tailored communication and community engagement to meet the needs of our diverse communities
4. Strengthen Council's relationships with internal and external stakeholders

1. Build robust processes and systems to support our communication and community engagement activities			
No.	Action	Timeframe	Measures
1.1	Develop a communications and community engagement toolkit for Council employees	March 2023	<ul style="list-style-type: none"> • Framework developed • Training rolled out throughout the organisation • Communications and Engagement module added to corporate induction process • All engagements close the communication loop with our community by reporting back what was heard
1.2	Develop, implement and promote an internal engagement framework to employees	March 2023	<ul style="list-style-type: none"> • Framework developed • Training rolled out throughout organisation • Communications and Engagement module added to corporate induction process • All engagements close the communication loop with our community by reporting back what was heard
1.3	Review Communications and Social Media Policy	August 2023	<ul style="list-style-type: none"> • Policies adopted
1.4	Develop Crisis Management Media protocol	August 2023	<ul style="list-style-type: none"> • Develop a procedure aligned with external stakeholders
1.5	Develop and implement Council Style Guide and templates	August 2023	<ul style="list-style-type: none"> • Style Guide developed • Templates developed • Branding transitioning in line with new branding
1.6	Audit and catalogue images used across the organisation to ensure consistent level of quality and style	February 2024	<ul style="list-style-type: none"> • Images will be catalogued and easily accessible to internal and external stakeholders
1.7	Develop design guidelines for sub-brands, including how the Council logo will be integrated into materials and assets	August 2024	<ul style="list-style-type: none"> • % completion reported to SMT and ELT quarterly • All branding material reflects Council's Style Guide

2. Develop a culture of proactive communication and community engagement practices.			
No.	Action	Timeframe	Measures
2.1	Collaborate between business units to create situational awareness and engagement opportunities	Ongoing	<ul style="list-style-type: none"> All department are visible in our community Engagement opportunities continue to increase annually and across more diverse areas Refer to the stakeholder engagement at monthly business unit meeting, ensuring activities, projects and campaigns are adequate and well planned for Implemented mechanisms have shifted internal culture in embracing alternate methods of engagement in keeping up-to-date and relevant with digital demands and trends
2.2	Communicate transparently and honestly about the role of Council, our decisions and activities.	Ongoing	<ul style="list-style-type: none"> Level of influence is clearly communicated to relevant stakeholders throughout processes 75% of relevant projects have utilised the strategic engagement framework 80% of project meetings are attended Increase in positive feedback from the community regarding our engagement activities
2.3	Ensure adequate communication and engagement resources are planned for, and included in, all Council projects, event and activity planning	Ongoing	<ul style="list-style-type: none"> Provide value to the community by being budget conscious in managing community expectations
2.4	Share news stories and other information with our community through appropriate methods of communication.	Ongoing	<ul style="list-style-type: none"> Attend 80% of country shows for the year Attend community events throughout the region as appropriate
2.5	Share news stories and other items of community through appropriate methods of communication	Ongoing	<ul style="list-style-type: none"> All departments are featured in our eNewsletter at least once a year Continue to grow of digital audiences Minimum of twelve internal feature stories shared with employees via internet. – SAM per year
2.6	Engagement success is measured by established metrics to gain, collate and use statistically valid data to ensure accurate representation that is reflective of our community	Ongoing	<ul style="list-style-type: none"> Engagement data reflects participation from across our region, demographics and stakeholder groups. Level of participation across demographic categories is in-line with verified demographic data
2.7	Ensure a consistent approach to community engagement that is meaningful, inclusive and timely	Ongoing	<ul style="list-style-type: none"> Update Councillors with progress and results Evaluate data and report back to the community All stakeholders will have the opportunity to connect with us through the engagement process

3. Deliver tailored communication and community engagement to meet the needs of our diverse community.			
No.	Action	Timeframe	Measures
3.1	Ensure consistent and accessible brand, style, tone of voice and language for council and all of our sub-brands material.	Ongoing	· Awareness and education is implemented through induction and learning lunches
3.2	Maintain and enhance our Your Say Snowy Monaro engagement website	Ongoing	· Site visitation, usage, registration and participation metrics
3.3	Continue to develop Council's website to enhance user experience.	Ongoing	· Site visitation, usage, and participation metrics
3.4	Monitor and evaluate emerging engagement trends to ensure that our engagement is always meeting the changing needs of our community in relevant ways.	Ongoing	· Changing demographics in the Snowy Monaro and shifting needs are reviewed and diverse strategies are utilised
3.5	Consolidating the delivery of all Council newsletters	October 2023	· All newsletter created and distributed under a single platform
3.6	Continue to develop and enhance user experience of Council's intranet platform, SAM	Ongoing	· Increased engagement, visitation, utilisation
4. Strengthen Council's relationships with internal and external stakeholder groups.			
No.	Action	Timeframe	Measures
4.1	Build stronger relationships with hard to reach communities	Ongoing	· Enhance community mapping and network contacts
4.2	Develop a tailored approach to ensure transparent and open access across the community	Ongoing	· Utilise communication channels document with consistent updates to ensure all relevant audiences are addressed in their preferred way
4.3	Facilitate opportunities for Council departments to collaborate on communication and engagement projects as appropriate	Ongoing	· Communications Team to hold monthly meetings with each department
4.4	Deliver innovative strategic engagement within the community to strengthen a positive corporate image, resulting in the community having pride in their region	Ongoing	· Personalise our external and internal customer service with Council employees

Monitoring and measuring progress

Council's Communications Portfolio now has the foundations and skills to grow, adapt and connect more comprehensively than ever with our community, through existing and emerging networks. This strategy provides the framework to ensure our processes are open, honest and transparent to our community, and it will provide pathways for residents to contribute to making the Snowy Monaro a desirable place to live, work and visit.

Council will proudly grow its image through its engagement activities, events and services to the community, being more visible, proactive and approachable.

With the Community Engagement Strategy, Council seeks to remain a trusted community partner by being mindful, open, respectful and responsive. We will engage with our community, listen to the voices of our community, and build a foundation for innovative achievements, striving always for continuous improvements, evolving practices and better methods to ensure we remain contemporary and relevant.

We will use consistent best practice to continuously and proactively assess the success of our engagement activities.

Measured against demographic data and judged by the relevance and quality of the data obtained through the engagement, it is our goal that everyone in the Snowy Monaro has the opportunity to engage with us on the subjects and issues that they care about.

It is our responsibility to ensure that equality of access and opportunity is available to all, and where we find that we have fallen short, we will do what is necessary to ensure every member of our community can participate and play a substantive role in our collective decision making.

We will achieve this through reviews of data, consultation exit surveys, follow-up questionnaires, a community satisfaction survey and whatever means is appropriate to not only self-assess, but hear from participants how we did and where we, as a Council, can improve.

Further to this, we aim to be transparent, open and share this data and these measures of our success with the community.

Review

With the Community Engagement Strategy, Council seeks to remain a trusted community partner by being mindful, open, respectful and responsive. We will engage with our community, listen to the voices of our people, and build a foundation for innovative achievements, striving always for continuous improvements, evolving practices and better methods to remain contemporary and relevant.

Appendix | **Community Participation Plan**

The Community Engagement Strategy works alongside Council's Community Participation Plan (CPP) and is intended to make it easier for the community to understand how to participate in planning matters in NSW. The requirement to prepare a CPP applies to all relevant planning authorities under the Environmental Planning and Assessment Act 1979 (EP&A Act).

Council's CPP sets out how and when planning authorities will engage with its community on the planning functions it performs. The CPP also sets out the minimum public exhibition timeframes relevant to the planning authority that are provided in Schedule 1 to the EP&A Act.



Appendix | Community Participation Plan 2023

Snowy Monaro Community Participation Plan



Record of versions

Version	Date Published	Reason for Amendments	Resolution	Author or Document Owner

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Community Engagement Strategy Appendix | Community Participation Plan

1 Snowy Monaro Community Participation Plan

Community participation and stakeholder engagement are vital for successful planning outcomes. Snowy Monaro Regional Council have developed this multi-faceted framework to engage with the community. This Community Participation Plan has been prepared in line with the Environment Planning and Assessment Act 1979 (EP&A Act) and the Department of Planning and Environment Guidelines. This plan outlines the legislative requirements and Council's policy for community participation in the planning system including but not limited to:

- Development Applications
- Planning Proposals and Plan Making
- Development Control Plan Amendments
- Nominated Integrated Development
- Designated Development

Community participation is an overarching term covering how we engage the community in our work under the EP&A Act, including plan making and making decisions on proposed development. The level and extent of community participation will vary depending on the community, the scope of the proposal under consideration and the potential impact of the decision.

The community includes anyone who is affected by the planning system and includes individuals, community groups, Aboriginal communities, peak bodies representing a range of interests, businesses, Local Government and State and Commonwealth Government agencies.

Objectives

- To provide opportunity for those potentially impacted by development to comment on possible impacts
- To provide clarity and consistency in the notification process
- To specify development/s considered 'advertised development' for the purposes of the Act
- To outline circumstances in which direct notification and/or advertising will be undertaken

1.1 What is a Community Participation Plan?

Community participation plans were included in the *Environmental Planning and Assessment 1979* in 2018. Community participation plans are designed to make participation in the planning system clearer for communities. It achieves this by setting out when and how you can participate in the planning system.

Community participation plans are outlined in Division 2.6 of the *Environmental Planning and Assessment Act 1979* and must contain, as a minimum, those items stated in Part 1 of Schedule 1 in the *Environmental Planning and Assessment Act 1979*.

Table 1 and 2 below outlines the legislative requirements for public notification of documents and Table 3 below outlines Council's policy on notification for all other planning related matters.

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1.2 Community Participation Plan Principles

The following community participation principles guide Council's approach to community consultation and engagement:

- The community has a right to be informed about planning matters that affect it
- Planning authorities should encourage effective and on-going partnerships with the community to provide meaningful opportunities for community participation in planning
- Planning information should be in plain language, easily accessible and in a form that facilitates community participation in planning
- The community should be given opportunities to participate in strategic planning as early as possible to enable community views to be genuinely considered
- Community participation should be inclusive and planning authorities should actively seek views that are representative of the community
- Members of the community who are affected by proposed major development should be consulted by the proponent before an application for planning approval is made
- Planning decisions should be made in an open and transparent way and the community should be provided with reasons for those decisions (including how community views have been taken into account)
- Community participation methods (and the reasons given for planning decisions) should be appropriate having regard to the significance and likely impact of the proposed development

The community participation plan principles are core to the public engagement approaches undertaken by Council in relation to planning matters. These principles guide Snowy Monaro Region communities' participation in the planning System.

2 Legislative and Policy Requirements for Public Exhibition

Objectives

- To provide opportunity for those potentially impacted by development to comment on possible impacts
- To provide clarity and consistency in the notification process
- To specify development/s considered 'advertised development' for the purposes of the Act
- To outline circumstances in which direct notification and/or advertising will be undertaken

2.1 Prescriptive requirements

Application

This chapter applies to all development applications which pertain to lands in the Snowy Monaro region. Note that development applications do not necessarily include new building works.

This chapter does not apply to development which is exempt or complying development.

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Council imposes a fee upon applicants for costs incurred in providing notice to the community. Fees are specified in Council's Fees and Charges.

2.2 Provision of a public notification period

Where notification is required, Council provides a period of notification of fourteen (14) calendar days unless another period is outlined in tables 1, 2 or 3.

Tables 1, 2 and 3 detail the minimum notification requirements for different types of development applications. Notice as prescribed by tables 1, 2 and 3 is provided during the notification period. Ordinarily, notice is only provided for development types featured in the tables.

At the commencement of the notification period, direct notice of development applications is sent to applicable property owners (as noted in tables 1, 2 and 3). This is described in Section 5.2.3.

During the period of public notification the development application and accompanying documents will be available for inspection at Council's main and branch offices during normal business hours.

The period **between 20 December and 10 January (inclusive) is excluded** from the calculation of a period of public exhibition.

Community members may make submissions during the public notification period as described at Section 5.2.7 onwards.

In certain circumstances Council may waive notification requirements. These circumstances include where there is no discernible impact from the development and where notifying the public would be futile.

2.3 Means of direct notification and who will be notified

Direct notice of development applications is sent as a mailed letter to applicable property owners (as noted in tables 1 and 2) as listed in Council's records.

For a property with multiple owners, written notice to one owner is considered notice to all owners (as per clause 88(2)(c) of the Regulations). Council notifies all owners if aware of their address details in association with the property.

If land is a lot within the meaning of the *Strata Schemes (Freehold Development) Act 1986*, written notice to the owners' corporation is considered written notice to the owners of each lot within that strata scheme.

If land is a lot within the meaning of the *Strata Schemes (Leasehold Development) Act 1986*, written notice to the lessor under the Leasehold Strata Scheme concerned and to the owners' corporation is considered written notice to owners or occupiers of each lot within that Scheme.

In all instances detailed in the preceding two paragraphs, Council reserves the right to give individual notice to owners within strata schemes.

2.4 Additional provision of public notice

Council reserves the right to distribute or otherwise provide notice to the community additional to requirements outlined in sections above and in tables 1, 2 and 3. Additional

Community Engagement Strategy Appendix | Community Participation Plan

notification occurs at discretion of Council officers having regard to potential impacts of proposed development. Costs of additional notification are borne by the applicant.

3 Legislative requirements to provide public notice

Notification requirements for some types of development are legislated by the State of New South Wales. Council must follow the requirements of NSW legislation. These types of development are listed in Table 1 and Table 2. Further detail is contained within the legislation and any relevant environmental planning instruments.

Table 1: New South Wales legislative requirements for notification (Plan Making)

Type of development	Minimum notification requirement	Advertise in newspaper	Additional comments
Legislative Requirements			
Draft Community Participation Plan	Any public authority with a potential interest	Yes	Minimum advertising period of 28 days
Draft Regional and District Plans	Any public authority with a potential interest	Yes	Minimum advertising period of 28 days
Draft Local Strategic Planning Statements	Any public authority with a potential interest	Yes	Minimum advertising period of 28 days
Planning Proposals for Local Environmental Plans subject to a gateway determination	Adjoining owners Any public authority with a potential interest	Yes	Minimum advertising period of 28 days or a) if a different period of public exhibition is specified in the gateway determination for the proposal — the period so specified, or b) if the gateway determination specifies that no public exhibition is required because of the minor nature of the proposal — no public exhibition

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Type of development	Minimum notification requirement	Advertise in newspaper	Additional comments
Draft Development Control Plans	Any public authority with a potential interest	Yes	Minimum advertising period of 28 days
Draft Contribution Plans	Any public authority with a potential interest	Yes	Minimum advertising period of 28 days

Table 2: New South Wales legislative requirements for notification (Development Assessment)

Type of development	Minimum notification requirement	Advertise in newspaper	Additional comments
Legislative Requirements			
'Nominated integrated development': any development requiring approval under the <i>Heritage Act 1977</i> , <i>Water Management Act 2000</i> or <i>Protection of the Environment Operations Act 1997</i>	Adjoining owners Any public authority with a potential interest	Yes	Minimum advertising period 28 days Advertise in local newspaper.
Designated Development	Adjoining owners Any public authority with a potential interest	Yes	Minimum advertising period of 28 days (Schedule 1 of the EP&A Act) Signage to be provided on site For other requirements see clauses 56-60 of Regulations Advertise in local newspaper

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Type of development	Minimum notification requirement	Advertise in newspaper	Additional comments
Council-related development application	28 day notification Adjoining and opposite owners	Yes	Council-related development application means a development application, for which a council is the consent authority, that is— a) made by or on behalf of the council, or b) for development on land— i. of which the council is an owner, a lessee or a licensee, or ii. otherwise vested in or under the control of the council.'
State Significant Development	Minimum advertising period of 28 days (Schedule 1 of the EP&A Act) Consent Authority advertising requirements as per the NSW Government Department of Planning Community Participation Plan For other requirements see clauses 56-60 of Regulations		
Environment Impact Statement obtained under Division 5.1 or Environmental Impact Statement for State Significant Infrastructure under Division 5.2	Minimum advertising period of 28 days (Schedule 1 of the EP&A Act) Consent Authority advertising requirements as per the NSW Government Department of Planning Community Participation Plan		

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4 Council-adopted requirements to provide public notice

Table 3: Snowy Monaro Regional Council adopted requirements for notification

Type of development	Minimum Notification Period	Minimum notification requirement	Advertise in newspaper	Additional comments
Subdivision				
All types of subdivision less than 20 lots not including boundary adjustments	14 days	Adjoining and opposite owners	No	Nil
All types of subdivision 20 lots or more	28 days	Adjoining and opposite owners (28 day notification) Council will notify owners adjacent to road routes expected to service the site	Yes	
Residential Accommodation				
Dwelling houses less than 2 storeys	Nil	Nil	No	No notification required. Unless determined otherwise by assessing officer

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Type of development	Minimum Notification Period	Minimum notification requirement	Advertise in newspaper	Additional comments
Dwelling houses 2 storeys or more	Zone RU 1-4 – Nil Zone C 1-4 – Nil Zone R5 – Nil for lots over 1 hectare in size All other zones – 14 days (including zone R5 for lots below 1 hectare in size)	Adjoining and opposite owners No notification requirement for rural areas ('RU' zones 1-4), C zones or R5 lots over 1 hectare.	No	No notification requirement for rural areas ('RU' zones 1-4), C zones or R5 lots over 1 hectare. Unless determined otherwise by assessing officer
Dual occupancy or secondary dwellings	Zone RU 1-4 - Nil All other zones - 14 days	Adjoining and opposite owners	No	No notification requirement for rural areas ('RU' zones 1-4)
Alterations and additions for new habitable storey	Zone RU 1-4 – Nil Zone C 1-4 – Nil Zone R5 – Nil for lots over 1 hectare in size All other zones – 14 days (including zone R5 for lots below 1 hectare in size)	Adjoining and opposite owners	No	No notification requirement for rural areas ('RU' zones 1-4), C zones or R5 lots over 1 hectare
Residential flat buildings, multi-dwelling housing (inc. seniors /disability housing), boarding house, hostel, group home, Shop top housing	14 days	Adjoining and opposite owners	At Council officers' discretion	Nil
Commercial and Industrial Development (including extractive industries and rural industries)				

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Type of development	Minimum Notification Period	Minimum notification requirement	Advertise in newspaper	Additional comments
Tourist and visitor accommodation, eco-tourist facilities	14 days	Adjoining and opposite owners as per comments to right	At Council officers' discretion	Illumination and Temporary signage shall be notified. (TfNSW if relevant and adjoining/opposite land owners)
Commercial development, public use facilities, venues, crowd-attracting uses, recreation facilities	14 days	Adjoining and opposite owners. Council may broaden notification subject to circumstances of the site and intensity of use anticipated	At Council officers' discretion	
Industrial development, storage, transport depots	14 days	Adjoining and opposite owners Council may notify owners adjacent to road routes expected to service the site, when site is outside employment 'E' zones.	When located outside 'Industrial' zones	Public authorities will be notified as deemed necessary by Council
Extractive industries, rural industries and intensive agricultural developments	14 days	All properties within 500m of the development site. Council may broaden notification subject to circumstances of the site	Yes	Public Authorities will be notified as deemed necessary by Council

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Type of development	Minimum Notification Period	Minimum notification requirement	Advertise in newspaper	Additional comments
Alterations and Additions to Commercial development, public use facilities, venues, crowd-attracting uses, recreation facilities	Nil notification where development does not result in an increase to GFA. 14 days in all other instances	At Council officers' discretion	At Council officers' discretion	Nil notification where development does not result in an increase to GFA.
Miscellaneous				
Development seeking to vary a development standard via Clause 4.6 of an LEP	14 days	Adjoining and opposite owners	At Council officers' discretion	
Signage	Nil Illuminated temporary signage shall be notified for 14 days	At Council officers' discretion	At Council officers' discretion	Illuminated temporary signage shall be notified for 14 days (adjoining and opposite owners and TfNSW if necessary)

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Type of development	Minimum Notification Period	Minimum notification requirement	Advertise in newspaper	Additional comments
Works of any category impacting LEP heritage items or impacting a heritage conservation area	14 days	Adjoining and opposite owners This may be expanded or reduced at Council officers' discretion	At Council officers' discretion	Works should be notified if substantially altering the appearance or themes of a heritage item, as viewed from public roads or neighbouring property Apply these rules in addition to another category of works in this table Only work to heritage items triggers this section. Development proposed as a conservation incentive is notified according to the relevant category in this table

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Type of development	Minimum Notification Period	Minimum notification requirement	Advertise in newspaper	Additional comments
Change of Use	At Council officers' discretion – Please see additional comments column	Adjoining and opposite owners	At Council officers' discretion	Residential change-of-use notified only when intensity of use proposed is greater than a single dwelling Other change-of-use notified in accordance with applicable category for that new use in this table
Electricity generating works	14 days Nil in 'Industrial' or 'Rural' zones if capacity is less than 100kw	Adjoining and opposite owners Council may broaden notification subject to circumstances of the site.	No	For any electricity generating works, only notify in 'I' zones and 'RU' zones 1-4 if capacity is equal to or greater than 100kw
Restricted premises, sex services premises	14 days	Adjoining and opposite owners	Yes	Nil
Home Occupation (sex services)	14 days	Adjoining and opposite owners	No	Nil
Division 8.2 Reviews	As per original application	As per original application	As per original application	As per original application
Section 4.55 Modifications:				
(s4.55(1))	Nil	Nil	No	Nil

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Type of development	Minimum Notification Period	Minimum notification requirement	Advertise in newspaper	Additional comments
(s4.55(1A))	Nil – Unless determined otherwise by Council officer	At Council officer's discretion - Adjoining and opposite owners and any objector to the development.	No	Minimum notification period of 14 days Notification period may be waived for minor modifications with no resulting change to impacts
(s4.55(2))	14 days	Adjoining and opposite owners and any objector to the development	Same as original application	Notification for a period not exceeding 14 days but otherwise in the same manner as the original application.
(s4.56)	As per original application	As per original application	As per original application	As per Clause 119 of the EP & A Regulation
Other Items				
One off events	14 days	At Council officers' discretion	At Council officers' discretion	
Any other development not listed above, which in the opinion of Council may have adverse or detrimental impacts.	14 days	At Council officers' discretion	At Council officers' discretion	

Note: Where development falls into multiple categories, the greater notification requirement is fulfilled. Council may also broaden notification beyond adjacent and opposite owners where the pattern of lots near the development is unusual.

Where items are 'at Council officers' discretion', adverse or detrimental impacts will be considered during the assessment of the development application.

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Some proposed developments are amended by applicants prior to determination. Council will provide renewed notice of amended proposals where potential impacts of the development are significantly altered. Those notified of the original proposal or who made a submission will be notified of the amended proposal in those cases.

Written objections made to original development proposals will still be considered by Council in determination of amended development applications. If objections are withdrawn following amendment and re-notification these are not considered by Council in its final determination.

Development identified by Table 2 as requiring advertising in the newspaper is considered to be 'other advertised development' for the purposes of the Environmental Planning and Assessment Regulations 2000.

5 Submissions

Submissions regarding development applications may be made by any person. To have received formal written notification is not a condition of submission.

Submissions are required in writing. All submissions must be received by Council by close of business on the final day of the notification period. Extensions are granted at the discretion of Council officers. Potential late submitters should contact Council to confirm the granting of such extensions.

Emailed submissions are preferred for reasons of promptness. Emailed submissions must include signature(s) of submitter(s). When emailing submissions, such emails must include the relevant DA number in the subject of the email and must be sent to records@snowymonaro.nsw.gov.au for formal registration.

Signed submissions can be sent by mail or hand delivered to Council offices. Council will accept postal correspondence marked on the day of closure of the notification period. Original facsimile/s will be required not more than seven (7) days from the final day of the notification period.

Submissions must clearly state the relevant development application number and the name and address of the person making the submission if this is an objection; the grounds of objection are required to be specified.

Submitters should provide Council an email address to receive notice of Council meetings where the application may be considered. Council will formally acknowledge any submissions received.

Please note: comments made via Social Media are **not** considered a submission.

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5.1 Political donations

When making a written submission to Council objecting to or in support of a development application the person who makes the written submission is required to disclose any reportable political donations and gifts made by the person making the submission or any associate of that person within the period commencing 2 years before the submission is made and ending when the application is determined. This includes:

- a) all reportable political donations made to any local Councillor of that Council (a reportable political donation made to a 'local Councillor' includes a reference to a donation made at the time the person was a candidate for election to the Council). Reportable political donations include those of or above \$1,000; and
- b) all gifts made to any local Councillor or employee of that Council.

If you think that the above may apply to you Council urges you to read and complete the 'Political Donations Disclosure Statement' and return it with your submission. Please note that failure to disclose this information or make a false disclosure is an offence. This form is available from Council's website or offices.

5.2 Late Submissions

Council **does not guarantee** submissions received following closure of the notification/advertising periods, without an extension having been granted, will be considered in determination of the applications.

5.3 Submissions are Public Documents

If an application is to be determined by Council at a Council meeting any submission made will be reproduced in the business paper for that meeting which is a public document. Council endeavours not to publicly disclose any personal information contained in attached submissions.

Interested persons may view or obtain submissions made in respect of development applications. There is no entitlement to view or obtain personal information contained in any submission. Such permission is obtained through a formal process designed for this purpose.

6 Other Community Participation Requirements

- A public authority is not required to make available for public inspection any part of an environmental impact statement whose publication would, in the opinion of the public authority, be contrary to the public interest because of its confidential nature or for any other reason

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- Timeframes are in calendar days and include weekends
- If the exhibition period is due to close on a weekend or a public holiday we may extend the exhibition to finish on the first available work day

9.4.2 APPLICATIONS FOR EVENT FUNDING SUPPORT

Record No: I23/125

OFFICER'S RECOMMENDATION

That Council approve the event funding:

- a) Lake Light Sculpture for \$5,000; and
- b) 50th Adaminaby Easter Fair for \$1,000.

ISSUES

At the 19 May 2022 Council meeting, Council adopted the Snowy Monaro Funding Support for Events Policy, to provide funding support for local (\$20,000) and regional (\$30,000) economically significant events.

Applications have been received for Council's consideration from Adaminaby Easter Fair and a resubmitted application for Lake Light Sculpture (regional). The policy requires Council's determination of applications.

To date this financial year (2022-23), Council has allocated approximately \$19,000 from the funding pool to provide support for the following events:

- Landrover 75th Anniversary
- Fox Superflow Gravity MTB
- Lake Jindabyne Regatta
- FX/FJ Holden Nationals
- Numeralla Folk Festival
- Michelago Gymkhana
- Snowy Classic (cycle event)

Council's Events Team has now received a further local event application for event funding support for the 50th Adaminaby Easter Fair and a resubmission of the regional event funding request for the Lake Light Sculpture in Jindabyne.

To be eligible for funding support the event must meet certain criteria and be assessed as per the Funding Support for Events Policy.

The tables below outline the assessment against this Policy for each event:

Event Application 1 – Funding amount sought = \$5,000 Lake Light Sculpture 2023 – Street Edition Location: Jindabyne		
Event Date	Estimated 'value add' to local economy	Eligible event
6 -9 April 2023	\$3,993,000	Yes

9.4.2 APPLICATIONS FOR EVENT FUNDING SUPPORT

<p>(a) Funding amount required to cover Council's normal fees & charges</p>	<p>Waste services Facility Hire Planning fees & other approvals</p>	<p>Exact fees can't be determined until applications are submitted and/or demand on the day is determined (in the case of waste). Based on Council's Fees and Charges the estimated cost for Council approvals and services is up to \$2,500</p>
<p>(b) Alignment with relevant Council strategies or plans</p>	<p>Lake Light Sculpture is the leading arts and cultural event in the Snowy Monaro. LLS encourages experimentation and holds firm in its belief that collaboration is the key to a great event. The event works in partnership with the community to activate and inspire, build participation, edify, and entertain. The event fits Theme 3 'Our Heritage' of the Destination Management Plan as a high profit art and cultural offering which significantly influences building community and pride.</p>	
<p>(c) Commercial or Not for profit</p>	<p>Not for profit. Any profit generated from the event itself is held to subsidise the cost for the following years event.</p>	
<p>(d) Capacity to attract visitors from outside the LGA</p>	<p>Lake Light Sculpture brings over 26,000 people to the heart of Jindabyne and is not only a tourism drawcard for the region, it is a key arts & culture activity to attract and retain residents.</p>	
<p>(e) Marketing Strategies</p>	<p>LLS currently engages a contract marketing support person. Lake Light Sculpture exists on the main social media channels - Facebook and Instagram and maintains a comprehensive website (www.lakelightsculpture.com.au) which is undergoing an upgrade in preparation for the event. The 'guide' for the event is a 6 page special insert into the Snowy Mountains Magazine with dedicated content for the event.</p>	
<p>(f) The significance of the event for the local community</p>	<p>One of the primary goals is to increase business opportunities within the Snowy Region. LLS engages as many businesses, resources and individuals as possible to assist in event planning and delivery. LLS is a creative community building event with the added benefit of being a high tourism attraction.</p>	
<p>(g) The proportion of the total funding required for the event</p>	<p>The \$5000 applied for from Council is 4.7% of the current event expenditure budget of</p>	

9.4.2 APPLICATIONS FOR EVENT FUNDING SUPPORT

	\$106,000.
(h) The amount of funding remaining in the funding pool for that year at the time of determination of the application	At the time of writing this report, \$16,055 is available for local event funding and \$15,000 for regional significance.
(i) How many events have applied for funding	Nine
(j) The reason the funding is being sought by Council for the event	As the leading Arts & Culture Event for the region, the choice of community partnerships is important to the Committee. Key partnerships have been identified, including that with Snowy Hydro that best fit with the event and expectation of the community. As the event is held within the Snowy Monaro Regional Council area Council is considered an important partner
(k) The particular circumstances of the event	In 2023, the event has had to relocate. After high lake levels caused a cancellation in 2022, the 2023 event is a much awaited return to 'normal' Easter programming. However, with potentially disruptive lake levels and damage to the foreshore, a decision was taken to adjust the route, taking it through Jindabyne Township, reengaging with business while still utilising lake vistas, albeit from a different locale.
<p>Other funding applications: \$10,000 Snowy Hydro Grant - Confirmed Unsuccessful with a state grant application for \$160,000. Has applied for a TSM grant of \$60,000 but still awaiting outcome. Has secured sponsorship funding from other local sources. Exploring options with the Events Officer for utilising up to \$30,000 of redirected support funding from the Reconnecting Regional Communities grant fund as some events allocated money under the fund are no longer proceeding. Currently awaiting approval from the funding body.</p>	
<p>Staff review: This event fits the criteria of a regional application. Council's policy allows for up to \$5,000 in financial support for eligible major events, with discretion to provide additional funding when sought in unique circumstances.</p> <p>The Lake Light Sculpture (LLS) is considered a signature event for the region, attracting large overnight and daily visitation. Over 26,000 attendees were recorded across the 2021 Easter Long weekend, with an estimated near four million in economic benefit to the region. A growing destination event in the arts and cultural space for both travellers to the region and community during Easter holidays. The event relies on sponsorship and volunteer participation.</p> <p>After cancelling the event in 2022 due to lake levels impacting Banjo Paterson Park and foreshore areas, for 2023 the LLS committee propose to adapt to site conditions and refocus the event around the town business district.</p>	

If successful in their funding application, the Lake Light Sculpture Inc. propose to deliver the event with Snowy Monaro Regional Council as a presenting partner for the Awards Day. The Council's funds would be a contribution towards an Award (likely the Environment Award) with Council recognised as a supporter/sponsor of the award. There is also the option of Council having a tent and presence at the event throughout its duration, to be staffed by council, which is a good opportunity for continuing community engagement.

Attachment 1: Formal support request and 2021 event evaluation

Attachment 2: Draft 2023 event trail map

Event Impact Calculator

Event name (optional): Event Type: Event Range: Event start date:

Event duration (days): Attendance per day: Average daily spend (\$): Event total spend (\$):

The proposed Lake Light Sculpture - Street Edition event is planned to start on April 6th, 2023 and to run for 4 days. It is an event of Region significance and is estimated to attract 6000 visitors per day over the 4 days, with an average spend per person per day of \$350. This equals a total visitor spend of \$8,400,000 attributed to this event. Assuming the event will be held in Snowy Monaro Regional Council area, it is calculated to have the following potential impact:

Event Impact Summary

export

Snowy Monaro Regional Council area - Modelling the effect of \$8,400,000 from an Arts and Heritage event with Region significance

	Output (\$)	Value-added (\$)	Local Jobs (annual jobs)
Direct impact	7,224,000	3,141,838	95.2
Industrial impact	1,592,842	642,945	5.6
Consumption impact	641,094	208,680	1.8
Total impact on Snowy Monaro Regional Council area economy	9,457,936	3,993,462	103

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions).

Event Application 2 – Funding amount sought = \$1,000

Adaminaby Easter Fair

Location: Adaminaby

Event Date	Estimated 'value add' to local economy	Eligible event	
8 April 2023	\$125,000	Yes	
(a) Funding amount required to cover Council's normal fees & charges		Waste services Traffic Mgt Planning	Waste estimated \$380 Road closure – availability of staffing and equipment will impact Council costs

9.4.2 APPLICATIONS FOR EVENT FUNDING SUPPORT

		Section 68 application \$60
(b)	Alignment with relevant Council strategies or plans	The event aligns with Theme 3 of the Snowy Monaro Destination Management Plan 'Our Heritage' providing a connective community building event in Adaminaby.
(c)	Commercial or Not for profit	Not for profit
(d)	Capacity to attract visitors from outside the LGA	The event attracts around 2,500 into the Adaminaby township.
(e)	Marketing Strategies	Posters, print media, radio, Facebook page,
(f)	The significance of the event for the local community	The Easter Fair is the largest annual event held in Adaminaby.
(g)	The proportion of the total funding required for the event	28.5% based on \$1,000 of funding sort. The event is volunteer managed with total event cost estimated at \$3,500.
(h)	The amount of funding remaining in the funding pool for that year at the time of determination of the application	At the time of writing this report, \$16,055 is available for local event funding and \$15,000 for regional significance.
(i)	How many events have applied for funding	Nine
(j)	The reason the funding is being sought by Council for the event	To assist with operational costs associated with the event including traffic management for the event road closure and waste removal.
(k)	The particular circumstances of the event	This year is the 50 th anniversary of the event
Other funding applications: Nil		
Staff review: This event fits the criteria of a local application and is supported with a view to covering costs of Council services plus some of the event operational costs for the 50 th anniversary of the event.		

9.4.2 APPLICATIONS FOR EVENT FUNDING SUPPORT

Event name (optional): Event Type: Event Range: Event start date:

Event duration (days): Attendance per day: Average daily spend (\$): Event total spend (\$):

The proposed Adaminaby Easter Fair event is planned to start on April 8th, 2023 and to run for 1 day. It is an event of Local significance and is estimated to attract 2500 visitors during the day, with an average spend per person per day of \$100. This equals a total visitor spend of \$250,000 attributed to this event. Assuming the event will be held in Snowy Monaro Regional Council area, it is calculated to have the following potential impact:

Event Impact Summary export

Snowy Monaro Regional Council area - Modelling the effect of \$250,000 from an Arts and Heritage event with Local significance

	Output (\$)	Value-added (\$)	Local Jobs (annual jobs)
Direct impact	227,500	101,156	3.6
Industrial impact	44,791	18,414	0.2
Consumption impact	18,623	6,062	0.1
Total impact on Snowy Monaro Regional Council area economy	290,914	125,631	4

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions).

RISK ASSESSMENT

Risk Type	Current Risk
Asset Management	Low
Economic Activity	Low
Environmental Security	Low
External Political Environment	Low
Financial Sustainability	Low
Health and Safety	Low
Legislative Governance and Compliance	Low
Reputation and Image	Low
Service Delivery	Low

FINANCIAL IMPACTS

This program relies on a funding pool in Council’s Economic Development budget which is set at the beginning of each financial year and once (if) fully expended it is anticipated it would not be renewed with further funds until the following financial year.

At the beginning of the 2022-23 financial year this fund has \$50,000 available for event support allocation with \$20,000 local and \$30,000 towards regional significant applications. Should Council approve the attached two applications, there will be \$15,055 remaining for local and \$10,000 for regionally significant applications, totalling \$25,055.

RESPONSIBLE OFFICER: Events Officer

OPTIONS CONSIDERED

The alternative options available to Council are to not support some or all of the events or support them for less than the requested amount. Ultimately this is a decision for Councillors. The information required to inform this decision and the reasons for the staff recommendations are provided in the table for each event.

IMPLEMENTATION PLANS

- Following adoption of the event policy, public notification was included in the rates newsletter, in addition to:
- Public notice 20 May 2022
<https://www.snowymona.ro.nsw.gov.au/News-and-Media/News-articles/Council-adopts-Funding-Support-for-Events-Policy> (shared in eNewsletter and emailed to community groups)
- Council Social Media 26 May 2022
<https://www.facebook.com/snowymonaregionalcouncil/posts/pfbid0dsbPyB146ioLSAjEWSaxGjdKACVLHjF38H9vkcnyVQ2aFcqRtbCUGrZ2BBcthGWbl>
- Council website <https://www.snowymona.ro.nsw.gov.au/News-and-Media/News-articles/Council-adopts-Funding-Support-for-Events-Policy>
- An application form has been drafted incorporating the relevant eligibility and funding requirements of the approved event support policy. This is available via the events officer and on the Snowy Monaro Regional Council 'Plan an Event' page.
- Applicants of approved event funding submissions will enter a grant agreement outlining conditions of spend, acquittal and Council sponsorship requirements aligning with the policy.
- An event support funding register has been created to record enquiries and application status.

EXISTING POLICY/DECISIONS

The events were reviewed in accordance with the Council's Funding Support for Events Policy.

BACKGROUND

Nil

ATTACHMENTS

1. Lake Light Sculpture Support Request
 2. 2023 Trail Map
-



*Event Sponsorship Request
Part B – Event Details*

**LAKE LIGHT SCULPTURE: STREET EDITION
April 6-9 2023**

**APPLICATION
Snowy Monaro Regional Council**



Lake Light Sculpture is the leading arts and cultural event in the Snowy Mountains. This iconic outdoor sculpture festival, held annually on the foreshore of Lake Jindabyne, sprang to life in the year 2000. Based on the belief that public art is for everyone, this ephemeral event is held each year over the Easter period. Celebrating 20 years in 2022, these temporary sculpture installations around Lake Jindabyne enliven and activate this magnificent setting from dawn to after dusk.

Jindabyne is home to just over 2600 people and is situated in the Snowy Monaro Regional Council Local Government Area (LGA). The Board of Lake Light Sculpture Inc, all based in the region, facilitate the successful delivery of the event each year and ensure it is a meaningful, creative, and quality event for community and visitors. The Board members are volunteers with specific and diverse skill sets. Lake Light Sculpture encourages experimentation and holds firm in its belief that collaboration is the key to a great event. The event works in partnership with the community to activate and inspire, build participation, edify and entertain. In 2021, the event attracted more than 26,000 visitors.

2021 EVENT STATISTICS

- 26,500 Visitations, up 6% from 2019
- 160 Sculptures
- 266 Sculptures sold (inc. multiples), compared to 97 in 2019
- Event income in 2021: \$123,800
- Cost to run event in 2021: \$83,728
- Volunteer value to event: \$150,000 est.

2021 EVENT EVALUATION

From 1500 Surveys

- 99% would visit the event again in the future
- 99% would visit at a different time of year
- 91% would recommend the event to others
- 87% were *highly* satisfied
- 65% visited both day/night
- Visitation by day 54% Friday, 55% Saturday, 40% Sunday (some visited multiple days).
- Predominately from NSW and ACT
- 50% of visitors were from out-of-area (750)
- 38% considered the event a big influence in their decision to visit the Snowy Mountains
- 42% stayed 4-7 nights / 35% stayed 2-3 nights
- 70% travelled in groups of 4-6 (45%families, 35% couples, 15% friends)
- 38% earn between \$45,000-\$120,000 per year
- 35% earn between \$120,000 - \$180,000 per year



2023 EVENT PLANNING

- Running full days 6-9th April
- Awards Announcements
- Increased Indigenous Engagement
- Paid Marketing Consultant
- Sponsorship Structure Change
- Volunteer briefings, artist talks, artist accommodation
- Online sales platform

The development and delivery (reboot) of the Lake Light Sculpture event post covid and floods. The reenvisioning of the event will develop new and renewed levels of engagement for the community and participating artists and encourage cultural tourism to the region.

Lake Light Sculpture (LLS) seeks to increase the cultural and aesthetic impact for visitors. Our annual temporary event attracts large numbers of visitors, generates spending and solidifies Jindabyne's 'destination' status.

The temporary sculpture event attracts new and repeat visitors and enables the ongoing development of place and space.

Place branding and culture led regeneration is a primary focus of the event in a township and region that has a significant focus on 'winter.'
The event has cultural, economic, and social outcomes. For four days over Easter, creativity becomes the fabric of the town. In 2021 over 26,000 people were actively engaged in the event. This volume of people engaged in cultural activity in town created a sense of community and has done for the past 20 years.

The combination of the visual impact and aesthetic stimulates interest and solidifies the connection to Lake Jindabyne, the physical heart of the town. The natural features of the region contribute to the distinctiveness of the event, by creating a sense of arrival and using the sculptures to animate the public outdoor environment.

Lake Light Sculpture is delivered entirely by volunteers and uses local business to support the event. Community involvement through sponsorship, volunteering and attendance promote social inclusion and gives local residents the opportunity to shape their local neighbourhood. Lake Light Sculpture: Street Edition will capitalise on secondary economic outcomes from visitors spending on transportation, food and beverage, accommodation, and artwork sales. All incredibly important after a cancelled event year and the natural disasters of the past 2 years.

The Snowy Monaro region has a rich artistic base, however there are few formal mechanisms for tapping into this base. LLS enhances the reputation of the region and connects the community with the artists, the collectors and art seeking visitors. In previous iterations, local heritage is explored, Aboriginal Heritage is acknowledged and celebrated, and artworks are made by kindergarten students through to aged care residents.

We transform the regional landscape, celebrate the unique mountain location beside Lake Jindabyne, stimulate social interaction and invite dialogue with the arts. The event generates economic opportunities for artists and the local township, provides opportunities for learning and cultural awareness and stimulates cultural tourism; from a volunteer led, community created event



Lake Light Sculpture (LLS) is a creative community building event. LLS develops social capital by providing opportunities to participate in cooperative making events and developing ties on a cultural level.

Lake Light Sculpture: Street Edition recognises that public spaces are essential to thriving communities. The creative use of public space provides opportunities for people to meet and be exposed to different members of the community. Through additional funding, commissioned artists specialising in community and participatory art will provide structure to community-wide making events. We aim to tell powerful personal and community stories - many works in the 2021 event referred to personal experiences of the 2020 bushfires.

Jindabyne is a fractured township and spaces aren't designed or managed for public use and LLS creates linkages through art to encourage connection and alternative use – paving the way for civic redevelopment. LLS encourages activation discovery of the township by walking. The planned installation of the 2023 event traverses 3kms of walking space from the town entrance on the Eastern side, through the main shopping district and a long stretch connecting the Clay Pits on an infrequently used path alongside the highway.

LLS encourages youth participation - young people are meaningful contributors in the social and economic aspects of the community – through schools, through volunteerism and by demonstrating the arts as a viable pastime or career option. This is increasingly important in a township where winter sports success is seen as the ultimate achievement.

As a gateway township to the mountains, public art is recognised as a mechanism for improvement of the civic space. LLS is the leading voice in the arts in the region. The investment is modest; however, the economic and social impacts are significant. The wide variety of artists participating ensure that the resulting exhibition is varied and diverse. LLS holds true to a shared belief in the creativity of all people and their inherent right to express what is important to them in a manner that is relevant, challenging and fun.



Lake Light Sculpture (LLS) relies entirely on volunteers to function and a combination of grants and income from the event itself to run.

Lake Light Sculpture Inc. would deliver the event with Snowy Monaro Regional Council as our presenting partner for the Awards Day. It would be expected that a logo group would be agreed and approved and used in all major collateral.



Awards Presenting Partner



It would be expected that logos would appear on the website, advertising (where not text only), catalogue, specific event signage, for the main event and any specific collateral for the dedicated Awards morning.

Snowy Monaro Regional Council would be a supporting partner for the event, which also include a speaking opportunity at the Awards presentation and any other public speaking events held during the festival.

Attachments

2023 Marketing Plan (draft)

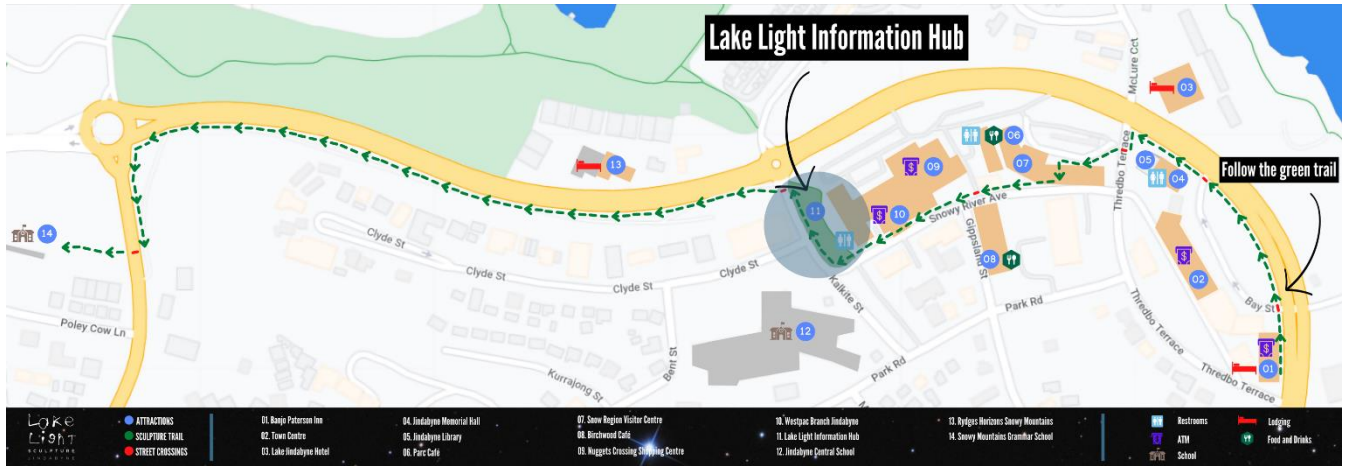
Budget and high-level plan

DA

Lake Light Sculpture Volunteer Policy

Lake Light Sculpture 2023 Media Release





9.5.1 RESOLUTION ACTION SHEET UPDATES AS AT 28 FEBRUARY 2023

Record No: I23/83

OFFICER'S RECOMMENDATION

That Council receive the resolution action updates for the period ending February 2023.

This is an information only report.


BACKGROUND

In order to provide Councillors with updates on resolutions of Council, a report has been generated with a summary of actions that are current and have recently been completed, for the period ending February 2023.

RESPONSIBLE OFFICER: Chief Strategy Officer

ATTACHMENTS


1. Updates to March Meeting - In Progress Actions up to end of February 2023
-

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
	Committee: Ordinary Council	

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	40/23	Chief Financial Officer	Finance	20/03/2023	Y
Application to IPART for SRV					
That Council lodge an application with the Independent Pricing and Regulatory Tribunal for a Special Variation inclusive of a permanent percentage increase to ordinary rates, including any rate peg allowance, as documented in Scenario Two of council's Long Term Financial Plan.					
Notes					
02 Mar 2023 SRV application has been lodged with IPART on 2 March 2023.					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	23/23	Coordinator Strategy Development	Strategy	20/03/2023	Y
Organisational Performance Report - February 2023					
That Council:					
A. Note the progress outlined in the report.					
B. Amend the 2022-2023 Operational Plan to remove the Cooma Water Treatment Plant weir and fishway upgrades and defer the commencement of the project to the 2023-2024 Operational Plan, and completion of the project to the 2024-2025 Operational Plan.					
C. Amend the 2022-2023 Operational Plan to remove the 22-23 resealing program with existing funds to be utilised for heavy patching in readiness for the 2023-2024 resealing program.					
Notes					
27 Feb 2023 CAMMS and documents have been updated, action completed.					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	25/23	Coordinator Governance`	Strategy	20/03/2023	Y
Decision on the Administration of the 2024 Council Election					
That Council					
1. Pursuant to s. 296(2) and (3) of the Local Government Act 1993 (NSW) ("the Act") that an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council.					
2. Pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all council polls of the Council.					
3. Pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a constitutional referendum arrangement be entered into by contract for the Electoral Commissioner to administer all constitutional referenda of the Council.					
Notes					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
Committee: Ordinary Council		


02 Mar 2023

The electoral commission was advised of council's decision 27 February. This was acknowledged by the electoral commission.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	16/23	Supervisor Civic Maintenance	Operations	20/03/2023	N
Combatting Anti-social behaviour and Activating spaces - Graffiti management grant acceptance of funding					
That Council					
A. Accept the funding amount of \$100,000 under the NSW Government Graffiti Management grant program;					
B. Allocate \$65,000 to the 2022/23 budget and the remaining \$35,000 to the 2023/2024 budget; and					
C. Add the delivery of the combatting anti-social behaviour and activating spaces – graffiti management as an activity to Council's 2022-2026 Delivery Program and 2022-2023 Operational Plan.					
Notes					
01 Mar 2023					
Acknowledged, project underway.					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	21/23	Chief Financial Officer	Finance	20/03/2023	N
Quarterly Budget Review Statement (QBRS) to 31 December 2022					
That Council:					
A. receive the Quarterly Budget Review Statement for the quarter ended 31 December 2022 and approve the variations noted therein.					
B. receive a report on the establishment on a financial review committee.					
Notes					
02 Mar 2023					
A - Has been completed with the budget adjustments imported into the finance systems. B - Has not commenced.					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	30/23	Tourism Promotion and Events Coordinator	Communications	20/03/2023	Y
Applications for Event Funding Support					
That Council					
1. Approve the event funding applications outlined below and within the report in accordance with the adopted Funding Support for Events Policy:					
a) Snowy Classic - \$5000					
b) Michelago Gymkhana – \$250 in retrospect for their event held 28 – 29 January 2023					
c) Numeralla Folk festival - \$2000 in retrospect for the event held 27 – 29 January 2023					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
Committee: Ordinary Council		

2. A complete application for the Lake Light Sculpture be requested for assessment.

Notes

28 Feb 2023

1 - Completed. 2 - Further information re Lake Light Sculpture to the March 2023 Council meeting.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	27/23	GIS Administrator	Strategy	20/03/2023	N

Road Naming Proposal for Three Rivers Estate subdivision

That Council endorse the proposed road names Matruk Close, Warragang Close and Bungadhung Way to:

A. be publicly advertised for a period of 28 days in the Monaro Post.

B. go to the Geographical Names Board for pre-approval.

Notes

01 Mar 2023

Discussions are underway with the developer in regards to the fourth road name prior to proceeding with the public exhibition.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/02/2023	18/23	Manager Infrastructure	Operations	20/03/2023	N

Regional and Local Road Repair Program acceptance of funding

That Council

A. Accept the funding amount of \$4,844,320 under the NSW Government Regional and Local Road Repair Program; and

B. Allocate \$2,000,000 to the 2022/23 budget and the remaining \$2,844,320 to the 2023/24 budget.

Notes

02 Mar 2023

Planning underway for the allocation of spending for the Regional and Local Road Repair Program.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
30/01/2023	4/23	Coordinator Strategy Development	Strategy	1/03/2023	N

Resourcing Strategy Documents

That Council

A. Adopt the following documents:

- Asset Management Strategy
- Workforce Strategy
- Long Term Financial Plan

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	
Committee: Ordinary Council		

B. Develop an appendix to the assets management strategy identifying the buildings to be included in the capital improvements.
Notes 27 Feb 2023 Appendix for Asset Strategy is still being developed - buildings are currently being inspected to undertake a condition assessment which will inform the priority order. 01 Feb 2023 Resourcing strategy documents published on Council's webpage. Additional appendix to be added to identifying buildings for capital renewals.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/12/2022	363/22	Infrastructure Engineer	Operations	16/01/2023	Y

Fixing Country Bridges Round 2B Acceptance of funding					
That Council					
A. Accept the funding amount of \$4,920,872 under the NSW Government Fixing Country Bridges Program Round 2B;					
B. Allocate \$1 million to the 2022/23 budget and the remaining \$3,920,872 to the 2023/2024 budget; and					
C. Add the replacement of the following bridges to the capital works program within Council's 2022-2026 Delivery Program and 2022-2023 Operational Plan: Rossys Creek Bridge, Corrowong Road; Killarney Bridge, Tayfield Road; Matong Creek Bridge, Matong Road.					

Notes					
23 Feb 2023					
Report submitted to Fixing Country Bridges Round 2B along with signed Deed and Schedule 5 for each of the 3 bridges funded under FCB R2B. Program to commence once the Deed is signed by TfNSW and returned to Council. No Further actions required.					
02 Feb 2023					
A - Council Report noted for FCB reporting. B - Work Orders to be created following Council authorisation. C - Finance to be requested to place the bridges in the capital works Program and Operational Plan.					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/12/2022	369/22	GIS Administrator	Strategy	16/01/2023	N

Proposed naming of private right of carriageway - Sugarloaf Road					
That					
A. The road name Sugarloaf Road be endorsed for public advertisement for a period of 28 days via the Monaro Post; and					
B. The proposed road name Sugarloaf Road be created as road name proposal and be submitted for pre-approval with the NSW Geographical Names Board.					


Notes					
01 Mar 2023					
Public notification period complete with no submissions received.					
01 Feb 2023					
No further update.					
22 Dec 2022					
No further action until new year.					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
	Committee: Ordinary Council	

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/12/2022	361/22	Manager Community Services	Operations	16/01/2023	N
<p>Residential aged care update on divestment process and budget requirement for remainder of financial year</p> <p>That Council:</p> <p>A. Extend the residential aged care divestment due diligence period with Sapphire Coast Community Aged Care Services until 30 June 2023;</p> <p>B. Increase the Residential Aged Care operating budget by \$1,028,793 to cover the period January – June 2023, to be funded from Council’s unrestricted cash and recouped over the next 2 financial years from asset renewal budgets; and</p> <p>C. Continue to lobby the federal government to provide funding support for operating deficit and capital improvements while working toward a regional solution that ensures the long term viability of residential aged care services in the Snowy Monaro.</p>					
<p>Notes</p> <p>02 Mar 2023 No further update.</p> <p>01 Feb 2023 No further update.</p>					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/12/2022	362/22	Coordinator Community Facilities	Operations	16/01/2023	N
<p>Expression of Interest to operate Bombala Laundromat</p> <p>That Council</p> <p>A. Proceed with an expression of interest for the operation or lease of the Bombala laundromat under a short term licence of up to 12 months under section 2.20 of the <i>Crown Land Management Act</i>; and</p> <p>B. Receive a further report upon conclusion of the Expression of Interest process and recommended licence terms and conditions.</p>					
<p>Notes</p> <p>24 Feb 2023 EOI has been advertised and responses are being sent through EOI's close on the 28 February 2023.</p> <p>01 Feb 2023 A draft has been written up for EOI.</p> <p>20 Dec 2022 We are in the process of preparing an expression of interest.</p>					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/12/2022	370/22	Community Development Planner and Projects Officer	Strategy	16/01/2023	N

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	
Committee: Ordinary Council		


Public exhibition of draft SMRC Reconciliation Action Plan - Reflect - 2023-2024 That Council place the draft <i>SMRC Reflect Reconciliation Action Plan 2023 -2024</i> on public exhibition for a period of six weeks.
Notes 23 Feb 2023 Currently on public exhibition until 22 March 2023. 01 Feb 2023 Public Exhibition will commence in February. 20 Dec 2022 Consultation will occur in early 2023 as per Council's resolution.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/12/2022	376/22	Executive Assistant (Communications)	Communications	16/01/2023	Y

Post-Exhibition Report - Community Engagement Strategy That Council A. Adopt the Community Engagement Strategy as an interim strategy; and B. Undertake a review for completion to report back to the March 2023 Council meeting following Council or workshops.
Notes 28 Feb 2023 Community engagement strategy to March 2023 Council Meeting for adoption. 24 Jan 2023 A - Ongoing. B - Underway. Workshop booked for 31 January. Communications has had external engagement expert review the document.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
24/11/2022	345/22	Coordinator Strategy Development	Strategy	26/12/2022	N

Financial Sustainability Review That Council A. Adopt the following policy positions: (a) That no new or increased services or infrastructure be taken on without a full business case being in place that includes at a minimum: (i) A comprehensive assessment of the benefits of the proposal (ii) Assessment of the capacity of the organisation to provide and manage the service and associated assets (iii) A full assessment of the lifecycle costs of the service or asset (iv) Identified guaranteed funding for the full lifecycle costs

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
	Committee: Ordinary Council	
<p>(b) That where possible Council's budget be developed on an activity-based approach</p> <p>(c) Council should budget for and maintain an unconstrained cash reserve of at least \$5.0 million</p> <p>(d) Council shall not agree to undertake projects unless they are and have followed the Council's project management framework</p> <p>(e) Grant applications that have a negative impact on the financial position of the council must be approved by Council. Where there is insufficient time to do this they may be approved by agreement between the Mayor and CEO</p> <p>B. Provide notification to IPART that Council intends to lodge an application for a special rate variation.</p> <p>C. That the focus of the funds raised from the Special Rate Variation (SRV) be:</p> <p>(a) The sealed road network, with a focus on interventions to reduce the lifecycle costs of the assets and to provide the maximum benefit to the broader community</p> <p>(b) The unsealed road network, with a focus on restoring the gravel wearing courses to provide the maximum benefits to the broader community</p> <p>(c) To raise the level of maintenance/renewal funding for buildings and other infrastructure to the appropriate level to begin a program of restoration</p> <p>(d) A project to review opportunities to rationalise the land and facilities assets that are used to deliver Council's services, including the rationalisation of the number of locations services are provided, considering a regional approach to service delivery rather than service in each location</p> <p>D. Adopt a target of \$1million in efficiency savings to be found over the next four years.</p> <p>E. Commence the following projects through the project management framework:</p> <p>(a) Lobbying for changes to the rate peg to incorporate the cost of growth assets from the Snowy Mountains Special Activation Precinct (SAP) works</p> <p>(b) Establishing the level of community service obligations for the services Council provides and using these as the basis for determining the appropriate level of user charges against subsidy to users of services</p> <p>(c) Explore options to rationalise the land and facilities assets</p> <p>(d) Implementing efficiency improvement initiatives previously identified, including the recommendations from the Works Management, Field Operations and Contract Delivery Service Reviews</p> <p>(e) Implement the asset management improvements identified in the financial sustainability review</p> <p>(f) Prepare a pavement management system</p> <p>(g) Develop and implement an economic development and investment attraction strategy that targets realisation of benefits from major regional developments and supply chains (eg. SAP) to the whole of region Council area</p> <p>F. Add the following tasks to the 2022-23 Operational Plan:</p> <p>(a) Have a framework in place to ensure the impacts of grants on the financial sustainability of the Council are considered before any applications are lodged with the due date being 30 June 2023</p>		

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- (b) Review the internally restricted cash to ensure alignment with intended purpose of the reserves and that the reserves are adequate for the purpose, to be completed by 31 May 2023.
- (c) Implement a monthly reconciliation and reporting process for all external restrictions by 30 June 2023
- (d) Approach group 4 and 11 councils, as well as the member of the CRJO, to gauge interest in performance benchmarking by 30 June 2023
- (e) Commence development of a strategic service planning framework to guide and inform the development of the Delivery Program and Resourcing Strategies by 30 June 2023


Notes**27 Feb 2023**

Progress towards actions is reported monthly in CAMMS.

27 Jan 2023


The actions arising from the resolution are part of an overall towards excellence improvement project. The actions have been broken down into tasks to be allocated across the organisation. All new actions and tasks as part of this project will be itemised within the revised Delivery Program 2022-2026 and 2023-2024 Operational Plan.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/11/2022	315/22	Team Leader Strategic Planning	Strategy	19/12/2022	N
Planning Proposal - Draft Comprehensive Snowy Monaro Regional Local Environmental Plan					
That Council					
A. Undertake a minimum of 56 days of consultation concurrently with the draft Land Use Strategies;					
B. Submit the planning proposal to the Minister of Planning for a gateway determination; and					
C. Proceed with further consultation on the planning proposal in the event the NSW Department of Planning and Environment issues a gateway determination.					
Notes					
23 Feb 2023					
A - Completed, public exhibition concluded on 20 February 2023. B - Completed, a waiting response from DPE. Met with DPE on 14 February to discuss draft LEP, planning proposal and process. C - Noted and will action once a Gateway determination is received.					
01 Feb 2023					
A - Completed all face to face and online consultation (with the exception of Nimmitabel Show on 4th Feb), with the public exhibition period open until 20 Feb. B - Meeting scheduled Tuesday 7 Feb with DPE, with Gateway Determination expected at the end of Feb.					
20 Dec 2022					
A - Public exhibition is proceeding, ten in person community information sessions have been held along with two stakeholder workshops. Over 100 people have participated in the consultation sessions so far in the process. B - In consultation with DPE this is expected to occur in early 2023. C - Will occur once B is completed.					
28 Nov 2022					
A - Community consultation commenced on 21 November, due to a delay in mailing letters the consultation period will extend to 20 February 2022. B - Liaising with DPE and will submit planning proposal via the NSW Planning Portal. C - Noted, will await Gateway determination from DPE once B is completed.					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
	Committee: Ordinary Council	

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/11/2022	322/22	Coordinator Land & Property	Operations	19/12/2022	N
<p>Water and Wastewater Land Acquisitions - Bombala STP Upgrade - Change of Physical Position Needs</p> <p>That Council</p> <p>A. Proceed with acquisition of the following land, and interests in land, by compulsory process under the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) by authority contained in the Local Government Act 1993 (NSW) for the purposes of the Bombala Sewerage Treatment Plant upgrade project:</p> <p>i) Lot 2 in Deposited Plan 1278691, being part of Lot 5 Section 42 in Deposited Plan 758129 and having an area of 256.9m²;</p> <p>ii) An easement for drainage of sewerage over the site shown as 'E1 – PROPOSED EASEMENT FOR DRAINAGE OF SEWERAGE 3 WIDE' in Deposited Plan 1278691 affecting Lot 5 Section 42 in Deposited Plan 758129;</p> <p>iii) A right of access over the site shown as 'E2 – PROPOSED RIGHT OF ACCESS 10 WIDE' in Deposited Plan 1278691 affecting Lot 5 Section 42 in Deposited Plan 758129.</p> <p>B. Agree that the terms of the easement shall be as shown on SCHEDULE A (referenced in report body);</p> <p>C. Agree that the terms of the right of access shall be as shown on SCHEDULE B (referenced in report body);</p> <p>D. Acknowledge that minerals are to be excluded from the acquisition;</p> <p>E. Acknowledge that the acquisition is not for the purpose of resale;</p> <p>F. Classify the acquired land (Lot 2 DP 1278691) as operational land in accordance with the Local Government Act 1993 (NSW);</p> <p>G. Make the necessary applications to the NSW Minister for Local Government and the NSW Governor to obtain consent for the stated land acquisition and interests.</p> <p>Notes</p> <p>01 Mar 2023 No further update at this point in time.</p> <p>29 Jan 2023 PWA have all documentation required to submit the OLG application as per the LAJTC Act; including the confirmed Minutes of the 17/11/22 Council meeting.</p> <p>29 Nov 2022 Supersedes item D of Resolution 254/20 to enable Compulsory Acquisition prescribed process to move forward.</p>					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
20/10/2022	294/22	Coordinator Economic Development	Communications	21/11/2022	N
<p>Future use of the Cooma to Bombala Rail Corridor</p> <p>That Council</p> <p>A. Support the continued planning for the Monaro Rail Trail from Queanbeyan to Cooma, and Bombala to Jincumbilly, including finalising the business case and potential lease discussions with TfNSW for those sections (noting this is not a resolution to apply for funding to construct the rail trail or enter a lease, but to commence discussion);</p> <p>B. Provide a written undertaking to Cooma Monaro Railway (CMR) that Council will agree to vary any future rail trail lease between Bombala and Jincumbilly (at no cost to CMR) to enable reinstatement of the rail line (at no cost to Council) should Stage 4 funding of the CMR Operational Business Plan (Version 2.3.2 August 2022) be received, and subject to Stages 2 and 3 of that Plan (ie Cooma to Nimmitabel) having been constructed prior to this;</p> <p>C. Not undertake to fund the cost of relocating the MRT if point B (above) eventuates;</p>					

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- D. Resolve to continue to work with all parties on continuing investigations of potential shared use arrangements, costings, feasibility evaluations, etc along the rail corridor between Cooma and Bombala;
- E. Inform state agencies (TfNSW, DRNSW) and federal and state members of Council's adopted position on this matter.

Notes**28 Feb 2023**

A - Ongoing, with new legislation is due around March that will contain a framework regarding lease arrangements. B - Complete. C - Complete. D - Ongoing. E - Complete.

24 Jan 2023

A - Ongoing, with new legislation is due around March that will contain a framework regarding lease arrangements. B - Complete. C - Complete. D - Ongoing. E - Complete.

21 Dec 2022

A - Continuing to work on the business case with MRT Inc. Initial meeting held with TfNSW who advised a new legislation is due around March that will contain a framework regarding lease arrangements. B - Complete. C - Complete. D - Ongoing. E - Complete.


29 Nov 2022

A - Continuing to work on the business case with MRT Inc and beginning discussions with TfNSW regarding the lease. B - Complete. C - Complete. D - Ongoing. E - Complete.

31 Oct 2022

A - Continuing to work on the business case with MRT Inc and beginning discussions with TfNSW regarding the lease. B - At time of writing a letter is being drafted. C - Complete. D - Ongoing. E - At time of writing draft letters are under review.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/09/2022	259/22	Coordinator Economic Development	Communications	17/10/2022	N
MRT - Potential Construction Funding Grant Application - Foreshadowed Motion					
That Council					
A. Continue to provide in principle support to Monaro Rail Trail Inc;					
B. Request a comprehensive briefing from Cooma Monaro Rail Group to Council;					
C. Continue to work on the development of Queanbeyan to Cooma segment of the proposed rail trail and;					
D. That a report come back to Council to the next meeting.					
Notes					
28 Feb 2023					
A - Ongoing, with regular meetings with MRT Inc being undertaken. B - Complete. C - Complete. D - Ongoing. E - Complete.					
24 Jan 2023					
A - Ongoing. B - Complete. C - Ongoing. D - Complete.					
21 Dec 2022					
A - Ongoing. B - Complete. C - BCSD grant application successful. D - Complete.					
29 Nov 2022					
A - Ongoing. B - Complete. C - Still awaiting outcome of BCSD grant fund application. D - Complete.					
31 Oct 2022					
A - Ongoing. B - Complete. Briefing from CMR provided to Council or briefings session on 6 October 2022. C - Awaiting outcome of BCSD grant fund application. Will be progressing discussions with QPRC and TfNSW on corridor leasing arrangements. D - Complete. Report provided to October meeting.					
05 Oct 2022					

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A - Noted. B - Briefing to Councillors organised for 6 October. C - Noted. D - Report to be provided to October meeting.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/09/2022	241/22	Team Leader Strategic Planning	Strategy	17/10/2022	N
Planning Proposal - 56 Hilldowns Road, Kalkite That Council: A. Submit the planning proposal to the Minister of Planning for a gateway determination. B. Advise the Department of Planning and Environment that Council wishes to be issued with an authorisation to use its delegation for the planning proposal. C. Proceed with consultation on the planning proposal in the event the NSW Department of Planning & Environment issues a gateway determination.					
Notes 23 Feb 2023 A - Completed and a gateway determination has been received. B - Completed and this request was granted by DPE. C - Currently undertaking agency consultation on the planning proposal as per the gateway determination and awaiting the proponents to prepare further studies requested. 31 Jan 2023 A Gateway determination has been issued by the Department of Planning. A meeting was held on 12 January with the proponent to discuss next steps. Agency consultation is currently underway. 20 Dec 2022 A Gateway determination has been issued by the Department of Planning. Council staff are liaising with the proponent on next steps. Agency consultation is expected to occur in early 2023. 28 Nov 2022 No further update. 31 Oct 2022 A - Completed. B - Completed. C - Awaiting outcome of gateway determination from DPE and will action conditions as required. A meeting was held with DPE on 25 October and the proposal was discussed. 27 Sep 2022 A - Completed. B - Completed. C - Awaiting outcome of gateway determination from DPE and will action conditions as required.					

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
18/08/2022	217/22	Coordinator Land & Property	Operations	19/09/2022	N
Construction of NSW Rural Fire Service emergency operations centre in Cooma - land acquisition and access construction That Council A. Enter into an agreement with Snowy Hydro Limited (SHL) to enable progression of the future construction of an Emergency Operations Centre (EOC) on the land adjacent to Council's current holding of Lot 1 DP 832813; the key agreement elements being: <ol style="list-style-type: none"> i) Council to secure the land required to achieve legal & practical access to the intended EOC location via Geebung Street COOMA, through subdivision (boundary adjustment) by negotiation with the neighbouring landholder (Lot 2 DP 832813); ii) Council to construct suitable access road segment through to the intended SHL boundary, enabling access to both the future EOC site and reaching the boundary of SHL's residual landholding (indicative access path as per the report image); iii) Council to action the development approval process in relation to the specified access road segment; iv) SHL to transfer to Council approximately 2 hectares of land (part of SHL owned Lot 14 DP 250029) upon completion of the access road segment referred to in A ii). 					

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- B. Proceed with the subdivision (boundary adjustment) actions as necessary in order to deliver the new access road segment as identified in A ii);
- C. Classify any land acquired, for both the new public access road segment and the intended gifted transfer from SHL of 2 Ha of land (part of Lot 14 DP 250029) related to the EOC construction in the Polo Flat area of Cooma, as operational land in accordance with *the Local Government Act 1993*;
- D. Add the construction of the new access road segment for the EOC in Polo Flat area of Cooma to the capital works program within Council's 2022-2026 Delivery Program and 2022-2023 Operational Plan;
- E. Assign a budget of \$500,000 (capital project), with understanding that revenue from the intended land sale of Stage 3D Leesville Industrial Estate will provide the corresponding cost offset (linkage to Resolution 154/21 activities);
- F. Note that the other costs associated with the development and construction of the EOC will be borne by the NSW Rural Fire Service.

Notes**01 Mar 2023**

Awaiting feedback from landowner of Lot 2 DP 832813 as to in principle agreement to action 'land swap' (of approximately 85-90m²) for boundary adjustment proposal, to enable new public access road.

Note: Endorsement of final concept design for intended new RFS/EOC building in progress (PWA on behalf of RFS).

29 Jan 2023

Next Project Control Group stakeholder meeting scheduled for 7/2/22.

29 Nov 2022

No further update at this point.

31 Oct 2022

Initial site meeting held on 17/10/22 with SHL and PWA.


03 Oct 2022

Project Control Group for EOC/Cooma Fire Control Centre (FCC) project initiated with RFS.

31 Aug 2022

A - D & F will be initiated. E - Completed.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
18/08/2022	209/22	Manager Community Services	Operations	19/09/2022	N
Lease of Bombala Saleyard					
That Council					
A. Approves proceeding to lease the Bombala saleyards; and					
B. A report come back to the Council prior to the lease being entered into.					
Notes					
02 Mar 2023					
B - The Expression of Interest (EOI) is still in progress so nothing to report.					
01 Feb 2023					
A - Closed. B - Expression of Interest process is currently underway. A tour of the facility is organised for Friday 3 February 2023.					
22 Dec 2022					
A - Closed. B - Ongoing, expression of interest is not yet complete.					
30 Nov 2022					
Currently still in the process of preparing a lease.					

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02 Nov 2022

Simone Ward is working with Bianca Padbury in going to tender for the lease of Bombala Cattle Depot.

02 Nov 2022

Further investigation being conducted by Coordinator Facilities and Community Services Manager. Investigations are centred around meeting minimum code expectations. This included a trip to Bega Council to look at their facilities.

06 Sep 2022

Expression of interest documents being processed.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/07/2022	189/22	Coordinator Land & Property	Operations	22/08/2022	N

Sewer Easement Request - Council Owned Lot 18 DP 255651 in Nettin Circuit area Jindabyne - Related to Subdivision Works Certificate 25.2021.220.1

That Council

- A. Approve and proceed with allowing an easement for sewer purposes to be created in the relevant area of Lot 18 DP 255651, pursuant to Section 88B of the Conveyancing Act 1919;
- B. Agree that all costs incurred in actioning the easement creation are the responsibility of the developer (the applicant; linked to SWC 25.2021.220.1) inclusive of survey, general legal, and any registration fee costs.

Notes**01 Mar 2023**

No further update at this point.

29 Jan 2023

No further update at this point.

29 Nov 2022

No further update at this point.

31 Oct 2022

No further update at this point.

03 Oct 2022

No further update at this point.

31 Aug 2022

A - Completed - applicant advised. B - In progress by applicant; CEO will execute required documentation at a appropriate time.


02 Aug 2022

The resolution actions will be initiated.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/07/2022	180/22	Project Specialist	Strategy	22/08/2022	N

Transfer of Grant Funding from Eucumbene Boat Ramp Project.

That Council approve the redirection of the outstanding amount from Round 2 Stronger Country Community Fund (SCCF2 – 0349 – A) in the amount of \$121,411 to complete the restoration of the Adaminaby Big Trout.

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Notes

01 Mar 2023
 All required additional documentation forwarded to Grant Management Office. Awaiting approval.

01 Feb 2023
 Budget and project plan submitted to Grant Management Office for approval.

23 Nov 2022
 Request for Financial Information has been sent to Council staff. Awaiting response.

28 Oct 2022
 Still awaiting formal response from Grants Management Office.

21 Sep 2022
 Variation request submitted to Grants Management Office.

04 Aug 2022
 Quotes underway, variation request to Stronger Country Communities Fund to be submitted before progressing.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/07/2022	179/22	Manager Community Services	Operations	22/08/2022	N

Minutes from Councils Management and Advisory Committees

That Council

A. Receive the minutes of the Adaminaby Hall, Bombala Exhibition Ground, Michelago Hall management committees.

B. Make contact with committees who utilise the online booking system to ensure teething problems are resolved and a report provided at the next meeting.

Notes

02 Mar 2023
 Due to the number of committees that exist, this task at this stage is ongoing as several meetings are yet to occur.

01 Feb 2023
 B - There were no issues with booka with these user groups since last update.


22 Dec 2022
 A - Closed. B - We are still working on this project and challenges with Booka.

30 Nov 2022
 There has not been a meeting since previous update.

02 Nov 2022
 A - None of the 3 committees mentioned have had a meeting since March and April. The minutes from that meeting need to be reviewed at the next meeting which has not happened yet. The committees are aware of the need to provide minutes to council. B - 90% of users have been contacted by our Coordinator Facilities. Users generally did not have a need to make bookings or if they did, they did not have trouble. Those that did come across problems were assisted by Dianne Coleman and the issues were rectified. Out of the vast majority spoken to, there appears to be no more issues with Booka.

07 Oct 2022
 No further update.

05 Aug 2022
 A contact list has been received and contact will be made to complete this action.

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Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/07/2022	190/22	Coordinator Land & Property	Operations	22/08/2022	N

Sewer Easement Request - Council Owned Lot 2 DP 748500 in Leesville area Jindabyne - Related to Subdivision Works Certificate 11.2000.3000067.1

That Council

- A. Approve and proceed with allowing an easement for sewer purposes to be created in the relevant area of Lot 2 DP 748500, pursuant to Section 88B of the Conveyancing Act 1919;
- B. Agree that all costs incurred in actioning the easement creation are the responsibility of the developer (the applicant; linked to SWC 11.2000.3000067.1) inclusive of survey, general legal, and any registration fees costs.

Notes**01 Mar 2023**

No further update at this point.

29 Jan 2023

No further update at this point.

29 Nov 2022

No further update at this point.

No further update at this point.

31 Oct 2022

No further update at this point.

03 Oct 2022

No further update at this point.

31 Aug 2022

A - Completed - a applicant advised; B - In progress by a applicant; CEO will execute required documentation at a appropriate time.

02 Aug 2022

The resolution actions will be initiated.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/06/2022	161/22	Chief Operating Officer	Operations	18/07/2022	N

Support for Jindabyne


That Council

- A. Actively seek out and apply for available grant opportunities, such as the NSW Community Building Partnership Grant, or other suitable community infrastructure grants for the purpose of installing additional street lighting in Jindabyne township and streets.
- B. Work with government at both State and Federal level to find available options for better transport solutions for Jindabyne. Examples include, but are not limited to; additional taxi licences, community/government funded buses, lobbying to ride-share companies like Uber to include Jindabyne as a service area.
- C. Work with Snowy Mountains Liquor Accord to gain further advice on what else council can do to assist the community from a local government level.

Notes**01 Mar 2023**

Grant funding has been secured for additional street lights.

01 Feb 2023

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	
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Graffiti Management grants secured to enable installation of solar street lights in Jindabyne. Report to February meeting of Council to accept grant.

02 Dec 2022

No further update.

03 Nov 2022

Awaiting cost estimates from Essential Energy for additional street lighting.

07 Oct 2022

Inspection for street lighting undertaken. Confirming budget implications with Essential Energy.

06 Sep 2022

Arranging inspection of streets to identify preferred locations for additional street lighting.

03 Aug 2022

Contact made with Essential Energy to confirm process for additional street lighting once identified. Letter of support for CCTV received from NSW Police.

06 Jul 2022

Community safety meeting held with key stakeholders on 5 July 2022. Key actions identified to be worked on before reporting back to stakeholders.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/06/2022	166/22	Manager Water & Wastewater Operations	Operations	18/07/2022	N

Tender Recommendation Report Bombala & Delegate Water Treatment Plants Design & Construction

The Council, pursuant to s 178 (3) (e) of the Local Government Act:

- A. Appoint Water Treatment Australia as preferred tenderer and authorise the CEO to negotiate the final compliance aspects for the WTP Design and Construct tender.
- B. Authorise the CEO to negotiate with the second place tenderer if negotiations with the preferred tenderer fail.
- C. Authorise the CEO to sign the necessary contract documentation.

Notes

02 Mar 2023

No further update.

01 Feb 2023

Finalise and awarded to WTA. Design ongoing.

30 Nov 2022

No further updates.

02 Nov 2022

Detailed design review in progress. SMRC currently reviewing design for review workshop on 03/11/22.

07 Oct 2022

DPIE has approved all aspects of the procurement process and the tender has been formally let to water treatment Australia with the design process starting.

06 Sep 2022


Negotiations have concluded. Approval sought from DPIE Water to appoint contractor.

03 Aug 2022

Negotiations are ongoing and have progressed well.

07 Jul 2022

Letters to all tenderers have been compiled and negotiations will begin in the next couple of weeks.

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Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/06/2022	152/22	GIS Administrator	Strategy	18/07/2022	N

Road Naming Proposal - Rosamond Place for new road in 17 lot subdivision (DA 10.2020.220.1 17)

That Council endorse the name Rosamond Place to go to the Geographical Names Board for pre-approval and to be publicly advertised for a period of 28 days.

Notes**01 Mar 2023**

No further update.

01 Feb 2023

Geographical Names Board have approved Rosamond Place. This road will be gazetted when the road is available for public use.

22 Dec 2022

Geographical Names Board road naming proposal moved to stage of formalisation.

30 Nov 2022

No further update.

01 Nov 2022

Report submitted and approved for December meeting to approve and finalise road naming.

28 Oct 2022

Report being drafted for November 2022 Council Meeting to approve Rosamond Place for approval after Geographical Names Board endorsed and no community submissions were received.

05 Sept 2022

Community Consultation complete with no submissions or objections. No further action at this point - report for Council approval will be submitted for October ordinary council meeting.

04 Aug 2022

Current in public advertisement period. Submitted to Geographical Names Board and pre-approved.

24 June 2022

No action at this stage.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
19/05/2022	129/22	Manager Water & Wastewater Operations	Operations	20/06/2022	N

Cooma Weir Construction - Tender Evaluation Panel Recommendation

That Council

- A. Cancel tender 066-2021 Construction of Cooma Weir and Fishway Replacement due to the high risk of the current environmental and economic conditions.
- B. Accept the Select Contractor Early Involvement proposal from Leeds Engineering and conduct a detailed pre-construction planning phase to reduce apparent risk to all prospective tenderers.
- C. Re-issue the tender in the second half of 2022 calendar year as a select tender to the four tendering companies that have submitted tender returns this round with a proposed construction start date of January 2023.
- D. Actively seek additional funding streams for the project to be constructed.

Notes**02 Mar 2023**

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No further update.

01 Feb 2023

SECI has been finalised. Report has been issued and is now with ELT.

30 Nov 2022

No further update.

02 Nov 2022

No further updates.

07 Oct 2022

No further updates.

06 Sep 2022

No further updates.

03 Aug 2022

No further updates.

07 Jul 2022

This is progressing well and is on track to be completed in the next few months so that the tender can be readvertised at the end of 2022.

27 May 2022

Meeting held with Leed to establish SECI working arrangement. Contractual arrangements being finalised currently.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/04/2022	95/22	Coordinator Land & Property	Operations	30/06/2024	N
Land Acquisition for Road Reserve Alignment - Micalago Road & Ryrie Street Extension, Michelago					
That Council					
<p>A. Approve and proceed with the acquisition of land described as part of Lot 1 DP 1158327 & Lot 5405 DP 1244970 for the purpose of creating road reserve over existing (Micalago Road) and new infrastructure (Ryrie Street), in accordance with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>;</p> <p>B. Where necessary, make an application to the Minister and the Governor for approval to acquire part of Lot 1 DP 1158327 & Lot 5405 DP 1244970 by compulsory process under Section 186(1) of the <i>Local Government Act 1993</i> and in accordance with the provisions of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>; and</p> <p>C. Classify the land acquired as operational land in accordance with the <i>Local Government Act 1993</i>.</p>					
Notes					
01 Mar 2023					
No further update at this point.					
01 Feb 2023					
Surveyor to finalise survey report.					
29 Nov 2022					
Contractor engagement finalised in order for the survey plan of acquisition to be completed.					
31 Oct 2022					
No further update at this point.					
03 Oct 2022					
A - In progress, land acquisition process sequenced by PWA. B - To be actioned at the appropriate time. C - Completed.					
31 Aug 2022					

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PWA engagement active to deliver matter.

26 Jul 2022
 Matter sitting with PWA for delivery - No further updates.

05 Jul 2022
 Matter sitting with PWA for delivery - No further updates.

30 May 2022
 Engagement email sent to PWA - estimated delivery time from PWA 18-24 months.

04 May 2022
 A to C - Matter to be referred to PWA for execution.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/04/2022	109/22	Chief Operating Officer	Operations	30/12/2022	N

SMRC Support for Currawarna Aged Care Bombala
 That Council continue to work with the Currawarna Community Group, Federal and State governments, relevant ministers, NSW Southern Health District, and Catholic Archdiocese's to develop a sustainable solution for aged care services for Bombala and surrounds.

Notes

01 Mar 2023
 No further update.

01 Feb 2023
 No further update.

02 Dec 2022
 Further meeting held in November with Minister Taylor, MP Nichole Overall, Mayor Davis and representatives of Save Currawarna to focus on fund raising and to discuss progress on re-opening Currawarna under the new model.

03 Nov 2022
 Community meeting held on 21 Oct 2022 Outlining progress of the Save Currawarna community group.

07 Oct 2022
 Meeting held with Save Currawarna community group, Mayor Davis, COO, Federal MP and Sapphire Coast Community Aged Care (SCCAC). High level of support continuing to be provided by Snowy Monaro Regional Council to assist Currawarna to recommence operations under their alternative operating plan of a supported living facility utilising funding under home care packages. SMRC and SCCAC continuing to provide significant resources in support of this Bombala community group.

06 Sep 2022
 Survey of community support providers expanded to include the community in general. Pop up stalls held in late August. Survey closes in September. Federal government confirmed interest in results. Meeting scheduled with Currawarna community group and Federal MP for September.

03 Aug 2022
 Met with representatives of Save Currawarna Community Group on 03/08/2022 to discuss Currawarna options and identify specific support that can be provided by SMRC. Survey of community support service providers released on 02/08/2022 to identify service gaps.

06 Jul 2022
 No further update.

07 Jun 2022

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Further meeting of SMRC aged care community services providers held on 1 June 2022 to commence gap analysis of services and identify opportunities to strengthen service provision. Focus on entire SMRC area.
11 May 2022
 Discussions with key stakeholders in relation to aged care services for Bombala and surrounds have commenced.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/03/2022	55/22	Coordinator Land & Property	Operations	31/10/2022	N

Bombala Showground Lot Consolidation
 That Council consolidate eight lots (Lot 10 DP 1097766, Lot 11 DP 1097766, Lot 12 DP 1097766, Lot 13 DP 1097766, Lot 14 DP 1097766, Lot 1 DP 151403, Lot 1 DP 151404 and Lot A DP 154400) known as the Bombala Showground into one allotment.

Notes
01 Mar 2023
 Surveyor addressing LRS requisition aspects.
29 Jan 2023
 Surveyor update on LRS registration of Lot 15 DP 1285587 pending. Note: LRS Requisition Due Date currently listing as 17/3/2023.
29 Nov 2022
 Surveyor responding to LRS requisition requests.
01 Nov 2022
 Awaiting LRS registration of the plan of consolidation.
03 Oct 2022
 No further update at this point.
31 Aug 2022
 No further update at this point.
26 Jul 2022
 Plans & administration sheet lodged with LRS awaiting registration.
05 Jul 2022
 Survey work completed, administration sheet signed and returned to surveyor for lodgement.
30 May 2022
 Survey works delayed due to internal competing priorities. Estimated delivery time June 2022.
29 Apr 2022
 Title name change complete, awaiting consolidation plan from surveyor to progress the matter further.
01 Apr 2022
 Resolution 55/22 - Title name change initiated with BMR & Surveyor engaged to undertake works. ETA of Consolidation Plan is early May 2022.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
18/11/2021	284/21	Coordinator Land & Property	Operations	30/11/2022	N

Road Reserve Closure & Disposal - Dry Plains Road - Lot 6 & 7 DP 1018626

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<p>That Council</p> <p>A. Approve proposal to finalise closure of Lot 6 & 7 DP 1018626 as road reserve in accordance with the Roads Act 1993; and acknowledge that the land vests as operational land with Council, to then be used in compensation;</p> <p>B. Approve transfer of ownership of the closed road reserve known as Lot 6 & 7 DP 1018626 to adjoining landholder, being the applicant of Development Application 38/96, in accordance with the Roads Act 1993, with associated fees and charges to be covered by the relevant adjoining landholder;</p> <p>C. Authorise the CEO to approve any terms for disposal of the relevant land parcel from Council to the adjoining landholders, and negotiate a purchase price equal to the resultant associated transfer costs only; recognising that the land for Dry Plains Road Reserve was given in kind to Council as public road.</p>		
<p>Notes</p> <p>01 Mar 2023 Requisition from LRS received by surveyor.</p> <p>29 Jan 2023 Executed 88B and Admin Sheet for Dry Plains Rd easement provided to surveyor on 22/12/22. Surveyor instructed to that the 'Advice that Easement Has Been Created' confirmation form needs to be submitted back to EE once registered with LRS.</p> <p>29 Nov 2022 No further update at this point.</p> <p>31 Oct 2022 Advice received from Essential Energy that the easement matter has been allocated a project number to progress. Pending processing by EE.</p> <p>03 Oct 2022 Advice received from Essential Energy that 88B Instrument will need adjusting to meet EE terminology requirements. Updated 88B Instrument formatted by BMR, and advice has been sought from surveyor to ensure EE references are correct on survey plan documentation.</p> <p>31 Aug 2022 Confirmation received that public road reserve element has been removed from title of both Lot 6 & 7 DP 1018626. B & C now able to progress.</p> <p>26 Jul 2022 A - Gazette Notice for closure published 24/06/2022, Awaiting advice from Essential Energy for a administration sheet mailing address. B - Dependant on resolution A being completed. C - All documents to date executed.</p> <p>05 Jul 2022 A - Gazette Notice for closure published 24/06/2022. 88B instrument sent to Essential Energy for execution, 11R form lodged with LRS to remove Public Road Notification from title. B - Dependant on Res A being completed. C - All documents to date executed.</p> <p>30 May 2022 Response from DPIE received able to progress with road reserve closure. Awaiting S88B Instrument for power line easement.</p> <p>29 Apr 2022 No further update, still awaiting response from latest correspondence to DPIE.</p> <p>01 Apr 2022 A - Response being drafted to DPIE addressing their concerns regarding connectivity of road reserve issue. Once this matter is cleared closure can proceed. B - Dependant on A being finalised. C - No further negotiations required at this stage, finalisation is dependent on Res A being completed.</p> <p>02 Mar 2022 A - Addressing received feedback from notifiable authorities. Easement creation is now required and there is a requirement to address road connectivity issues further west prior to closing lot 6 & 7 DP 1018626. B - Dependant on A being finalised. C - Ongoing negotiations conducted due to easement creation, agreement from land holder received.</p> <p>24 Jan 2022 A - Awaiting response to Statement of Title Particulars lodged with LRS. Feedback from notifiable Authorities received and review being conducted. B - Dependant on part A being finished. C - Written agreement received from landholder.</p>		


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16 Dec 2021
 A - SOTP Lodged with LRS, notification sent to notifiable authorities & notice to be advertised in Monaro Post 05/01/2021. B - Dependant on Res A being finished. C - Written agreement received from landholder.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
26/08/2021	187/21	Coordinator Land & Property	Operations	30/06/2024	N

Cooma Compost Facility and Crown Road
 That Council
 A. Acquire Lot 1 DP 1075191 by compulsory acquisition process from Crown Lands under the Land Acquisition (Just Terms Compensation) Act 1991 by a authority contained in the Local Government Act 1993 for the purpose of waste facility
 B. That the land be dedicated as operational land in accordance with the Local Government Act 1993
 C. That this acquisition is not for the purpose of resale or compensation
 D. That the necessary application be made to the Minister for Local Government and the Governor
 E. Authorise the Chief Executive Officer to execute all required documentation

Notes
01 Mar 2023
 No further update at this point.
29 Jan 2023
 No further update at this point.
29 Nov 2022
 Land search report received from Crown Lands' Aboriginal Land Claim Assessment Team (ALCAT), which indicates that no ALC impacts the land. National Native Title Tribunal (NNTT) register search confirms that no Native Title claim exists. Office of the Registrar for the Aboriginal Land Rights Act (ORALRA) search result is pending.
31 Oct 2022
 Engagement of PWA confirmed (28/10/22) in order to progress this matter.
03 Oct 2022
 Waste Manager has confirmed that internal budget transfer/allocation is imminent. Courtesy advice to PWA actioned, notifying that land acquisition engagement will be finalised in the coming weeks.
31 Aug 2022
 Awaiting Waste budget confirmation for this project piece, thus PWA engagement and commencement of aquisition process delayed.
26 Jul 2022
 No further update.
05 Jul 2022
 No further update.
30 May 2022
 No further update.
29 Apr 2022
 No further update.
01 Apr 2022
 No further update.
02 Mar 2022

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No further update - Awaiting budget advice for further progression.

24 Jan 2022

No further update.

16 Dec 2021

A - PWA Proposal received and being reviewed for a approval. B - No action required. C - No action required. D - Dependant on 'A'. E - Dependant on 'A'.

25 Nov 2021

A - Awaiting for estimation from PWA for a acquisition works, should be received week ending 05/12/2021. B - No action required. C - No action required. D - Dependant on 'A'. E - Dependant on 'A'.

14 Oct 2021

Contact made with PWA to initiate process.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/07/2021	164A/21	Coordinator Land & Property	Operations	30/09/2022	N

Expression of Interest Submissions Community Use Tenancy 17 Bent Street JINDABYNE - Lot 2 DP 860886

That Council authorise further discussions with the EOI stakeholder groups with the aim of developing a feasible mixed occupancy model to benefit the community and meet the caveat terms.

Notes

01 Mar 2023

Meeting held with MFSS on 13/2/23 in relation to ongoing use of site, with possible expanded footprint of rooms sought by MFSS.

29 Jan 2023

No further update at this point.

29 Nov 2022

No further update at this point.

31 Oct 2022

No further update at this point.

03 Oct 2022

No further update at this point.

31 Aug 2022

Awaiting confirmation of the caveat change amendment sought from NSW Property. Further prompt to the DPIE sent on 12/8/22.

02 Aug 2022

No further update at this point.

06 Jul 2022

Awaiting confirmation of the caveat change amendment sought from NSW Property.

01 Jun 2022

No further update at this point.


03 May 2022

No further update at this point.

01 Mar 2022

No further update at this point.

31 Jan 2022

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NSW Navy Cadets have advised that they will not pursue their use of the site. Awaiting confirmation of the caveat change amendment sought from NSW Property. Review of use model and consideration of other suitable groups (in consult with the Monaro Family Support Services & Monaro Care & Early Learning Centre) to occur.


02 Nov 2021
To inform user MOU drafting - Awaiting further advice from NSW Navy Cadets for their use aspect. Awaiting confirmation of the caveat change amendment sought from NSW Property.

04 Aug 2021
Further contact from Property NSW anticipated in the coming week in relation to the permitted use nuances.

05 Sep 2021
Agreement reached with the EOI user groups on shared use of space basic arrangements at the 17 Bent Street site. Finalising the agreement to ensure community groups can engage with the venue in September 2021.


01 Oct 2021
Incoming tenant groups have access to venue, with general fit out & maintenance tasking being actioned at the site. A basic deed of Deed of Agreement will guide occupancy for the initial 4-6 month period; this will allow time for practical functional elements to be fine-tuned for all stakeholders, and thus better inform the long term lease design.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/07/2021	160A/21	Coordinator Economic Development	Communications	16/08/2021	N
<p>How can Council best leverage the State Government's recently announced policy on temporary supportive accommodation</p> <p>That Council</p> <p>A. Continue to work with the NSW Government to identify any current opportunities.</p> <p>B. Review the temporary supportive accommodation discussion paper when it is released and develop an action plan to ensure the regions issues are identified and addressed in any action plans that are developed.</p>					
<p>Notes</p> <p>28 Feb 2023 A - Ongoing. B - Discussion paper not yet released.</p> <p>24 Jan 2023 A - Ongoing. B - Discussion paper not yet released.</p> <p>21 Dec 2022 A - DRNSW draft Regional Housing Delivery Plan received and feedback completed. B - Discussion paper not yet released.</p> <p>29 Nov 2022 A - Council will soon be receiving from DRNSW a draft Regional Housing Delivery Plan for review and feedback. B - Discussion paper not yet released.</p> <p>31 Oct 2022 No further update. Still waiting release of a discussion paper on temporary supportive accommodation from the NSW state government.</p> <p>05 Oct 2022 Nothing further to report.</p> <p>30 Aug 2022 Same as previous update – in progress.</p> <p>25 Jul 2022 No further update.</p> <p>05 Jul 2022 A - Land and Housing Corp are in contact with the Council planners in relation to their Cooma subdivision. B - Discussion paper not yet released and no indication of timeline for release.</p>					

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<p>31 May 2022 Same as previous update.</p> <p>05 May 2022 Same as previous update. Nil further update.</p> <p>05 Apr 2022 A - Coordinator Economic Development met with Land and Housing Corporation representatives to discuss economic development and market issues around Cooma. Continuing to work together regarding the state government pilot project subdivision at Cooma East. B: Discussion paper still not released.</p> <p>03 Mar 2022 A concept is currently being developed and will be presented to Councillors for review when ready.</p> <p>24 Jan 2022 No further update pending release of discussion paper.</p> <p>24 Dec 2021 Nil further update.</p> <p>03 Nov 2021 Same as previous update and likely to remain so for some time and timeline for release of the temporary supportive accommodation discussion paper is unknown.</p> <p>12 Oct 2021 Discussion paper not yet released by the State Government. Continuing to support the State Government's research for development opportunities in Cooma.</p>

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/06/2021	153/21	Coordinator Land & Property	Operations	30/11/2022	N
<p>Request to close part of Mittagang Road Reserve - Boundary Adjustment followed by Land Sale to Owner of Lot 2 DP 815248</p> <p>That Council</p> <p>A. Approve to proceed partial road closure of Mittagang Road, being approximately 773m², at the specified location, in accordance with the Roads Act 1993;</p> <p>B. Authorise the Chief Executive Officer to execute all necessary documents for the partial road closure and boundary adjustment;</p> <p>C. Agrees that all costs incurred in actioning the boundary adjustment and partial road closure are to be borne by the adjacent landowner (Lot 2 DP 815248), inclusive of general legal, registration fees and title creation costs incurred by Council;</p> <p>D. Obtain an independent valuation of the 773m² land area that is the subject of the boundary adjustment to guide sale price setting;</p> <p>E. Approve the sale of the subdivided land parcel, approximate 773m² in area, by private treaty to the adjacent landowner (Lot 2 DP 815248) subject to the completion of the road closure process; and</p> <p>F. Authorise the Chief Executive Officer to negotiate the sale price and execute any documentation required to complete the sale, at the appropriate time.</p>					
<p>Notes</p> <p>01 Mar 2023 No further update at this point.</p> <p>29 Jan 2023 Purchaser's representative confirmed that the 88B instrument (to provide easement to benefit Council's public infrastructure needs) was uploaded to the Planning Portal on 13/12/23.</p> <p>29 Nov 2022 Purchasing solicitor drawing up 88B instrument for easement creation (which will benefit Council's public infrastructure needs).</p> <p>31 Oct 2022 Deposited Plan to create new lot (subject area of road reserve to be closed and sold) updated to reflect easement for the sewer infrastructure in place, with SMRC referenced as the benefitting authority.</p>					

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03 Oct 2022

A - Survey plan and Admin Sheet received from applicant's surveyor on 29/9/22; CEO sign off of Admin Sheet actioned. Lodgement via Planning Portal to be completed by a applicant's representative. Once the LRS has issued a lot identification, then Land & Property will be able to action the road closure gazette step. B - Pending - To be completed at the appropriate time. C - Noted - Conveyed to and understood by the relevant external party. D - Completed - valuation report received 1/8/22. E - Pending - To be completed at the appropriate time. F - Pending - To be completed at the appropriate time.

31 Aug 2022

No further update at this point.

02 Aug 2022

A - In progress - All relevant information has been provided to the applicant's representative. The progression of the final survey and subdivision lodgement (boundary adjustment) now rests with the applicant. Once the LRS has issued a lot identification, then Land & Property will be able to action the road closure gazette step. B - Pending - To be completed at the appropriate time. C - Noted - Conveyed to and understood by the relevant external party. D - Completed - valuation report received 1/8/22. E - Pending - To be completed at the appropriate time. F - Pending - To be completed at the appropriate time.

06 Jul 2022

A - In progress - All relevant information has been provided to the applicant's representative. The progression of the final survey and subdivision lodgement (boundary adjustment) now rests with the applicant. Once the LRS has issued a lot identification, then Land & Property will be able to action the road closure gazette step. B - Pending - To be completed at the appropriate time. C - Noted - Conveyed to and understood by the relevant external party. D - In progress. E - Pending - To be completed at the appropriate time. F - Pending - To be completed at the appropriate time.

01 Jun 2022

No further update at this point.

03 May 2022

No further update at this point.

01 Mar 2022

A - The partial road closure of the relevant section of the Mittagang Road reserve is queued for processing. B to F - Cost and administrative arrangements to be finalised with Vision TPC (linked to owner of Lot 2 DP 815248) to deliver clarity for both parties involved.

31 Jan 2022

No further update at this point in time.

02 Nov 2021

No further update at this point.

04 Oct 2021

No further update at this point.

05 Sep 2021

No further update at this point.


04 Aug 2021


Land & Property is in contact with the Landowner's Representative to progress mechanics and administration arrangements.

04 Jul 2021

The resolution actions will be initiated.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/06/2021	140/21	Manager Water & Wastewater Operations	Operations	30/06/2022	N
Delegate Water Treatment Plant Reservoir & Pump Station - Acquisition of Part Lot 1 DP 348134 Delegate - Acquisition of Easements - Application for Crown Licence					
That Council					
A. Authorise the CEO to:					

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<ul style="list-style-type: none"> i. Negotiate the purchase under private treaty of part of Lot 1 DP 348134 Delegate or, if required; ii. Proceed with the Compulsory Acquisition of the land described as part of Lot 1 DP 348134 Delegate and having an area of approximately 507m² for the purpose of water treatment plant, two reservoirs (one existing) in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991. <ul style="list-style-type: none"> a. Make an application to the Minister and the Governor for approval to acquire part of Lot 1 DP 348134 Delegate, having an area of approximately 507m², by compulsory process under section 186(1) of the Local Government Act 1993 and in accordance with the provisions of the Land Acquisition (Just Terms Compensation) Act; <p>B. That the land being acquired within Lot 1 DP 348134, having an area of approximately 507m², is to be classified as operational land;</p> <p>C. Application be made to the Minister for Local Government and the Governor to acquire easements for raw water pipeline purposes being 3 metres wide within (or over) Lot 2 DP 1015012 and Lot 8 DP 1167423 at Delegate by compulsory acquisition process in accordance with Council's power under Section 186(1) of the Local Government Act 1993 in accordance with the provisions of the Land Acquisition (Just Terms Compensation) Act 1991;</p> <p>D. Application be made for a Licence from Department of Planning, Industry & Environment, Crown Lands for purpose of town water supply infrastructure on the Delegate River adjacent to Lot 8 DP 1167423;</p> <p>E. Authorise the CEO to sign any documentation required for the acquisition processes defined.</p>		
<p>Notes</p> <p>02 Mar 2023 No further update.</p> <p>01 Feb 2023 No further update.</p> <p>30 Nov 2022 No further update.</p> <p>02 Nov 2022 No further update.</p> <p>07 Oct 2022 Licence document has been finalised and is in the process of being signed, Land acquisition has been formally notified to Snowy Forests and the process has begun.</p> <p>06 Sep 2022 No further update.</p> <p>03 Aug 2022 No further updates.</p> <p>07 Jul 2022 No further updates.</p> <p>27 May 2022 No further updates.</p> <p>25 Mar 2022 No further updates.</p> <p>20 Jan 2022 No further updates.</p> <p>03 Nov 2021 No further updates.</p> <p>28 Sep 2021 No further updates.</p> <p>30 Aug 2021</p>		

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Valuation of land has been received. Lawyers amending license following comments from Snowy Forests and SMRC.

02 Aug 2021

Valuation done on land required and a agreement and license being drawn up by BMR Lawyers.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/06/2021	154/21	Coordinator Land & Property	Operations	30/06/2023	N

Leesville Civil Works Progression to Enable Sale of Subdivision Section 3D (4 Lots) - Sale of Industrial Land

That Council

- A. Approve the completion of the essential civil works required for Stage 3D of the Leesville Industrial Estate subdivision in Jindabyne, expending up to \$600,000;
- B. Approve Lots 17, 18, 19 & 20 in Stage 3D at Leesville Industrial Estate to be sold by public auction, once civil works are completed;
- C. Authorise the Chief Executive Officer to establish the reserve price for Lots 17, 18, 19 & 20 at Leesville Industrial Estate ahead of the auction, and to negotiate with the highest bidder should any property fail to meet the reserve;
- D. Authorise the Chief Executive Officer to undertake all negotiations for the sale of Lots 17, 18, 19 & 20 at Leesville Industrial Estate, including real estate agent engagement; and
- E. Authorise the Chief Executive Officer to execute all legal documents and contracts for the sale of Lots 17, 18, 19 & 20 Leesville Industrial Estate.

Notes

01 Mar 2023

No further update at this point.

29 Jan 2023

No further update at this point.

29 Nov 2022

Notice of Arrangement finalised with Essential Energy - a requirement of the DA/conditions of consent to allow the subdivision registration to proceed.

31 Oct 2022

No further update at this point.

03 Oct 2022

No further update at this point in time.

31 Aug 2022

No further update at this point.

02 Aug 2022

No further update at this point.

06 Jul 2022

No further update at this point.

01 Jun 2022

No further update at this point.

03 May 2022


No further update at present.

01 Mar 2022

No further update at this point.

31 Jan 2022

No further update at this point in time.

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<p>02 Nov 2021 No further update at this point.</p> <p>04 Oct 2021 No further update at this point.</p> <p>05 Sep 2021 A - In progress, with Coordinator Project & Technical Support helming civil works delivery. B to E - To be actioned by Land & Property upon completion of civil works.</p> <p>04 Aug 2021 Coordinator Projects & Technical Support progressing delivery arrangements for the expanded civil works.</p> <p>04 Jul 2021 The resolution actions will be initiated.</p>

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
20/05/2021	120/21	Coordinator Economic Development	Communications	21/06/2021	N

Motion to get a report on a bed tax

That Council provide a report on the benefits, possible charges, and methods of implementing a bed tax, or other user pays options modelled on successful tourist towns which utilise a user pays system in Australia and overseas.

Notes**28 Feb 2023**

Nil further update. Discussion paper still under preparation. Looking to incorporate this as an OP action for next year.

24 Jan 2023

Nil further update. Discussion paper still under preparation.

21 Dec 2022

Nil further update. Discussion paper still under preparation.

29 Nov 2022

Discussion paper still under preparation.

31 Oct 2022

No further update.

05 Oct 2022

Nothing further to report.

30 Aug 2022

Same as previous update. Nil further update.

10 Aug 2022

Report underway.

25 Jul 2022

Coordinator Economic Development is working on a discussion paper regarding this issue, and aims to complete the paper later in the year.

05 Jul 2022

Same as previous update.

05 May 2022

A discussion paper is being prepared on this subject to be presented to the Council in due course.

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05 Apr 2022
 A subscription user pays model is being explored with MRT Inc in the development of the Monaro Rail Trail business case and TDP. Continuing research into other possible options for tourism funding as well.

03 Mar 2022
 As above.

24 Jan 2022
 No further update – can discuss with new Council but reviews of other region’s not showing benefit or buy-in to date.

24 Dec 2021
 Nil further update.

03 Nov 2021
 No further update.

01 Oct 2021
 No further update.

02 Sep 2021
 A report will be provided in due course once ideas presented in the Council briefing have been developed further.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/04/2021	79/21	Coordinator Land & Property	Operations	30/09/2022	N

Little Paupong Road
 That Council

- A. Approve the proposal to create a road corridor over the constructed section of Little Paupong Road through Lots 69 and 70 DP 756708; with acknowledgement that all costs relating to the project will rest with Council.
- B. Request that Crown Lands transfer the nominated two sections of Crown road, which adjoin Lots 69 DP 756708 and 70 DP 756708, to Council as public road. With Council to then subsequently approve the road closing of these segments in accordance with the Roads Act 1993.
- C. Matter be brought back to Council for approval.

Notes

01 Mar 2023
 No further update at this point.

29 Jan 2023
 Surveyor completion of survey plan is imminent, in order to create road corridor over the subject section of the constructed road formally.


29 Nov 2022
 No further update at this point.

31 Oct 2022
 No further update at this point.

03 Oct 2022
 No further update at this point.


31 Aug 2022
 No further update at this point.


26 Jul 2022
 A&B - Surveyor has been engaged to undertake works other Council works have been prioritised. B&C - No further update at this point

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<p>05 Jul 2022 No Further Update.</p> <p>30 May 2022 A&B - Surveyor has been engaged to undertake works - Estimated delivery time is June (Other Council works have been prioritised). B&C - Draft for July Meeting started. (Delayed due to Infocouncil glitch)</p> <p>29 Apr 2022 A&B - Surveyor has been engaged to undertake works - Estimated delivery time is June (Other Council works have been prioritised). B&C - Draft for June Meeting started.</p> <p>01 Apr 2022 A&B - Crown application approved and Gazette Notice published, surveyor can now be engaged for the creation of road reserve aligned with constructed section of Little Paupong Road. B&C - Report to be drafted for June Council meeting, requesting approval to close Crown road reserves.</p> <p>02 Mar 2022 A&B - Application sent to Crown Lands for transfer of road reserve to Council, Crown advised intention to publish Gazette Notice in March. C - Once application is a approved matter can be returned to Council</p> <p>31 Jan 2022 No further update at this point in time.</p> <p>16 Dec 2021 No further update</p> <p>02 Nov 2021 No further update at this point.</p> <p>04 Oct 2021 Awaiting response from Crown Lands in relation to the application lodged by Council on 10/8/21.</p> <p>17 Aug 2021 Application lodged 10/08 with Crown for transfer of Crown Road.</p> <p>04 Aug 2021 No further update at this point.</p> <p>04 Jul 2021 Arrangements to progress matter are being formatted by Land & Property.</p> <p>06 Jun 2021 No further update at this point.</p> <p>05 May 2021 The resolution actions will be initiated.</p>
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Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/04/2021	85/21	Coordinator Fleet & Plant	Strategy	31/01/2022	N
Council's Transition to Electric Vehicles and Low Greenhouse Gas Emissions Fleet					
That Council					
<ul style="list-style-type: none"> A. Develop a project plan for the transition to EV or alternative fuel uses that reduce the emissions of Council. B. Write to the Premier seeking the NSW Government not implement taxes on environmentally friendly vehicles as this will create a disincentive to uptake. C. Write to LGNSW asking them to lobby the State government not to implement taxes on environmentally friendly vehicles as per B above. D. Contact DPIE for information about their co-funding scheme for Council fleet operators to procure BEV passenger vehicles as per their net zero emissions policy Stage 1. E. Contact the Electric Vehicle Council to discuss becoming a site host for ESV chargers. 					

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<p>Notes</p> <p>20 Feb 2023 No further updates.</p> <p>01 Feb 2023 No further update.</p> <p>23 Nov 2022 A&D - no further updates.</p> <p>01 Nov 2022 A&D - no further updates.</p> <p>06 Oct 2022 A - The Fleet Management Procedure is driving fleet selections to minimise our environmental footprint by introducing new technologies where possible. Electric vehicles aren't an option due to a lack of infrastructure. B - The Government is committed to introducing a road user charge, completed. C - As per B, completed. D - Council has identified eight sites which are under investigation by Essential Energy to determine suitability.</p> <p>03 Aug 2022 No further update.</p> <p>06 Jul 2022 No further updates.</p> <p>24 May 2022 No further update.</p> <p>10 May 2022 No further update.</p> <p>29 Apr 2022 A - Council's transition to EV or alternative fuels is driven by the Fleet Management Procedure but also integrally linked to infrastructure upgrades and alternative fuel supplies which are currently lacking maturity for this region. B - NSW Government is committed to introducing a road user charge (RUC) at 2.5c/km from 1 July 2027 or when EVs reach 30% of new vehicle sales. Rate aligns with Victoria and South Australia. C - No further update. D - Co funding scheme is run as a reverse auction to subsidise identified Council funding. Currently not identified. E - Site hosting is currently being investigated.</p> <p>01 Dec 2021 No further update.</p> <p>12 Oct 2021 Reviews into the various supporting funds has so far indicated that funds are available to support private business and individuals to transition to electric vehicles, but support for government agencies is not included in the programs. Continuing to gather information to allow for the various letters to be sent to cover the issues before Council in transitioning to electric vehicles. In the interim there are more hybrid vehicles entering the fleet, with these vehicles generally using about half the fuel of traditional combustion vehicles.</p> <p>30 Sep 2021 No further update.</p> <p>05 Aug 2021 No further update.</p> <p>30 Jun 2021 No further update.</p> <p>07 Jun 2021 No further update.</p> <p>06 May 2021 A&D - No further update.</p>		

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Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/12/2020	259/20	Manager Water & Wastewater Operations	Operations	30/04/2022	N
<p>Bombala Sewerage Infrastructure Project - Relocation of Mahratta Street Pump Station and Bombala STP and Sewerage Infrastructure Budget Summary</p> <p>That Council:</p> <p>A. Approve installation of the Mahratta Street Pump Station at the option 2 site being north east of the skate park;</p> <p>B. Approve an additional budget of \$230,000 from the water and sewer reserve; and</p> <p>C. Receive and note the information on previous budget variations for the Bombala STP Augmentation and Sewerage Infrastructure Upgrade projects as listed in this report.</p>					
<p>Notes</p> <p>02 Mar 2023 No further update.</p> <p>01 Feb 2023 In discussions with UGL.</p> <p>30 Nov 2022 No further update.</p> <p>02 Nov 2022 No further update.</p> <p>07 Oct 2022 No further update.</p> <p>06 Sep 2022 No further update.</p> <p>03 Aug 2022 No further updates.</p> <p>07 Jul 2022 Heritage approval is causing a delay however GHD are continuing to push this and get the approval completed.</p> <p>27 May 2022 GHD appointed to assist with approval processes required for the pump station construction.</p> <p>25 Mar 2022 No further update.</p> <p>20 Jan 2022 Updated REF for the project is nearing completion.</p> <p>03 Nov 2021 Approval in Principle received on 28/10/2021.</p> <p>28 Sep 2021 No further updates.</p> <p>30 Aug 2021 No further updates from JHG.</p> <p>02 Aug 2021 John Holland Group advised they will respond to us in the near future.</p> <p>09 Jun 2021</p>					

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No further updates.

04 May 2021
Applications submitted to John Holland Group for construction approval and owners consent on heritage application.

30 Mar 2021
Heritage advisor currently progressing with the Heritage exemption application.

02 Mar 2021
Design of the pump station in the new location is underway by GHD. The heritage consultant has carried out an assessment and this assessment and application for exemption in terms of the Heritage Act to commence shortly.

24 Feb 2021
Action Item - Bombala Sewerage Infrastructure Project - Relocation of Mahratta Street Pump Station and Bombala STP and Sewerage Infrastructure Budget Summary.

02 Feb 2021
A - Council approved new location. Design work for new location has commenced. B - Complete. C - Complete.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/12/2020	254/20	Coordinator Land & Property	Operations	18/01/2022	N

Water and Wastewater Easement Acquisitions - Adaminaby and Bombala


That Council:


- A. Application be made to the Minister for Local Government and the Governor to acquire easements for water supply purposes being 3 metres wide within (or over) Lot 287 DP 729870 and Lot 292 DP 729876 at Adaminaby by compulsory process in accordance with Council's power under Section 187(1) of the Local Government Act 1993 and in accordance with the provisions of the Land Acquisition (Just Terms Compensation) Act;
- B. Application be made to the Minister for Local Government and the Governor to acquire easements for purpose of sewer services being 3 metres wide within (or over) Lot 287 DP 729870 and Lot 292 DP 729876 at Adaminaby by compulsory process in accordance with Council's power under Section 187(1) of the Local Government Act 1993 and in accordance with the provisions of the Land Acquisition (Just Terms Compensation) Act;
- C. Application be made for a Licence from Department of Planning, Industry & Environment, Crown lands for purpose of town water supply infrastructure on Lot 291 DP 729876 at Adaminaby;
- D. Application be made to the Minister for Local Government and the Governor to acquire easements for purpose of sewer pump station on Lot 5 DP 758129 and sewer line being 3 metres wide within (or over) Lot 5 DP 758129 at Bombala by compulsory process in accordance with Council's power under Section 187(1) of the Local Government Act 1993 and in accordance with the provisions of the Land Acquisition (Just Terms Compensation) Act; and
- E. Authorise the CEO to sign any documentation required for the acquisition processes.

Notes


01 Mar 2023
No further update at this point.

29 Jan 2023

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>As foreshadowed - PWA have provided a Project Change Request (Variation) due to significant scope creep (i.e. additional acquisition areas – due to various sections at Council which have different interests in the land) resulting in expanded service provision of the initial PWA engagement by W&WW. Review of these aspects is underway. Note: The mandated acquisition elements will likely require alteration (via resolution) to accurately reflect the true needs of Council's public infrastructure.</p> <p>29 Nov 2022 'D' of Resolution 254/20 suspended by Resolution 322/22. PWA advice as to any material changes which impact the acquisition scope related to Adaminaby aspects is pending.</p> <p>31 Oct 2022 No further update at this point.</p> <p>03 Oct 2022 Due to positional changes as to the exact land sections being acquired (both easement & freehold), to meet Bombala Wastewater (sewage) needs, a refined resolution mandate will be required. Conferring with PWA prior to a further report to Council being initiated.</p> <p>06 Sep 2022 No further update.</p> <p>03 Aug 2022 No further updates.</p> <p>07 Jul 2022 No further updates.</p> <p>27 May 2022 No further updates.</p> <p>25 Mar 2022 No further update.</p> <p>20 Jan 2022 No further updates.</p> <p>03 Nov 2021 No further updates.</p> <p>28 Sep 2021 No further updates.</p> <p>30 Aug 2021 No further updates.</p> <p>02 Aug 2021 No further updates.</p> <p>09 Jun 2021 No further updates.</p> <p>04 May 2021 No further updates.</p> <p>02 Mar 2021 Acquisition of easements has commenced. PWA procured to undertake this acquisition.</p> <p>24 Feb 2021 Action Item - Water and Wastewater Easement Acquisitions - Adaminaby and Bombala</p> <p>02 Feb 2021 Process has commenced. PWA engaged to assist SMRC with the applications.</p>		

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Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
19/11/2020	225/20	Coordinator Land & Property	Operations	31/08/2022	N
<p>Peak View Hall</p> <p>That Council, in order to facilitate the Peak View community's access to Lions International funding to upgrade the Peak View Community hall:</p> <p>A. Support the proposal to relinquish care and control of Crown Reserve 56109 with care and control being transferred to an appropriate community based incorporated association such as the proposed Peak View Progress Association Inc;</p> <p>B. Authorise the CEO to negotiate with relevant parties an outcome to satisfy the requirements of all parties including the Peak View Community, the Crown, the NSW Aboriginal Land Council, Lions International and the Rural Fire Service.</p>					
<p>Notes</p> <p>01 Mar 2023 Further prompt to Crown Lands sent on 8/2/23 seeking outcome advice.</p> <p>29 Jan 2023 No further update at this point.</p> <p>29 Nov 2022 No further update at this point.</p> <p>31 Oct 2022 Further prompt for "urgent" update on processing tabled to Crown Lands on 18/10/22.</p> <p>03 Oct 2022 No further update at this point.</p> <p>31 Aug 2022 No further update at this point - a waiting advice from Crown Lands.</p> <p>02 Aug 2022 No further update at this point.</p> <p>06 Jul 2022 Crown Lands update on 24/6/22: "It is still within the system for the changeover to take place. Process completion timeline is uncertain."</p> <p>01 Jun 2022 Peak View Volunteer Bushfire Brigade Association provided their formal letter of request to the State to become the CLM for Reserve 56109 on 8/5/22. Crown Lands to advise when process has been formalised from their side.</p> <p>03 May 2022 Crown Land reviewing Council's wish to relinquish the role of Crown Land Manager for Reserve 56109 – Peak View Memorial Hall. The Peak View Volunteer Bushfire Brigade Association Incorporated (INC2101407) wish to assume the role of CLM.</p> <p>01 Mar 2022 A&B - Land & Property are endeavouring to negotiate an outcome to satisfy the requirements of all parties including the Peak View Community, the Crown, the NSW Aboriginal Land Council, Lions International and the Rural Fire Service. Council has received some conflicting advice from Crown Lands in terms of the smoothest way to progress - Further consult is in action.</p> <p>31 Jan 2022 The Peak View Volunteer Bushfire Brigade Association have achieved incorporation status in the state of NSW, with indication that it will be this entity which will officially nominate as the alternate Crown Land Manager of the site. Land & Property will table this revised scenario to Crown Lands as a concept just to make sure there are no conflicts from that side of things. , Note: From the Lions Club (funding) perspective, they have indicated that as long as the group is an incorporated not-for-profit entity then the Lions aspect can proceed.</p> <p>12 Nov 2021</p>					

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This Peak View Hall scenario remains a work in progress, as the community group has still not formed themselves to a legal entity standard that meets the Lions Club funding needs. Teena Paterson had recent chats with both Chris Reeks (Lions Club) & James Barron (community stakeholder) and they are trying to sort out the logistics so that they can then offer us (as the current CLM of the site) a proposed pathway of arrangements.

28 Sep 2021

The funding has been approved after delay and money is being allocated. The transfer of Crown Reserve 56109 with care and control to Peak View Progress Association is now going ahead. Teena Paterson is aware and can progress the transfer as needed.

09 Aug 2021

No further update.

02 Jul 2021

No further update.

09 Jun 2021

No further update.

03 May 2021

Chris Reeks of Lions Club Cooma advised that there has been no further update regarding this funding.

28 Apr 2021

Chris Reeks has advised that Lions Club is to meet 7/4/21 and this item will be discussed then. The estimated timing for funding is April 2021.

26 Feb 2021

SMRC is waiting on advice from the Lions Club regarding their success in the grant before proceeding.

24 Feb 2021

Action Item - Peak View Hall.

02 Feb 2021

A - Completed. B - Discussions in progress

28 Jan 2021

Discussions are in progress.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
19/11/2020	228/20	Senior Project Manager	Strategy	31/03/2022	N

Strategy Review - Vale Street Land

That Council defer the report to a later date following a councillor workshop.

Notes**01 Mar 2023**

A building assessor and QS have been appointed for the current building.

16 Jan 2023


No change as per previous update

30 Nov 2022

Report to Council early 2023 as per previous update. Corporate Projects undertaking full quotation on existing building compliance upgrades as alternate option.

02 Nov 2022

Additional meeting held with Colliers International with CEO, CSO and Mgr Corporate Projects 26th October 2022. Scope of works now complete. , Due to FSR, SRV and financial reporting this report and briefing will be presented to Council in early 2023.

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22 Sep 2022

Draft provided to CSO and CEO for review. Council briefing expected November 2022.

24 Aug 2022

Consultants have provided 2 interim/draft reports to staff. Both reports have resulted in additional options requested to be included. The final development of those options is currently underway with a report due in early September. The reports include master planning (architectural studies) and real estate feasibility options.

04 Aug 2022

Report due mid-August.

06 Jul 2022

Colliers International and Cox Architects (ACT) reports due mid-July for review.

01 Jun 2022

Colliers International have been engaged to assist with Civic Centre plans, which includes the review of the Vale Street land. Colliers undertaking a workshop with ELT mid-June with reports expected from their engagement, including Master Plan (Cox Architecture) last quarter 2022.

24 Jan 2022

Work on determining options for the site has recommenced following recruitment of positions that had been vacant for some time. Colliers International will be engaged to undertake a review of the site and options for the future direction in relation to Council's offices.

16 Dec 2021

No further update.

30 Nov 2021

Two new staff commenced this week. This will allow tasks to be reassigned and allow this project to proceed.

29 Nov 2021

Waiting on staff vacancies to be filled before strategy review to be undertaken.

01 Jul 2021

Expressions of interest have been sought to undertake a review to identify if there is a viable option to develop new offices and the process will commence soon.

06 May 2021

The closing date for expressions of interest to review options for the future use of the site have not yet closed.

01 Apr 2021

Quotations are being sought to undertake a review of the options for development of offices on the Vale Street property. This will be critical in determining whether the site should be retained.

02 Mar 2021

Briefing completed in the Councillor Briefing Session on 04/02/21 with a Vale Street Property Workshop.

24 Feb 2021

Action Item - Strategy Review - Vale Street Land.


02 Feb 2021

Time has been scheduled in an upcoming Councillor Briefing Session for Councillors to discuss this issue.

27 Nov 2020

Time will be arranged for a fuller discussion on the options for the Council offices.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
19/11/2020	240/20	Coordinator Strategy Development	Strategy	15/12/2022	N
Bicentennial Garden/ Parks - Bombala					
That Council:					

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- A. Ensures that gardens, trees and significant plantings in all parks throughout Snowy Monaro Regional Council area are to be protected by a Plans of Management that will manage parks and gardens, with a Tree Management Plan developed to ensure that trees are conserved into the future;
- B. Acknowledge that the Bombala Bicentennial Garden is significant to the community; and
- C. Assess the Bombala Bicentennial Garden by a heritage expert for inclusion on Council's Heritage Listing.

Notes**27 Feb 2023**

Has been added to the draft LEP heritage listings within SMRCLGA. Planning Proposal for new draft LEP completed public exhibition on 20 February 2023.

27 Jan 2023

Has been added to the draft LEP heritage listings within SMRCLGA. Planning Proposal for new draft LEP is on public exhibition until 20 February 2023.

22 Dec 2022

Has been added to the draft LEP heritage listings within SMRCLGA. Planning Proposal for new draft LEP is on public exhibition until 6 February 2023.

22 Nov 2022

Has been added to the draft LEP heritage listings within SMRCLGA. Planning Proposal for new draft LEP is on public exhibition until 6 February 2023.

28 Oct 2022

Has been added to the draft LEP heritage listings within SMRCLGA. Planning Proposal for new draft LEP is to be reported to Council in November 2023.

27 Sep 2022

To be added to the draft LEP heritage listings within SMRCLGA. LEP expected to be lodged in draft to NSW Planning mid-2023.

26 Aug 2022

To be added to the draft LEP.

03 Aug 2022

No further update.

24 Jun 2022

To be included within the draft LEP by December 2022.

24 May 2022

To be included in draft LEP by December 2022.

29 Apr 2022

Process for heritage listing to be finalised through LEP process.

25 Mar 2022

Process for heritage listing to be finalised through the LEP process and Heritage NSW.

24 Feb 2022

Process for heritage listing to be finalised through the LEP process and Heritage NSW.

29 Oct 2021

No further update - Process for heritage listing to be finalised.

30 Sep 2021

No further update - Process for heritage listing to be finalised.

30 Aug 2021

No further update - Process for heritage listing to be finalised; however, discussion at 28 August Council meeting held concerns that future development in the area may be hampered by such listing.


Enquiries to take place with Council's heritage Officer to seek clarification around this.

02 Jul 2021

No further update - Process for heritage listing to be finalised.


01 Jun 2021

No further update - Process for heritage listing to be finalised.

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<p>04 May 2021 C - Council's Heritage Advisor has prepared a report recommending the trees within the Park are heritage listed.</p> <p>07 Apr 2021 No further update.</p> <p>03 Mar 2021 C - Assessment completed, currently being reviewed by Council's Strategic Planning team.</p> <p>02 Feb 2021 C - Assessment completed, currently being reviewed by Council's Strategic Planning team.</p> <p>29 Jan 2021 A - To be incorporated into draft the Plans of Management which will go out for community consultation planned for early March 2021. B - Completed. C - A request has been sent to Council's Heritage consultant to consider this item for heritage listing.</p>
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Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/09/2020	167/20	Coordinator Land & Property	Operations	19/10/2020	N
<p>Acquisition - Easement for Access Adaminaby Sewage Treatment Plant and Town Water Supply</p> <p>That Council:</p> <p>A. Proceed with the compulsory acquisition of the interest in the land described as part Lot 287 DP 729870 Land fronting Snowy Mountains Highway, Adaminaby and having an area of approximately 22m for the purpose of easement for access to essential services being the Sewage Treatment Plant in accordance with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>;</p> <p>B. Proceed with the compulsory acquisition of the interest in the land described as part Lot 292 DP 729876 having an area of approximately 200m and part Lot 292 DP 729876 Land fronting Chalker Street, Adaminaby and having an area of approximately 344m for the purpose of easement for access to essential services being Town Water Supply in accordance with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>;</p> <p>C. Make an application to the Minister and the Governor for approval to acquire part Lot 287 DP 729870 Land fronting Snowy Mountains Highway, Adaminaby and having an area of approximately 22m and Part Lot 292 DP 729876 having an area of approximately 200m and part Lot 292 DP 729876 Land fronting Chalker Street, Adaminaby and having an area of approximately 344m for the purpose of easement for access to essential services by compulsory process under section 187(1) of the <i>Local Government Act 1993</i>;</p> <p>D. Classify the land as easement for access in accordance with the <i>Local Government Act 1993</i>;</p> <p>E. Authorise the CEO to sign any documentation required for this Acquisition process.</p>					
<p>Notes</p> <p>01 Mar 2023 No further update at this point.</p> <p>29 Jan 2023 As foreshadowed - PWA have provided a Project Change Request (Variation) due to significant scope creep (i.e. additional acquisition areas – due to various sections at Council which have different interests in the land) resulting in expanded service provision of the initial PWA engagement by W&WW. Review of these aspects is underway. Note: The mandated acquisition elements will likely require alteration (via resolution) to accurately reflect the true needs of Council's public infrastructure.</p> <p>29 Nov 2022 PWA advice as to any material changes which impact the acquisition scope is pending.</p> <p>31 Oct 2022 No further update.</p>					

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<p>03 Oct 2022 No further update at this point.</p> <p>06 Sep 2022 No further update.</p> <p>03 Aug 2022 No further updates.</p> <p>07 Jul 2022 No further updates.</p> <p>27 May 2022 No further updates.</p> <p>25 Mar 2022 No further update.</p> <p>20 Jan 2022 No further updates.</p> <p>03 Nov 2021 No further updates.</p> <p>28 Sep 2021 No further updates.</p> <p>30 Aug 2021 No further updates.</p> <p>09 Jun 2021 No further updates.</p> <p>30 Mar 2021 No further updates.</p> <p>02 Mar 2021 Acquisition currently underway.</p> <p>24 Feb 2021 Action Item - Acquisition - Easement for Access Adaminaby Sewage Treatment Plant and Town Water Supply.</p> <p>02 Feb 2021 No further update.</p> <p>Dec 2020 No further update.</p> <p>Nov 2020 A to D - Acquisition process underway and being managed by the Water/Wastewater Team. A - This will take place when required.</p> <p>Oct 2020 A to D - Acquisition process underway. E - This will take place when required.</p> <p>Sept 2020 A to D - Public Works Advisory (PWA) is being engaged to action this process so that Council secures permanent legal access swiftly. E - This will take place when required.</p>

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
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17/09/2020	176/20	Coordinator Land & Property	Operations	30/09/2022	N
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Request for Easement Over Council Land in Cooma
 That Council
 A. Approve the request to create an easement for water supply over Lot 2 DP 224408 subject to:
 i. All costs being borne by the owner of Lot 1 DP 224408.
 ii. Any disturbance to Lot 2 DP 224408 to be remediated by the applicant, as soon as possible, to the same condition as prior to disturbance.
 iii. The owner of Lot 1 DP 224408 obtaining a licence to pump water from Cooma Creek prior to installing the pipeline for water supply; and
 B. Authorise Council's CEO to execute any documents necessary to register the easement.

Notes
01 Mar 2023
 No further update at this point.
29 Jan 2023
 No further update at this point.
29 Nov 2022
 No further update at this point.
31 Oct 2022
 No further update.
03 Oct 2022
 No further update at this point.
31 Aug 2022
 No further update at this point.
02 Aug 2022
 No further update at this point.
06 Jul 2022
 No further update at this point.
01 Jun 2022
 No further update at this point.
03 May 2022
 No further update at this point.
01 Mar 2022
 No further update at this point.
31 Jan 2022
 Applicant initiated lodgement of easement creation documentation with SMRC's Planning Team. The owner's consent & Administration Sheet were signed by CEO. Update has been sought from Planning as to the application's progression.
02 Nov 2021
 No further update at this point in time.
04 Oct 2021
 No further update at this point.
05 Sep 2021
 Email sent to the relevant landowner seeking an update on the survey aspects in order to progress easement registration.
04 Aug 2021

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Water licence reference number 40AL418298 is confirmed as held by the Landowner. Land & Property await further advice from the Landowner as to easement survey aspects.

04 Jul 2021

No further update at this point.

06 Jun 2021

Follow up with the landowner benefiting from the easement as to the licence status required,

05 May 2021

No further update at this point.

31 Mar 2021

No further update.

01 Mar 2021

No further update.

02 Feb 2021

A - The Landowner has been requested to notify Council when the pipeline has been installed so that Council has an opportunity to inspect the area to ensure that Council property has been remediated. He has agreed to be responsible for all costs and will send a copy of the water licence to Council when he is in possession of the Licence.

Nov 2020

A&B - Council will await notification from landowner that he has achieved a licence to pump water and that he has a plan ready to create the easement.

Oct 2020

A - Landowner has been notified and is proceeding with the plan. B - Landowner is aware that he needs a licence to pump water from Cooma Creek prior to Council signing off on the plan for easement.

Sep 2020

A - The landowner will be notified of the Council resolution including the conditions of approval so that he can arrange for a surveyor to do a plan for the easement and an 88B for the terms of the easement.

B - The owner of lot 1 will be notified that Council will not permit registration of the plan until he has obtained a licence to pump water from NSW Water. Documents will be sent to the CEO for execution when they are ready.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
20/08/2020	146/20	Governance Officer	Strategy	1/09/2022	N

Endorsement of SMRC Section 355 Manual

That Council send out a draft s355 manual to Committees for review and defer item until a Council workshop can be held.

Notes**02 Mar 2023**

No further update.

01 Feb 2023

No further progress - date to be advised.

20 Dec 2022

No further update. A date for the manual to be sent to council will be determined in the new year.

24 Nov 2022

The manual is scheduled to be sent to council, with a date to be determined, in the new year.

02 Nov 2022

Further discussion with internal stakeholders to clarify support contact officers for open spaces and community facilities services. The workshop for councillors scheduled for November 2022 was convened in October. A date for the manual to be sent to council for a adoption will be determined in the new year.

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06 Oct 2022
 Discussion with staff developing the recreation and open space strategy has taken place to commence a review of relevant sections of the draft manual to ensure consistent advice and communications with the committees. The review will conclude after the presentation of the strategy to councillors at a workshop scheduled for November 2022.

06 Sep 2022
 No further progress since 04/08/2022.

04 Aug 2022
 Work has resumed updating the manual applying new style guide and updating GST management following discussion with finance staff.

12 Jul 2022
 No further update.

02 Jun 2022
 Process delayed due to ongoing vacancy in Governance team. Target date expected 1 September 2022.

10 May 2022
 Revision and consultation delayed due to vacancy in Governance team. Revised schedule to be provided following recruitment.

09 Mar 2022
 Draft manual under revision to reflect current structure. Draft to come to undergo consultation with internal stakeholder prior to ELT approval and Councillor workshop in June.

01 Apr 2021
 No further update.

24 Feb 2021
 Action Item - Endorsement of SMRC Section 355 Manual

19 Jan 2021
 No further progress.


26 Nov 2020
 The consultation period for the committees closed on 12 November 2020 and Council has received 16 comments. Comments are currently being reviewed a report will be presented to the Councillors at the 4 February 2020 briefing session.


02 Nov 2020
 A webinar was held on 29 October 2020 with all section 355 committees. A workshop will be conducted with councillors on 3 December 2020.

25 Sep 2020
 Documentation has been subjected to a final review and proof read prior to being sent out.

31 Aug 2020
 The Chief Communications Officer is currently reviewing the manual, after which it will be circulated to all committees to review for one month. A webinar will be conducted with all committees to explain the changes and answer questions. A Council workshop will be conducted on 5 November 2020.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
16/07/2020	107/20	Facilities Officer	Operations	30/11/2022	N
Health One Facility, Jindabyne That Council A. Authorise the Chief Executive Officer to execute the Building Management Statement and take steps to finalise and sign the land sale agreement; and B. Approve the establishment of a Building Management Committee to oversee obligations of the Building Management Statement.					
Notes					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	
<p>23 Feb 2023 Final documents sent to Essential Energy for sign off.</p> <p>24 Jan 2023 Agreement reached with Essential Energy as to inclusions required to show power easement. Awaiting updated plan from surveyor.</p> <p>23 Nov 2022 Discussions continuing with Essential Energy as to requirements for easement. Surveyor considering disclaimer with 4m easement to cover the exact cable location. Work progressing with new Practice Manager of JMP as to formation of Building Management Committee once subdivision finalised.</p> <p>31 Oct 2022 Further request from Essential Energy for easement location. Discussions ongoing with surveyor to finalise.</p> <p>27 Sep 2022 Essential Energy have requested further detail for electricity easement on survey plan. Sent to surveyor for further discussion and update.</p> <p>06 Sep 2022 No further update.</p> <p>30 Aug 2022 Updated 88B sent to Essential Energy for sign off. Awaiting response.</p> <p>26 Jul 2022 Awaiting updated 88B Instrument from lawyers.</p> <p>01 Jun 2022 A - Complete. B - Pending: Awaiting internal response from Planning Department as to issue of subdivision certificate.</p> <p>10 May 2022 Target date changed by Paterson, Teena from 30 November 2021 to 30 November 2022 - Adjusted timeline estimate.</p> <p>04 May 2022 A - Building Management Statement signed by CEO. B - Plan of Subdivision awaiting review by Senior Council planners prior to establishment of Building Management Committee.</p> <p>01 Mar 2022 A - Building Management Statement signed by CEO. B - Finalising Plan of Subdivision prior to establishment of Building Management Committee.</p> <p>06 Sep 2021 Follow up query to Planning as to status of subdivision approval.</p> <p>27 Apr 2021 Waiting on Subdivision Certificate approval.</p> <p>25 Mar 2021 Subdivision Certificate and Modifications now lodged by Dabyne Planning.</p> <p>02 Mar 2021 Discussions ongoing between Dabyne Planning and Kleven Spain Surveyors. Subdivision application forms submitted to CEO for signature.</p> <p>24 Feb 2021 Action Item - Health One Facility, Jindabyne.</p> <p>02 Feb 2021 A. Surveyor provided plans although further information still required. Waiting on information to be forwarded.</p> <p>27 Nov 2020 No further update</p> <p>27 Oct 2020 A - Awaiting surveyor to provide further information to enable registration of subdivision. Other party (HealthOne) still to sign the Land Sale Agreement. B - Building Management Committee to be formed with HealthOne once above items have been finalised.</p>		

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	Committee: Ordinary Council	

24 Sept 2020
A - Status remains unchanged. Building Management Statement signed by Chief Executive officer. Information has been returned to surveyor for creation of subdivision. Waiting on lawyers for other party regarding the Land Sale Agreement. B - Building Management Committee to be formed with HealthOne.

26 Aug 2020
A - Building Management Statement signed by Chief Executive officer. Information has been returned to surveyor for creation of subdivision. Waiting on lawyers for other party regarding the Land Sale Agreement. B - Building Management Committee to be formed with HealthOne.

22 July 2020
A - Building Management Statement sent to Chief Executive Office for signing. B - Will work on creation of Building Management Committee once BMS signed.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
18/06/2020	80/20	Coordinator Land & Property	Operations	31/03/2022	N

Acquisition of Land - RFS Shed Michelago
That Council

- A. Proceed with the compulsory acquisition of the Land described as part Lot 5405 DP 1244970 Land fronting Ryrie Street, Michelago between 369.945 Km and 370.000 Km and having an area of approximately 1,162.6m² for the purpose of Rural Fire Shed in accordance with the requirements of the *Land Acquisition (Just Terms Compensation) Act 1991*;
- B. Make an application to the Minister and the Governor for approval to acquire part Lot 5405 DP 1244970 Land fronting Ryrie Street, Michelago between 369.945 Km and 370.000 Km and having an area of approximately 1,162.6m² by compulsory process under section 186(1) of the Local Government Act 1993;
- C. Classify the land as operational land in accordance with the Local Government Act 1993;
- D. Note that this acquisition is not for the purpose of resale; and
- E. Authorise CEO to sign any documentation required for this Acquisition process.

Notes

01 Mar 2023
No further update at this point.

29 Jan 2023
A - In progress. TfNSW have indicated that they will accept the valuation provided, accepting that this was a joint valuation instruction from SMRC & TfNSW. Formal letter of offer to be tabled by SMRC, as Acquiring Authority, to TfNSW in regards to compensation, per LAJTC Act. B - Pending completion of negotiations related to A. C - No action needed. D - No action needed. E - Ongoing as the acquisition process progresses.


29 Nov 2022
Meeting held with TfNSW/TAHE 25/11/22 to address the TfNSW concern that the independent valuation (\$11,500) figure is too low. Council's position is that the valuation methodology has been applied correctly in line with the statutory public purpose aspects as required by the Just Terms Act. TfNSW to review further, with their response pending.


31 Oct 2022
Council advocating (via PWA) for TfNSW to take a balanced approach to compensation given that the acquisition is for a RFS shed combined with the TfNSW's requirement for easement and covenants containing the subject land; the planned use is aligned with the highest and best use of the subject land for public utility/service purposes.

03 Oct 2022
Valuation feedback received and in review.

31 Aug 2022
Valuation actioned and payment for this service aspect approved. PWA progressing the matter.


26 Jul 2022
A - Plans of Acquisition have been registered with LRS, valuation still to be completed. B - Dependant on A, C. No Action Needed.


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<p>05 Jul 2022 A - No Further Update - PWA still awaiting valuation. B - Awaiting completion of A. C - No Action Required. D - No Action Required. E - As Required.</p> <p>30 May 2022 A - No Further Updates. B - Awaiting completion of A. C - No Action Required. D - No Action Required. E - As Required.</p> <p>04 May 2022 A - Awaiting valuation results, email sent to PWA requesting update for this matter. B - Awaiting completion of A. C - No Action Required. D - No Action Required. E - As Required.</p> <p>01 Apr 2022 A - Awaiting valuation to be complete. B - Awaiting completion of A. C - No Action Required. D - No Action Required. E - As Required.</p> <p>02 Mar 2022 B - Awaiting completion of A. C - No Action Required. D - No Action Required. E - As Required.</p> <p>24 Jan 2022 A - SMRC reviewing PWA recommendation for valuation. B - Awaiting completion of A. C - No Action Required. D - No Action Required. E - As Required.</p> <p>16 Dec 2021 A - PWA reviewing valuation service quotes. B - Awaiting completion of A. C - No Action Required. D - No Action Required. E - As Required.</p> <p>15 Sep 2021 PWA received consent letter and plans with approval stamp from Transport For NSW (Railway), PWA will progress the matter with John Holland Rail, still on track for delivery by end of 2021 (PWA advised).</p> <p>17 Aug 2021 PWA advise project is still on track for deliver before end of year. PWA waiting for response from UGL Regional Linx.</p> <p>02 Aug 2021 Advice received from UGL Regional Linx takeover of John Holland - PWA advised acquisition should be complete before Jan 2022 take over.</p> <p>04 Jul 2021 No further update at this point.</p> <p>06 Jun 2021 No further update at this point.</p> <p>27 Apr 2021 No further updated at this stage.</p> <p>23 Mar 2021 The survey plan has been prepared by PWA to enable the acquisition process to continue.</p> <p>02 Mar 2021 No further update.</p> <p>24 Feb 2021 Action Item - Acquisition of Land - RFS Shed Michelago.</p> <p>02 Feb 2021 No further update.</p> <p>Nov 2020 A to C - This process will take approximately 18 months.</p> <p>Oct 2020 A to C - Acquisition process underway. D&E - Will be adhered to throughout this process.</p> <p>Sep 2020 A to C - Survey Plan Quote to be received shortly.</p> <p>Aug 2020 A to C - Acquisition process underway. Research has to take place to find gazette notices, survey plans to be prepared etc. D&E - Will be adhered to throughout this process.</p>		

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<p>Jul 2020 A to C - Acquisition process underway. D&E - Will be adhered to throughout this process.</p> <p>Jun 2020 A to C - The Acquisition process will begin, this is a lengthy process as all items take place under strict timelines. D&E - Complete.</p>


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
19/03/2020	55/20	Manager Infrastructure	Operations	30/12/2021	N
<p>Proposed Acquisition of Easement for Access to Middlingbank Quarry That Council</p> <p>A. Enter into negotiations with the owner of Lot 1 DP 1022898 for a right of way for access across his land. B. Engage the services of a surveyor to create a plan for registration of a right of way across lot 1 DP 1022898. C. Council to be responsible for all costs for creation and registration of the plan for the right of way. D. Authorise the Chief Executive Officer to negotiate the compensation for the easement. E. Authorise the Chief Executive Officer to sign all necessary documents to give effect to the above.</p> <p>Notes 02 Mar 2023 No further update. 04 Jan 2023 After a desktop investigation of the proposed access site for purchase, it was noted that there is no obvious access to the Middlingbank Quarry from this site. 30 Nov 2022 Comment has been raised to the Infrastructure Team about a property that may be for sale which could allow access to the Middlingbank Quarry. This will be investigated. 02 Nov 2022 No further updates. 07 Oct 2022 No further update. 06 Sep 2022 No further update 03 Aug 2022 No further update 07 Jul 2022 No further action. 07 Jun 2022 No further update. 11 May 2022 No further update. 08 Feb 2022 All actions have been undertaken. The owners of Lot 1 refused to negotiate a right of carriageway through their property, so the resolution can be taken no further. There is a Crown Road Reserve through Lot 2 but negotiations with Crown Lands have not yet taken place over the use of that access point. A report will be prepared for Council consideration once Crown Lands have been consulted over the acquisition of the Crown Road Reserve.</p>					


Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>29 Sep 2021 This action will be subject to a Council report for consideration in November 2021.</p> <p>05 Jul 2021 The Owner of Lot 1 DP 1022898 has stated they are not prepared to enter into negotiations for a right of carriageway between Middlingbank Road and Middlingbank Quarry., Discussions are underway with the owner of Lot 2 DP 1271068 to understand if options are available to create an access through that property with further options to acquire the Crown Road (unformed) that's established along the boundary of Lot 1 and Lot 2.</p> <p>04 Jul 2021 No further update at this point.</p> <p>06 Jun 2021 No further update at this point.</p> <p>05 May 2021 No further update at this point.</p> <p>31 Mar 2021 No further update.</p> <p>01 Mar 2021 A - Negotiations continue with Manager Infrastructure spearheading discussions. B - Draft plan for right of access pending results of A. C to E - These actions will take place at the appropriate time.</p> <p>24 Feb 2021 Action Item - Proposed Acquisition of Easement for Access to Middlingbank Quarry.</p> <p>02 Feb 2021 A - Letter has been sent to Council's solicitor requesting that he commence negotiations with the landowner for a right of way for access to the Quarry. B - Surveyor has submitted a draft plan for right of access and this will be finalised as soon as negotiations are completed.</p> <p>04 Dec 2020 A - Completed. B - Discussions are ongoing to decide the best approach for a permanent access.</p> <p>23 Oct 2020 A - The temporary agreement between SMRC and Mr Thomas for access to Middlingbank Quarry has been signed and is active from 2 November 2020 through to 30 April 2021. Notice has been provided to Mr Thomas, in accordance with the agreement that Council intend to access Middlingbank Quarry to extract material in November 2020. Work to ensure the access road is suitable for heavy traffic will commence on Monday 2 November. B - The process to secure permanent access will commence shortly. C - These actions will take place at the appropriate time.</p> <p>24 Sept 2020 A - The agreement has been executed by both parties and Council is planning dates for access to the quarry to extract material.</p> <p>26 Aug 2020 A - Council is currently negotiating an agreement with the landowner that will create a temporary access agreement for a 6 month period between November 2020 and April 2021. B - The surveyor has completed the survey for the easement for access subject to negotiation with the landowner. C - Council has engaged the surveyor and will be responsible for all costs. D - Further negotiations are required to understand if a permanent agreement for access to Middlingbank Quarry, through Mr Thomas's property is possible.</p> <p>28 Jul 2020 A - No update. B - Quotations for the survey were received. Despite numerous emails being sent to the surveyors only one surveyor responded and he has been requested to proceed as soon as possible.</p> <p>26 Jun 2020 A - Negotiations with landowners are ongoing. - B. Requests for quotations for survey have been advertised.</p> <p>28 May 2020 A meeting took place with the landowner, his father, Manager of Infrastructure, Land and Property Officer and Council's solicitor, Mark Herbert. Negotiations are ongoing.</p> <p>24 Apr 2020 An email was sent to the landowner but there has been no response. A second email will be sent this week to be followed up with a phone call.</p> <p>26 Mar 2020</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
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Negotiations have commenced with the landowner.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
19/03/2020	44/20	Coordinator Land & Property	Operations	31/12/2022	N
<p>Acquisition by Possessory Title - Lot 16 Section 1 DP 1242 - Berridale Memorial Park That Council</p> <p>A. Apply for possessory title over lot 16 Section 1 DP 1242 (Berridale Memorial Park) B. Classify lot 16 Section 1 DP 1242 as community land upon acquisition.</p> <p>Notes</p> <p>01 Mar 2023 No further update at this point.</p> <p>29 Jan 2023 No further update at this point.</p> <p>29 Nov 2022 LRS requires further investigation as to historic use of the park (substantiation of memorial construction background; additional disinterested witness declarations etc) to support any online lodgement of possessory transfer claim.</p> <p>31 Oct 2022 No further update at this point.</p> <p>03 Oct 2022 No further update at this point.</p> <p>31 Aug 2022 No further update at this point.</p> <p>02 Aug 2022 No further update at this point.</p> <p>06 Jul 2022 No further update at this point.</p> <p>01 Jun 2022 No further update at this point.</p> <p>03 May 2022 Requisition deferred by LRS due to change in protocol by the State means review, and possible refreshment of documents, prior to re-lodgement of matter via online application.</p> <p>01 Mar 2022 No further update at this point.</p> <p>31 Jan 2022 Solicitors have flagged that re-lodgement of the entire document file was required due to change in LRS processing mechanics to online. There appears to be a telegraphed hesitancy within the LRS to view Council's ongoing maintenance of the property, to enable its continued use as a monument site, as sufficient to establish possession - Further investigation to be actioned by Land & Property as to existence of any further historic evidence of dealings in relation to monument construction and primary use of site.</p> <p>02 Nov 2021 No further update at this point in time.</p> <p>04 Oct 2021</p>					


Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>No further update at this point.</p> <p>05 Sep 2021 No further update at this point.</p> <p>04 Aug 2021 No further update at this point.</p> <p>04 Jul 2021 Responding to a further request from Revenue NSW, a letter has been sent confirming that upon acquisition - Lot 16 Section 1 DP 1242 - Berri dale Memorial Park – will not be used for any trading undertaking.</p> <p>06 Jun 2021 Amended Application for Possessory Title lodged to include additional details of the Grants of Probate (as received from the Supreme Court of NSW).</p> <p>05 May 2021 Solicitors have confirmed that the required supporting Statutory Declarations from independent persons (2) have been obtained. NSW Revenue documentation finalised to enable transfer of land to be completed exempt payment of duty.</p> <p>31 Mar 2021 LRS requested details of two disinterested persons willing to provide Statutory Declarations related to prior treatment & use of land in question; details of such provided (with permission) to Solicitors.</p> <p>01 Mar 2021 Application for possessory title lodged with NSW LRS. Further legal paperwork being formatted including the Statutory Declarations of two "disinterested witness" to support Council's possessory claim.</p> <p>24 Feb 2021 Action Item - Acquisition by Possessory Title - Lot 16 Section 1 DP 1242 - Berri dale Memorial Park</p> <p>02 Feb 2021 A&B - Application for possessory title has been lodged with the LRS after discussions with the RSL. RSL has been assured that the land will be classified as community land upon acquisition.</p> <p>Dec 2020 A - A letter was received from Head Office of NSW RSL to say that Council should deal with the Snowy River Branch of the RSL with respect to future management of the park. An email was sent to the local RSL branch requesting consent for Council to proceed with the application for possessory title, with the assurance that the park would be classified as community land upon acquisition. The relevant sections of the Local Government Act pertaining to management of community land were also sent in the email as a link to assist the RSL in determining their response.</p> <p>Nov 2020 A - An email was sent to the local branch of the RSL asking for an update. B - To be completed upon acquisition of the land.</p> <p>Oct 2020 A - The Snowy River branch of the RSL was notified of Council's intention to apply for possessory title and the branch has sent the notification to The RSL's head office for a response.</p> <p>Sept 2020 Requisition on Title has requested an Old Title search which is currently being carried out by Crown Lands.</p> <p>Aug 2020 A - Requisition on Title has requested an Old Title search which is currently being carried out by Crown Lands. B - Lot 16 will be classified upon acquisition through the resolution of Council.</p> <p>Jul 2020 The CEO has executed the documents.</p> <p>Jun 2020 Application is proceeding.</p> <p>May 2020 Documentation is being prepared to lodge an application for Possessory Title.</p> <p>Apr 2020 Council's solicitor is presently gathering all the evidence to lodge with the application for possessory title. A surveyor has been engaged to do a survey plan for identification purposes.</p> <p>Mar 2020</p>		

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	Committee: Ordinary Council	

Council's solicitor has been requested to prepare the documentation.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/11/2019	408/19	Property Officer	Operations	30/06/2022	N
<p>Closure of Part of the Road Reserve in Barrack Street Cooma That Council A. Approve the closure of part Barrack Street Cooma in accordance with the plan attached to this report following consideration of the submissions attached to the report; B. Submit a S138 Application (Roads Act NSW 1993) for consent to commence construction of the learner bike track whilst the road closure is proceeding; and C. Notify residents who submitted objections of the decision of Council.</p>					
<p>Notes 28 Feb 2023 A - Complete. B - Part 1 Complete, learner bike track has been constructed Part 2 in progress, The following has been lodged with LRS: Statement of title particulars form. (Attached a copy of the relevant gazette and lodged as a 'letter' file through ePlan). This will facilitate title issue for that lot upon registration of this plan. NSWLRS will create a conversion action (CA) using the STP & gazette as evidence of ownership. Lot 42 is road until such time as it is closed following registration of this plan. The date for completion of all outstanding matters has been extended to 19/3/2023. C - Complete.</p> <p>30 Jan 2023 A - Complete. B - Part 1 Complete, Learner Bike Track has been constructed Part 2 In progress, the following request has been received from LRS: 1. Requisition Item 6.4 Following revision of the plan, Lot 42 is comprised in Government Gazette dated in 3/7/1888 Folio 4507: <ul style="list-style-type: none"> • Council are required to complete a Statement of Title Particulars Form. • Attach a copy of the relevant gazette and lodge as a 'letter' file through ePlan. This will facilitate title issue for that Lot upon registration of this plan. NB: NSWLRS will create a Conversion Action (CA) using the STP & gazette as evidence of ownership. NB2: Lot 42 is road until such time as it is closed following registration of this plan. The date for completion of all outstanding matters has been extended to 19/3/2023. Land & Property Officer completed the requisition for LRS on 17/1/2023 and sent to Jack Atkinson (surveyor) to lodge with LRS. C - Complete.</p> <p>23 Nov 2022 A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress, currently back with LRS to finalise requisitions. LRS have come back requesting the Surveyor submit the Old System Search Report (and other if applicable) of Barrack Street in order to verify the status of the land for Lot 42 is entirely comprised in GZ 6/7/1888 Folio 4645. This request is being processed. C - Complete.</p> <p>01 Nov 2022 A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress, currently back with LRS to finalise requisitions. C - Complete.</p> <p>06 Oct 2022 A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress, no update from the surveyor. C - Complete.</p> <p>23 Aug 2022 A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress, no update from the surveyor. C - Complete.</p> <p>01 Aug 2022 A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress, no update from the surveyor. C - Complete.</p> <p>28 Jun 2022</p>					


Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress advised by the surveyor on 30/05/22 that he has a couple of requisitions that need attending to on this and was hoping to work on them in late May/early June. C - Complete.</p> <p>31 May 2022</p> <p>A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress advised by the surveyor on 30/05/22 that he has a couple of requisitions that need attending to on this which he will hopefully work on it late in the week. C - Complete.</p> <p>02 May 2022</p> <p>A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress and no further update. C - Complete.</p> <p>04 Apr 2022</p> <p>A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress and no further update. C - Complete.</p> <p>23 Feb 2022</p> <p>A - Complete. B - Part 1 Complete - Learner Bike Track has been constructed Part 2 In progress and no further update. C - Complete.</p> <p>13 Dec 2021</p> <p>No further update.</p> <p>25 Nov 2021</p> <p>No further update.</p> <p>21 Oct 2021</p> <p>Correspondence received from BMR confirming of registration of the land in the name of Snowy Monaro Regional Council. They have advised the surveyor as well.</p> <p>19 Oct 2021</p> <p>B - Part 2: BMR confirmed the Application to Record a New Registered Proprietor electronically with LRS was lodged on 18 October 2021 - as it needed to be updated from The Council of the Shire of Cooma-Monaro. BMR will advise once the Application has been registered.</p> <p>27 Sep 2021</p> <p>A - Complete. Approval granted - Council Meeting 21 November 2019. B - Part 1 Complete - learner bike track has been constructed Part 2 In progress - plan is with LRS. Once registration is complete Jack Atkinson Surveying will notify Council and BMR can complete Application to Record a New Registered Proprietor for the land. C - Complete - only 2 objections were received and were responded to at the time.</p> <p>06 Sep 2021</p> <p>Confirmation of status sought from surveyor.</p> <p>04 Aug 2021</p> <p>No further update at this point.</p> <p>04 Jul 2021</p> <p>No further update at this point.</p> <p>06 Jun 2021</p> <p>No further update at this point.</p> <p>05 May 2021</p> <p>Follow up with Solicitor and Surveyor actioned to progress.</p> <p>31 Mar 2021</p> <p>No further update.</p> <p>01 Mar 2021</p> <p>No further update.</p> <p>24 Feb 2021</p> <p>Action Item - Closure of Part of the Road Reserve in Barrack Street Cooma.</p> <p>22 Jan 2021</p> <p>A&B - Plan has been lodged with LRS for registration when it will be classified as operational land.</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
Committee: Ordinary Council		

<p>04 Dec 2020 A - An email was received from Crown Lands seeking clarification of the section of Barrack Street for investigation; clarified via email.</p> <p>23 Oct 2020 A - Awaiting information from Crown Lands. Email sent to Crown Lands requesting that this matter be expedited. B to D - These actions will be carried out at the appropriate time.</p> <p>24 Sep 2020 A to B - Crown Lands responded to Council's email to say that the Old Title search is currently underway and we should receive the results shortly. C - A plan of consolidation will be prepared as soon as the road closing is registered. D - The consolidated lot will be classified as operational land upon registration of the plan.</p> <p>26 Aug 2020 Crown Lands have been reminded via email that we are still waiting on the results of the search to fulfil the requirements of the requisition. This action cannot proceed until plan is Registered.</p> <p>29 Jul 2020 Application has been sent to Crown Lands for an Old Title Search in accordance with the requisition from the LRS.</p> <p>26 Jun 2020 When the plan of subdivision was lodged, Council received requisitions on Title. A request has been sent to Crown Lands for evidence of gazettal of Barrack Street as a Council public road. Despite extensive research by Council's staff and Council's solicitor definitive evidence was not found. B - Plan of consolidation will be sought after the road closing is complete through lodgement of the plan.</p> <p>28 May 2020 Council's solicitor is currently carrying out investigations to provide information to the LRS.</p> <p>24 Apr 2020 The plan was lodged at the LRS and the surveyor is presently addressing a requisition from the LRS regarding the date of gazettal of Barrack Street Cooma as a Council public road.</p> <p>26 Mar 2020 The subdivision certificate has been released and the documents executed by Council. The documents have been delivered to the surveyor for lodgement at the LRS.</p> <p>02 Mar 2020 The plan will be lodged as soon as the subdivision certificate is to hand.</p> <p>20 Jan 2020 Registration of the plan should be gazetted soon.</p>
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Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/11/2019	422/19	Coordinator Strategy Development	Strategy	23/12/2019	N
Managing Heavy Vehicles in Bombala Town Centre - Community Consultation					
That the matter be deferred for further consultation with the public including correspondence from the Bombala Chamber of Commerce.					
Notes					
27 Feb 2023 On-site discussions with Mayor and staff have taken place. No further action at this point. Project is not identified within the 2022-2023 Operational Plan.					
27 Jan 2023 On-site discussions with Mayor and staff have taken place. No further action at this point. Project is not identified within the 2022-2023 Operational Plan.					
22 Dec 2022 On-site discussions with Mayor and staff have taken place. No further action at this point. Project is not identified within the 2022-2023 Operational Plan.					
22 Nov 2022 On-site discussions with Mayor and staff have taken place. No further action at this point. Project is not identified within the 2022-2023 Operational Plan.					
28 Oct 2022 On-site discussions with Mayor and staff have taken place. No further action at this point. Project is not identified within the 2022-2023 Operational Plan.					


Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>On-site discussions with Mayor and staff have taken place. No further action at this point.</p> <p>27 Sep 2022 On-site discussions with Mayor and staff have taken place. No further action at this point.</p> <p>26 Aug 2022 Some on-site discussions with staff and Mayor undertaken.</p> <p>03 Aug 2022 No further update.</p> <p>24 Jun 2022 This consultation work has not been planned for the 2022-2023 FY.</p> <p>24 May 2022 This consultation work has not been planned for 22/22 financial year.</p> <p>29 Apr 2022 This consultation work has not been planned for 22/22 financial year.</p> <p>25 Mar 2022 This consultation work has not been planned for the 2021/2022 Financial Year within the Strategy Team. Consideration for this action to occur for the 2022-2026 Delivery Program.</p> <p>24 Feb 2022 This consultation work has not been planned for the 2021/2022 Financial Year within the Strategy Team. Consideration for this action to occur for the 2022-2026 Delivery Program.</p> <p>29 Oct 2021 No further update - requested consultation has not been prioritised as part of the 2020-2021 Operational Plan. As per LSPS action 10.7 bypass investigations is a medium to long term action of 10-20 years.</p> <p>30 Sep 2021 No further update - Strategic Planning Team to seek additional information from Councillors.</p> <p>30 Aug 2021 No further update - Strategic Planning to seek additional information.</p> <p>02 Jul 2021 No further update.</p> <p>01 Jun 2021 No further update.</p> <p>04 May 2021 No further update - Strategic Planning to seek further information.</p> <p>01 Apr 2021 No further update - Strategic Planning to seek additional information.</p> <p>03 Mar 2021 No further action at this stage.</p> <p>24 Feb 2021 Action Item - Managing Heavy Vehicles in Bombala Town Centre - Community Consultation.</p> <p>25 Jan 2021 An informal meeting was held between Bombala based councillors and relevant staff. The outcome of the meeting is to proceed with further community consultation.</p> <p>27 Nov 2020 A meeting has been arranged with Bombala based councillors to discuss options for further community consultation. Meeting proposed to be held on 4 December 2020 and is open to any other interested councillor to attend.</p> <p>05 Nov 2020 No further update.</p>		


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<p>25 Sep 2020 No further update.</p> <p>03 Sep 2020 No further update.</p> <p>01 Jul 2020 No further update. Consultation occurred from September 2019 to October 2019.</p> <p>01 Jun 2020 Communication distribution proposed re Bombala Town Centre Community Consultation:</p> <ul style="list-style-type: none"> • Noticeboards – IGA and Newsagency, • Bombala Times and Monaro Post • Facebook – Bombala Noticeboard • Facebook – SMRC page • Facebook – SMRC Business Forum Group • Radio – capital network and 2MNO • Notice at SMRC office • Info sent to SMRC customer service for any enquiries • SMRC website <p>27 Apr 2020 Working with Chief Communications Officer to establish a strategy for community consultation during the COVID-19 restrictions.</p> <p>24 Mar 2020 No further update.</p> <p>28 Feb 2020 Ongoing.</p> <p>03 Feb 2020 Ongoing.</p>


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/10/2019	389/19	Coordinator Land & Property	Operations	31/08/2022	N
<p>Proposed Acquisition of Part Lot 6 DP 218752 for the Purpose of Road That Council, consistent with the guidelines contained within with the body of report,</p> <p>A. Authorise the General Manager to negotiate the purchase of 0.2542ha of lot 6 DP 218752;</p> <p>B. That Council be responsible for any additional costs including survey, legal fees, fencing;</p> <p>C. Authorise the General Manager to execute all necessary documents and affix Council's Seal if required; and</p> <p>D. Approach the plantation owners for a contribution towards the works prior to commencing the project.</p>					
<p>Notes</p> <p>01 Mar 2023 Registration of the boundary adjustment is anticipated to occur in the next few weeks. Landowner has been advised of status.</p> <p>29 Jan 2023 Awaiting details from surveyor as to status.</p>					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
Committee: Ordinary Council		
<p>29 Nov 2022 Follow up prompt to surveyor as to status of plan registration actioned on 11/11/22.</p> <p>31 Oct 2022 No further update at this point.</p> <p>03 Oct 2022 No further update at this point.</p> <p>31 Aug 2022 No further update at this point.</p> <p>26 Jul 2022 Awaiting communication from surveyor regarding Certificate of currency for requisition.</p> <p>05 Jul 2022 No Further Updates - Surveyor to assess site on Friday 08/07/2022.</p> <p>30 May 2022 No Further updates - Followed up with surveyor awaiting response.</p> <p>04 May 2022 A - LRS requisition received, awaiting surveyor to address requisition. B - Council will pay engaged surveyor and solicitor. C - To date all required documents have been executed. D - As per previous updates in 2020, the plantation is not impacted by the project therefore no contribution will be paid. Complete.</p> <p>01 Apr 2022 No Further Update.</p> <p>02 Mar 2022 A - Awaiting LRS registration of plans to allow for land ownership to be transferred. B - Council will pay engaged surveyor and solicitor. C - To date all required documents have been executed. D - As per previous updates in 2020, the plantation is not impacted by the project therefore no contribution will be paid. Completed.</p> <p>24 Jan 2022 Subdivision Application (DA) approved. Plans to be registered with LRS.</p> <p>15 Dec 2021 Awaiting Subdivision Application approval.</p> <p>14 Oct 2021 Subdivision Application lodged with Planning.</p> <p>28 Sep 2021 Signed Admin Sheet & Subdivision Application received in Berridale Office, Admin Sheet to be returned to surveyor & subdivision application to be lodged.</p> <p>17 Aug 2021 Subdivision application & administration sheet awaiting signature from landholder, once received subdivision application to be lodged with SMRC.</p> <p>02 Aug 2021 Mortgage has been released from lot as per title search, admin sheet and subdivision certificate application awaiting signature from landholder to proceed.</p> <p>04 Jul 2021 A to C - Pending bank interest in the lot to be acquired being discharged (Lot 6 DP 218752) confirmation from landholder pending. D - Completed.</p> <p>06 Jun 2021 No further update at this point.</p> <p>05 May 2021 No further update at this point.</p> <p>31 Mar 2021 No further update.</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>01 Mar 2021 Discharge authority received from Landowner (due to Landowner having made error in initial document) and forwarded to bank to progress necessary mortgage discharge.</p> <p>24 Feb 2021 Action Item - Proposed Acquisition of Part Lot 6 DP 218752 for the Purpose of Road</p> <p>02 Feb 2021 A to C - A phone conversation with the landowner on 13/1/21 revealed that he has been communicating with the Rural Bank who are slow to respond. The landowner has been asked to send the phone contact number to Council so that we can contact the Rural Bank and try to fast-track the process. D - A letter was sent to the plantation owners who responded to say that they declined to contribute to the project.</p> <p>Nov 2020 A to C - Email from the Bega Branch Manager of the Bendigo and Adelaide Bank this morning to confirm that they are waiting on a response from Rural Bank. Bega Branch Manager will notify Council when the discharge of mortgage has been registered. D - Letter has been sent to Plantation Owners.</p> <p>Oct 2020 A to C - Application for discharge of mortgage completed by landowner and sent to the bank for processing. Signed application for subdivision certificate and the Administration Sheet received from landowner. As soon as the landowner receives his Certificate of Title from the bank the plan of subdivision will be registered and contracts will be exchanged. D - Letter is being prepared for the plantation owners requesting that they contribute to the works.</p> <p>Sept 2020 A to C - The Title to lot 6 has a mortgage noted in the second schedule. The landowner has verified that the loan has been paid out. A discharge of mortgage application was forwarded to the landowner to complete and return to Council so that the mortgage can be removed from the title. Council is also waiting on the application for a subdivision certificate to be signed by the owner of the property. D - Nearby plantation owners to be approached in writing seeking contribution to the purchase.</p> <p>Aug 2020 A to C - When Land and Property receives the subdivision certificate the landowner can sign off on the plan and arrange for his bank to sign off after which the plan can be submitted to the LRS for registration. Waiting on landowner to sign the application for the subdivision certificate or send an email giving consent for the application to be lodged. The subdivision certificate has been done but can't be released until consent is received from the landowner. A - Council has paid for survey and legal fees will be paid upon receipt of invoice. B - Documents will be signed by the CEO when appropriate. C - Plantation owners are not affected and therefore will not be asked for a contribution.</p> <p>Jul 2020 Council is currently waiting on the subdivision certificate so that the plan can be registered prior to settlement.</p> <p>Jun 2020 Council's solicitor has been asked to produce the contracts. Application for subdivision certificate has been submitted. A - Purchase price has been negotiated and agreed by both parties. B - This acquisition does not affect the plantation owners.,</p> <p>May 2020 An email has been sent to the surveyor each week asking for the plan of subdivision so that contracts for the purchase of the land can be exchanged. The plan has not been registered so the plan will need to be attached to the contract.</p> <p>Apr 2020 Council's solicitor is organising the contract and it is anticipated that exchange will take effect within the next month.</p> <p>Mar 2020 MOU has been returned to Council and Council's solicitor has been asked to arrange a contract.</p> <p>Feb 2020 MOU with property owner, waiting return of same.</p> <p>Jan 2020 Staff have spoken to landowner and are waiting for a written response.</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
	Committee: Ordinary Council	

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
19/09/2019	343/19	Coordinator Land & Property	Operations	30/11/2023	N
<p>Proposed Compulsory Acquisition of Part Lot 7002 DP 1028529 Crown Land Travelling Stock Reserve</p> <p>That Council</p> <p>A. Approves the acquisition of the constructed section of Dalgety Road 20m wide which traverses lot 7002 DP 1028529 for the purpose of public road through the process of <i>Land Acquisition (Just Terms Compensation) Act 1991</i> for the purposes of s.178 of the Roads Act 1993;</p> <p>B. Seek approval from the Minister for Local Government and/or the Governor in accordance with section 187 of the Local Government Act 1993 to give all necessary Proposed Acquisition Notices in accordance with the Land Acquisition (Just Terms Compensation) Act 1991;</p> <p>C. Upon receipt of the Minister's/Governor's approval, Council serve each PAN and take each other action necessary to carry out the acquisition;</p> <p>D. Upon receipt of the Minister's/Governor's approval Council give effect to the acquisition by publication of an Acquisition Notice in the NSW Government Gazette and such other publication as may be required by law;</p> <p>E. Pay compensation to all interest holders entitled to compensation by virtue of the compulsory acquisition on the terms set out in the Land Acquisition (Just Terms Compensation) Act 1991;</p> <p>F. That Council authorise the General Manager and the Administrator to complete and execute all documentation necessary to finalise and bring into force Council's acquisition of the land and if necessary to affix the Council seal to any documents related to the acquisition; and</p> <p>G. That upon acquisition the acquired Property is dedicated as road following gazettal of the acquisition.</p> <p>Notes</p> <p>01 Mar 2023 No further update at this point.</p> <p>01 Feb 2023 No further update this point.</p> <p>29 Nov 2022 Survey Plan has been completed. Plan has been registered with LRS (DP 1285419). Application to Crown Lands for 'No Objection to PAN' to be submitted, as part of the prescribed Compulsory Acquisition process.</p> <p>31 Oct 2022 Surveyor has an impasse with LRS registering the plan. Surveyor following up as priority. PWA aware of the circumstances.</p> <p>03 Oct 2022 No further update.</p> <p>31 Aug 2022 No further update at this point.</p> <p>26 Jul 2022 No Further Update.</p> <p>05 Jul 2022 A - Survey plans have been revised by stakeholders, minor corrections required to title and minor correction required on administration sheet. Once corrections are made plans and admin sheet will be lodged with LRS (plans previously referred to in action comments contained omissions and required alterations). Balance of resolution is process of delivering resolution A.</p> <p>30 May 2022 No Further Update.</p> <p>04 May 2022</p>					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
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<p>A - Surveyor advised works will be conducted before end of June 2022. B - Awaiting delivery of A. C - Awaiting delivery of A. D - Awaiting delivery of A. E - Awaiting delivery of A.</p> <p>01 Apr 2022 No further update.</p> <p>02 Mar 2022 No further updates.</p> <p>24 Jan 2022 No Further update.</p> <p>16 Dec 2021 No Further update.</p> <p>15 Nov 2021 A - COMPLETE. B - Part 1) Advice received from ORALRA - ALCs 11150, 40959 and 42460, have been amended to the extent that the portion of Lot 7002 DP 1028529 identified as proposed 'Lot 21' (being approximately 1.17 hectares) in the Draft Plan of Redefinition (at Attachment A: CM9: 21/114612), dated 30 April 2021, has been excluded from the claims (CM9: 21/114613). [The balance of these three claims is to remain 'on foot' for determination in due course]. B - Part 2) Awaiting Survey Plan.</p> <p>20 Oct 2021 A - COMPLETE. B - Awaiting advice from ORALRA and registered plan from the surveyor. Once Public Works Advisory (PWA) have the survey plan and the ORALRA advice, they can advance the matter towards Office of Local Government application. C - Waiting on B. D - Waiting on C. E - Waiting on D.</p> <p>17 Aug 2021 Native Title Search Received & emails stating no objection to a acquisition process from Bega LALC, request for a adjustment to land claim sent to ORALRA by ALC.</p> <p>04 Aug 2021 The surveyor has been instructed to lodge the plan for registration. When registration is confirmed, PWA will further proceed with the acquisition process. Preliminary confirmation from NSW Aboriginal Land Council that there should be no issues obtaining part-withdrawal of ALC 11150, ALC 40959 and ALC 42460 as it applies to the formed road area. Once PWA has received the registered DP advice from the surveyor, engagement with Bega LALC will be made to request that part-withdrawal.</p> <p>04 Jul 2021 No further update at this point.</p> <p>06 Jun 2021 No further update at this point.</p> <p>27 Apr 2021 Draft plans have been produced and are being reviewed by relevant staff and key delivery consultants.</p> <p>25 Mar 2021 Survey Plan being prepared with the aim for Deposited Plan Administration Sheet for signing early April.</p> <p>04 Mar 2021 No further update at this point in time.</p> <p>02 Feb 2021 A - Quotation for Public Works Advisory has been approved and PWA has been asked to proceed.</p> <p>Nov 2020 A to G - Quote from Public Works Advisory to complete the acquisition of the travelling stock reserve is awaiting a approval. NSW Aboriginal Land Council is considering the request to excise the road from their claim.</p> <p>Oct 2020 A to G - Quotation has been received from Public Works Advisory to carry out the compulsory acquisition process. Currently finalising approval. Also waiting on reply from the NSW Aboriginal Land Council.</p> <p>Sep 2020 A to G - Currently waiting on a reply from the NSW Aboriginal Land Council.</p> <p>Aug 2020</p>		

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A to G - This acquisition has been placed on hold while further investigations through Local Land Services and Aboriginal Land Council are carried out.

Jul 2020
 A - Council is waiting on the survey to be completed. B - When the survey plan is received the application to the Minister and the Governor will be made. C - PANs will be served after the Minister and Governor's consent is received. D - Gazettal will take place after consent of the Minister and the Governor is received. E - Valuation has been requested from the Dept of the Valuer General for land to be acquired without consent. F - Documents will be sent to the CEO for execution when appropriate. G - Upon acquisition the acquired property will be dedicated as road.

Jun 2020
 Surveyor is presently carrying out the work.

May 2020
 Surveyor advised that he will commence the survey in the next week.

Apr 2020
 Surveyor has been engaged and expects to commence the survey in the immediate future.

Mar 2020
 The NSW ALC has requested a survey plan be provided prior to proceeding. Quotations are currently being sought for the survey.

Feb 2020
 The NSW Aboriginal Land Council has given consent in principal and is waiting on a survey plan.

Jan 2020
 Currently waiting on survey plan.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
15/08/2019	296/19	Coordinator Land & Property	Operations	31/03/2022	N

Road Closure and Creation of Road Reserve - Badja Road
 That Council

- A. Approve to formally close the Council public road that traverses lot 1 DP 124507, Lot 2 DP 1195991 and Lots 15,16 & 81 of DP 752146;
- B. Engage the services of a Surveyor to prepare a plan of subdivision for the creation of a road reserve over Badja Road;
- C. Agree to exchange the former closed road through the affected properties in compensation of the area required of the privately owned properties for the road reserve to be created over Badja Road; and
- D. Authorise the General Manager to execute the documents to give effect to the above.


Notes

01 Mar 2023
 Awaiting advice of transfer completion and registration from LRS - final element.

29 Jan 2023
 A - Complete. B - Complete. C - In progress. Signed Purchaser Declaration to be provided by purchasers so that the transfer conveyancing can be completed. D - All documents required to be executed by CEO has been actioned at this point.

29 Nov 2022
 No further update at this point.

31 Oct 2022
 A - Complete. Road closure relating to land identified via registered subdivision as Lots 4 & 5 DP 1278251 was notified by NSW Gazette on 29 July 2022. B - Complete. The road reserve alignment of the actual constructed Badja Road has been dedared public road by virtue of the registration of DP 1278251. Which identifies Lots 6,7 & 8 DP 1278251 as public road on title. C - In progress. D - All documents required to be executed by CEO has been actioned at this point.

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<p>03 Oct 2022 Awaiting advice from LRS as to status in order to progress.</p> <p>31 Aug 2022 No further update at this point.</p> <p>26 Jul 2022 A - Partially completed, as per 'B'. B - Objections cleared First title requested. C - Land exchange to occur when 'B' is finalised. D - To date all documents requiring execution have been completed by CEO</p> <p>05 Jul 2022 A - Partially completed, as per 'B'. B - Crown Lands have requested further 14 Days, new end date of 14/07/2022, also clarification of closure with adjoining land holder will be undertaken in this time. From this the Gazette can be completed leading to; C - Land exchange to occur when 'B' is finalised. D - To date all documents requiring execution have been completed by CEO.</p> <p>30 May 2022 A - Partially completed, as per 'B'. B - Plans have been registered with LRS. Notifications issued to neighbours adjoining road reserve, notifiable authorities and in newspaper. Feedback period closes 29/06/2022. From this the Gazette can be completed leading to; C - Land exchange to occur when 'B' is finalised. D - To date all documents requiring execution have been completed by CEO.</p> <p>04 May 2022 A - As per "B". B - Plans prepared and lodged with LRS - Requisitions have been lodge, awaiting assessment and registration. C - Exchange to occur once "B" has been completed. D - All required documentation to date has been executed by CEO.</p> <p>01 Apr 2022 No Further Update.</p> <p>02 Mar 2022 A&B - All LRS requisition items to be addressed by Council have been completed. Surveyor conducted site visit 01/03/2022 to assist with completing LRS requisition items to be addressed by surveyor. C - Exchange will occur when LRS registration is complete. D - All required documents to date have been executed.</p> <p>24 Jan 2022 No Further update, response from LRS yet to be received.</p> <p>15 Dec 2021 No Further update, response from LRS yet to be received.</p> <p>16 Nov 2021 A&B - Survey Plans are awaiting LRS registration. Two out of three requisitions from LRS have been addressed with the surveyor. Crown Lands conducting further investigations on status of road reserve ownership, third requisition is dependent on Crown's findings. C - Not actioned as A & B need to be finalised first. D - All required paperwork has been executed to date.</p> <p>21 Oct 2021 Surveyor advised plans were lodged with LRS 30/09/2021.</p> <p>28 Sep 2021 Followed up progress of this matter with surveyor, awaiting response.</p> <p>17 Aug 2021 Administration Sheet signed by landholders, posted to surveyor 06/08/2021. Awaiting LRS Fee for lodgement.</p> <p>02 Aug 2021 Subdivision Approved - Awaiting signature from one landholder. Admin sheet & plans will then be returned to Surveyor for lodgement with LRS.</p> <p>04 Jul 2021 No further update at this point.</p> <p>06 Jun 2021 Subdivision application lodged.</p> <p>05 May 2021 No further update at this point.</p> <p>31 Mar 2021</p>		

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Administration sheet signing in progress by required parties.

01 Mar 2021
 Review of intended timeline to be conducted due to staff resource changes.

24 Feb 2021
 Action Item - Road Closure and Creation of Road Reserve - Ba dja Road.

02 Feb 2021
 A&B - Landowner has been contacted by phone to advise that Council is going to commence the road closing process in early 2021. Letters and advertising will commence in late January.

Nov 2020
 A&B - Letters to affected landowners and notifiable authorities being prepared. The road closing will effectively commence when the 28 day advertising period has ended. C - Letters to appropriate landowners include proposal to dedicate closed road in compensation for the area to be acquired.

Oct 2020
 A - Subject of resolution 296/19. B - Survey plan has been received. C - Exchange will occur at the appropriate time. D - Documents will be executed at the appropriate time.

Sept 2020
 B - The plan has been received and letters regarding road closure in accordance with legislative requirements are being prepared.

Jul 2020
 A&B - Council is in receipt of a draft plan which has been checked and the surveyor has been requested to provide the final plan with Administration Sheet. When the final plan is received an application will be submitted for Subdivision Certificate.

Jun 2020
 A - Surveyor has given assurance that the plan will be sent to Council in the next two weeks. B - This will be done in consultation with landowners after plan of subdivision is received.

May 2020
 Contractor has been asked to forward plan and it is anticipated that it will be available very shortly.


Apr 2020
 Discussion with the contractor revealed that due to COVID-19 there would be some delay but the plan is now expected any day.


Mar 2020
 Council is waiting on survey plan before proceeding.

Feb 2020
 Survey work is currently being carried out.

Jan 2020
 Landmark Surveys have been engaged to carry out the survey and produce a plan.


Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
17/04/2019	151/19	Property Officer	Operations	28/02/2023	N
<p>Consolidation of Reserve no. 530002 Centennial Park and Lot 6 DP 758280 Cooma Visitors Centre as one Crown Reserve for General Community Use</p> <p>That Council</p> <p>A. Request that the Crown add lot 6 DP 758280 to Reserve 530002 comprising Centennial Park and add an additional purpose of "General Community Use" to the Reserve.</p> <p>B. Relinquish Licence LI 453017 for the use of the Cooma Visitors Centre when Lot 6 DP 758280 is added to Reserve 530002.</p>					
<p>Notes</p> <p>28 Feb 2023 No further update.</p>					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>30 Jan 2023 No further update.</p> <p>23 Nov 2022 No further update.</p> <p>01 Nov 2022 No further update.</p> <p>26 Sep 2022 No further update.</p> <p>23 Aug 2022 No further update.</p> <p>01 Aug 2022 No further update.</p> <p>28 Jun 2022 No further update.</p> <p>31 May 2022 No further update.</p> <p>02 May 2022 No further update.</p> <p>04 Apr 2022 No further update.</p> <p>23 Feb 2022 No further update.</p> <p>13 Dec 2021 No further update.</p> <p>15 Nov 2021 No further update.</p> <p>19 Oct 2021 No further update.</p> <p>28 Sep 2021 No further update.</p> <p>01 Sep 2021 No further update.</p> <p>05 Aug 2021 Update from Crown Lands - Due to the differing reserve types Crown Lands have decided the best solution is to create a new Reserve for the Cooma Visitor Centre site, with the intention of appointing Council as Crown Land Manager (as is the case with the Centennial Park R530002). This will cancel the licence and associated fee. It will not consolidate both reserves. Currently the application is with the Minister to be assessed / approved. Crown Lands are unable to provide a time-frame but will notify us once this process is complete.</p> <p>04 Aug 2021 Followed up with Crown Lands. Awaiting a response.</p> <p>04 Jul 2021 No further update at this point.</p> <p>06 Jun 2021 No further update at this point.</p>		

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<p>05 May 2021 No further update at this point.</p> <p>31 Mar 2021 Further prompts to Crown Land actioned. No further update.</p> <p>01 Mar 2021 No further update at this point in time.</p> <p>24 Feb 2021 Action Item - Consolidation of Reserve no. 530002 Centennial Park and Lot 6 DP 758280 Cooma Visitors Centre as one Crown Reserve for General Community Use.</p> <p>02 Feb 2021 A. Follow up phone calls to Crown Lands has confirmed that Crown Lands is still awaiting the native title assessment to be completed.</p> <p>04 Dec 2020 A - Crown Lands are waiting on a native title assessment to be completed internally prior to approval and gazettal.</p> <p>26 Oct 2020 A - A further email has been sent to Crown Lands requesting an update. B - The licence will be relinquished when Crown Lands has completed their processes.</p> <p>24 Sep 2020 A - An email has been sent to Crown Lands asking for an update on the progress of this matter.</p> <p>26 Aug 2020 A - Crown Lands has assured the Land and Property Officer that the documentation recommending the amendment to both reserves has gone before the Minister. B - The licence will be relinquished when Crown Lands has completed their processes.</p> <p>29 Jul 2020 This matter needs to be signed off by the Minister and then must be advertised in the Government Gazette as a part of the process. It is anticipated that it may take some months to finalise.</p> <p>26 Jun 2020 Communication with NSW ALC confirmed that the claim over the Visitors Centre has been rescinded. This information will be relayed to Crown Lands with a request to expedite the matter. A - Crown Lands is presently preparing the documentation for transfer to Council as Crown Land Manager. B - The licence will be relinquished in conjunction with transfer to Council Management.</p> <p>28 May 2020 Reminder was sent to Crown Lands last week. This matter will take some time to resolve at the Crown Lands level.</p> <p>24 Apr 2020 Crown Lands has advised that due to the COVID-19 Pandemic this process may suffer some delays.</p> <p>26 Mar 2020 Crown was sent a second reminder today. It is an involved process, and will take a while to review, given the current COVID-19 pandemic and the recent bushfires.</p> <p>02 Mar 2020 Negotiations with the Crown are ongoing. It is likely that the Crown would prefer Lot 6 to be placed under Council management & that the lease be rescinded. We are currently waiting on a reply.</p> <p>20 Jan 2020 This matter has been escalated at Crown Lands to achieve a decision on the way forward.</p>

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/03/2019	127/19	Coordinator Land & Property	Operations	31/03/2023	N
Delegate Disadvantaged Housing					

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That Council continue with the current arrangement of Facilities staff managing the tenants and maintenance on the properties pending community consultation, and bring a report back to Council.

Notes

01 Mar 2023

No further update at this point.

29 Jan 2023

No further update at this point.

29 Nov 2022

No further update at this point.

31 Oct 2022

No further update at this point.

03 Oct 2022

No further update at this point.

31 Aug 2022

No further update at this point.

02 Aug 2022

No further update at this point.

06 Jul 2022

No further update at this point. NOTE: Any further reports should involve integrated planning with the Housing and Social Services Committee.

01 Jun 2022

No further update at this point.

03 May 2022

No further update at this point.

01 Mar 2022

No further update at this point.

31 Jan 2022

SMRC continue to manage & own the properties in question. Future treatment of these land holdings as disadvantaged housing to be reviewed in the context of the broader housing & accommodation challenges being experienced across the LGA. Holistic approach required to also integrate forward planning with the recently initiated Housing and Social Services Committee.

02 Nov 2021

No further update at this point in time.

04 Oct 2021

No further update at this point.

05 Sep 2021

No further update. SMRC continue to manage & own the properties in question.

04 Aug 2021

No further update at this point.

04 Jul 2021

No further update at this point.

06 Jun 2021

No further update at this point.

05 May 2021

Updated option details being sought from Southern Cross Housing to enable an accurate analysis in the present housing needs environment. Council continuing to manage properties.

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31 Mar 2021
 Consult with Community Engagement to enable concise information release after Easter period. Intended timing adjusted due to staff resource changes and competing active consultations. Council continuing to manage properties.

01 Mar 2021
 Forward advice and notice the community to occur in March 2021. Profile flagging the general topic & basic elements of consideration.

24 Feb 2021
 Action Item - Delegate Disadvantaged Housing.

02 Feb 2021
 No further update.

Nov 2020
 No further update.

Oct 2020
 Design of consultation mechanics pending, with input from former Facilities staff to be included.

Sept 2020
 It is anticipated that community consultation will be initiated in first quarter of 2021 calendar year.

Aug 2020
 Council continuing to manage properties. Review of the background and full context relating to this item required by Land & Property unit.

Jul 2020
 This area is now under the Land & Property Portfolio. An initial handover has been conducted with a more detailed one to follow explaining what steps have been taken so far and why, and to work together moving forward on this.

Jun 2020
 There is no further update as there has been too much occurring with bushfires and COVID.


May 2020
 No further update.

Apr 2020
 No further update.

Mar 2020
 No further update.

Feb 2020
 Mail out to the community at Delegate seeking their feedback to be arranged a sap to gauge thoughts.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
21/02/2019	68/19	Coordinator Land & Property	Operations	30/09/2022	N
<p>Parking in the laneway at the rear of the Jindabyne Town Centre That Council</p> <p>A. Approve the proposal to enter into public consultation with the shopkeepers and owners in Jindabyne Town Centre regarding changes to the laneway at the rear of the shops.</p> <p>B. Receive a further report regarding the results of the public consultation and the proposed way forward together with detailed costings.</p>					
<p>Notes 01 Mar 2023</p>					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>No further update at this point.</p> <p>29 Jan 2023</p> <p>No further update at this point.</p> <p>29 Nov 2022</p> <p>No further update at this point.</p> <p>31 Oct 2022</p> <p>No further update at this point.</p> <p>03 Oct 2022</p> <p>No further update at this point.</p> <p>31 Aug 2022</p> <p>No further update at this point.</p> <p>02 Aug 2022</p> <p>No further update at this point.</p> <p>06 Jul 2022</p> <p>No further update at this point.</p> <p>01 Jun 2022</p> <p>No further update at this point.</p> <p>03 May 2022</p> <p>No further update at this point.</p> <p>01 Mar 2022</p> <p>Completion of actions under this resolution will be generated by the tabling of an overarching report by Corporate Project team. Land & Property contribution to assist the report was provided in September 2021.</p> <p>31 Jan 2022</p> <p>Completion of actions under this resolution will be generated by the tabling of an overarching report by Corporate Project team. Land & Property contribution to assist the report was provided in September 2021.</p> <p>02 Nov 2021</p> <p>No further update at this point.</p> <p>04 Oct 2021</p> <p>Completion of actions under this resolution will be generated by the tabling of an overarching report by Corporate Project team. Land & Property contribution to assist the report was provided in September 2021.</p> <p>05 Sep 2021</p> <p>Land & Property team contributing guidance & information towards an additional report to be tabled to Council, under the overarching cover of Corporate Projects, in the near future.</p> <p>04 Aug 2021</p> <p>On 15/7/21 Land & Property met with Corporate Projects to discuss the development a proposed plan & schedule of works for the broader project (which this resolution item integrates with) of Jindabyne Town Centre upgrades.</p> <p>04 Jul 2021</p> <p>No further update at this point.</p> <p>06 Jun 2021</p> <p>No further update at this point.</p> <p>05 May 2021</p> <p>No further update at this point.</p> <p>31 Mar 2021</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	SNOWY MONARO REGIONAL COUNCIL
Committee: Ordinary Council		

No further update at this point.

01 Mar 2021
 Further advice as to SAP intentions pending. Once more integrated planning has occurred the project will be in a position to progress, in consult with Corporate Projects team.

24 Feb 2021
 Action Item - Parking in the laneway at the rear of the Jindabyne Town Centre.

02 Feb 2021
 Awaiting indication of SAP intentions for the Jindabyne Town Centre precinct.

Nov 2020
 A - This project needs to be incorporated within a range of projects currently underway in the Jindabyne town centre to ensure that a good outcome is achieved. Once more integrated planning has occurred the project will be scheduled.

Oct 2020
 A - This project has temporarily been placed on hold. B - Further report will be presented to Council at the appropriate time.

Sept 2020
 A - Amended plan still to be received by Council.

Aug 2020
 A - Council has requested a minor adjustment to the concept plan. When the concept plan is amended it is proposed to form a Steering Committee to guide the project to completion. B - Further report will be submitted for Council's consideration when the public consultation has taken place.

Jul 2020
 A - Council is in receipt of the draft survey plan and is currently waiting on the design plan. When both plans are handed Council will undertake public consultation. B - Following public consultation a further report will be prepared for Council with detailed costings.

Jun 2020
 The Road Safety Officer advised that the surveyor has been selected and the project is progressing. A - Public consultation will take place when the survey and design is completed.

May 2020
 RFQ sent out to four surveyors for quotation for survey and design. This is to be funded by RMS.


Apr 2020
 Specification for the tender is currently underway. Collaboration between the Special Projects Officer and the Road Safety Officer is being undertaken in view of the issues encountered with the proposed construction of the public toilets in Jindabyne.


Mar 2020
 Tenders will need to be called for the survey and design work. When survey & design is completed, staff will arrange for public consultation.

Feb 2020
 Waiting on survey and designs so that public consultation can be arranged.

Jan 2020
 Shopkeepers and shop owners in the Jindabyne Town Centre have been notified by letter that Council has been successful in securing grant funding for survey and design of the back lane.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
7/05/2018	162/18	Coordinator Land & Property	Operations	30/11/2023	N
<p>Proposal to Realign the Barry Way Jindabyne and to Address Issues with the Intersections of Barry Way with Eagle View Lane and Bungarra Lane</p> <p>That Council</p> <p>A. Approve the proposal to realign The Barry Way over the constructed road from the intersection with MR286 to the boundary of the national park.</p> <p>B. Approve the proposal to apply to the Crown to transfer those sections of The Barry Way which are Crown reserve road to Council.</p>					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
Committee: Ordinary Council		
<p>C. Authorise staff to negotiate with landowners for acquisition of the constructed Barry Way and, where possible, to offer to close corresponding sections of paper road and to dedicate the land to the landowner in compensation.</p> <p>D. To engage the services of a surveyor to identify those sections of the Barry Way which are not on line with the constructed road.</p> <p>E. To acquire any Crown land upon which the Barry Way has been constructed through the process of the Land Acquisition (Just Terms Compensation) Act 1991 through the authority of the Roads Act 1993.</p> <p>F. Authorise the General Manager to execute any documents necessary to complete the project.</p> <p>G. Authorise the expenditure and allocate an amount of \$135,000 in the 2018/19 year Budget with funding to be provided from Stronger Communities Project PP-219 (Undertake project to align the road with road reserves).</p>		
<p>Notes</p> <p>01 Mar 2023 No further update at this point.</p> <p>29 Jan 2023 No further update at this point.</p> <p>29 Nov 2022 No further update at this point.</p> <p>31 Oct 2022 Progress requires budget certainty, which remains pending. Note: The active resolution does not mandate any aspects specific to Eagle View Lane or Bungarra Lane.</p> <p>03 Oct 2022 No further update at this point in time.</p> <p>12 Sep 2022 Action Item - Proposal to Realign the Barry Way Jindabyne and to Address Issues with the Intersections of Barry Way with Eagle View Lane and Bungarra Lane</p> <p>31 Aug 2022 Confirmation of budget availability sought internally.</p> <p>26 Jul 2022 No further update.</p> <p>05 Jul 2022 No further updates</p> <p>30 May 2022 No further update.</p> <p>04 May 2022 No further update.</p> <p>01 Apr 2022 No further update.</p> <p>02 Mar 2022 C - Site inspection successful, reached agreement with both parties. G - Funding source to be investigated further. A, B, D, E, F - No further updates.</p> <p>24 Jan 2022 C - Site inspection successful, reached agreement with Barry party, awaiting response from Stevens Party. G - Funding source to be investigated further. A, B, D, E, F - No further updates.</p> <p>16 Dec 2021 Site Meeting Scheduled For 16/12/2012.</p> <p>25 Nov 2021 C - Site meeting to be held as part of negotiations for Eagleview lane realignment from Barry Way to Mowamba River, No further update for at this point for balance of resolution.</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
Committee: Ordinary Council		
<p>28 Sep 2021 Awaiting response from Eagleview Lane landholder addressing negotiated terms of land transfer (fencing request).</p> <p>07 Sep 2021 Negotiations being conducted with landholder - Eagleview Lane. Confirmation from planning sent to landholder, trying to reach outcome for second request. Contact has been made with surveyor, plans and progress information received 06/09/2021. Review to be conducted to find out where we are at and what the next step forward is for the overall matter.</p> <p>02 Aug 2021 Planning has responded to Land & Property Team. Land & Property Officer will make contact with landholder to advise outcome and how to move forward.</p> <p>04 Jul 2021 Follow up tabled to the Coordinator Development in relation to landholder queries which are linked the progression of this matter.</p> <p>06 Jun 2021 No further update at this point.</p> <p>05 May 2021 No further update at this point.</p> <p>31 Mar 2021 No further update at this point.</p> <p>01 Mar 2021 A&C Further follow up email (3/2/021 LB) has been sent to landowner on Eagle View Lane requesting contact be made with Council to discuss the way forward., B. Application is being prepared to apply for sections of Crown Road to be transferred to Council. 4/2/21 Query tabled to Coordinator Development relaying landowner query.</p> <p>02 Feb 2021 A&C - Follow up email has been sent to landowner on Eagle View Lane requesting that he contact the Land and Property Officer to discuss the way forward. B - Application is being prepared to apply for sections of Crown Road to be transferred to Council.</p> <p>Nov 2020 A&B - Waiting on response from landowner who does not live locally. C - Letters are currently being prepared to commence negotiation with landowners adjoining Barry Way on Cobbon Hill. A quote has been sought from Public Works Advisory to carry out the compulsory acquisition of Crown land on Cobbon Hill.</p> <p>Oct 2020 A&B - Surveyor has provided necessary information which has now been provided to the land owner. Provision of this information will now allow action C to be completed.</p> <p>Sept 2020 A&B - Surveyor has addressed questions relating to the plan at the intersection of Eagle View Lane. The landowner was notified and a gain posed a number of questions. Most of these have been answered and the answer to the last question will be provided this week. C - Negotiation will commence next week with landowners adjacent to Cobbon Hill. This section of realignment of the Barry Way will involve compulsory acquisition from the Crown. D - This project has been divided into sections so that the surveyor completes the survey work as Council is ready to address each section. E - The section of the Barry Way which passes through Crown land without a road reserve is at the southern end and will be addressed as that stage is reached.</p> <p>Aug 2020 A&B - Surveyor has notified Council that due to workload this plan may take a little longer. C - Landowner has been notified that there is a delay involved in obtaining the information that they have requested. E to G - Ongoing.</p> <p>Jul 2020 A&B - Surveyor has been requested to provide the plan for the second section which will involve Eagle View Lane. C - Landowners have been notified that Council is waiting on plan. E to G - Ongoing.</p> <p>Jun 2020 The draft plan may be expected. The landowner is waiting on this information before proceeding. A - Survey is being done in sections. B - Request for sections of Crown road to be transferred to Council will be carried out at the end of the project. C - Negotiations with landowners are ongoing. D - See 'A' above. E - Acquisition will be carried out as necessary when the plan for individual sections is finalised. F&G - Ongoing.</p> <p>May 2020</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
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The surveyor has promised to have the draft plan with the area of road to be closed and the area of the area to be acquired marked on the plan sent to Council within the next week. This plan will then be sent to the landowner.

Apr 2020
Contacted the landowner on Eagle View Lane who has requested information. He wants to know how much land Council will require for the road and how much land he will receive in compensation. Will there be sufficient space for him to construct an eco-hut. The surveyor has been requested to calculate the area of both areas so that an accurate answer can be provided.

Mar 2020
In view of the fact that the landowner has not contacted the Land and Property Officer to date a letter has been sent asking him to contact the Land and Property Officer to discuss his consent to the creation of the road reserve over the road in its current location through his property.

Feb 2020
The Land and Property Officer met with the landowner and he said he will respond after consultation with his wife.

Jan 2020
Waiting on response from landowner on Eagle View Road. He resides in Tasmania.

03 Oct 2018
Kleven Spain engaged to carry out survey.

27 Aug 2018
Surveyor selected and work to progress shortly.

02 Aug 2018
Call for expressions of interest from local land surveyors. Submissions currently being considered.

23 Jul 2018
No EOIs received by due date. All surveyors were contacted and were given an extension of time to submit their EOI. Closing date is 27/7.


11 Jul 2018
Specification sent to three surveyors requesting that they submit expressions of interest. Due by cob 13/7.


21 Jun 2018
Draft specification with Group Manager Transport and Infrastructure for approval.

04 Jun 2018
The specification is currently being developed for the work to be carried out by the surveyor. Council will call for expressions of interest to carry out the work.

23 May 2018
Specification being developed to seek quotations from suitably qualified land surveyors.

Meeting Date	Res No	R/Officer	Section	Estimated Comp Date	Completed Y/N
5/04/2018	118/18	Coordinator Land & Property	Operations	30/11/2022	N
Proposed Road Closure & Sale of old Lions Park at Bombala					
That Council:					
<ul style="list-style-type: none"> A. Approve the partial road closure on the corner of High Street and Stephen Street Bombala so that the fence line becomes the boundary of lot 9 DP 995614; B. Engage the services of a land surveyor to provide a plan for the boundary adjustment; C. Authorise the General Manager to execute any documents necessary to complete the boundary adjustment and sale of the property; D. Readvertise the property on the open market for auction with an appropriate reserve; and E. Make the Report public once the matter is settled. 					
Notes					

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>01 Mar 2023 No further update at this point.</p> <p>29 Jan 2023 No further update at this point.</p> <p>29 Nov 2022 No further update at this point.</p> <p>31 Oct 2022 No further update at this point.</p> <p>03 Oct 2022 No further update at this point.</p> <p>31 Aug 2022 A to C Complete; Road closure complete. D&E - Review of suitability of the final element to be undertaken.</p> <p>26 Jul 2022 No further update.</p> <p>05 Jul 2022 Road closure complete, review of suitability of original resolution to be undertaken.</p> <p>30 May 2022 No further update.</p> <p>04 May 2022 A - Complete. B - Complete. C - Boundary Adjustment Complete. D - Pre sale assessment to be completed May 2022. E - Awaiting full completion of A to E.</p> <p>01 Apr 2022 No further update.</p> <p>02 Mar 2022 No further update.</p> <p>24 Jan 2022 A&B - Completed. C - Completed. Process of sale will be initiated in a timely manner.</p> <p>15 Dec 2021 A&B - Surveyor advised plans have been registered with LRS, awaiting title advice from solicitor. C - Completed. D&E - Dependant on Resolution A being completed.</p> <p>12 Nov 2021 A - All requisitions from LRS have been resolved, final plans for road closure are awaiting LRS registration. B - Surveyor will advise when plans have been registered. C - Boundary adjustment paperwork complete, sale of property is dependent on 'A' being completed. D&E - Dependant on 'A' being completed.</p> <p>28 Sep 2021 Partial Closure Of High Street Bombala Gazetted, 11R form for removing notation from title signed and lodged with LRS, requisitions received from LRS via surveyor these are currently being addressed.</p> <p>01 Sep 2021 No further update.</p> <p>29 Jul 2021 Followed up with surveyor John Kleven and was advised he was sending updated plan to LRS and he will advise once plan has been registered with LRS.</p> <p>04 Jul 2021 LRS advice is that as due to Lot 9 DP 995614 being a limited title the compiled plan does not comply with current compiled plan guidelines thus a plan of survey is required; being progressed.</p> <p>03 May 2021 No further update at this point.</p> <p>23 Mar 2021</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT Committee: Ordinary Council	 SNOWY MONARO REGIONAL COUNCIL
<p>No further update on this item due to waiting for reply from LRS.</p> <p>24 Feb 2021 Action Item - Proposed Road Closure & Sale of old Lions Park at Bombala.</p> <p>02 Feb 2021 No further update.</p> <p>Nov 2020 C - Solicitor is preparing documents to have a certificate of title (CT) created over the portion of the road to be closed so consolidation can take place. Recent verbal feedback from NSW Land Registry Services to the surveyor indicates that a further survey of the original lot may need to occur to complete the registration due to the age of the original plan's survey. This will be reviewed once the CT has been assigned.</p> <p>Oct 2020 A - Finalised. B - Finalised. C - Solicitor is preparing documents to have a CT created so consolidation can take place. D - Once notified of completed registration the property can be placed on the open market. E - To take place at completion of D.</p> <p>Sept 2020 C - Consolidation Plans lodged, surveyor has advised that a CT was not created and the solicitor is now preparing this so that registration can take place.</p> <p>Aug 2020 C - Finalised. D - Finalised. C - Consolidation Plans lodged, Surveyor is following up on progress of same. D - Once notified of completed registration the property can be placed on the open market. E - To take place at completion of D.</p> <p>Jul 2020 C - Consolidation Plans received from Surveyor and signed by CEO, returned to Surveyor for lodging for registration of same. D - Once notified of completed registration the property can be placed on the open market. E - To take place at completion of D.</p> <p>Jun 2020 E - Finalised. F - Finalised. C to E - Still waiting finalised consolidation plans from surveyor for this item to be completed. Have sent numerous email requests to Surveyor.</p> <p>May 2020 Surveyor again requested to provide the final plan, no response and will continue to follow up. This plan is in draft form with the Surveyor and would not be cost effective to engage another surveyor to finalise the plan.</p> <p>Apr 2020 Email sent to Surveyor requesting a definite date for plan to be registered. Surveyor advised he will review the current draft of this consolidation plan this week and submit for Registration.</p> <p>Mar 2020 Followed up with Surveyor and was advised this item is going to be delayed due to the large scale workload he has in place.</p> <p>Feb 2020 Followed up with Surveyor and was advised this item is going to be delayed due to the large scale workload he has in place.</p> <p>15 Jan 2020 The Surveyor has advised that he is hoping to have the consolidation plan ready for the end of January 2020.</p> <p>05 Oct 2018 Letters have been sent to adjoining landowners with notification of the proposed closure and notification letters to the authorities are being prepared. The advertisement has been placed in the Monaro Post for 11 October and 25 October. The 28 day period for submissions ends on 8 November. Submissions will be reviewed and the correct process followed.</p> <p>03 Oct 2018 Notifications sent out to commence road closing.</p> <p>27 Aug 2018 Plan has been received. There are issues with a previous resumption which has not been registered on title. When these issues are sorted out and the notification period for road closing has expired, and the resumption issues have been resolved then the plan will be registered and the land will be listed for sale.</p> <p>02 Aug 2018</p>		

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS ACTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
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Spoke to surveyor this week and he has promised to get the plan to me within the week.

23 May 2018
23/5 Waiting on plan.

23 Apr 2018
Surveyor has been engaged to provide a plan for boundary adjustment and road closure will commence as soon as a plan is available.

9.5.2 ANSWERS TO QUESTIONS WITH NOTICE AS AT 28 FEBRUARY 2023

Record No: I23/84

OFFICER'S RECOMMENDATION

That Council receive the answers to questions with notice for the period ending February 2023.

This is an information only report.

BACKGROUND

In order to provide Councillors with updates on questions asked by Councillors, a report has been generated with a summary of questions that are current and have recently been completed, for the period ending February 2023.


RESPONSIBLE OFFICER: Chief Strategy Officer

EXISTING POLICY/DECISIONS

Under clause 3.13 of Code of Meeting Practice a councillor may, by way of a notice ask a question for response by the Chief Executive Officer about the performance or operations of the Council.

ATTACHMENTS

1. Updates to March Meeting - In Progress Questions up to end of February 2023
-

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS QUESTIONS REPORT	
	Committee: Ordinary Council	

Date Received	Question By	R/Officer	Section	Estimated Comp Date	Completed Y/N
03 June 2023	Cr Chris Hanna	Manager Infrastructure	Operations	18/07/2022	N

Roads No Longer Maintained by SMRC

Please provide information on the number of roads and/or streets that are no longer being maintained by this Council since the amalgamation in 2016.

In particular please advise:

- the street / road names and location in the LGA
- whether sealed or unsealed
- approx. number of km's (with breakdown of sealed / unsealed)

Notes

03 Mar 2023

List of former Bombala Council roads has been located. Investigations continue for former Snowy River Council roads. Intention to have full list formalised for Council before distributing.

01 Feb 2023

No further update. List of roads for remainder of LGA to be provided.

02 Dec 2022

Currently the investigation has only discovered roads within the former Cooma Monaro Shire Council.

The list below identifies the Crown Roads that were previously maintained by Cooma Monaro Shire Council, that are no longer maintained by Snowy Monaro Regional Council.


- Binalong Access Lane, Cooma – Sealed – 0.03km
- Dawson Street, Cooma – Sealed – 0.13km
- Geldmacher Lane, Nimmitabel – Unsealed – 0.07km (Old Cooma Monaro Shire Council asset list identifies opposite segment as Crown Road than Snowy Monaro Asset List)
- Kybeyan Road, Kybeyan – Unsealed – 1.83km
- Michelago Road, Michelago – Unsealed – 1.68km
- Muddah Lake Road, Murrumbucca – Unsealed – 0.27km
- Mulach Street, Cooma – Sealed – 0.19km
- Queen Street, Numeralla – Sealed – 0.12km
- Richardson Road, Numeralla – Sealed – 0.15km
- Rose Valley Road, Bunyan – Sealed – 1.06km
- Rose Valley Road, Bunyan – Unsealed – 1.14km
- Sandy Flat Road, Jerangle – Unsealed – 2.48km
- Short Street, Cooma – Unsealed – 0.06km
- Slap Up Road, Jerangle – Unsealed – 0.31km
- The Peak Road – Unsealed – 1.02km
- Tinderry Road, Michelago – Unsealed – 1.73km
- Umeralla Street, Numeralla – Sealed – 0.20km
- Winifred Hill Road, Nimmitabel – Unsealed – 2.49km

Note that this list is only for sections that were maintained but are no longer maintained. Some Crown Roads are longer, but other segments were not maintained in the past. Example, Muddah Lake Road was maintained for 0.27km, but the additional 2.28km of Crown Road was not maintained by CMSR in the past.

03 Nov 2022

No further update but to ensure this question is closed out, a response will be provided to the December Council meeting.

07 Sep 2022

Date From: 1/02/2018 Date To: 28/02/2023	IN-PROGRESS QUESTIONS REPORT	 SNOWY MONARO REGIONAL COUNCIL
	Committee: Ordinary Council	

No further update.
03 Aug 2022
No further update.
11 Jul 2022
Further investigation is required before a final answer is provided to the Councillors. This investigation will include querying long-term maintenance staff and other necessary methods to provide an accurate response. What is clear however is that the current situation in terms of the lack of ongoing maintenance of crown roads (outside of the current maintenance being undertaken under the disaster recovery funding arrangement) is unacceptable. At a minimum, it is likely that a future report will come to Council recommending that Council resolve to approach the NSW government to explore a workable solution for Crown road maintenance.

10.1 MINUTES FROM MANAGEMENT AND ADVISORY COMMITTEES

Record No: I23/92

OFFICER'S RECOMMENDATION

That Council receive the minutes of the:

- i. Cooma North Ridge Reserve Advisory Committee meeting held 23 November 2022; and
- ii. Bombala Exhibition Ground Management Committee meeting held 14 December 2022

BACKGROUND

Council has received copies of meeting minutes, as confirmed by the committee, from:

- i. The Cooma North Ridge Reserve Advisory Committee; and
- ii. The Bombala Exhibition Ground Management Committee

The minutes are attached for Council's information.

ATTACHMENTS

1. Minutes - 23 November 2022 Cooma North Ridge Reserve Advisory Committee meeting
 2. Minutes - Bombala Exhibition Ground Management Committee Meeting held 14 December 2022
-

SNOWY MONARO REGIONAL COUNCIL

Cooma North Ridge Reserve s355 Advisory Committee Minutes



Address: Vin Good Room at Cooma Library

Date: Wed 23rd Nov, 2022 Time: 5:30 PM

1. Opening of the meeting : 5.33

2. Present: Louise Jenkins, Denis Minehan , Andrew Dawes, Mary Ziesak, Tein McDonald (Mins), Graeme Little (Chair).

Apologies: Lori Lollback, Clr Tricia Hopkins.

3. Adoption of the October Minutes (Please read as not to be read at meeting).

Motion: That the October Minutes be accepted as a true and accurate record of the last meeting.

Moved: Andrew Dawes. **Seconded:** Mary Ziezak. **Carried.**

4. Business Arising (from previous Minutes)

- **Feedback on Bioblitz** – Sunday 30th October (auspiced by Friends of CNRR and Landcare). Valuable activity for CNRR. Ten people attended and formed four groups registering well over 200 sightings. Kelly Stubbs is hoping to run it next year, with some improvement to processes.
- **Feedback from meeting with Landcare and Waterwatch at Borrow Pits** - Nov 14th 2pm. Again a useful meeting between the three groups. Technical information was exchanged regarding species and planting and both Landcare and NRR people agreed to share the relevant lists of appropriate species for the site based on the CNRR species list. Suggestions from LJ were taken on board

ACTIONS:

- Secretary to send NRR species list to Antia Brademan
- Consult with Lori about the history of the Borrow Pits area (via LJ)
- **Vacant committee positions** – Committee members will spread the word re Expressions of interest that close at end Nov. Adverts were posted on Council’s Facebook page and in the local newspaper for three weeks. Expressions of interest received will be sent to the December Council meeting. Councillors will review the applications and if successful will appoint two new members. Confirmation of council’s decision will be sent to the committee. Successful and unsuccessful applicants will be notified by Council following the decision at the meeting.
- **Boundary marking.** Clr Hopkins and general discussion – Deferred till Clr Hopkins can attend
- **Gates and regulatory signage.** Clr Hopkins and general discussion – Deferred till Clr Hopkins can attend

5. Correspondence report (Tabled)

Outgoing emails and phonecalls:

- 01/11/22 and 02/11/22 - confirmed Sept minutes (August meeting was cancelled) and draft October minutes to Erin Donnelly (Governance)
- 02/11/22 –Locks inventory to Clr Hopkins along with Cotoneaster flyer print master

SNOWY MONARO REGIONAL COUNCIL

- 02/11/22 – Email to Anne Field and Paul Jennings to inform them that the vacant committee positions would be advertised and be open between Nov 4 and the end of Nov.
- 19/11/22 - information to Cl Hopkins (cc JM) about complaint from a community member re Council delays in removing debris at Geringa Ave.
- 19/11/22 – request to Rein Peet (RFS) about whether they can commit to burn piles in winter in the eastern boundary APZ as discussed on site with officers from RFS on Friday 20th May 2022
- 20-21/11/22 – map and photos sent to Clr Hopkins re cotoneaster debris

Incoming emails/letters/phonecalls

- 02/11/22 – Email from Erin Donnelly (Governance) confirming expressions of interest will open for the two vacant committee positions on Friday 4 November to Wednesday 30 November 2022.
- 08/11/22 – from Denis Minehan mentioning possibility that Tom Leone (snowy mountains tree service) may volunteer to remove debris at Geringa Ave.
- Reply from Clr Hopkins re debris removal and asking for map and photos
- 22/11/22 – Email from Rein Peet agreeing to pile burns in the APZ in winter but noting these would be combined with fuel reduction burns.
- 22/11/22 – Email from Clr Hopkins confirming that Council will collect debris piles now and in the future with a few days notice. The council contact is Jeff Morgan, chief Operating Officer, SMRC 0475 735 922. Email Jeff.Morgan@snowymonaro.nsw.gov.au

Motion: That the correspondence report be accepted as tabled

Moved: Mary **Seconded** Denis. **Carried.**

6. General Business (including informal and formal reports)

i) Trailforks (Mountain bike website) still live online and promoting CNRR as a mountain bike destination

The committee is interested to understand whether Council could approach Trialforks to let them know that this is not a designated usage for CNRR and remove the link. (It has already been removed from the Visit Cooma website.) The committee opted to defer this matter to the next meeting that Clr Hopkins can attend.

ii) Request to SMRC to share all documents related to Cooma North Ridge, for example.

- **Master Trails Plan**
- **Dirt Art MTB Trail Master Plan – Cooma – 2016**
- **plan for the reconstruction of a second water tank.**
- **Rehabilitation of the scoured area after tank spill. (Noting our advice in the form of a written report - see attached.)**

Resolution: The Committee would like to ask that we be directly notified about relevant consultations to assist us with our advisory role to ensure we do not miss any notification in the paper.)

- **RFS updates:**
 - **repairing the fence between the Crown land leased to Scout and the CNRR-Southern section - This is likely to be in abeyance till the new Cat 1 Firetrail is planned.**
 - **Update: It is likely that the southern entrance to the firetrail will now be via Crisp St and 'Bradley St' easement due to revised arrangement with landholder.**

SNOWY MONARO REGIONAL COUNCIL

- **Rein Peet referred (by phone and in letter to willingness to burn piles in winter and notified that there will be fuel reduction brushcutting in the APZ in Jan 2023.**
- **Bushcare group report (i.e. Cotoneaster / pyrocantha and other weed removal projects) –TM**
 - **Further bush regen in in the process of being undertaken by TM and GL at the Doondoo St planting site and the South Gate site under auspices of Council.**
 - One more Cotoneaster working bee was undertaken on 19th Nov. The group is close to finishing the section of the reserve from the south to Doondoo Pl.
 - **Further reminder to JM to remove piles** – particularly after resident complaint via FB. Requested support from Clr Hopkin. Clr Hopkins has gained agreement from Geoff Morgan to remove piles in future
 - **Apology from TM that she was not able to deliver on promise to scatter those few older piles out of hours.** That task will need to be done at the next working bee – either dispersed or concentrated into a pile at Doondoo depending on the energy levels of the volunteers.
 - **TM phoned and emailed Rein Peet asking RFS for date to burn piles in winter.** Rein said possible but also noted that this might link to Council’s responsibilities re APZ works.
- **Report (incl photos) from LJ mainly on recommendation for cotoneaster debris to be removed from the Reserve to enhance visitor experience.**

While appreciative of the work of the Bushcare group, LJ conveyed she and other walkers in the Reserve are disturbed by Cotoneaster debris piles marring the visual amenity of CNRR. LJ is not in favour of dispersing the debris through the bush away from tracks an option as it could affect people going off track to experience ‘Place for Space’. She asked the Bushcare group could they please drag away the debris to pile for Council collection and please treat weed before they seed (rather than have them left in situ because they are in seed).

Response from the Bushcare workers included that a requirement to remove the debris would take too much time from their work of poisoning the weed. That work is physically demanding enough without also having to move the debris to the nearest road, which is often a long distance away. Should they be working near a road they can pile if Council can indeed now rapidly collect from a roadside withing a Reserve but the group is not willing to remove more remote debris to a road pile.

Possible solution. LJ came up with a possible solution of having the debris marked on a map for removal by Correctional Services teams.

ACTION Clr Hopkins to explore potential for Correctional Services to be allocated to removing debris to roadside piles for council collection.

- **Progress Cooma North track signage grant - LJ – deferred till next meeting**

Items still on agenda but on the backburner for now

(0 mins)

- *Snowy Hydro 2.0 community grants. February to April) to fund tools etc for Cotoneaster removal and public education and weed replacement plants. The grants have closed for this round but we should keep an eye out for next year’s round.*
- *Existing CNRR Management Plan – No further progress to report from Gabby.*
- *Closure of crown road reserve within CNRR – Awaiting Crown Lands response.*

7. New Business - nil

(15 mins)

SNOWY MONARO REGIONAL COUNCIL

- **AGM date** – to be determined at the February meeting after we know if we have new members.

8. Date of next Meeting – February 1st 2023.

9. Close of Meeting 7.20 pm

Confirmed 01/02/2023



Graeme Little (Chair)

Minutes Bombala Exhibition Ground Section 355 Management Committee Meeting**Address:** CWA Room, Wellington Street, Bombala NSW 2632**Date** 14th December, 2022**Time:** 7.40pm**Present:**

Position	Member (Name)	Present/Apology
Chair	Neil Hennessy	Present
Secretary	Anne Caldwell	Present
Treasurer	Graham Hillyer	Present
Committee Member	Clare Trevanion	Absent
Committee Member	Richard Peadon	Present
Committee Member	Colin Ryan	Present
Committee Members	Bronwyn Podger	Present
Committee Members	George Power	Present
Committee Members	Michael Sullivan	Absent
Committee Members	Calli Kidman	Absent
Committee Members	Anita Walder	Absent
Committee Members	Sophie Campbell	Absent
Committee Members	Nadean White	Absent

1 Opening of the Meeting

The Chair, Neil Hennessy opened the meeting at 7.40pm.

2 Apologies

Apologies for the meeting were received by Anne Caldwell from Calli Kidman, Clare Trevanion and Sophie Campbell.

Adoption of Previous Minutes

Minutes from the meeting held on 9th November, 2022 are confirmed as a true and accurate record of proceedings.

Moved: Colin Ryan **Seconded:** Graham Hillyer **Carried**

3. Business Arising from Previous Minutes

1. Cricketers were not responsible for the lights being left on.
2. New electricity meter is to be installed this week.
3. Show Committee has been successful in obtaining the mental health grant for kids.
4. Some internal asbestos has been removed from the cottage.

4. Correspondence**In:**

1. email from Sophie Campbell – Bombala Show youth mental health resilience grant.
2. email from Sophie Campbell – apology for meeting and notification of success in obtaining the grant for kids mental health.
3. email from Clare Trevanion – apology for the meeting.

Out:

1. Nil

Moved: Graham Hillyer that the correspondence be accepted as read. **Seconded:** Bronwyn Podger **Carried.**

5. Business Arising from Correspondence

1. Nil.

6. Treasurer's Report (Management Committee Bombala Exhibition Ground) 01/11/22 – 30/11/22

Income		Expenditure	
21/11/22	Zoe Joseph (Table Hire)	\$125.55	01/11/22 Origin Energy (Electricity) \$341.79
			08/11/22 Milestone Chemicals (Cleaning Products) \$46.20
	Total	\$125.55	11/11/22 T & J Murphy Build Sup (Silicone Seals) \$59.55
			14/11/22 T & J Murphy Build Sup \$41.60
			23/11/22 Milestone Chemicals (Cleaning Products) \$335.72
			Total \$824.86
Balance as at 31/10/22		\$60,344.70	Less unrepresented cheq \$335.72
Income		\$125.55	Milestone Chemicals
Expenditure		\$489.14	Total \$489.14
Balance as at 30/11/22		\$59,981.11	
			Term Deposit \$14432.33

Moved: by Treasurer: *Graham Hillyer***Seconded:** *Richard Peadon***Carried****7. Business Arising Treasurer's Report**

1. Electricity Grant monies may be used to bring the power up to standard in the hall, CWA rooms and toilet, board to be replaced, extra power points and lights in the hall and 15 amp power point for dishwasher.

8. General Business

1. Volunteers are required to assist with mowing, maintenance etc at the showground.
2. Looking for suitable storage for the football posts – sheep pavilion.
3. Netball competition finished, but because of the rain, the grand final was not played. Barbecue and presentation was held in the super room
4. Neil, Graham and Colin removed old stoves.
5. Warren Hampshire will install new stoves on Friday.
6. Try to find out if anyone is interested in the old stoves rather than taking them to the tip.
7. Neil is looking at doors for the kitchen cupboards.
8. Neil has spoken to Clay Clear concerning the power points in the kitchen.
9. Bike Club has not been back to collect items or repair damage to grass on the oval.
10. Two exit lights have been damaged.
11. Neil is looking for some new chairs for the hall.
12. **Moved** Graham Hillyer that \$500 offer be accepted for the tables. **Seconded** George Power **Carried**
13. Cottage refurbishment may use volunteers, but they must be inducted and fully qualified. Community service hours maybe used.
14. The roof on the hall and the CWA Room will be re screwed and painted.

Moved: *Colin Ryan***Seconded:** *Bronwyn Podger***Carried****9. Date of next Meeting**

The next monthly committee meeting will be held at 7.30pm on Wednesday, 8th February, 2023 at the CWA Rooms.

10. Close of Meeting

There being no further business the meeting concluded at 8.55pm.

CHAIRPERSON _____

DATE 8th February, 2023

11.1 NOTICE OF MOTION - DEMERGER BUSINESS CASE

Record No: 123/130

Councillor Bob Stewart has given notice that at the Ordinary Meeting of Council on 16 March 2023, he will move the following motion.

MOTION

That

- A. A business case for the demerger of Snowy Monaro Regional Council to reinstate the former Bombala, Cooma Monaro Shire and Snowy River Shire councils be prepared consistent with the requirements of the Local Government Act 1993.
- B. A community representative committee oversee the process and report directly to council.
- C. Council receive and consider the business case once complete.

BACKGROUND

The State Labor party reconfirmed their policy position on demergers at their recent conference (extract below).

It is likely the Liberal/National coalition will not retain power at the March 2023 election.

The Demerge NSW Alliance have the support of the Greens, Shooters Fishers and Farmers, One Nation and independent members of parliament to allow communities a choice on the future of their councils.

Cootamundra Gundagai Regional Council has received approval to demerge from the Minister of Local Government. They faced a 53% increase in rates under their merged council. Importantly the Office of Local Government has recently confirmed that the elected councillors will remain in place during the demerger process (OLG extract below).

Canterbury Bankstown Council, the largest council in NSW, is preparing a business case to demerge.

Inner West Council has submitted to the Minister a business case to demerge back to the former Ashfield, Marrickville and Leichardt councils after a 62.5 % poll result in favour of demerging.

Snowy Valleys Council has engaged a consultancy to prepare a business case to demerge back into the former Tumbarumba and Tumut councils.

SMRC had three opportunities previously to hold a demerge poll and councillors were split evenly on the matter with the then mayor using their casting vote to defeat the proposal. Since then our council has been building deficits in the order of \$250 000 per week.

Queanbeyan-Palerang Regional Council considered holding a demerger poll and the vote was split causing the then Mayor, Tim Overall, to use his casting vote to defeat the motion. That council are now facing an increase in rates around 60%.

The community overwhelmingly did not support the mergers. Six years on and our community are expected to foot the cost of the mergers with an increase in rates of over 50%.

The Queensland demergers took 6 years to achieve and have been universally hailed as a success. The merged SMRC has accumulated deficits in excess of \$40M since merger. These are real costs that our community simply cannot afford.

Discussion

The issue of demergers is not going away. The Cootamundra Gundagai demerge decision has now confirmed that all major political parties in the state support demerging where merging hasn't worked. It is likely that the decision will be made at state government level like the decision was made to force the mergers. The current legislation requires the Minister to pay for the costs of demerging as identified in a business case. Last week the minister confirmed that if re-elected the coalition would not force any more council mergers.

Consideration must also be given to the future employment arrangements of all council staff. The current indecision must be laid to rest so that our future councils can employ staff knowing their future is secure. The uncertainty is adding to councils difficulties in attracting and retaining staff in an already competitive jobs market.

Due to the nature of the matter council executive staff and managers have a direct conflict of interest in proving advice on the matter as it is likely their employment arrangements would be significantly impacted in the case of a demerger. For this reason it is prudent to have an independent community based committee comprising of experts in the field oversee the process and report directly to council on the matter. The selection process must include an open invitation to all residents with an arm's length assessment of their capability. Council must resist using the "captains pick" process as employed previously in selecting community reference groups.

The non-financial issues are also significant. It is now becoming evident there are significant negative mental health issues caused by the mergers through loss of identity, isolation, community decay and lack of representation.

Supporting the preparation of a business case on demerging is not supporting demerging. The business case will inform the council and the community of the positives and negatives of both remaining merged or demerging. Once informed the decision on demerging can then be discussed by the community.

Options

Council can considerer doing nothing and hope the matter will go away. This is denying the inevitable and leaving our community to suffer unnecessarily. The issue hangs like an axe over all long term planning decisions of council. Council has no longer a mandate to progress issues like the LEP or long term financial strategy.

Financial

The cost to prepare the business case is likely to be less than one month's worth of deficits. The long term savings are likely to be significant.

The future financial plan will be a useful reference in completing the business case.

NSW State Labor Policy

1.105 NSW Labor will not support the forced merger of local councils, nor will it support any forced demerger. NSW Labor does not oppose the merger or demerger of councils, but insists that this must be done voluntarily with the clear support of local residents as confirmed through a local plebiscite. NSW Labor will legislate to put in place independent mechanisms to enable this to occur.

Extract: NSW Office of Local Government; Cootamundra-Gundagai Regional Council Demerger

4. Will the current council remain in place while the demerger process is established?

It is the Government's expectation that Cootamundra-Gundagai Regional Council will remain in place until at least mid 2024.

A Roadmap for the demerger of Cootamundra-Gundagai Regional Council has been developed to show the pathway forward.

A transition manager is expected to be introduced in the second quarter of 2023 to oversee the build of the new councils while the existing Cootamundra-Gundagai council continues its operations.

It's expected the new councils would commence operations prior to the local government elections in September 2024.

CHIEF EXECUTIVE OFFICER'S RESPONSE

Snowy Valley Council reports that the cost of their business case is of the order of \$100,000. Given that SMRC is comprised of three former councils, the business case proposed in this NoM would cost at least as much.

From experience and conversations with colleagues, the staff involvement required to assist the appointed consultants would be significant, at least as much for the SRV process. The significant part of this workload would fall to the finance team. If the business case is actioned prior to July 2023, then the work would be in addition to the development of the 2023-2024 Operational Plan and budget.

If the NSW Labor does form government following the election, it is understood their policy requires that a plebiscite be held, at a cost similar to that of an election, if the decision is to seek a demerger.

In summary, costs could be:

- Consultants: \$100k - \$150k
- Staff time diverted from other activities: \$50k - \$100k
- Community consultation, including staff time: \$30k
- Plebiscite: \$200k.

Given that this is cash, rather than non-cash depreciation represented in the reported deficits, Council will have to decide which activity or activities will not to be funded. Given that it seems illogical to commence significant operational change while contemplating demerger, it is perhaps best not to proceed with the Towards Excellence program, further service reviews or implementation of enhancements to systems and allocate that funding to the demerger process, excluding the cost of the plebiscite, if the resolution is successful. The funding for the plebiscite, if required, would need to found elsewhere.

The background information contains a number of material misstatements, or at least misleading statements.

It is stated that Council is building deficits at a rate of \$250,000 per week. This figure is incorrect. In the first instance the use of the word building indicates that the current deficit is compounding at that rate on a weekly basis. Based on such a figure the deficit after capital by 30 June 2023 would be \$345.5million dollars. This is obviously not the case. Even with the assumption that the incorrect term is used and instead it was intended to indicate that the deficit is equivalent of

\$250,000 per week this does not align with the historical financial statements or the budget forecasts. The only year the deficit mirrored a number of this magnitude is when the Council accounted for the legacy costs of landfills, which are costs unfunded by the previous councils and would have had to be recognised by the individual councils if the merger had not occurred.

The background statement ignores the fact that some of the SMRC accumulated deficit is a direct consequence of predecessor councils not accounting for the full cost of their services. One example is the \$11.2m cost, represented in the 2020-2021 deficit, of the failure of predecessor councils to properly account for the cost of their waste services by not providing for the rehabilitation of landfills. The landfill legacy sites are contributing \$1million per annum to the operating deficits of the Council, but all the sites were only operated by the former councils.

Given that this cost should have been reported by the predecessor Councils it should be excluded from the SMRC deficit when comparing pre- and post-merger deficits. In any such comparison, the reality is that in such a comparison, the legacy costs should be allocated to the predecessor councils' deficits based on the estimated rehabilitation cost of each of the former councils' landfills.

The information in the background also seems at odds with information published by Bombala Shire Council. For example, Bombala's published financial statements for the last five full financial years show an average deficit of \$1.159million in the general funded operations, or \$707.87 per ratepayer per annum. The last five year average for SMRC, excluding the legacy landfill costs, is \$7.069million per annum, or \$488.95 per ratepayer per annum.

The Canterbury-Bankstown business case shows that both of the former councils will be financially unsustainable post merger, with increased ongoing costs of \$20.9million. These costs will need to be met by the ratepayers. The modelling is stated to have been checked against the outcomes of demergers in Queensland and local government restructuring in Wellington, New Zealand.

The business case for the demerger of the Inner West Council resulted in a negative net present value. The analysis showed a net present cost of -\$150.8million dollars, excluding one-off costs. The assessment indicated increased ongoing costs of \$9.811million per annum. The business case references the Queensland demergers noting that the de-amalgamation cost Noosa ratepayers \$142 per year and Livingstone Shire ratepayers \$192 per year and

The Cootamundra-Gundagai review by the Boundaries Commission found that the demerger would result in additional ongoing costs of \$100,000 per annum as a higher range estimate. It should be noted that the operating costs of the merged Council were noted as being significantly higher than the pre-merger councils. Cootamundra would achieve positive outcomes in the future as a result of the impact of the SRV. The proposal also involves an SRV for the newly formed Gundagai Council to increase their rates to former higher levels. This would not be sufficient to make that council financially viable. The Council commissioned Professor Joseph Drew to provide assistance and undertook their own development of a business case. They projected diseconomies of scale of between 8%-10% were in existence and would be released through the demerger.

Only two instances of votes on de-amalgamation have been identified, at the meetings of 15 July 2021 and 20 May 2021. Both were decided by the casting vote of the Mayor.

Publicly available documents (attached) provided by Bombala Shire to the IPART prior to the merger also indicate that Bombala Shire Council did not meet all of the State imposed benchmarks, and required a special rate variation to address their ongoing operating deficit. The

attached LTFP also demonstrates the need for BSC to significantly fees and charges to overcome funding shortfalls in water, sewer and waste management operations.

ATTACHMENTS

1. BSC PART Submission
2. BSC LTFP
3. BSC Community Meeting Presentation



Template 3

Rural Council Proposal

Bombala Council



Getting Started

Before you commence this template, please check the following:



You have chosen the correct template – only councils in Group C in the final report of the Independent Panel or that meet the Rural Council characteristics (and do not wish to complete template 1 or 2) should complete Template 3.



You have read a copy of the guidance material for Template 3 and instructions for completing each question.



You have completed the self-assessment of your performance, using the tool provided.



You have completed any supporting material and prepared attachments for your Proposal as PDF documents. Please limit the number of attachments and ensure they are directly relevant to your proposal. Specific references to the relevant page and/or paragraph in the attachments should also be included.



Your Proposal has been endorsed by a resolution of your council.

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Section 1: About your council's proposal

Council details

Council name:	Bombala Council
Date of Council resolution endorsing this submission:	24 June 2015

1.1 Executive summary

Provide a summary (up to 500 words) of the key points of your Proposal including current performance, the issues facing your council and how adopting the Rural Council and other options in your Proposal will improve your council's performance against the Fit for the Future measures.

This proposal is being submitted on the basis that the Independent Local Government Review Panel (ILGRP) identified the rural council option as one of the two options considered appropriate for Bombala Council. BC elected to limit the scope of our investigation to these two options – *merger with neighbouring councils* or *rural council*. Bombala Council strongly believes that the rural council option is the most appropriate path for Council and its communities and our submission demonstrates that we meet all nine rural council characteristics.

In resolving to pursue the rural council option Bombala Council also considered the ILGRP alternate option of a merger with Cooma Monaro Shire and Snowy River Shire Councils. To investigate the viability of a merger, Council in co-operation with these Councils contracted KPMG to prepare a Merger Business Case.

Within the detailed findings of this business case was KPMG's analysis that *"...a merged council is likely to materially underperform against benchmarks relating to asset renewal and infrastructure backlog and the expected net financial benefit of a merger is unlikely to be of sufficient quantum that would enable a merged council to invest heavily in these areas."* (KPMG Merger Business Case Final Report 18 May 2015 p.2)

As a result of the lack of positive findings by KPMG in support of a merger between the three councils, Bombala Council selected the rural council option as most likely to deliver the best outcomes to our communities.

In pursuing the rural council option Council has undertaken significant community engagement to gauge community attitudes regarding the future of Bombala Council. Community feedback has indicated that a clear majority of ratepayers and residents believe strongly that the potential negative impacts of a merger far outweigh the benefits.

Additional support for the rural council option is found in assessment of Bombala Council's financial position against the Fit for the Future (FFTF) performance improvement benchmarks. Financial analysis provided in Section 4 of this submission demonstrates that the Council will meet or exceed all of these benchmarks within given timeframes.

Premised within this submission is the intention of Bombala Council to investigate shared service and resource sharing arrangements with neighbouring councils and build on existing resource sharing arrangements as identified in Section 3.1. In addition the elected Council has endorsed the pursuit of other improvement measures including business/service innovation, outsourcing and a service review.

1.2 Scale and capacity

Did the Independent Local Government Review Panel identify the option that your council become a Rural Council?

(i.e. your council was identified in Group C or B of the Panel's final report)

Yes

If the Panel identified an alternative preferred option for your council, have you explored this option?

(Group C Councils should answer 'NA')

Yes

1.2 Scale and capacity

Please demonstrate how your council meets the following characteristics of a Rural Council (optional if a Group C council).

1. Small and static or declining population spread over a large area

- Bombala Council is located in the south-east corner of NSW and covers some 4,000km²
- According to ABS census statistics the population of the LGA in 2011 was 2,409.
- The latest estimates released by the ABS indicated that the population is no longer declining and in fact is static or showing a very small increase (1%).

Background

- The population of the Bombala LGA declined significantly during the period 1996 (2,911 persons) to 2001 (2,467 persons) as a direct result of changes in State Government policy and legislation (Plantation and Reafforestation Act and Native Vegetation Conservation Act) outside of Council's control. This decline was further exacerbated by the increased buy in by investors to the federally backed Managed Investment Schemes, which offered significant tax incentives to investors in the establishment of soft wood plantations. These schemes eventually collapsed and investors left the area, leaving Bombala with a rate debt totalling ten to fifteen percent of annual rate income.
- The changed State Government policies saw the hardwood sector removed from Bombala and relocated to Eden, resulting in the closure of sawmills at Cooma, Nimmitabel, Bombala and Bendoc and lead to the relocation of timber industry workers and their families to Eden and consequent closure/relocation of a number of allied businesses. The then State Government provided incentives of \$6 million to the Bombala-based private timber business Tablelands Saw Mills to relocate to Eden. Council and the community received no financial support to assist us with this readjustment and were assured that displaced timber sector workers would be employed in National Parks and tourism, which did not eventuate.
- From the early 1990's to the early 2000's the rise of the Federally backed Managed Investment Schemes promoting the planting of softwood and a one in 100 year drought saw farming families taking up the offer of inflated land prices and leaving the area.
- The negative effects of the Managed Investment Schemes were threefold. Firstly we lost farming families and their contributions to the local economy, secondly land prices were inflated making the area less attractive to new farming entrants or existing farmers wishing to increase their holdings, and thirdly the productive capacity of the land was zero for the first 15 years with little economic benefit.
- In 2012 Council reduced its number of Councillors from nine to seven in light of the declining population and in consultation with the community.

Current situation

- While the 'New South Wales State and Local Government Area Population Projections: 2014 Final' states that the projected population growth 2011 to 2031 for Bombala LGA is less than -10% the ABS statistics (3218.0) show that this has slowed - 2001 census 2,467, 2011 census 2,409, est. 2014 is 2,422. (0.9% growth in

2013/14). This bears out Council's view that the population is no longer declining but is static or slightly increasing.

- Bombala Council is aware of a number of developments that will substantially increase job opportunities within the LGA – the second stage of the Dongwha Timber Mill, a particle board manufacturing plant, will see an additional 120 direct jobs plus a further 120 jobs in allied businesses and industries. An extension to the aged care retirement facility will see an additional 20 jobs created.
- We have seen a number of young people returning home to either start businesses or take on more responsibility with the family farm during the period after the last census.
- While still small, we believe we are no longer in decline but stable and slowly growing. Assuming the demographic change in our population continues, we are certainly fit for the future in terms of capacity to remain sustainable and address our community's needs in the long term.

2. Local economies that are based on agricultural or resource industries.

- Bombala LGA's main economic drivers have always been traditional farming (wool, beef cattle and prime lambs) and timber (now predominantly softwood based, however there is still a small amount of hardwood cut from Forestry Corporation's estate).
- Recently some cropping of canola and other feed crops has been successfully carried out and is offering additional opportunities for farm diversification and increased farming income streams.

Background

- Bombala LGA is recognised as an area with reliable access to clean water and is considered to be a "safe" farming area based on a dependable climate, a clean environment and productive soils. This is particularly important given the increased concerns surrounding global food security and sustainability. It is also recognised as one of the premier breeding areas in the State with stock from the region being dispersed Australia wide. This gives us confidence in the future of our farming enterprises.
- Dongwha Timbers, a major international timber company based in South Korea, has recently totally upgraded the softwood processing plant at Bombala. This upgrade has seen the injection of well over \$90 million in the plant. Plans for the second stage for the redevelopment are underway. This secures the timber sector in Bombala and is a concrete sign that the company believe strongly in staying in Bombala.
- Recognising the need to diversify our industry base, over the last 10 years we have provided resources to encourage the development of our tourism sector. This has resulted in local initiatives including local art galleries, the Bundian Way project and substantial improvements to our local caravan park and other existing attractions.

Current situation

- Importantly the redevelopment of the softwood mill at Bombala and the developments to be undertaken in Stage 2 will see diversification of the workforce as these developments require more highly skilled employees.
- The area has seen an increase in the tourism sector based primarily on nature based experiences (our area is surrounded by state forests and national parks). More recently there has been a growth in the niche sectors of indigenous and cultural heritage tourism. The area sits in the middle of a major indigenous project, The Bundian Way, the ancient walking track connecting the Snowy Mountains to the Eden coast line. It is currently being rolled out and is beginning to attract significant overseas interest as well as interest Australia wide. Plans for the development of a 5 star eco lodge in Delegate designed by world renowned architect Glen Murcutt are well advanced and will see a substantial increase in visitation to the area.
- The future of the Bombala LGA and its communities lies with agriculture, timber and tourism and we have the resources, ability, opportunities and experience to realise the benefits of anticipated growth in these sectors.

3. High operating costs associated with a dispersed population and limited opportunities for return on investment.

- The Bombala LGA has an area of 3,945 km² and a population of 2,409 (ABS 2011) giving a population density of 1.6 persons per square kilometre.
- Our population spread is approximately 50% in the main town of Bombala with the remaining 50% spread over the smaller villages of Delegate, Cathcart and Bibbenluke and dispersed across agricultural land holdings.
- KPMG has identified Council's Operating Costs as \$3,298 per Capita in 2013-14, \$3,279 in 2016-17 and, although still high compared to metropolitan councils, it continues to slowly decrease over time.
- Due to the predominance of agriculture within the LGA, our population and the number of rateable properties (1899 rate assessments) is small proportionate to our land area.
- Bombala Council is unable to collect rates and charges from either NSW Forestry Corporation or National Parks. Together these State run and owned estates comprise 15% of Council's land area and our lack of ability to impose rates or charges on either entity substantially impacts on our capacity to generate rating income.
- Council has 505 kilometres of unsealed road to maintain annually, much of which is negatively impacted by heavy haulage timber transport.
- Council has 92.4 kilometres of rural sealed roads of which three roads used by the heavy haulage vehicles, representing 27% of this network length, consume 95% of our annual maintenance budget.
- Very little funding for road maintenance is provided by the timber industry. In addition, Bombala local and regional roads are impacted by timber traffic from Victoria hauling to Eden. Bombala LGA receives no benefits or income from this through traffic which considerably shortens the life of our road assets and results in the need for intensive monitoring and maintenance.

Background

- The Bombala LGA is recognised as one with low socio economic status (SEIFA rank of 45 in NSW), which results in Council being unable to fully recover all costs associated with service delivery.
- 28.6% of the employed population were in part time work according to the census of 2011 and our unemployment rate was 3.7%, however 20.7% of the population was identified as not working.
- According to the 2011 census the median income for a single person in Bombala was \$462 per week compared to \$561 for NSW and Australia wide \$577. Families in Bombala experience similar disadvantage with the median weekly income being \$1,010, compared to NSW \$1,477, Australia wide \$1,481.
- The need to deliver services to our community across considerable distances adds to our operating costs.

Current Situation

- Our limited opportunities for the expansion of own-source revenue streams are further impacted by our inability to apply appropriate developer levies to the plantation sector as forestry plantations are specifically excluded from the *Environmental Planning and Assessment Act*. Therefore no developer contributions can be levied on this major industry sector in our area.
- The relative isolation of our main population centre results in the need to provide many services locally rather than relying on regional centres. As a result, Bombala Council provides local services on behalf of Service NSW, NSW Health, the NSW Department of Community Services, NSW Corrective Services and other State and Federal agencies.

4. High importance of retaining local identity, social capital and capacity for service delivery.

- Council is one of the three major employers within the local economy along with the principal timber processor and combined local State agencies.
- Due to our isolation and lack of easy access to a range of fundamental services, Council provides services that are not typically delivered by local government.
- State agencies such as Service NSW recognise the importance of this local availability of services and uses Council to deliver their services.
- Council is able to deliver a number of these services as a result of multi skilled staff, innovation by staff in program design and implementation and strong partnerships with government agencies and local communities.
- Our communities recognise the benefits of working with Council to deliver services and increase social capital and Bombala LGA has one of the highest rates of volunteerism in the State (Census 2011 33.5% - NSW wide only 16.9%). Council actively supports and encourages this volunteerism.
- There is a strong sense of community pride across the LGA and community groups actively participate in projects that continue to bring benefits to all.
- The youth of the area have a strong appreciation for and value our community assets evidenced by the very low rate of vandalism and a total absence of graffiti on all public assets.

Background

- Council has provided funding for purchase of housing stock used as part of a package to attract doctors to the area and funding support for the fit-out of a new Doctors surgery attached to the Bombala Multi-Purpose Service.
- Our community services and aged care programs and activities are supplemented by funds from Council's General Fund. This service delivers a range of programs catering to the needs of the frail, aged and disabled within the community. Innovative programs are specifically delivered for disabled youth and for mobility impaired people, encouraging social inclusion.
- Working with community groups, Council has developed walking trails around both Bombala and Delegate Rivers, some of which are sealed. These trails have been funded by Council, grant programs and cash contributions from local service clubs. Preparation of the trails has been undertaken substantially by volunteers.
- To further build social capital, Council and the Delegate Progress Association, have developed two co-joined art galleries in the village of Delegate. These galleries promote and reflect the high standard of creative works being produced both locally and regionally, and include an indigenous art gallery, which is part of the development of the Bundian Way. Council received a highly commended award for this project in 2014 at the NSW Local Government Art and Culture Awards.
- Council supports community groups through grant preparation, advice, promotion, technical support and through the Section 355 Committee structure.
- Local community groups hold a weekly street stall in Bombala's main street to raise funds to assist with maintenance and improvements to sporting facilities, halls, community operated tourism attractions or community services such as supplying wood to older residents. These stalls are supported administratively by Council. No fees are charged and they regularly take in excess of \$1,500 per week.
- Over the last decade Bombala Council has enhanced its reputation within various State and Federal departments and has been successful in obtaining grant funding and managing significant projects such as the development of the Snowy River Way, establishment of the Timber precinct, major upgrades to local community facilities and a range of community development projects.
- Bombala Council has been featured in numerous government publications including DOTARS Annual Report for a culinary tourism project and the Office of Heritage and Environment Annual Report for a community development project at the platypus reserve.

Current Situation

- Council currently enjoys the full support of volunteers and is able to deliver a range of services and projects utilising the volunteer's skills. In the case of a merged entity it is highly likely that this support would fall off and service and project delivery costs would be far greater or, more likely, not delivered at all.
- The strong sense of place felt by the local communities is reinforced by our geographical boundaries - to the north and east we have the coastal escarpment and to the south and west we have the Snowy Mountains range with large areas of declared wilderness in both.
- This isolation has played a role in the development of a cohesive and connected community, with Council and the community working hand in hand to provide services, facilities and amenities which benefit the whole community in both a social and economic sense.

5. Low rate base and high grant reliance.

- Due partly to our inability to raise rates from some 15% of our land mass, we are reliant on NSW and Federal Government grants as a source of revenue.
- Council receives no grants or funding from the Victorian government, despite our towns of Delegate and Bombala being relied on for education, health and other services by nearby Victorian communities.
- Council's ability to fund infrastructure impacted by forestry industries has been further hampered by the NSW Plantation and Reafforestation Act. This Act does not allow Council to apply the proper and appropriate development contribution to private plantation establishment.
- Over the years the rate peg has not been in line with the rising fixed costs of Council, leading to more reliance on grant funding to undertake major works and deliver essential services. This is also driving Council to apply for a special variation to general income in 2016/17.
- Council has limited opportunity to raise own source revenue from fees and charges because of the low socio economic status of our community and their inability to pay for full cost recovery.

Background

- Forestry Corp's previously aggressive stance during the mid-1990's on purchasing farmland and private plantation estate, and the consequent non rateable status of this land, has impacted Council's ability to fund infrastructure renewal and increases our reliance on grants.
- The collapse of the Managed Investment Schemes in 2010/11 resulted in Council not collecting some 10% of its rates income and Council is still pursuing a similar proportion of rates owed on these particular properties. This has impacted negatively on Council's cash flow and investment income, not to mention published rate arrears.
- Regionally significant roads fall within Council's maintenance budgets and it is appropriate that Council receives grant funds to maintain them. These include Snowy River Way which links the ski fields to the Monaro Highway and Mt Darragh Rd which links the Monaro region to the coast. This is arguably the most reliable of the road connections to the coast below King's Highway.
- Council is also responsible for maintaining Delegate Road, and other local roads, which link the Monaro region to Victoria and service the Victorian hardwood and softwood industries.
- Over time there have been an escalating number of services that Council has been required to take over from higher levels of government. Examples include contribution to emergency service provision, voluntary conservation agreements, shortfall in cost recovery for processing development applications and social and disadvantaged services.

Current situation

- Further to the 2006 Allen Report, Council would be pleased to consider the divesting of regional roads back to State Government as this would make a significant difference to our budgets and reduce our reliance on grant funding to maintain our road network.
- Bombala Council has continually 'punched above its weight' in achieving grant funding, which we consider an advantage for our community. Since 2007 Bombala Council has managed over \$14 million of grants on two projects, Snowy River Way and the Timber precinct.

- Our community is supportive of a Special Rate Variation (SRV) based on their understanding of the need for an increase in revenue to facilitate the status of Bombala as a rural or stand-alone council.
- As can be seen from our Action Plan, and our Integrated Planning and Reporting framework, Council is continually planning and reviewing its service delivery to identify opportunities for additional efficiencies and savings and opportunities to increase our own source revenue to ensure that we are fit for the future.
- Currently Council receives \$1.83 million in Financial Assistance Grants (FAGs) and without this grant being classified as “own source revenue”, Council would not meet the own source revenue ratio benchmark.

6. Difficulty in attracting and retaining skilled and experienced staff.

- While this has been an issue in the past, Bombala currently has a full complement of skilled and experienced staff with a diverse skills base however in situations of leave it is often necessary to import these skills.
- We have developed strong relationships with the surrounding councils and have a resource sharing program in place, enabling us to draw on a greater pool of skills and experience when necessary.

Background

- Our council area has a range of amenities and facilities to attract skilled staff. Characteristics such as our peaceful rural setting, the affordability of land and our proximity to the coast and snow fields makes the area attractive to those wishing to relocate.
- While Council generally attracts the necessary skilled staff, there is often only the one person with particular skills employed, so to replace that staff member when on leave or if they resign can be a significant issue.

Current Situation

- Council’s Workforce Plan recognises that for our organisation to be an employer of choice, we must continue to adopt a pro-active approach to staff retention, training and workplace inclusiveness and provide all staff with a harmonious, supportive and productive work place.
- Staff turnover within the council is low, at around 8% per annum compared to the 11% average for NSW Councils.
- Council is actively pursuing opportunities for shared services/staff with neighbouring councils. We already share some IT services with Bega Valley Council and Cooma Monaro Shire Council, we also utilise Regulatory Service staff from Bega Valley Shire to cover leave requirements of our Regulatory Service staff. Bombala, Cooma Monaro and Snowy River Shire Councils run the regional Library and noxious weeds committees, undertaking joint contracts, training programs and promotional activities including developing new websites for the three Councils. Bombala Council is also an active member of Canberra Region Joint Organisation of Councils and is represented on numerous regional sub committees.
- Our stable workforce enhances our ability to form long term effective partnerships with all levels of government and the community to ensure services and infrastructure are delivered effectively and efficiently and ensure that we are fit for the future.

7. Challenges in financial sustainability and provision of adequate services and infrastructure.

- Bombala Council has experienced challenges in financial sustainability in the past with a huge debt in the mid-1990s to the current position of being debt free with the consequent inability to maintain infrastructure and some services during that time.
- Council will continue to experience challenges with funding road infrastructure used by heavy haulage timber transport until the current funding model is revised.
- We are unable to generate rates income from 15% of our land area.

Background

- Through careful financial management over the last ten years Bombala Council has built up substantial cash reserves. Some of these reserves will be utilised to upgrade sewer and water schemes and improve buildings and bridges over the next 10 years.
- Council is very pro-active in closely examining its financial and operational systems to identify ways to operate more effectively and improve performance as shown in our financial statements and Long Term Financial Plan.
- Our close partnership with local community groups enables us to deliver a range of services beyond expectations for a Council of our size. For over 13 years we have delivered a range of community development programs at little or no cost to Council. These programs include creative workshops to help develop skills and strengthen community networks, support for a range of local activity groups and holiday workshops for the youth. Community members and groups give their time to deliver these programs at no cost. In addition, skills development workshops are organised in partnership with a range of service providers.
- Our communities appreciate that Council has a limited budget and have indicated to us that they are satisfied with the level of services and the overall condition of community infrastructure as identified in the March 2014 Community Survey. It is very willing to work with Council on projects to improve our halls, sporting grounds and other public buildings and actively seeks grants to assist with this work.

Current situation

- We are currently working with local timber industries to overcome issues arising from road maintenance along timber haulage routes and we have commenced work on a Heavy Haulage Timber Routes Strategy.
- As a direct result of lobbying by Bombala Council, the State Government's 'Fixing Country Roads' program has been established to assist rural councils with maintenance of local and regional roads. Funds from this program greatly assist Council by further addressing funding shortfalls, reducing our infrastructure backlog and improving our capacities in asset management.
- The establishment of this program by State Government indicates that we are fit for the future in terms of our ability to effectively engage with government.
- We are continuing to improve our Asset Management System to ensure robust data and the timely maintenance and renewal of assets.
- We are working towards better utilisation of a range of community assets to assist us in improving our long term sustainability as an organisation and are working with community groups to identify, prioritise and rationalise community assets.
- As a member Council of the High Plains Alliance we have recently reviewed the KPMG Shared Services Analysis for Bombala, Cooma-Monaro Shire and Snowy River Shire Councils. The High Plains Alliance has resolved to explore appointing an

Executive Officer to drive this project. Potential shared services are identified in our Action Plan.

- Council has been working on improving its financial sustainability from 2016/17 to 2019/20 and improvements in all three sustainability measures can be seen.
- We regularly engage with our communities to ascertain their service needs and expectations. This engagement is achieved through community meetings, surveys, press releases and meetings with all interest groups. This ensures that we are delivering the services and infrastructure required by our community at levels that meet their expectations and needs.

8. Long distance to a major or sub-regional centre.

- Bombala is approximately equidistant from Melbourne (531km) and Sydney (485km).
- Our main town Bombala is located in the centre of the council area and is 220km from Canberra, our closest major centre.
- From Bombala, the sub regional centres of Eden, Bega and Jindabyne are around one and a half hours drive and the closest of the sub regional centres, Cooma, is an hour's drive away. These times are impacted by weather conditions in winter and travel times (if roads are open) can be doubled.
- The southern area of Bombala LGA however is 160km (2 hours on a good day) from Cooma, 2 and half hours from Bega and 2 hours from Orbost in Victoria, due to road locations and terrain. Again over winter these times can easily double and it is more likely that roads in the southern area of the Council will be closed for periods of time as generally they are more affected by snow and ice.
- Although our location is considered central in terms of road haulage, there is no public transport between Bombala and the coast and limited options for public transport to Canberra, the mountains, Melbourne or Sydney.
- Health services centre on Canberra in the ACT and Council provides transport to these facilities.
- Council has acquired housing, primarily at our own cost, as part of a package to attract doctors to the area and has also provided funding support for the fit-out of a new Doctors surgery attached to the Bombala Multi-Purpose Service.
- Council has a stock of 5 houses for disadvantage people in Delegate and Southern Cross Community Housing run 7 NSW Housing Corporation houses in Bombala.
- Council experiences higher direct costs as a result of its remote location. In the 2013/14 financial year Council's freight costs (excluding quarry products) totalled \$68,000, and the price differential of fuel was \$23,500. The total expenditure due to isolation in the Local Government Grants Commission Return was \$189,138 these costs represent close to 1.8% of Council's total operating expenditure.

Background

- Our geographical location places Bombala area at a distance from other towns and in winter, with the issue of snow and ice and road closures, this isolation becomes significant.
- Rail services connecting our council area with other regional centres ceased in 1989.
- Our local communities must rely on a twice weekly VLine bus/rail service to access Melbourne or the three times per week Transport NSW bus service which operates between Bombala and Canberra railway station.

Current Situation

- Working in partnership with Snowy River Shire Council, we have secured funding for a bus service connecting Bombala, Snowy River Shire and Cooma-Monaro Shire Councils to Canberra. This innovative service has been developed by staff to meet the needs of a broad cross section of our community.
- The NBN roll out to our region will improve internet services, which are desperately needed, and should help to build our local economy further.
- The construction of additional mobile phone towers in the area is also needed urgently to address the many identified black spots and assist with communications during emergency situations and to develop our local economy further.

9. Limited options for mergers.

- Bombala Council has been identified for a potential merger with Cooma-Monaro Shire and possibly Snowy River Shire Councils or to stand alone with Rural Council status.
- The proposed new merged shire would stretch from the ACT border to the Victorian border and encompass a number of National Parks and State Forests.
- The sheer scale of the proposed new council area, some 15,000km², together with the terrain and considerable distances between multiple small isolated communities, will make it difficult to achieve significant cost savings. Services will still need to be delivered to the isolated communities and multiple depots will still need to be maintained to adequately service dispersed infrastructure. In addition, there are very limited opportunities to share plant and equipment to save costs.
- All three councils allocate significant resources to the maintenance of our expansive gravel road networks. Merging the three would do little to rectify this major issue.
- There are very few communities of interest between the three Councils, partly due to distance, while some interests are often competitive and conflicting.

Background

- Council has worked co-operatively with Cooma-Monaro Shire and Snowy River Shire Councils, contracting KPMG to formulate and review options for a merger business case and shared service review.
- Both Snowy River Shire and Cooma-Monaro Shire Councils have indicated that they see no advantage in merging and after extensive community consultation, have decided to pursue a stand-alone option.
- Snowy River Shire Council's decision to stand alone, while understandable, further weakens the small potential financial gains identified in the merger business case. It is noted that this decision will not impact on potential shared services arrangements between the Councils.
- In light of the above and after extensive community consultation over 18 months, Bombala Council has resolved to remain a stand-alone council and complete the Rural Council Template
- All three Councils in the High Plains Alliance have indicated that they also wish to remain a stand-alone council and supported the following resolution on 20 May 2015:

Having considered the KPMG merger business case report all three Councils have agreed to not pursue the merger option due to the limited benefits identified in the report. All three

Council's will look at improved services options including Shared Services as per the KPMG shared services analysis report.

The HPF explores appointing an Exec Officer to deliver demonstrated savings under an appropriate Governance structure and each Council make appropriate provisions to fund this position.

That a Joint Submission from the three Councils be made to the Minister presenting the innovative method of addressing FTF.

- Bega Valley Council was considered by Council as a potential merger partner but they were unwilling to investigate a merger proposal.
- There is very strong community support for Bombala Council to remain independent. It is difficult to see how Bombala residents would benefit from the proposed merger. We anticipate that service levels would reduce and there is significant doubt that there would be any satisfactory level of local representation on the new council. In addition, a focus on increased efficiencies within a larger council may lead to a significant reduction in locally based services and assistance for our communities.
- There is little evidence to show that financial capacity is a function of the size or scale of a council population or area. Further there is scant evidence to show that a merged rural council with a population of 21,000 and area of 15,000km² with over 14 towns and villages and numerous rural communities (the proposed merged entity) is more efficient than the *status quo*.
- History shows that merged entities work well with a large reasonably central population servicing a compact rural hinterland e.g. Orange. They fail with many small towns over large distances without a significant centre, e.g. Moree Plains over the past 30 years.
- The Merger Business Case identified limited potential savings based on assumptions. Supposing the assumption is correct in relation to jobs, the impact of cutting jobs and local contractors would have a negative effect on the ability of the local economy to remain viable leading to a further reduction in population as alternative employment options are limited.

Current Situation

- The KPMG Merger Business case shows that the merged entity meets the same number of benchmarks as does Bombala Council and in fact if Council had a small debt it is better than the merged entity.
- The TCorp report identifies Bombala Council's Financial Sustainability Rating (FSR) to be moderate and our outlook to be neutral. However our potential merger partners were assessed as weak/neutral for Cooma-Monaro Shire and moderate/negative for Snowy River Shire. The DLG Infrastructure Audit also stated that Bombala was moderate and Cooma and Snowy were weak. These findings, together with the KPMG assessment, provide clear evidence that our communities will experience predominantly negative impacts should we merge with these two councils.
- The merger business case prepared by KPMG identified potential savings for a merged entity of \$3.7 million NPV (exclusive of State Government incentives) over ten years.
- Council strongly believes that a merged entity is unlikely to resolve the financial pressures currently being experienced by any of the three councils. The proposed savings identified by KPMG as \$3.7 million over 10 years (excluding the State Government incentive) equate to \$176 per capita over that time.

- Bombala Council believes strongly that these savings are unlikely to actually eventuate and further, they are inconsequential when compared to the loss of sovereignty, representation and local identity. The tyranny of distance and the current relatively small size of the 3 councils' staff resources make it hard to identify where cuts may be made without services being negatively impacted.
- Council has analysed the report and communicated its reservations about some of the assumptions in the KPMG Merger Business Case as follows:

"The cost of merging the IT systems has been grossly underestimated. If we use the Auckland experience in this regard it is estimated that the recent cost to merge the systems at Auckland exceeded \$170 million. On the basis of an operating expenditure of around \$2.5 Billion (adjusted down from \$3 Billion to take into account Auckland's seaport and airport ventures) the IT costs equate to 6.8% of budget. Applying this assumption provides a likely merger cost for IT alone at around \$3.7 Million. We understand the business case used a figure of \$1.5 Million (2.8 % of budget) and we are unsure of the rationale behind this claim. Our calculations also more closely align with the quoted Toronto experience of 4.7% of budget.

It is considered likely that this item alone may consume all (and likely more) any financial gains made by other efficiencies.

We also note that IT systems are but one component of merger costs in relation to business processes, stationary, livery and signage alterations which will carry considerable costs into the medium term.

"An Auckland Council IT project considered key to delivering the promised savings of the "Super City" model faces a budget blowout of up to \$100 million. Source New Zealand Herald November 2014."

- Bombala Council is of the view that the cost to merge IT services and infrastructure alone has been substantially undervalued. We make this assertion based on our experience over the last three years in upgrading all corporate systems.
- The actual savings identified by KPMG relate to cutting of jobs.
- Council is the third largest employer in the local government area, and with limited employment opportunities available regionally, any decrease in employment numbers would have a direct negative impact on local businesses.
- Our communities are particularly concerned about the social and economic impacts of a merger and believe strongly that they will be disadvantaged. These views have been vehemently expressed at community meetings and in surveys and letters received by Council.
- In reaching its decision to pursue a Rural Council proposal, Council has weighed the small net financial benefits of a merged entity, against the risks associated with merger implementation and the broader impacts on the community and has concluded that the risks far outweigh the perceived identified benefits.
- Council also notes that the KPMG findings state that *"a merger would lead to more harmonised regional planning and economic development initiatives, including through an integrated tourism strategy"*. Council points out that this already occurs. Bombala, Cooma-Monaro Shire and Snowy River Shire Councils already operate under Tourism Snowy Mountains Destination Plan and Bombala's Tourism Destination Plan has been developed to support and strongly link to the Tourism Snowy Mountains Plan. In addition, all three Councils participate in the Canberra Region Joint Organisation of Council's Economic Development Officers network and projects. Bombala Council has resolved to work with two of the Economic Development Officers Cluster Groups (Alpine and South Coast) to drive regional economic development and identify areas of mutual interest.

- Council strongly argues that, as a Rural Council, we will continue to meet the needs of our community and play an important role in regional development enabling the whole of the south east of NSW to remain fit for the future. This is clearly evident from our IP&R documentation.
- Council strongly argues that the south east of NSW has enormous opportunities for growth that can best be realised by committed local councils with strong grass root support. It is these local partnerships built up and nurtured over decades that will lead to our rural area and indeed the whole of the region having a prosperous future.

Section 2: Your council's current position

2.1 Key challenges and opportunities

Explain the key challenges and opportunities facing your council through a SWOT analysis.

(You should reference your Community Strategic Plan and any relevant demographic data for this section)

In the process of developing the Community Strategic Plan (CSP) Council worked extensively with local communities to identify long term goals for the LGA. As part of this process it was necessary to identify strengths to build on, weaknesses to address opportunities in the long term and issues that may pose threats to achieving our goals. The following SWOT analysis is a crystallisation of issues identified by the community and Council and articulated in the CSP.

Strengths	Weaknesses
<ul style="list-style-type: none">• Long standing strong partnerships with neighbouring and regional Councils• Partnerships with community and high rate of volunteerism• Cohesive, connected communities and community willingness and enthusiasm to work with Council• A multi-skilled and dedicated workforce and low staff turnover• Strong local economic drivers supported by innovative small business and agricultural sectors• Water & sewerage infrastructure capable of meeting long-term population needs• Robust asset information and maturing asset management system• Reliable climate and secure water supply• Diverse retail sector	<ul style="list-style-type: none">• Low rate base• Slow and limited population growth• Ageing population• Limited access to public transport• Poor regional telecommunications services including numerous mobile phone black spots• Lack of local economic diversity• Extensive road network maintained for a small population• Inability to collect revenue from local and interstate timber haulage operations negatively impacting on Council roads• Inability to collect rate income from 15% of LGA (National Parks and Forestry Corporation estate)

Opportunities	Threats
<ul style="list-style-type: none">• Lifestyle opportunities associated with location relative to Canberra, snowfields and coast• Strong growth potential within both timber and agribusiness sectors• Low priced land and housing readily available• Flexible Local Environmental Plan• Tourism potential, especially Indigenous tourism (Bundian Way) and the cruise ship market• Revenue opportunities associated with State highway works and maintenance• Development of new aged care facilities	<ul style="list-style-type: none">• Lack of grant funding to support innovation and expansion within the timber and agribusiness sectors• Loss of local identity through a Council merger• Significant negative climatic events e.g. major fires or floods impacting infrastructure• Lack of grant funding to support major infrastructure projects• NBN roll out not achieving desired outcomes• Increased “red tape” hindering development• Rate pegging• Dysfunctional Local Land Services structure impacting on farming operations and natural resource management• Withdrawal of government services• Further cost shifting from higher levels of government• Failure of industry and government to reach consensus on a new funding model for heavy haulage routes and Council having to continue to pick up the tab

2.2 Performance against the Fit for the Future benchmarks

Sustainability

Sustainability				
Measure/Benchmark	2010/2011 performance	2011/2012 performance	2012/2013 performance	2013/2014 performance
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	0.038	-0.029	-0.077	-0.145
Own Source Revenue Ratio (Greater than 60% average over 3 years)	67.00%	67.86%	69.51%	69.99%
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	292.99%%	210.77%	139.58%	100.02%

Sustainability			
Measure/Benchmark	Achieves FFTF benchmark?	Forecast 2016/2017 performance	Achieves FFTF benchmark?
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	No	-0.013	No
Own Source Revenue Ratio (Greater than 60% average over 3 years)	Yes	70%	Yes
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	Yes	99.84%	No

2.2 Performance against the Fit for the Future benchmarks

Operating Performance Ratio

Bombala Council's Operating Performance Ratio had gradually declined over the years, the turning point being 2010-11. The sharp decline in the 2013/14 year is a result of the cancellation of the Financial Assistance Grant prepayment. It is clear from the Operating Performance Ratio that efficiency gains, a reduction in services or additional sources of revenue being sought are required, as Council is unable to maintain costs below income.

Currently Council has explored options for efficiencies through shared resources and slight restructures in staff resources. Even with these changes there will still be a need for a Special Variation to General Income in the future and this has been factored into Council's Long Term Financial Plan in the 2016/17, 17/18 and 18/19 financial years which will see an overall improvement in the Operating Performance Ratio.

Building and Infrastructure Asset Renewal Ratio

The Building and Infrastructure Asset Renewal Ratio has met the benchmark in the past however generally each year Bombala Council receives additional grant funding for asset renewal which cannot realistically be budgeted. On average from 2009/10 to 2013/14 Council received \$1.3 million in Capital Grants. Assumptions for future Capital Grants are conservatively estimated at approximately \$250,000. We have also assumed no change in FAGs distribution over time although this funding distribution may change as this is reviewed. A portion of Council's infrastructure and assets are held at the requirement of, or instead of the State Government - i.e. rural fire sheds (10), the Fire Control Centre at Bombala and the emergency services centre, disadvantaged housing and regional roads.

Council's road assets are condition rated for depreciation, which means that the heavy haulage routes are contributing to higher depreciation expense as they have shortened lives. Council's asset information, particularly on our largest asset – roads, is more robust than previously reported. Asset management has been a high priority for the past two years. As a result of this review Council has reallocated funds (\$400,000) from asset maintenance to asset renewals, primarily relating to roads, which more accurately reflects the required expenditure to maintain and renew our assets. This will see improvement in both our Building & Infrastructure Asset Renewal Ratio and our Operating Performance ratio.

2.2 Performance against the Fit for the Future benchmarks

Infrastructure and service management

Infrastructure and service management				
Measure/Benchmark	2010/2011 performance	2011/2012 performance	2012/2013 performance	2013/2014 performance
Infrastructure Backlog Ratio (Less than 2%)	1.53%	19.95%	16.30%	14.53%
Asset Maintenance Ratio (Greater than 100% average over 3 years)	288.04%	181.73%	71.74%	46.91%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	1.39%	1.45%	1.17%	0.76%

Infrastructure and service management			
Measure/Benchmark	Achieves FFTF benchmark?	Forecast 2016/2017 performance	Achieves FFTF benchmark?
Infrastructure Backlog Ratio (Less than 2%)	No	1.91%	Yes
Asset Maintenance Ratio (Greater than 100% average over 3 years)	No	132.26%	Yes
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	Yes	0.10%	Yes

2.2 Performance against the Fit for the Future benchmarks

If Fit for the Future benchmarks are not being achieved, please indicate why.

Infrastructure Backlog Ratio

In the past, as Special Schedule 7 was not required to be audited, there has been some ambiguity surrounding the estimated cost to bring assets to a satisfactory condition (BTS) and it is fairly safe to say in Bombala Council's case that there is no consistency across the financial years reported costs.

The 2016/17 projection indicates that Bombala Council will be meeting this benchmark and this is a direct result of more robust asset data and a consistent approach to calculating the BTS. Following extensive ongoing community consultation around the concept of 'satisfactory' Council have reviewed this indicator to match community expectations.

Significant improvement in this ratio in the future is primarily based on bringing BTS in line with community expectations of asset condition, as confirmed by the Community Satisfaction Survey March 2014 and informed by more robust asset data.

Asset Maintenance Ratio

Previous years accounting practices around this ratio are less than optimal. Confusion around;

The split between asset maintenance and operating expenditure was not well defined or accounted for. This is reflected in the lower than average ratios in 2012/13 and 2013/14.

Further the definition of required asset maintenance again relates to difficulties experienced in the definition of 'satisfactory standard'. As articulated above the standard of assets as expressed by our community has varied significantly from the standards indicated by industry sectors.

That said, Council have taken the opportunity to vastly advance our collective understanding of the essence of this indicator and believe that our future projections suggest a much more reliable basis on which to report on this indicator.

Debt Service Ratio

Following a period of high debt in the 1990s Bombala Council has consistently sought to live within its means and has approached debt conservatively. Council's approach to debt has been and will be only to borrow for reasons of intergenerational equity or to invest in revenue generating infrastructure.

2.2 Performance against the Fit for the Future benchmarks

Efficiency

Efficiency				
Measure/Benchmark	2010/2011 performance	2011/2012 performance	2012/2013 performance	2013/2014 performance
	Increasing	Increasing	Increasing	Increasing
Real Operating Expenditure per capita (A decrease in Real Operating Expenditure per capita over time)	2006/07 \$2,250 2007/08 \$2,160 2008/09 \$2,340 2009/10 \$2,630 2010/11 \$2,610	2007/08 \$2,160 2008/09 \$2,340 2009/10 \$2,630 2010/11 \$2,610 2011/12 \$3,210	2008/09 \$2,340 2009/10 \$2,630 2010/11 \$2,610 2011/12 \$3,210 2012/13 \$4,080	2009/10 \$2,630 2010/11 \$2,610 2011/12 \$3,210 2012/13 \$4,080 2013/14 \$3,430

Efficiency			
Measure/Benchmark	Achieves FTF benchmark?	Forecast 2016/2017 performance	Achieves FTF benchmark?
Real Operating Expenditure per capita (A decrease in Real Operating Expenditure per capita over time)	No	Decreasing 2012/13 \$4,080 2013/14 \$3,430 2014/15 \$2,550 2015/16 \$2,430 2016/17 \$2,390	Yes

If Fit for the Future benchmarks are not being achieved, please indicate why.

According to the ABS (3218.0) the population of Bombala LGA declined by 102 people over the 4 years from 2,503 in 2010 to 2,401 in 2013. This represents a reduction of 4% over 4 years. This shows the impact of the economic restructure of the district over the past 10 years however in 2013 the local Dongwha timber mill opened with 100 associated jobs. It is noted that the latest ABS data indicates a slight increase in population growth.

In 2011/12 and 2012/13 a multi-million dollar Regional Development Australia Fund Grant (some \$3.6m) was channelled through Council's operating statements to the Dongwha timber mill resulting in a substantial distortion in Council's operating expenditure during this time. As a result Council's operating expenditure per capita saw a marked increase and resulted in the benchmark not being met in these years.

2.3 Water utility performance

NB: This section should only be completed by councils who have direct responsibility for water supply and sewerage management.

Does your council currently achieve the requirements of the NSW Government Best Practice Management of Water Supply and Sewerage Framework?

No

If no, please explain the factors that influence your performance against the Framework.

Council has developed and adopted a drinking water quality management system in accordance with the guidelines. Lack of engineering resources in the past has impacted on Council's ability to achieve the requirements under this framework. Council is currently in the final stages of the process of awarding a contract for the development of the integrated water cycle management plan. The awarding of this contract has been delayed due to the guidelines from the NSW Office of Water being changed at least three times in the last 12 months. This plan, together with an updated Trade Waste Policy, will see Council achieve the requirement of the NSW Best Practice Management of Water Supply and Sewerage.

How much is your council's current (2013/14) water and sewerage infrastructure backlog?

\$13,150,000

Identify any significant capital works (>\$1m) proposed for your council's water and sewer operations during the 2016-17 to 2019-20 period and any known grants or external funding to support these works.

Capital works

Capital works			
Proposed works	Timeframe	Cost	Grants or external funding
Upgrade Bombala Sewerage Treatment Plant	2017/18	\$7 million	Known Grants \$Nil Expected Grants \$3.5 million

2.3 Water utility performance

Does your council currently manage its water and sewerage operations on at least a break-even basis?

Yes

If no, please explain the factors that influence your performance.

Identify some of your council's strategies to improve the performance of its water and sewer operations in the 2016-17 to 2019-20 period.

These may take account of the Rural Council Options in Section 3.

Improvement strategies

Improvement strategies		
Strategy	Timeframe	Anticipated outcome
1. Implement Integrated Water Cycle Management Plan	2016/17	<ul style="list-style-type: none"> • Compliance with Best Practice • Improved outputs from systems • More cost effective operations • Enable dividends or borrowing from the Water Fund to the General Fund
2. Review and update Water and Sewer Strategic Business Plan	2016/17	<ul style="list-style-type: none"> • More cost effective service delivery to the community
3. Investigate options around the potential shared services for water and sewerage as identified in the KPMG Shared Services Analysis	2016/17	If strategically and financially beneficial this model may eventuate

Section 3: Towards Fit for the Future

3.1 How will your council become/remain Fit for the Future?

Option 1: Resource sharing

Option 1: Resource sharing

Proposal	Implementation	Proposed milestones	Costs	Risks
<p>1.1 Shared services with Bombala Council, Cooma Monaro and Snowy River Shire Council's (High Plains Alliance)</p>	<p>Apply for Grant under Small Council Innovation Fund establishment of High Plains Alliance</p> <p>Workshop to review KPMG shared services report and develop potential areas for investigation</p> <p>Arrange and finalise Memorandum of understanding (MOU)</p> <p>Define work program and develop position description for Executive Officer to establish the new framework.</p> <p>Finalise work program and performance agreement with HPF shared services Executive Officer</p> <p>Develop working parties to address identified potential services.</p> <p>Evaluate and implement agreed shared services as per work program</p>	<p>Apply for Grant November 2015</p> <p>Workshop held - December 2015</p> <p>MOU arranged and finalised through Council – February 2016</p> <p>Position description developed - February 2016</p> <p>Executive officer recruited - March 2016</p> <p>Work Program finalised – April 2016</p> <p>Working parties established – 2016/17</p> <p>Shared services implemented – June 2017</p>	<p>Staff time and travel costs.</p> <p>Employment costs associated with Executive officer.</p>	<p>Inability to reach agreement with neighbouring councils</p> <p>Lack of IT and telecommunications</p> <p>Extended period of time to develop model that will meet needs of the three Councils.</p> <p>Lack of political will.</p> <p>Inability to attract suitable candidate for Executive Officer position</p> <p>Perceived loss of control or autonomy</p>
<p>1.2 Investigate options around development of shared procurement within Joint Organisation</p>	<p>Canberra Region Joint Organisation of Councils CBRJO & Local Government Procurement investigate model for implementation. Employment of shared procurement and training coordinator</p>	<p>2015/16 Model developed and implementation commenced</p> <p>2016/17 shared procurement and training coordinator employed</p>	<p>Staff time, travel</p>	<p>Inability to reach agreement on levels/use of resources</p>

How will your proposal allow your council to become/remain Fit for the Future against the criteria?		
Efficiency	Infrastructure and Service Management	Sustainability
<p>1.1 Assuming the High Plains Alliance shared services is implemented it will:</p> <ul style="list-style-type: none"> Identify costs savings through purchasing power Minimise duplication of services Rationalise administration 	<p>High Plains Alliance shared services has the potential to achieve</p> <ul style="list-style-type: none"> opportunities for sharing plant and equipment opportunities through regional contracts, e.g. waste management Improve methodology in delivery of services 	<p>High Plains Alliance shared services has to potential to</p> <ul style="list-style-type: none"> Achieve cost savings (2% assumed) in procurement and reduction of costs in the long term Lessen Council's reliance on grant funding subject to other proposed LG reforms identified by the Independent Panel being implemented for the sector. Reduce costs associated with back office functions, e.g. rates, IT, payroll, risk management, WH&S
<p>1.2 A regional approach to procurement will reduce costs of providing service through economies of scale, purchasing power and specialised support provided by the coordinator</p>	<p>A regional approach to procurement will provide for more cost effective renewal and maintenance of assets.</p>	<p>A 2% reduction in the cost of materials and contracts is reasonable together with improved access to expertise, aggregation and coordination of effort and administration</p>

The following table provides information on existing resource sharing arrangements, which Bombala Council intends to continue in the future.

Build on Existing Arrangements				
Existing Resource Sharing Arrangements	Partners	Estimated Savings	Efficiencies gained	Improvements to service or community benefit
Continue to work with Canberra Region Joint Organisation (CBRJO) on the Regional Economic Development Strategy	Member councils of CBRJO	0.5 FTE	Access to a larger pool of resources, funding and staff skills.	Identification of regional development opportunities aligned to local priorities
Continue involvement in Monaro Regional Library Service	Cooma-Monaro Shire Council, Snowy River Shire Council	1 FTE No duplication of resources. IT equipment costs.	Access to a larger pool of resources and staff skills. Administrative processes are streamlined.	Enhanced technological outcomes and social media penetration. Improved service

Existing Resource Sharing Arrangements	Partners	Estimated Savings	Efficiencies gained	Improvements to service or community benefit
Continue involvement in Regional Community Services Arrangements	Bombala Council & Snowy River Shire Council	0.2 FTE	Administrative processes are streamlined and service delivery more cost effective.	Access to services not able to be provided by Councils individually
Continue involvement in Monaro Regional Weeds Alliance.	Cooma-Monaro Shire Council, Snowy River Shire Council	0.2 FTE	Access to landscape scale funding. Administrative processes are streamlined.	Improved regional coordination of weeds management and enhanced rural productivity. Enhanced natural resource outcomes
Continue involvement in Regional Tourism	Cooma-Monaro Shire Council, Snowy River Shire Council, Bega Valley Shire Council, East Gippsland Shire Council	0.5 FTE	Administrative processes are streamlined, information and brochure development shared.	Increased access to tourism product and expertise and potential to accelerate brand development of this diverse region over two States
Continue involvement in Bundian Way project	Bega Valley Shire Council, Eden Local Aboriginal Land Council, National Parks & Wildlife Service, Forestry Corporation, ACT, ANU			Additional facilities in Delegate, additional economic benefit for area, strengthens relationship with ACT and ANU art program
Continue involvement in Regional Organisation of Councils	Canberra Region Joint Organisation of Councils	0.2 FTE	Improved economies of scale and costs. Access to wider pool of expertise and training. Sharing resources to develop and enhance Council's administrative processes including risk management.	Regional advocacy enhanced, and input into strategic regional development
Continue sharing expert staff resources where required (e.g. Engineering, Design, Planning, IT (Website))	Cooma-Monaro Shire Council, Snowy River Shire Council, Bega Valley Shire Council	Approx. \$28,000	Cost effective provision of expert technical services.	Continuity of service, reliability of advice. Retention of corporate knowledge and processes. Familiarity with local issues and infrastructure
Continue sharing specialised plant and equipment (e.g. Street sweeper, IT equipment)	Cooma-Monaro Shire Council, Snowy River Shire Council, Bega Valley Shire Council	\$100,000	Enhanced service delivery, access to economies of scale. Building regional capacity in specialised equipment provision	Access to direct services not provided individually by Councils.
Continue sharing cultural services through South East Arts	Cooma-Monaro Shire Council, Snowy River Shire Council, Bega Valley Shire Council, Eurobodalla Shire Council	0.2 FTE	Enhanced service delivery and no duplication of effort	Wider range of services provided at less cost

3.1 How will your council become/remain Fit for the Future?

Option 2: Shared administration

Option 2: Shared administration				
Proposal	Implementation	Proposed milestones	Costs	Risks
2.1 Investigate Option 2 – Centralised Corporate Services identified in the KPMG Shared Services Analysis report	Joint working groups established with stakeholders from each of the three Council's and the Executive Officer to develop potential areas for investigations	2016/17	Staff costs Legal costs associated with agreements/contr acts.	Perceived loss of control or autonomy Costs outweigh benefits

How will your proposal allow your council to become/remain Fit for the Future against the criteria?		
Efficiency	Infrastructure and Service Management	Sustainability
2.1 Potential to increase productivity Greater specialisation of skills	Potential savings may be reallocated to improvements in assets or overall service quality	Shared administration has the potential to reduce overall operating costs through a reduction in the duplication of resources

3.1 How will your council become/remain Fit for the Future?

Option 3: Speciality services

Option 3: Speciality services				
Proposal	Implementation	Proposed milestones	Costs	Risks
3.1 Establish a centre of excellence for Weed and Pest control.	Establish a commitment and develop an agreement between the member council's (Bombala Council, Cooma-Monaro Shire Council, Snowy River Shire Council)	Agreement executed by 30 July 2016 Key staff appointed to operations 2016/17	Staff time. Legal costs for agreement	Inability to agree on framework. Lack of staff resources. Perceived loss of autonomy by member council's

How will your proposal allow your council to become/remain Fit for the Future against the criteria?		
Efficiency	Infrastructure and Service Management	Sustainability
3.1 Centre of Excellence for Weed and Pest control will provide for additional regionalisation and specialisation of skills leading to savings in operating costs. It will also provide economies of scale in procurement and contract management.	The Centre for Excellence will result in potential savings in operational costs that can be allocated to asset renewal and maintenance	Hosting the Centre of Excellence will provide an additional revenue source for Council through member contributions. There is also a potential for greater access to regional level funding opportunities.

3.1 How will your council become/remain Fit for the Future?

Option 4: Streamlined governance

Option 4: Streamlined governance				
Proposal	Implementation	Proposed milestones	Costs	Risks
4.1 Training for councillors to enhance skills	Training opportunities identified and undertaken	New Councillors undertake basic structured training 2016/17	Councillor time. Training costs	Lack of statutory training requirements.
4.2 Simplify structure and functions and rationalise the number of council committees including 355 committees	Review of current structures undertaken in consultation with Council and individual committees	Committee structure reviewed 2015/2016 New Committee structure implemented November 2016	Staff time	Inability to reach consensus on committee structures Resistance of existing committees to meet the challenge associated with change.
4.3 Continue to review current internal templates used for reporting Review format and content of current IP & R documentation	Workshops conducted with Staff and Councillors throughout the year on Strategic Planning	Workshop held – February 2016	Staff and Councillor time	Limited staff resources.
4.4 Continue with a reduced number of Councillors (seven) and maintain current meeting schedule (one meeting per month)	In 2012 Council reduced its numbers from nine to seven. Current structure is working well.	Structure to remain as is up to an following the next election period (2016-2020)	Councillor allowances and staff time and resources for meeting preparation	Threats to committee representation and advocacy.

3.1 How will your council become/remain Fit for the Future?

Option 4: Streamlined governance

How will your proposal allow your council to become/remain Fit for the Future against the criteria?		
Efficiency	Infrastructure and Service Management	Sustainability
<p>4.1 Enhanced understanding by councillors of their roles and responsibilities and governance processes will streamline decision making allowing for staff resources to be more adequately utilised</p>	<p>Enhanced understanding by councillors of their roles and responsibilities and governance processes will streamline decision making allowing for staff to be more focused on Infrastructure needs and service delivery.</p>	<p>Operating costs in the long term will be reduced as result of a reduction in governance costs.</p>
<p>4.2 Reduced Section 355 committees will substantially lower Council's risk profile and administrative costs.</p>	<p>Risks associated with the maintenance and operations of infrastructure will be reduced. Community priorities will be targeted towards the communities identified needs.</p>	<p>Improved operation of all council committees Improved committee structure will encourage additional volunteers.</p>
<p>4.3 Enhanced understanding by councillors and staff of the IP&R processes will streamline decision making allowing for staff resources to be more adequately utilised</p>	<p>Enhanced understanding by councillors and staff of the IP&R processes will ensure better understanding of Asset Renewal and Maintenance concepts and long term implications</p>	<p>Enhanced understanding by councillors and staff of the IP&R processes will ensure better understanding of shortfalls in funding and allocated this funding according to the Community's identified priorities.</p>
<p>4.4 Councillor costs are directly impacted by the number of Councillors. The current number of councillors appropriately meets the needs of our small population and reflects the community's wishes.</p>	<p>Savings provided by a reduced number of Councillors and meetings has allowed more focus on infrastructure needs sand service management</p>	<p>Savings provided by a reduced number of Councillors and meetings has allowed funds to be allocated more appropriately on Capital renewal and upgrade of infrastructure.</p>

3.1 How will your council become/remain Fit for the Future?

Option 5: Streamlined planning, regulation and reporting

Option 5: Streamlined planning, regulation and reporting				
Proposal	Implementation	Proposed milestones	Costs	Risks
5.1 Develop a High Plains Local Environmental Plan	Seek approval from NSW Planning	Combined land use strategy implemented by 30 June 2017.	Staff time Consultancy fees	Development contribution structures unable to be aligned between member councils
5.2 Continue regional development of State of the Environment report.	Liaise with ACT Office of the Environment	Plan issued – January 2017	Consultancy fees	Regional collaboration will not endure.

How will your proposal allow your council to become/remain Fit for the Future against the criteria?		
Efficiency	Infrastructure and Service Management	Sustainability
5.1 Development assessment processes will be streamlined under a regional instrument, more highly developed specialist skills and effective processes	Process will take into consideration asset management requirements	A High Plains Local Environmental Plan will ensure that operating costs will be reduced in the medium term.
5.2 Elevated technical skills undertaking the development of State of the Environment report will result in more efficient and cost effective processes		A Regional State of the Environment report will ensure that operating costs will be reduced in the medium term.

3.1 How will your council become/remain Fit for the Future?

Option 6: Service review

Option 6: Service review				
Proposal	Implementation	Proposed milestones	Costs	Risks
<p>6.1 Undertake review of Council assets and services to the Community</p>	<p>Identify services and undertake community consultation around levels of service and rationalisation of community assets</p> <p>Identified community buildings decommissioned or renewed according to priorities</p>	<p>Review completed 2016/17</p> <p>Rationalisation and renewal program commenced 2018/19</p>	<p>Staff time, minor legal costs will be incurred. Renewal costs to identified buildings</p>	<p>Not engaging the entire community in the process, this can give an inaccurate indication of community priorities.</p> <p>Time involved in Community consultation and changing priorities. Lack of Community understanding of costs of holding surplus and idle infrastructure</p>
<p>6.2 Continue to support Community groups and volunteer in providing and delivering services to the Community</p>	<p>Convene regular meetings to educate Community groups and volunteers</p> <p>Ensure Committees that manage Council assets are adequately resourced and trained</p> <p>Review documentation and policy relating to volunteers</p>	<p>Volunteer Policy completed and adopted 2016/17</p>	<p>Staff time</p>	<p>Lack of understanding by volunteers regarding risks and legislative framework.</p>

How will your proposal allow your council to become/remain Fit for the Future against the criteria?		
Efficiency	Infrastructure and Service management	Sustainability
6.1 Review will ensure cost effective service delivery and improved productivity in meeting our community's needs. It will also result in lower depreciation expense	Improved service delivery will lead to improved assets management and utilisation of staff resources. A reduction in surplus assets held by the Council will reduce asset maintenance costs and overall cost to bring to satisfactory.	Potential for improved service delivery and lower operating costs. Transfer of operational savings into much needed maintenance and capital expenditure
6.2 Support for volunteers and Community groups will minimise Council's costs and deliver more targeted services based on Communities priorities	Asset maintenance costs will continue to remain low for Community assets maintained by volunteers and the most appropriate maintenance will continue to be identified by stakeholders	Assets renewal costs will continue to remain low for Community assets maintained by volunteers. Overall operational costs are also reduced.

3.1 How will your council become/remain Fit for the Future?

Option 7: Additional options identified by the council

Option 7: Additional options identified by the council				
Proposal	How will it be achieved/implemented	Proposed milestones	Costs	Risks
7.1 Identification of commercial opportunities available to Council utilising existing infrastructure, resources and internal skills (e.g. stock grazing or agistment on Council controlled lands, multi-use of existing buildings)	Senior staff to investigate the potential for commercial opportunities. Undertake feasibility studies for the identified commercial opportunities Council commits to commercial opportunities identified of most benefit to the Community	Proposals Investigated 2015/16 Feasibility study completed December 2016 Resolution made by Council to commit June 2017	Initially staff time. Funding may be required for some of the projects (could use the innovation fund potentially)	Cost/benefits do not include return for the community Feasibility studies may prove non-viable
7.2 Identify opportunities to partner with private sector to deliver key community infrastructure developments (e.g. Health and fitness centre, small game abattoir on Council land & Bio-char plant)	Investigate contractual arrangement models	Complete investigation March 2017	Staff resources, costs associated with capital Legal/consultant costs	Lack of suitable private sector partners Private sector partners do not fulfil their contractual obligations
7.3 Apply for a Special Variation to General Income for three years 2017-2019	Application to IPART made in conjunction with Community consultation	Application approved in May 2016	Staff time	Not supported by Community or IPART
7.4 Develop and implement a Local Heavy Haulage Plan	Consultancy engaged to prepare plan Engage with industry stakeholders to facilitate funding programs	Study completed June 2017 Funding structures developed by June 2018	Consultant costs and staff time	Lack of stakeholder support.

How will your proposal allow your council to become/remain Fit for the Future against the criteria?		
Efficiency	Infrastructure and Service management	Sustainability
7.1 Better utilisation of Council existing assets and resources. Reduction in costs associated with vegetation management	Reduction in asset maintenance costs.	Commercial opportunities have the potential to provide alternate sources of revenue with little risk and profit margins.
7.2 Provision of Community infrastructure development could result in population increases and increased Community wellbeing.	Asset maintenance costs will be borne by the private sector partner	Private sector partnership will provide Council with additional streams of funding.
7.3 N/A	A special variation to general income will increase revenue and eliminate the need for a reduction in services and asset levels of service	A special variation to general income will increase revenue and align funding to operating costs.
7.4 Under a Local Heavy Haulage implementation strategy operational costs in the short term will reduce as capital expenditure will reduce maintenance costs	Under a Local Heavy Haulage implementation strategy asset maintenance costs in the short term will reduce. In the long term funding should balance degradation of assets.	Under a Local Heavy Haulage implementation strategy additional external sources of revenue will be realised.

3.2 Rural Council Action Plan

Giving consideration to the Rural Council options, summarise the key actions that will be achieved in the first year of your plan.

Action plan

Actions	Milestones	Operational Plan 2015/16	Delivery Program	Community Strategic Plan
1 Resource Sharing				
Continue and improve existing resource sharing arrangements with neighbouring councils and CBRJO	Ongoing	Ref. All Goals	Ref. All Goals	Ref. All Goals
1.1 Apply for Grant under Small Council Innovation Fund for establishment of High Plains Alliance	November 2015	p.22, p.50	p.31, p.65	Theme 7 p.15 Theme 3 p.11
Workshop to review KPMG shared services analysis report and develop potential areas for investigation	December 2015	p.22, p.50	p.31, p.65	Theme 7 p.15 Theme 3 p.11
Memorandum of understanding between High Plain's councils completed	February 2016	p.22, p.50	p.31, p.65	Theme 7 p.15 Theme 3 p.11
Define work program and develop position description for Executive Officer to establish the new framework	February 2016	p.22, p.50	p.31, p.65	Theme 7 p.15 Theme 3 p.11
Executive officer recruited	March 2016	p.22, p.50	p.31, p.65	Theme 7 p.15 Theme 3 p.11
Establish High Plains Alliance working parties and implement identified shared services	June 2017		p.31, p.65	Theme 7 p.15 Theme 3 p.11
1.2 Investigate and develop a model for shared procurement in collaboration with Canberra Region Joint Organisation of Councils	October 2015	p.48	p.63	Theme 7 p.15
Employ a shared procurement and training coordinator	June 2016	p.48	p.63	Theme 7 p.15

Actions	Milestones	Operational Plan 2015/16	Delivery Program	Community Strategic Plan
2 Shared Administration				
Establish a working parties with relevant stakeholders from each of the High Plain Councils to further investigate KPMG Shared Services model	July 2016		p.31, p.65	Theme 7 p.15 Theme 3 p.11
Executive officer to investigate opportunities for shared administration as identified in KPMG Shared Services Analysis in conjunction with working groups	July 2016	p.22, p.50	p.31, p.65	Theme 7 p.15 Theme 3 p.11
3 Speciality Services				
Establish a commitment and develop an agreement between the High Plain councils on weed and pest control	July 2016	p.22	p.31	Theme 3 p.11
Agreement executed by member Councils	July 2016	p.22	p.31	Theme 3 p.11
Staff employed to key positions in the Centre of Excellence (Bombala Council)	July 2017	p.22	p.31	Theme 3 p.11
4 Streamlined Governance				
Councillor training undertaken	December 2016	p.47	p.62	Theme 7 p.15
Undertake review of committee structures and if necessary implement structural changes	November 2016	p.48	p.63	Theme 7 p.15
Review and upgrade IP & R reporting documentation	February 2016	p.48, p.49	p.64	Theme 7 p.15
Workshops held with Councillors and staff on IP&R format and content	February 2017	p.48, p.49	p.64	Theme 7 p.15
Adopt and strengthen IP & R suite of documents	June 2017	p.48, p.49	p.64	Theme 7 p.15
Maintain current levels of Elected member representation and monthly meetings	Ongoing	p.47	p.62	Theme 7 p.15

Actions	Milestones	Operational Plan 2015/16	Delivery Program	Community Strategic Plan
5 Streamlined Planning, Regulation and Reporting				
Seek approval for the new High Plains Local Environment Plan and Land Use Strategy from NSW Planning	June 2017	p.22	p.31	Theme 3 p.11
Continue collaboration with the ACT Office of the Environment in developing the Regional State of the Environment Report	January 2017			Theme 3 p.11
6 Service Review				
6.1 Undertake Community consultation on asset and service level needs	December 2016	p.35	p.46	Theme 5 p.13
Conduct a service review of all council services preparatory to and in conjunction with developing the new Community Strategic Plan	December 2016	p.50	p.65	Theme 7 p.15
Develop plan to rationalise redundant community assets and renew strategic community assets based on consultation	June 2017	p.28	p.38	Theme 4 p.12
Review infrastructure management assumptions in accordance with recognised standards	August 2016	p.35	p.46	Theme 5 p.13
Rationalisation of Community assets and Council services based on consultation and outcome of review	June 2019	p.28	p.38	Theme 4 p.12
Convene regular meetings with Community groups and volunteers				
Rewrite Asset Management Plans for all classes of assets	June 2016	p.35	p.46	Theme 5 p.13
Consider resources required and adopt a revised Workforce Management Plan and Asset Management Strategy in the light of this review	June 2016	p.48, p.49	p.64	Theme 7 p.15
6.2 Volunteer Policy completed and adopted by Council	June 2016	p.49	p.64	Theme 7 p.15

Actions	Milestones	Operational Plan 2015/16	Delivery Program	Community Strategic Plan
7 Additional Options identified by the Council				
7.1 Undertake a review and explore the potential for commercial opportunities	June 2016	p.12, p.13, p.22, p.31	p.18, p.19, p.31, p.41	Theme 1 p.9 Theme 3 p.11 Theme 4 p.12
Undertake feasibility studies for the identified commercial opportunities	December 2016	p.12, p.13, p.22, p.31	p.18, p.19, p.31, p.41	Theme 1 p.9 Theme 3 p.11 Theme 4 p.12
Council commits to commercial opportunities identified of most benefit to the Community	June 2017	p.12, p.13, p.22, p.31	p.18, p.19, p.31, p.41	Theme 1 p.9 Theme 3 p.11 Theme 4 p.12
7.2 Investigate contractual arrangement models for public/private partnerships	January 2016	p.12, p.13, p.22, p.31	p.18, p.19, p.31, p.41	Theme 1 p.9 Theme 3 p.11 Theme 4 p.12
Subject to potential partnership providing adequate ROI, scope and commence project	July 2016	p.12, p.13, p.22, p.31	p.18, p.19, p.31, p.41	Theme 1 p.9 Theme 3 p.11 Theme 4 p.12
7.3 Application made to IPART for special variation to General Income in conjunction with Community Consultation	February 2016	p.50	p.65	Theme 7 p.15
7.4 Consultant engaged to prepare Local Heavy Haulage Plan	December 2015	p.37	p.48	Theme 5 p.13
Local Heavy Haulage Plan completed	June 2017		p.48	Theme 5 p.13
Engagement with industry stakeholders to facilitate funding programs identified in Plan	2017/2018		p.48	Theme 5 p.13

Outline the process that underpinned the development of your action plan.

For example, who was involved, any external assistance, consultation (incl. employees, Joint Organisations representatives and relevant industrial representatives) or collaboration, and how the council has reviewed and approved the plan.

The process undertaken by Council in developing this Action Plan included:

- On multiple occasions Council engaged with local communities and specific industry groups to determine a preferred FFTF option and to identify improvement measures to implement in the future.
- Council's executive team and elected councillors met to discuss community feedback and support, and their ideas regarding improvement actions and priorities.
- Throughout the process of developing the FFTF submission and Action Plan Council undertook frequent discussions with neighbouring and regional councils to examine and confirm the range of options that underpin some aspects of the Action Plan including shared services, resource sharing, JO participation etc.
- The executive team held two workshops facilitated by LGNSW to develop the Action Plan drawing on community input, independent analysis (KPMG Merger Business Case and Shared Service Analysis) and the IP & R framework.
- Council contracted Morrison Low consultants to provide independent assessment of Council's financial position associated with FFTF and confirm this position in relation to the Action Plan.
- Our Rural Council Action Plan developed for FFTF draws heavily on our adopted IP&R framework. On this basis we can confirm that community support for the measures underpinning the action plan is strong.
- The community have restated and reinforced their very strong desire for the LGA to remain an independent entity, both at public meetings and through written submissions and conversations with individual councillors.

3.3 Community involvement

Outline how you have consulted with your community on the challenges facing your council, performance against the benchmarks and the proposed solutions.

Council's main point of contact with our community in identifying challenges is the IP & R process. IP & R review processes require Council to regularly work with our communities on an ongoing basis to assess and refine our understanding of our long term challenges and priorities.

With the advent of FFTF Council engaged with our communities specifically regarding the preferred option for the LGA and to discuss the broad issues surrounding the implications of each option. In the course of these discussions Council and the community have worked together to identify improvement priorities.

In February 2014 Council surveyed the community through a structured written postal survey to all residents and ratepayers. This survey enabled the community to:

- identify their current priorities for the LGA;
- express their level of willingness to consider an above rate peg rise;
- identify their level of satisfaction with Council delivered services; and
- state their preference for either merging with neighbouring council/s or remaining as a stand-alone entity.

This survey received 349 responses representing 18.1% of the adult population. Of respondents 52% indicated a preference for the Council to remain independent, 28% preferred a merger, and the remaining 20% had no preferred position. Overall respondents stated their high level of satisfaction with Council's performance in service delivery and asset maintenance.

Prior to the 2015 State election, Council organised a public meeting to facilitate community discussion about the FFTF process. This meeting was attended by over 100 people and well reported in the local press. Both the sitting State member and opposition candidate for the seat of Monaro attended this meeting.

Throughout the FFTF process Council has provided the local community unedited and unbiased information regarding the options and the position of Council.

In the course of these discussions Council flagged the need for a SRV to address funding shortfalls and the community confirmed its strong desire that the Council remain an independent entity and its willingness to accept a SRV.

The KPMG 'Merger Business Case' and 'Shared Service Analysis' with Cooma-Monaro and Snowy River Shire Councils were also publicly available from late May 2015. The General Manager's column in the Bombala Times and Monaro Post has regularly informed the community on Council's progress in the FFTF process.

Regular information was circulated to staff on the FFTF process through emails and notices. Council held three staff meetings for the entire organisation in October 2014, February and June 2015. The executive team also met with their staff as required.

Council is confident that our community is aware of the challenges that it faces. Our community has strongly expressed its desire to continue to work in partnership with their local Council to ensure that local needs are met.

3.4 Other strategies considered

In preparing your Action Plan, you may have considered other strategies or actions but decided not to adopt them. Please identify what these strategies/actions were and explain why you chose not to pursue them.

Eg. Council sought to pursue a merger but could not reach agreement.

Council worked closely with both Cooma-Monaro and Snowy River Shire Councils in considering and investigating the possibility of a merger. Initially a workshop was facilitated by Ernst & Young with all Councillors and senior staff from the three councils. It was clear from this meeting that while all were willing to further consider the costs and benefits of a merger no council wished to proceed without detailed analysis. The three councils subsequently engaged KPMG to develop a Merger Business Case.

The clear outcome of this case was that *“...a merged council is likely to materially underperform against benchmarks relating to asset renewal and infrastructure backlog and the expected net financial benefit of a merger is unlikely to be of sufficient quantum that would enable a merged council to invest heavily in these areas.”* (KPMG Merger Business Case Final Report 18 May 2015 p.2)

The High Plains Executive (Mayors, Deputy Mayors and GMs) resolved on the 20th May 2015 the following:

Having considered the KPMG merger business case report all three Councils have agreed to not pursue the merger option due to the limited benefits identified in the report. All three Council's will look at improved services options including Shared Services as per the KPMG shared services analysis report.

Bombala Council has carefully considered the options in the Merger Business Case and can see no real benefit over the long term to our community in pursuing a merger proposal. In fact, the cost to our Communities in terms of service delivery, asset management and control and sovereignty over local affairs

In addition to this, Council also undertook executive level discussions with Bega Valley Shire Council on a merger. The outcome of these discussions has been in principle support for a continuation of the shared services arrangements already in place and a commitment to explore additional options; however Bega Valley Shire Council was not willing to consider a merger.

Council has briefly considered applying for funding under LIRS, however this has not been factored into our action plan as Council currently has adequate reserves in the Water Fund to address renewal requirements in the General Fund.

Section 4: Expected outcomes

4.1 Expected Improvement in Performance

4.1 Expected improvement in performance

Measure/ benchmark	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total improvement over period?
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	-0.125	-0.087	-0.022	0.005	0.011	0.025	-120%
Own Source Revenue Ratio (Greater than 60% average over 3 years)	68.26%	66.85%	70.00%	71.34%	73.37%	73.86%	8.9%
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	98.21%	89.55%	99.84%	110.09%	115.71%	110.99%	13%
Infrastructure Backlog Ratio (Less than 2%)	8.53%	2.35%	1.91%	1.92%	1.90%	2.00%	-76.6%
Asset Maintenance Ratio (Greater than 100% average over 3 years)	79.71%	95.01%	132.26%	122.00%	122.39%	122.60%	53.8%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	0.29%	0.00%	0.10%	0.26%	0.40%	0.44%	51.7%
Real Operating Expenditure per capita A decrease in Real Operating Expenditure per capita over time	Decreasing 2010/11 \$2,610 2011/12 \$3,210 2012/13 \$4,080 2013/14 \$3,430 2014/15 \$2,550 2015/16 \$2,430	Decreasing 2011/12 \$3,210 2012/13 \$4,080 2013/14 \$3,430 2014/15 \$2,550 2015/16 \$2,430	Decreasing 2012/13 \$4,080 2013/14 \$3,430 2014/15 \$2,550 2015/16 \$2,430 2016/17 \$2,390	Decreasing 2013/14 \$3,430 2014/15 \$2,550 2015/16 \$2,430 2016/17 \$2,390 2017/18 \$2,340	Decreasing 2014/15 \$2,550 2015/16 \$2,430 2016/17 \$2,390 2017/18 \$2,340 2018/19 \$2,310	Decreasing 2015/16 \$2,430 2016/17 \$2,390 2017/18 \$2,340 2018/19 \$2,310 2019/20 \$2,270	-11%

Measure/ benchmark	2020/21	2021/22	2022/23	2023/24	2024/25	Total improvement over period
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	0.028	0.028	0.028	0.030	0.029	-123.2%
Own Source Revenue Ratio (Greater than 60% average over 3 years)	74.23%	74.38%	74.53%	74.63%	75.13%	10%

4.2 Factors influencing performance

Outline the factors that you consider are influencing your council's performance against the Fit for the Future benchmarks, including any constraints that may be preventing improvement.

Operating Performance Ratio – FFTF Benchmark Achieved

The major impediment to Council meeting this benchmark is that the rate peg amount is not reflective of the increase each year in Council's operating costs. Council will apply for a variation to general income in the 2016/17 to 2018/19 years. If successful this will see an overall improvement in Council's ability to contain operating costs within operating revenue and meeting the benchmark in 2017/18 as shown above. The alternative is to cut services to the Community and reduce asset maintenance and renewal or continue to operate with a deficit and a negative operating performance ratio.

Own Source Revenue Ratio - FFTF Benchmark Achieved

In preparing our Long Term Financial Plan we have assumed no change in FAGs distribution over time although the funding distribution may change as this is reviewed. Despite this, with the inclusion of the FAG's in this ratio Council will meet this benchmark in every year.

Building & Infrastructure Asset Renewal Ratio - FFTF Benchmark Achieved

Council has been working to ensure robust asset data is available for all classes of assets and has updated the Asset Management Strategy to reflect this. Council has invested heavily to ensure asset management is prioritised and concepts of lifecycle costing and level of service are understood and embraced by Councillors and staff.

As a result of increased knowledge and data, particularly for road assets, Council has identified shortfalls in asset renewals and over expenditure against required levels of maintenance. To address this situation Council has consequently prioritised asset renewals thus ensuring that assets are renewed at optimal levels with a consequent reduction in maintenance costs.

Council has also commenced a program of reviewing and rationalising community buildings. However due to the time involved in consultation with the community over the rationalisation of these buildings we have not factored a reduction in the number of our public buildings. A reduction in building stock will decrease our depreciation expense and ongoing maintenance and renewal costs in the future. Council's Long Term Financial Plan will be updated accordingly once this project is further advanced.

Debt Service Ratio - FFTF Benchmark Achieved

Although Council has significant restricted cash reserves, it will be necessary to borrow from the Water Fund to renew prioritised community buildings in the General Fund in 2016/17 and 2017/18. This provides for intergenerational equity and will provide a benefit to the Water Fund in additional revenue and there will be no net cost to Council's Consolidated Fund. An alternative is to make use of Local Infrastructure Renewal Scheme (LIRS)

Infrastructure Backlog and Asset Maintenance Ratios - FFTF Benchmark Achieved

While these ratios meet the benchmarks Council recognises that as the asset management system matures and the data becomes more robust, these ratios will become more reliable. At present a more standardised methodology is required to enable councils to accurately determine and compare these measures. Council has forecasted it's Infrastructure Backlog for the years 2016/17 to 2019/20 to meet the benchmark at 2%, the improvement is based on better understanding of the assumptions underlying the bring to satisfactory (BTS) and that BTS is not to include any planned enhancements identified in the Capital Works Program.

Significant improvement in the Infrastructure Backlog ratio in the future is primarily based on bringing BTS in line with community expectations of asset condition, as confirmed by the Community Satisfaction Survey March 2014 and informed by more robust asset data.

Real Operating Expenditure per Capita - FFTF Benchmark Achieved

Efficiencies identified in Council's action plan, coupled with resource sharing initiatives, will reduce costs over time. The fact that Council's population is no longer forecast by ABS to decline will also improve this benchmark over time.

Section 5: Implementation

5.1 Putting your plan into action

How will your council implement your Rural Council proposal?

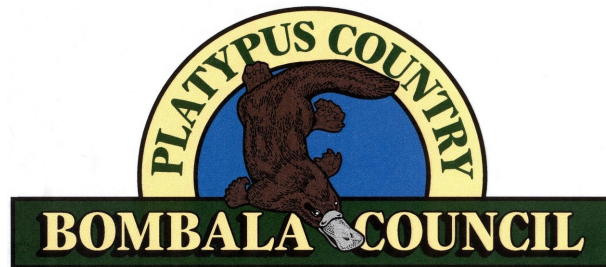
For example, who is responsible, how the council will monitor and report progress against achieving the key strategies listed under Section 3.

The Action Plan identified in this proposal is informed by and relates to Council's IP & R framework. All actions are consistent with the goals outlined in the Community Strategic Plan and with identified community expectations. Actions identified in the Action Plan are incorporated into the revised 2013-2017 Delivery Program and the 2015/16 Operation Plan and allowed for in the LTFP.

The IP & R framework incorporates review and reporting cycles which will facilitate the measurement of Council's progress in implementing the Action Plan. Council will implement a separate process to prioritise all components of the Action Plan. This will involve further discussions with local communities, neighbouring councils and regional partners. Council will also need to identify critical partners from the private and community sectors and higher levels of government in pursuing the Action Plan.

Progress on the Action Plan will also be measured against the Operational Plan and annual budget to ensure that all aspects of the plan are fully costed and revisited annually.

Council will seek to make personal representations to IPART at the appropriate time to provide additional detail on and support for this proposal.



LONG TERM FINANCIAL PLAN 2016 - 2025

Adopted 24 June 2015

our Plan developed by our Council to meet our Community aspirations

Introduction

The Long Term Financial Plan is an important tool in Council's Resourcing Strategy which forms an essential element of the NSW Local Government Integrated Planning & Reporting framework. It is intended as a decision making and problem solving tool and is not designed to be set in concrete, but rather be a working document and a guide for future action to be taken.

The essential elements of the Long Term Financial Plan are:

- Planning assumptions used to develop the Plan
- Sensitivity analysis – which highlights factors/assumptions most likely to affect the Plan
- Financial modelling for different scenarios e.g. planned/optimistic/conservative
- Methods of monitoring financial performance

The minimum timeframe for the Long Term Financial Plan is 10 years (2015/16 – 2024/25). It must be updated at least annually as part of the development of Council's Operational Plan and reviewed in detail as part of the four yearly review of Council's Community Strategic Plan.

This document is intended to illustrate to the community the projected revenue and expenditure, cash flow and balance sheet, based on a "business as usual" model (Base Scenario) and these same projections with a special variation to General revenue (Special Variation Scenario).

If Council continues with the Base Scenario then Bombala Council will need to consider cutting services to the community or, in the short term, continuing to fund operations out of cash reserves.

Planning Assumptions

The following assumptions have been used in the development of the Long Term Financial Plan;

Ordinary Rates (subject to rate peg)	Each year the Independent Pricing and Regulatory Authority (IPART) determines the 'rate peg' or the allowable annual increase in general income for NSW councils. In this model an increase 2.4% has been applied in each year, excluding the 2017 to 2019 financial years in the Special Variation Scenario
User Fees & Annual Charges	An annual increase of 2.47% in line with CPI has been applied to user fees, except for utilities annual charges . Water & Waste are assumed to be increasing at 5% in the first year and Sewer at 15% in the first year, but will gradually realign to CPI increases by 2019/20. All fees and charges are set at full cost recovery unless otherwise legislated through statutory or regulatory means.
Operating Grants & Subsidies	An annual increase in line with CPI has been applied to operating grants and contributions with the exception of the Federal Financial Assistance Grant (FAG). In the 2014-15 Federal Budget the Government announced that the indexation applied to the FAG would be paused for 3 years (2014-15 to 2016-17). Roads to Recovery Grant Funding has been allocated for the next 5 financial years 2015-2019 totalling \$1,903,076 with a double payment in 2015-16.
Interest on Investments	Interest is estimated at 2.5% growth
Employee Costs	Employee Costs have been indexed in line with the Local Government (State) Award increases for the years 2016 (2.70%) and 2017 (2.80%). CPI of 2.47% has been applied to the remaining years and for any Employee costs which are not Salaries and Wages, including Superannuation which is frozen at 9.5% until 2021 and then increasing by 0.5% annually
Other Operating Expenditure	Materials and Contracts, and other expenditure (including electricity and utilities) CPI of 2.47% has been applied.
Borrowing Costs	Interest Costs are estimated to be on average 5%.
Capital Expenditure	Capital Expenditure is on average \$3.1mil annually this is likely to fluctuate when and if Grant funding for specific projects is awarded.

Modelling

Council's Long Term Financial Plan aims to demonstrate the financial impact represented in the three primary financial statements applying the following scenarios for each the General, Water and Sewer Fund.

BASE Scenario	Revenue and Expenditure Forecasts reflecting the current levels of service as outlined and aligned with the Community Strategic Plan.
SPECIAL VARIATON Scenario (Proposed)	Revenue and Expenditure Forecasts reflecting current levels of service as outlined and aligned with the Community Strategic Plan and the result of an approved special variation to General Income of 9.0% in the 2016/17 year 8.5% in the 2017/18 and 2018/19 years. This represents a cumulative increase over the three years of 28.32%. For this reason only the Consolidated and General funds statements have been included in this scenario, Water and Sewer will remain the same as the Base Scenario.

Base Case Scenario

As is demonstrated in the following model operating revenue is not adequately meeting operating expenditure, resulting in consolidated operating deficits (before Capital Grants) of \$448,000 on average per year.

The 2015/16 financial year is anticipated to be an improvement on the 2014/15 year; Of significance is the large increase in Grants and Contributions and larger than average increases in utility rates and annual charges. Assets are revalued in asset classes based on a five year cycle, which will result in fluctuations of annual depreciation expense. Water and Sewer Assets are indexed (revalued) annually in line with percentage rates provided by the Office of Water.

The increase in Operating Grants and Contributions in the 2015/16 year is a double payment of the Roads to Recovery Funding as per advice received in early October 2014 from the Federal Department of Infrastructure and Regional Development

In this Base Case Scenario, Operating Expenses continue to exceed Operating Revenue. The Council is highly dependent on Grant Funding, a large proportion of the operating grants are guaranteed minimum per capita grants (Financial Assistance, Library & Community Services Funding, Roads to Recovery) and will be determined by population levels.

Capital Grants included in the Plan are RMS – Special Timber Freight Roads Grant total \$450,000 across three years, plus an additional \$250,000 per year of state funding for Local Roads has been included in the estimates. This assumption is based on past grant funding received each year and is conservative.

The Rates and Annual Charges amounts include more than the general rates, therefore the budgeted increases in these amounts are higher than the projected rate peg. This reflects the increases in Domestic Waste, Water and Sewer annual charges, which are not subject to rate pegging but are included in the total Rates and Annual Charges amounts.

The Base Case Scenario is based on the assumptions in this Plan and capital expenditure of approximately \$2.5 million annually and will see forecasted cash reserves (both restricted and unrestricted) at the end of the 10 year period of \$10.24mil comprising \$2.36mil General, \$4.64mil Water and \$3.24mil Sewer.

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Income Statement - CONSOLIDATED												
Income from Continuing Operations												
<i>Revenue:</i>												
Rates & Annual Charges	3,314	3,411	3,620	3,775	3,919	4,059	4,165	4,275	4,387	4,502	4,620	4,742
User Charges & Fees	1,791	697	704	711	716	729	743	756	771	785	799	814
Interest & Investment Revenue	433	283	300	317	335	352	369	386	401	416	430	442
Other Revenues	436	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,041	4,055	4,058	3,767	3,855	3,928	4,003	4,080	4,176	4,257	4,357	4,443
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	2,000	2,000	250	250	250	250	250
<i>Other Income:</i>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	10,370	8,952	9,440	9,181	9,439	11,435	11,651	10,121	10,363	10,591	10,841	11,080
Expenses from Continuing Operations												
Employee Benefits & On-Costs	3,740	3,266	3,352	3,441	3,529	3,613	3,701	3,790	3,881	3,974	4,070	4,168
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Materials & Contracts	4,371	2,404	2,300	2,360	2,394	2,439	2,501	2,574	2,612	2,661	2,775	2,855
Depreciation, Amortisation & Impairment	2,668	2,659	2,735	2,756	2,747	2,799	2,820	2,913	2,935	2,957	3,014	3,014
Other Expenses	1,102	1,086	941	961	983	1,006	1,029	1,053	1,077	1,102	1,127	1,153
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	11,891	9,425	9,338	9,528	9,670	9,876	10,070	10,348	10,576	10,762	11,050	11,251
Operating Result from Continuing Operations	-1,521	-473	102	-347	-231	1,559	1,581	-227	-213	-171	-209	-171
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-1,718	-660	-298	-597	-481	-441	-419	-477	-463	-421	-459	-421

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Financial Position - CONSOLIDATED												
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,310	8,962	9,259	9,375	9,527	9,290	10,668	8,356	8,815	9,242	9,698	10,237
Receivables	1,853	1,343	1,416	1,377	1,416	1,715	1,748	1,518	1,554	1,589	1,626	1,662
Inventories	304	257	243	245	248	293	300	321	262	271	277	279
Other	33	28	26	26	27	32	32	35	28	29	30	30
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	11,500	10,589	10,945	11,023	11,218	11,330	12,749	10,230	10,661	11,131	11,631	12,208
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	143,375	146,368	148,831	151,185	153,550	157,961	162,452	167,700	169,913	172,334	174,728	177,059
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
Total Non-Current Assets	143,479	146,446	148,883	151,211	153,550	157,961	162,452	167,700	169,913	172,334	174,728	177,059
TOTAL ASSETS	154,979	157,035	159,827	162,235	164,768	169,291	175,201	177,930	180,574	183,465	186,359	189,268
LIABILITIES												
Current Liabilities												
Payables	733	620	586	590	598	706	724	774	632	654	668	672
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
Total Current Liabilities	1,829	1,599	1,592	1,622	1,656	1,790	1,834	1,911	1,797	1,846	1,889	1,923
Non-Current Liabilities												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
Total Non-Current Liabilities	220	240	265	292	322	354	1,841	1,828	1,818	1,811	1,808	1,806
TOTAL LIABILITIES	2,049	1,840	1,857	1,914	1,978	2,144	3,675	3,739	3,615	3,657	3,697	3,729
Net Assets	152,930	155,196	157,971	160,321	162,790	167,147	171,526	174,191	176,959	179,808	182,662	185,539
EQUITY												
Retained Earnings	128,488	128,900	131,676	133,047	134,502	137,806	141,094	142,625	144,219	145,850	147,440	149,007
Revaluation Reserves	24,442	26,295	26,295	27,274	28,288	29,341	30,433	31,565	32,740	33,958	35,222	36,532
Total Equity	152,930	155,196	157,971	160,321	162,790	167,147	171,526	174,191	176,959	179,808	182,662	185,539

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Cash Flows - CONSOLIDATED												
Cash Flows from Operating Activities												
<u>Receipts:</u>												
Rates & Annual Charges	3,254	3,605	3,592	3,791	3,903	3,953	4,153	4,372	4,372	4,487	4,604	4,727
User Charges & Fees	1,952	737	699	714	713	710	741	773	768	782	796	811
Investment & Interest Revenue Received	372	299	298	318	334	343	368	395	400	415	429	441
Grants & Contributions	4,776	4,484	4,423	4,034	4,088	5,773	5,986	4,428	4,410	4,492	4,591	4,678
Other	104	337	355	363	363	357	370	382	377	380	384	388
<u>Payments:</u>												
Employee Benefits & On-Costs	-3,554	-3,305	-3,364	-3,440	-3,526	-3,573	-3,694	-3,772	-3,933	-3,966	-4,065	-4,166
Materials & Contracts	-4,594	-2,433	-2,308	-2,359	-2,392	-2,412	-2,497	-2,562	-2,647	-2,656	-2,772	-2,854
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Other	-762	-1,099	-944	-961	-982	-995	-1,027	-1,048	-1,091	-1,100	-1,126	-1,153
Net Cash provided (or used in) Operating Activities	1,558	2,635	2,760	2,470	2,517	4,174	4,420	2,987	2,726	2,904	2,906	2,932
Cash Flows from Investing Activities												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,959	-3,125	-2,536	-2,420	-2,436	-4,425	-4,596	-5,325	-2,231	-2,489	-2,483	-2,370
Net Cash provided (or used in) Investing Activities	-2,662	-2,993	-2,463	-2,355	-2,365	-4,411	-4,492	-5,248	-2,213	-2,421	-2,394	-2,332
Cash Flows from Financing Activities												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	217	126	27	1,528	29	30	31	33	34
<u>Payments:</u>												
Borrowings and advances	0	0	0	-217	-126	-27	-78	-81	-84	-87	-89	-95
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	1,450	-52	-54	-56	-56	-61
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,104)	(358)	297	116	152	(237)	1,378	(2,312)	459	427	456	540
plus: Cash & Cash Equivalents - beginning of year	10,424	9,320	8,962	9,259	9,375	9,527	9,290	10,668	8,356	8,815	9,242	9,698
Cash & Cash Equivalents - end of the year	9,320	8,962	9,259	9,375	9,527	9,290	10,668	8,356	8,815	9,242	9,698	10,237

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Income Statement - GENERAL FUND												
Income from Continuing Operations												
<i>Revenue:</i>												
Rates & Annual Charges	2,450	2,514	2,630	2,699	2,770	2,842	2,912	2,983	3,057	3,132	3,209	3,288
User Charges & Fees	1,655	509	521	524	524	533	541	550	559	568	577	587
Interest & Investment Revenue	297	202	179	184	188	192	196	200	205	209	214	219
Other Revenues	431	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,021	4,035	4,037	3,745	3,832	3,905	3,979	4,056	4,151	4,232	4,332	4,416
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	250	250	250	250	250	250	250
<i>Other Income:</i>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	9,209	7,766	8,125	7,763	7,928	8,089	8,249	8,413	8,600	8,772	8,967	9,149
Expenses from Continuing Operations												
Employee Benefits & On-Costs	3,503	3,030	3,100	3,182	3,263	3,342	3,422	3,504	3,589	3,675	3,763	3,854
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Materials & Contracts	3,978	2,026	1,918	1,973	2,002	2,042	2,098	2,166	2,199	2,242	2,350	2,424
Depreciation, Amortisation & Impairment	2,035	2,023	2,107	2,109	2,081	2,113	2,113	2,185	2,186	2,186	2,219	2,219
Other Expenses	1,016	1,017	869	887	907	928	950	972	994	1,017	1,040	1,064
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	10,542	8,106	8,004	8,161	8,270	8,444	8,602	8,845	8,984	9,135	9,386	9,574
Net Operating Result for the Year	-1,333	-340	121	-398	-342	-355	-353	-432	-384	-363	-419	-425
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-1,530	-527	-279	-648	-592	-605	-603	-682	-634	-613	-669	-675

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Financial Position - GENERAL FUND												
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,276	4,674	4,642	4,488	4,195	3,677	3,276	3,370	3,163	2,883	2,595	2,360
Receivables	1,623	1,176	1,240	1,206	1,240	1,502	1,531	1,330	1,361	1,391	1,424	1,456
Inventories	304	224	210	212	214	217	223	221	223	231	236	238
Other	33	24	23	23	23	24	24	24	24	25	25	26
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	7,236	6,097	6,115	5,929	5,672	5,420	5,053	4,945	4,772	4,530	4,281	4,079
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	118,332	121,019	123,215	125,317	127,430	129,574	131,734	133,623	135,513	137,601	139,662	141,655
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
Total Non-Current Assets	118,436	121,097	123,267	125,343	127,430	129,574	131,734	133,623	135,513	137,601	139,662	141,655
TOTAL ASSETS	125,672	127,194	129,382	131,272	133,102	134,994	136,787	138,568	140,285	142,131	143,943	145,735
LIABILITIES												
Current Liabilities												
Payables	731	618	584	588	596	704	722	771	630	652	666	670
Borrowings												
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
Total Current Liabilities	1,827	1,597	1,590	1,620	1,654	1,788	1,832	1,908	1,795	1,844	1,887	1,921
Non-Current Liabilities												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	183	257	230	202	173	143	112	79	45
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
Total Non-Current Liabilities	220	240	265	475	579	584	593	603	617	635	655	680
TOTAL LIABILITIES	2,046	1,838	1,855	2,095	2,233	2,372	2,425	2,512	2,412	2,479	2,542	2,600
Net Assets	123,626	125,357	127,527	129,177	130,869	132,622	134,363	136,056	137,873	139,652	141,401	143,135
EQUITY												
Retained Earnings	119,593	121,018	123,188	124,677	126,202	127,781	129,341	130,848	132,471	134,049	135,589	137,107
Revaluation Reserves	4,033	4,339	4,339	4,500	4,668	4,841	5,021	5,208	5,402	5,603	5,812	6,028
Total Equity	123,626	125,357	127,527	129,177	130,869	132,622	134,363	136,056	137,873	139,652	141,401	143,135

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Cash Flows - GENERAL FUND												
Cash Flows from Operating Activities												
<u>Receipts:</u>												
Rates & Annual Charges	2,519	2,657	2,610	2,710	2,759	2,768	2,904	3,051	3,046	3,122	3,198	3,277
User Charges & Fees	1,856	538	517	526	522	519	539	562	557	566	575	585
Investment & Interest Revenue Received	262	214	178	185	187	187	195	205	204	208	213	218
Grants & Contributions	4,754	4,462	4,403	4,012	4,065	4,046	4,217	4,404	4,386	4,468	4,566	4,651
Other	99	337	355	363	363	357	370	382	377	380	384	388
<u>Payments:</u>												
Employee Benefits & On-Costs	-3,210	-3,066	-3,111	-3,181	-3,260	-3,305	-3,416	-3,487	-3,637	-3,668	-3,758	-3,853
Materials & Contracts	-4,293	-2,050	-1,925	-1,972	-2,000	-2,020	-2,094	-2,156	-2,228	-2,237	-2,347	-2,423
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Other	-761	-1,029	-872	-887	-906	-918	-948	-967	-1,007	-1,015	-1,039	-1,064
Net Cash provided (or used in) Operating Activities	1,236	2,072	2,164	1,766	1,745	1,653	1,787	2,012	1,713	1,839	1,806	1,793
Cash Flows from Investing Activities												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,826	-2,819	-2,269	-2,168	-2,184	-2,158	-2,265	-1,966	-1,908	-2,156	-2,150	-2,032
Net Cash provided (or used in) Investing Activities	-2,529	-2,687	-2,196	-2,103	-2,113	-2,144	-2,161	-1,889	-1,890	-2,088	-2,061	-1,994
Cash Flows from Financing Activities												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	200	100	0	0	0	0	0	0	0
<u>Payments:</u>												
Borrowings and advances	0	0	0	-17	-26	-27	-28	-29	-30	-31	-33	-34
Net Cash provided (or used in) Financing Activities	0	0	0	183	74	-27	-28	-29	-30	-31	-33	-34
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,293)	(614)	(32)	(153)	(293)	(518)	(402)	94	(207)	(280)	(288)	(234)
plus: Cash & Cash Equivalents - beginning of year	6,581	5,288	4,674	4,642	4,488	4,195	3,677	3,276	3,370	3,163	2,883	2,595
Cash & Cash Equivalents - end of the year	5,288	4,674	4,642	4,488	4,195	3,677	3,276	3,370	3,163	2,883	2,595	2,360

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Income Statement - WATER FUND												
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	444	461	486	511	526	542	559	576	593	611	629	648
User Charges & Fees	134	176	170	174	178	183	187	192	197	202	207	212
Interest & Investment Revenue	67	39	59	68	81	93	104	114	123	132	139	145
Other Revenues	5	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	11	11	11	11	12	12	12	13	13	13	14
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
Other Income:												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	660	687	726	764	796	830	862	894	926	958	988	1,019
Expenses from Continuing Operations												
Employee Benefits & On-Costs	145	144	144	148	152	155	159	163	167	171	175	180
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	248	220	229	233	236	240	243	247	251	254	258	262
Depreciation, Amortisation & Impairment	276	278	272	280	288	297	306	315	324	334	344	344
Other Expenses	66	42	48	49	51	52	53	54	56	57	58	60
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	735	684	693	710	727	744	761	779	798	816	835	846
Net Operating Result for the Year	-75	3	33	54	69	86	101	115	128	142	153	173
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-75	3	33	54	69	86	101	115	128	142	153	173

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Financial Position - WATER FUND												
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,085	2,188	2,339	2,336	2,459	2,696	2,972	3,287	3,586	3,918	4,272	4,642
Receivables	199	144	152	148	152	184	188	163	167	171	175	179
Inventories	0	18	17	18	18	18	19	19	20	20	21	21
Other	0	2	2	2	2	2	2	2	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,284	2,353	2,510	2,504	2,632	2,900	3,181	3,471	3,775	4,111	4,470	4,844
Non-Current Assets												
Receivables	0	0	0	183	257	230	202	173	143	112	79	45
Infrastructure, Property, Plant & Equipment	11,476	11,688	11,835	11,992	12,149	12,306	12,463	12,630	12,803	12,976	13,149	13,327
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	11,476	11,688	11,835	11,992	12,149	12,306	12,463	12,630	12,803	12,976	13,149	13,327
TOTAL ASSETS	13,760	14,041	14,346	14,497	14,781	15,207	15,644	16,102	16,579	17,088	17,619	18,171
LIABILITIES												
Current Liabilities												
Payables	2	2	2	2	2	2	2	3	2	2	2	2
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	2	2	2	2	2	2	2	3	2	2	2	2
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	2	2	2	2	2	2	2	3	2	2	2	2
Net Assets	13,758	14,039	14,344	14,495	14,779	15,205	15,642	16,099	16,577	17,085	17,617	18,169
EQUITY												
Retained Earnings	4,614	4,203	4,507	4,292	4,197	4,229	4,258	4,291	4,329	4,383	4,442	4,503
Revaluation Reserves	9,143	9,836	9,836	10,202	10,582	10,976	11,384	11,808	12,247	12,703	13,176	13,666
Total Equity	13,758	14,039	14,344	14,495	14,779	15,205	15,642	16,099	16,577	17,085	17,617	18,169

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Cash Flows - WATER FUND												
Cash Flows from Operating Activities												
<u>Receipts:</u>												
Rates & Annual Charges	370	487	482	513	524	528	557	589	591	609	627	646
User Charges & Fees	95	186	169	175	177	178	186	196	196	201	206	211
Investment & Interest Revenue Received	60	41	59	68	81	91	104	117	123	132	139	145
Grants & Contributions	11	12	11	11	11	12	12	12	13	13	13	14
Other	5	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Employee Benefits & On-Costs	-174	-146	-145	-148	-152	-153	-159	-162	-169	-171	-175	-180
Materials & Contracts	-216	-223	-230	-233	-236	-237	-243	-246	-254	-253	-258	-262
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	-43	-48	-49	-51	-51	-53	-54	-57	-57	-58	-60
Net Cash provided (or used in) Operating Activities	151	315	298	337	354	366	405	453	442	474	494	514
Cash Flows from Investing Activities												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-62	-212	-147	-157	-157	-157	-157	-167	-173	-173	-173	-178
Net Cash provided (or used in) Investing Activities	-62	-212	-147	-157	-157	-157	-157	-167	-173	-173	-173	-178
Cash Flows from Financing Activities												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	17	26	27	28	29	30	31	33	34
<u>Payments:</u>												
Borrowings and advances	0	0	0	-200	-100	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	0	0	0	-183	-74	27	28	29	30	31	33	34
Net Increase/(Decrease) in Cash & Cash Equivalents	90	103	151	(3)	123	236	276	315	299	332	354	370
plus: Cash & Cash Equivalents - beginning of year	1,995	2,085	2,188	2,339	2,336	2,459	2,696	2,972	3,287	3,586	3,918	4,272
Cash & Cash Equivalents - end of the year	2,085	2,188	2,339	2,336	2,459	2,696	2,972	3,287	3,586	3,918	4,272	4,642

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
\$ '000												
Income Statement - SEWER FUND												
Income from Continuing Operations												
<i>Revenue:</i>												
Rates & Annual Charges	420	436	503	565	623	674	695	716	737	759	782	806
User Charges & Fees	2	12	13	13	13	14	14	15	15	15	16	16
Interest & Investment Revenue	68	43	63	65	67	68	70	72	73	75	77	79
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	10	10	11	11	11	11	12	12	12	13	13
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	1,750	1,750	0	0	0	0	0
<i>Other Income:</i>												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	500	501	589	654	714	2,517	2,540	815	837	861	888	914
Expenses from Continuing Operations												
Employee Benefits & On-Costs	92	92	108	111	114	117	119	122	125	128	132	135
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Materials & Contracts	145	157	153	154	156	158	160	161	163	165	167	169
Depreciation, Amortisation & Impairment	357	358	357	367	378	390	401	413	425	438	451	451
Other Expenses	20	27	24	25	25	26	27	27	28	29	29	30
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	614	634	642	657	673	691	707	723	796	813	829	833
Net Operating Result for the Year	-114	-133	-53	-3	41	1,826	1,833	92	41	48	59	81
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-114	-133	-53	-3	41	76	83	92	41	48	59	81

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Financial Position - SEWER FUND												
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,949	2,104	2,283	2,554	2,876	2,919	4,423	1,704	2,068	2,442	2,834	3,238
Receivables	31	22	24	23	24	29	29	25	26	26	27	28
Inventories	0	15	16	15	16	57	59	80	19	20	20	20
Other	0	2	2	2	2	6	6	9	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	1,980	2,143	2,323	2,594	2,917	3,011	4,517	1,818	2,116	2,491	2,883	3,288
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	13,567	13,661	13,781	13,876	13,971	16,081	18,255	21,447	21,597	21,757	21,917	22,077
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	13,567	13,661	13,781	13,876	13,971	16,081	18,255	21,447	21,597	21,757	21,917	22,077
TOTAL ASSETS	15,547	15,804	16,104	16,470	16,887	19,092	22,772	23,264	23,712	24,247	24,800	25,365
LIABILITIES												
Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
TOTAL LIABILITIES	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Net Assets	15,547	15,804	16,104	16,470	16,887	19,092	21,322	21,866	22,368	22,959	23,568	24,194
EQUITY												
Retained Earnings	4,281	3,684	3,984	3,899	3,849	5,568	7,295	7,317	7,278	7,307	7,333	7,355
Revaluation Reserves	11,266	12,120	12,120	12,571	13,039	13,524	14,027	14,549	15,090	15,652	16,234	16,838
Total Equity	15,547	15,804	16,104	16,470	16,887	19,092	21,322	21,866	22,368	22,959	23,568	24,194

Bombala Council - Long Term Financial Plan
Scenario: Base Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Cash Flows - SEWER FUND												
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	365	461	499	567	620	656	693	732	734	757	779	803
User Charges & Fees	1	13	13	13	13	14	14	15	15	15	16	16
Investment & Interest Revenue Received	50	45	63	65	67	66	70	74	73	75	77	79
Grants & Contributions	11	11	10	11	11	1,715	1,756	12	12	12	13	13
Other	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Employee Benefits & On-Costs	-170	-93	-108	-111	-114	-116	-119	-121	-127	-128	-132	-135
Materials & Contracts	-85	-159	-154	-154	-156	-156	-160	-160	-165	-165	-167	-169
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Other	-1	-27	-24	-25	-25	-26	-27	-27	-28	-29	-29	-30
Net Cash provided (or used in) Operating Activities	171	250	298	367	416	2,153	2,227	525	569	590	607	625
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-71	-94	-120	-95	-95	-2,110	-2,174	-3,192	-150	-160	-160	-160
Net Cash provided (or used in) Investing Activities	-71	-94	-120	-95	-95	-2,110	-2,174	-3,192	-150	-160	-160	-160
Cash Flows from Financing Activities												
Receipts:												
Borrowings and advances	0	0	0	0	0	0	1,500	0	0	0	0	0
Payments:												
Borrowings and advances	0	0	0	0	0	0	-50	-52	-54	-56	-56	-61
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	1,450	-52	-54	-56	-56	-61
Net Increase/(Decrease) in Cash & Cash Equivalents	100	156	178	272	321	43	1,503	(2,719)	365	374	391	404
plus: Cash & Cash Equivalents - beginning of year	1,848	1,948	2,104	2,283	2,554	2,876	2,919	4,423	1,704	2,068	2,442	2,834
Cash & Cash Equivalents - end of the year	1,948	2,104	2,283	2,554	2,876	2,919	4,423	1,704	2,068	2,442	2,834	3,238

Special Rate Variation Scenario

As is demonstrated in the following model operating revenue is adequately meeting operating expenditure, resulting in a consolidated surplus of \$556,000 a year on average, (deficit of \$59,000 excluding Capital Grants)

The following budget statements demonstrate the impact of a 9.0% increase in the 2016/17 and 8.5% in both the 2017/18 and 2018/19 financial years. The cumulative effect of this increase is a 28.32% increase in General income. This additional income could see Council's consolidated operating deficit reduced significantly in 2017/18 through to 2018/19 and a surplus result in the 2019/20 financial year and onwards.

The Base Case Scenario is based on the assumptions in this Plan and capital expenditure of approximately \$2.5 million annually and will see forecasted cash reserves (both restricted and unrestricted) at the end of the 10 year period of \$14.04mil comprising \$6.19mil General, \$4.63mil Water and \$3.22mil Sewer.

This Scenario allows Council to continue current programs while ensuring that adequate funding is available for infrastructure and other asset maintenance and renewal.

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Income Statement - CONSOLIDATED												
Income from Continuing Operations												
<i>Revenue:</i>												
Rates & Annual Charges	3,314	3,411	3,620	3,927	4,228	4,540	4,658	4,780	4,904	5,031	5,162	5,297
User Charges & Fees	1,791	697	704	711	716	729	743	756	771	785	799	814
Interest & Investment Revenue	433	283	300	317	335	352	369	386	401	416	430	442
Other Revenues	436	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,041	4,055	4,058	3,767	3,855	3,928	4,003	4,080	4,176	4,257	4,357	4,443
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	2,000	2,000	250	250	250	250	250
<i>Other Income:</i>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	10,370	8,952	9,440	9,333	9,748	11,916	12,144	10,626	10,880	11,120	11,383	11,635
Expenses from Continuing Operations												
Employee Benefits & On-Costs	3,740	3,266	3,352	3,441	3,529	3,613	3,701	3,790	3,881	3,974	4,070	4,168
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Materials & Contracts	4,371	2,404	2,300	2,368	2,409	2,462	2,524	2,598	2,637	2,686	2,801	2,882
Depreciation, Amortisation & Impairment	2,668	2,659	2,735	2,756	2,747	2,799	2,820	2,913	2,935	2,957	3,014	3,014
Other Expenses	1,102	1,086	941	961	983	1,006	1,029	1,053	1,077	1,102	1,127	1,153
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	11,891	9,425	9,338	9,536	9,685	9,899	10,093	10,372	10,601	10,787	11,076	11,278
Operating Result from Continuing Operations	-1,521	-473	102	-203	63	2,017	2,051	254	279	333	307	357
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-1,718	-660	-298	-453	-187	17	51	4	29	83	57	107

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Financial Position - CONSOLIDATED												
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,310	8,962	9,259	9,497	9,919	10,115	11,961	10,128	11,078	12,007	12,976	14,042
Receivables	1,853	1,343	1,416	1,400	1,462	1,787	1,822	1,594	1,632	1,668	1,707	1,745
Inventories	304	257	243	245	248	293	301	321	263	272	278	280
Other	33	28	26	26	27	32	32	35	28	29	30	30
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	11,500	10,589	10,945	11,168	11,657	12,228	14,116	12,078	13,001	13,976	14,991	16,097
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	143,375	146,368	148,831	151,185	153,550	157,961	162,452	167,700	169,913	172,334	174,728	177,059
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
Total Non-Current Assets	143,479	146,446	148,883	151,211	153,550	157,961	162,452	167,700	169,913	172,334	174,728	177,059
TOTAL ASSETS	154,979	157,035	159,827	162,379	165,207	170,189	176,569	179,778	182,914	186,310	189,719	193,156
LIABILITIES												
Current Liabilities												
Payables	733	620	586	590	598	707	725	775	634	655	669	674
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
Total Current Liabilities	1,829	1,599	1,592	1,623	1,657	1,791	1,835	1,912	1,798	1,848	1,890	1,924
Non-Current Liabilities												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
Total Non-Current Liabilities	220	240	265	292	322	354	1,841	1,828	1,818	1,811	1,808	1,806
TOTAL LIABILITIES	2,049	1,840	1,857	1,914	1,979	2,145	3,676	3,740	3,616	3,658	3,698	3,730
Net Assets	152,930	155,196	157,971	160,465	163,228	168,043	172,893	176,038	179,298	182,651	186,021	189,427
EQUITY												
Retained Earnings	128,488	128,900	131,676	133,191	134,940	138,702	142,460	144,473	146,558	148,694	150,799	152,895
Revaluation Reserves	24,442	26,295	26,295	27,274	28,288	29,341	30,433	31,565	32,740	33,958	35,222	36,532
Total Equity	152,930	155,196	157,971	160,465	163,228	168,043	172,893	176,038	179,298	182,651	186,021	189,427

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Cash Flows - CONSOLIDATED												
Cash Flows from Operating Activities												
<u>Receipts:</u>												
Rates & Annual Charges	3,254	3,605	3,592	3,934	4,201	4,416	4,645	4,882	4,887	5,015	5,144	5,280
User Charges & Fees	1,952	737	699	712	711	709	741	772	768	782	796	811
Investment & Interest Revenue Received	372	299	298	318	333	342	368	394	400	415	429	441
Grants & Contributions	4,776	4,484	4,423	4,024	4,079	5,766	5,986	4,423	4,411	4,492	4,591	4,678
Other	104	337	355	362	362	357	370	382	377	380	384	388
<u>Payments:</u>												
Employee Benefits & On-Costs	-3,554	-3,305	-3,364	-3,440	-3,526	-3,573	-3,694	-3,772	-3,933	-3,966	-4,065	-4,166
Materials & Contracts	-4,594	-2,433	-2,308	-2,367	-2,407	-2,435	-2,519	-2,586	-2,672	-2,681	-2,797	-2,881
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Other	-762	-1,099	-944	-961	-982	-995	-1,027	-1,048	-1,091	-1,100	-1,126	-1,153
Net Cash provided (or used in) Operating Activities	1,558.00	2,635	2,760	2,592	2,788	4,607	4,888	3,466	3,217	3,406	3,420	3,458
Cash Flows from Investing Activities												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,959	-3,125	-2,536	-2,420	-2,436	-4,425	-4,596	-5,325	-2,231	-2,489	-2,483	-2,370
Net Cash provided (or used in) Investing Activities	-2,662	-2,993	-2,463	-2,355	-2,365	-4,411	-4,492	-5,248	-2,213	-2,421	-2,394	-2,332
Cash Flows from Financing Activities												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	217	126	27	1,528	29	30	31	33	34
<u>Payments:</u>												
Borrowings and advances	0	0	0	-217	-126	-27	-78	-81	-84	-87	-89	-95
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	1,450	-52	-54	-56	-56	-61
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,104)	(358)	297	237	423	196	1,846	(1,833)	950	929	970	1,066
plus: Cash & Cash Equivalents - beginning of year	10,424	9,320	8,962	9,259	9,497	9,919	10,115	11,961	10,128	11,078	12,007	12,976
Cash & Cash Equivalents - end of the year	9,320.00	8,962	9,259	9,497	9,919	10,115	11,961	10,128	11,078	12,007	12,976	14,042

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Income Statement - GENERAL FUND												
Income from Continuing Operations												
<i>Revenue:</i>												
Rates & Annual Charges	2,450	2,514	2,630	2,851	3,078	3,324	3,405	3,488	3,574	3,661	3,751	3,843
User Charges & Fees	1,655	509	521	524	524	533	541	550	559	568	577	587
Interest & Investment Revenue	297	202	179	184	188	192	196	200	205	209	214	219
Other Revenues	431	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,021	4,035	4,037	3,745	3,832	3,905	3,979	4,056	4,151	4,232	4,332	4,416
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	250	250	250	250	250	250	250
<i>Other Income:</i>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	9,209	7,766	8,125	7,915	8,236	8,571	8,742	8,918	9,117	9,301	9,509	9,704
Expenses from Continuing Operations												
Employee Benefits & On-Costs	3,503	3,030	3,100	3,182	3,263	3,342	3,422	3,504	3,589	3,675	3,763	3,854
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Materials & Contracts	3,978	2,026	1,918	1,980	2,016	2,063	2,120	2,188	2,221	2,265	2,374	2,449
Depreciation, Amortisation & Impairment	2,035	2,023	2,107	2,109	2,081	2,113	2,113	2,185	2,186	2,186	2,219	2,219
Other Expenses	1,016	1,017	869	887	907	928	950	972	994	1,017	1,040	1,064
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	10,542	8,106	8,004	8,168	8,284	8,465	8,624	8,867	9,006	9,158	9,410	9,599
Net Operating Result for the Year	-1,333	-340	121	-253	-48	106	118	51	111	143	99	105
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-1,530	-527	-279	-503	-298	-144	-132	-199	-139	-107	-151	-145

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

\$ '000	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - GENERAL FUND												
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,276	4,674	4,642	4,614	4,595	4,517	4,584	5,162	5,448	5,672	5,900	6,194
Receivables	1,623	1,176	1,240	1,226	1,281	1,565	1,595	1,396	1,429	1,461	1,495	1,529
Inventories	304	224	210	212	214	218	223	222	224	232	237	238
Other	33	24	23	23	23	24	24	24	24	25	25	26
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	7,236	6,097	6,115	6,075	6,113	6,323	6,427	6,804	7,125	7,390	7,658	7,987
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	118,332	121,019	123,215	125,317	127,430	129,574	131,734	133,623	135,513	137,601	139,662	141,655
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
Total Non-Current Assets	118,436	121,097	123,267	125,343	127,430	129,574	131,734	133,623	135,513	137,601	139,662	141,655
TOTAL ASSETS	125,672	127,194	129,382	131,418	133,543	135,897	138,161	140,427	142,638	144,991	147,320	149,642
LIABILITIES												
Current Liabilities												
Payables	731	618	584	588	596	705	723	772	631	653	667	672
Borrowings												
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
Total Current Liabilities	1,827	1,597	1,590	1,621	1,655	1,789	1,833	1,909	1,796	1,845	1,888	1,922
Non-Current Liabilities												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	183	257	230	202	173	143	112	79	45
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
Total Non-Current Liabilities	220	240	265	475	579	584	593	603	617	635	655	680
TOTAL LIABILITIES	2,046	1,838	1,855	2,095	2,234	2,373	2,426	2,513	2,413	2,480	2,543	2,602
Net Assets	123,626	125,357	127,527	129,323	131,310	133,524	135,735	137,914	140,225	142,511	144,777	147,040
EQUITY												
Retained Earnings	119,593	121,018	123,188	124,823	126,642	128,683	130,714	132,705	134,823	136,907	138,965	141,013
Revaluation Reserves	4,033	4,339	4,339	4,500	4,668	4,841	5,021	5,208	5,402	5,603	5,812	6,028
Total Equity	123,626	125,357	127,527	129,323	131,310	133,524	135,735	137,914	140,225	142,511	144,777	147,040

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Cash Flows - GENERAL FUND												
Cash Flows from Operating Activities												
<u>Receipts:</u>												
Rates & Annual Charges	2,519	2,657	2,610	2,856	3,058	3,233	3,395	3,563	3,561	3,649	3,738	3,831
User Charges & Fees	1,856	538	517	525	521	518	539	562	557	566	575	585
Investment & Interest Revenue Received	262	214	178	184	187	187	195	204	204	208	213	218
Grants & Contributions	4,754	4,462	4,403	4,002	4,056	4,042	4,217	4,398	4,386	4,467	4,566	4,651
Other	99	337	355	362	362	357	370	382	377	380	384	388
<u>Payments:</u>												
Employee Benefits & On-Costs	-3,210	-3,066	-3,111	-3,181	-3,260	-3,305	-3,416	-3,487	-3,637	-3,668	-3,758	-3,853
Materials & Contracts	-4,293	-2,050	-1,925	-1,979	-2,014	-2,040	-2,116	-2,178	-2,251	-2,260	-2,371	-2,448
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Other	-761	-1,029	-872	-887	-906	-918	-948	-967	-1,007	-1,015	-1,039	-1,064
Net Cash provided (or used in) Operating Activities	1,236	2,072	2,164	1,892	2,020	2,093	2,256	2,495	2,206	2,343	2,322	2,321
Cash Flows from Investing Activities												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,826	-2,819	-2,269	-2,168	-2,184	-2,158	-2,265	-1,966	-1,908	-2,156	-2,150	-2,032
Net Cash provided (or used in) Investing Activities	-2,529	-2,687	-2,196	-2,103	-2,113	-2,144	-2,161	-1,889	-1,890	-2,088	-2,061	-1,994
Cash Flows from Financing Activities												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	200	100	0	0	0	0	0	0	0
<u>Payments:</u>												
Borrowings and advances	0	0	0	-17	-26	-27	-28	-29	-30	-31	-33	-34
Net Cash provided (or used in) Financing Activities	0	0	0	183	74	-27	-28	-29	-30	-31	-33	-34
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,293)	(614)	(32)	(27)	(19)	(78)	67	578	286	224	228	294
plus: Cash & Cash Equivalents - beginning of year	6,581	5,288	4,674	4,642	4,614	4,595	4,517	4,584	5,162	5,448	5,672	5,900
Cash & Cash Equivalents - end of the year	5,288	4,674	4,642	4,614	4,595	4,517	4,584	5,162	5,448	5,672	5,900	6,194

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Income Statement - WATER FUND												
Income from Continuing Operations												
<i>Revenue:</i>												
Rates & Annual Charges	444	461	486	511	526	542	559	576	593	611	629	648
User Charges & Fees	134	176	170	174	178	183	187	192	197	202	207	212
Interest & Investment Revenue	67	39	59	68	81	93	104	114	123	132	139	145
Other Revenues	5	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	11	11	11	11	12	12	12	13	13	13	14
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income:</i>												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	660	687	726	764	796	830	862	894	926	958	988	1,019
Expenses from Continuing Operations												
Employee Benefits & On-Costs	145	144	144	148	152	155	159	163	167	171	175	180
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	248	220	229	233	236	240	244	247	251	255	259	263
Depreciation, Amortisation & Impairment	276	278	272	280	288	297	306	315	324	334	344	344
Other Expenses	66	42	48	49	51	52	53	54	56	57	58	60
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	735	684	693	710	727	744	762	779	798	817	836	847
Net Operating Result for the Year	-75	3	33	54	69	86	100	115	128	141	152	172
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-75	3	33	54	69	86	100	115	128	141	152	172

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

\$ '000	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - WATER FUND												
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,085	2,188	2,339	2,334	2,456	2,691	2,966	3,280	3,579	3,910	4,263	4,632
Receivables	199	144	152	150	157	192	196	171	175	179	184	188
Inventories	0	18	17	18	18	18	19	19	20	20	21	21
Other	0	2	2	2	2	2	2	2	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,284	2,353	2,510	2,505	2,633	2,904	3,183	3,473	3,777	4,112	4,470	4,843
Non-Current Assets												
Receivables	0	0	0	183	257	230	202	173	143	112	79	45
Infrastructure, Property, Plant & Equipment	11,476	11,688	11,835	11,992	12,149	12,306	12,463	12,630	12,803	12,976	13,149	13,327
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	11,476	11,688	11,835	11,992	12,149	12,306	12,463	12,630	12,803	12,976	13,149	13,327
TOTAL ASSETS	13,760	14,041	14,346	14,497	14,782	15,210	15,647	16,103	16,580	17,088	17,619	18,171
LIABILITIES												
Current Liabilities												
Payables	2	2	2	2	2	2	2	3	2	2	2	2
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	2	2	2	2	2	2	2	3	2	2	2	2
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	2	2	2	2	2	2	2	3	2	2	2	2
Net Assets	13,758	14,039	14,344	14,495	14,781	15,208	15,644	16,101	16,578	17,086	17,617	18,168
EQUITY												
Retained Earnings	4,614	4,203	4,507	4,293	4,199	4,232	4,260	4,293	4,331	4,383	4,442	4,503
Revaluation Reserves	9,143	9,836	9,836	10,202	10,582	10,976	11,384	11,808	12,247	12,703	13,176	13,666
Total Equity	13,758	14,039	14,344	14,495	14,781	15,208	15,644	16,101	16,578	17,086	17,617	18,168

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Cash Flows - WATER FUND												
Cash Flows from Operating Activities												
<u>Receipts:</u>												
Rates & Annual Charges	370	487	482	512	523	527	557	588	591	609	627	646
User Charges & Fees	95	186	169	174	177	178	186	196	196	201	206	211
Investment & Interest Revenue Received	60	41	59	68	80	90	104	116	123	132	139	145
Grants & Contributions	11	12	11	11	11	12	12	12	13	13	13	14
Other	5	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Employee Benefits & On-Costs	-174	-146	-145	-148	-152	-153	-159	-162	-169	-171	-175	-180
Materials & Contracts	-216	-223	-230	-233	-236	-237	-244	-246	-254	-254	-259	-263
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	-43	-48	-49	-51	-51	-53	-54	-57	-57	-58	-60
Net Cash provided (or used in) Operating Activities	151	315	298	335	352	365	404	451	442	473	493	513
Cash Flows from Investing Activities												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-62	-212	-147	-157	-157	-157	-157	-167	-173	-173	-173	-178
Net Cash provided (or used in) Investing Activities	-62	-212	-147	-157	-157	-157	-157	-167	-173	-173	-173	-178
Cash Flows from Financing Activities												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	17	26	27	28	29	30	31	33	34
<u>Payments:</u>												
Borrowings and advances	0	0	0	-200	-100	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	0	0	0	-183	-74	27	28	29	30	31	33	34
Net Increase/(Decrease) in Cash & Cash Equivalents	90	103	151	(5)	121	235	275	313	299	331	353	369
plus: Cash & Cash Equivalents - beginning of year	1,995	2,085	2,188	2,339	2,334	2,456	2,691	2,966	3,280	3,579	3,910	4,263
Cash & Cash Equivalents - end of the year	2,085	2,188	2,339	2,334	2,456	2,691	2,966	3,280	3,579	3,910	4,263	4,632

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Income Statement - SEWER FUND												
Income from Continuing Operations												
<i>Revenue:</i>												
Rates & Annual Charges	420	436	503	565	623	674	695	716	737	759	782	806
User Charges & Fees	2	12	13	13	13	14	14	15	15	15	16	16
Interest & Investment Revenue	68	43	63	65	67	68	70	72	73	75	77	79
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	10	10	11	11	11	11	12	12	12	13	13
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	1,750	1,750	0	0	0	0	0
<i>Other Income:</i>												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	500	501	589	654	714	2,517	2,540	815	837	861	888	914
Expenses from Continuing Operations												
Employee Benefits & On-Costs	92	92	108	111	114	117	119	122	125	128	132	135
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Materials & Contracts	145	157	153	155	157	159	161	163	165	167	169	171
Depreciation, Amortisation & Impairment	357	358	357	367	378	390	401	413	425	438	451	451
Other Expenses	20	27	24	25	25	26	27	27	28	29	29	30
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	614	634	642	658	674	692	708	725	798	815	831	835
Net Operating Result for the Year	-114	-133	-53	-4	40	1,825	1,832	90	39	46	57	79
Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes	-114	-133	-53	-4	40	75	82	90	39	46	57	79

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

\$ '000	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - SEWER FUND												
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,949	2,104	2,283	2,552	2,870	2,910	4,413	1,690	2,053	2,425	2,815	3,217
Receivables	31	22	24	23	24	30	30	27	27	28	28	29
Inventories	0	15	16	15	16	57	59	80	19	20	20	20
Other	0	2	2	2	2	6	6	9	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	1,980	2,143	2,323	2,592	2,912	3,004	4,508	1,806	2,102	2,475	2,865	3,268
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	13,567	13,661	13,781	13,876	13,971	16,081	18,255	21,447	21,597	21,757	21,917	22,077
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	13,567	13,661	13,781	13,876	13,971	16,081	18,255	21,447	21,597	21,757	21,917	22,077
TOTAL ASSETS	15,547	15,804	16,104	16,468	16,883	19,084	22,763	23,252	23,699	24,232	24,782	25,345
LIABILITIES												
Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
TOTAL LIABILITIES	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Net Assets	15,547	15,804	16,104	16,468	16,883	19,084	21,313	21,854	22,355	22,944	23,550	24,174
EQUITY												
Retained Earnings	4,281	3,684	3,984	3,897	3,844	5,560	7,286	7,305	7,264	7,292	7,316	7,335
Revaluation Reserves	11,266	12,120	12,120	12,571	13,039	13,524	14,027	14,549	15,090	15,652	16,234	16,838
Total Equity	15,547	15,804	16,104	16,468	16,883	19,084	21,313	21,854	22,355	22,944	23,550	24,174

Bombala Council - Long Term Financial Plan
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$ '000												
Statement of Cash Flows - SEWER FUND												
Cash Flows from Operating Activities												
<u>Receipts:</u>												
Rates & Annual Charges	365	461	499	566	619	656	693	731	734	757	779	803
User Charges & Fees	1	13	13	13	13	14	14	15	15	15	16	16
Investment & Interest Revenue Received	50	45	63	65	67	66	70	74	73	75	77	79
Grants & Contributions	11	11	10	11	11	1,713	1,756	12	12	12	13	13
Other	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Employee Benefits & On-Costs	-170	-93	-108	-111	-114	-116	-119	-121	-127	-128	-132	-135
Materials & Contracts	-85	-159	-154	-155	-157	-157	-161	-162	-167	-167	-169	-171
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Other	-1	-27	-24	-25	-25	-26	-27	-27	-28	-29	-29	-30
Net Cash provided (or used in) Operating Activities	171	250	298	364	414	2,150	2,226	522	567	588	605	623
Cash Flows from Investing Activities												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-71	-94	-120	-95	-95	-2,110	-2,174	-3,192	-150	-160	-160	-160
Net Cash provided (or used in) Investing Activities	-71	-94	-120	-95	-95	-2,110	-2,174	-3,192	-150	-160	-160	-160
Cash Flows from Financing Activities												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	0	0	0	1,500	0	0	0	0	0
<u>Payments:</u>												
Borrowings and advances	0	0	0	0	0	0	-50	-52	-54	-56	-56	-61
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	1,450	-52	-54	-56	-56	-61
Net Increase/(Decrease) in Cash & Cash Equivalents	100	156	178	269	319	40	1,502	(2,722)	363	372	389	402
plus: Cash & Cash Equivalents - beginning of year	1,848	1,948	2,104	2,283	2,552	2,870	2,910	4,413	1,690	2,053	2,425	2,815
Cash & Cash Equivalents - end of the year	1,948	2,104	2,283	2,552	2,870	2,910	4,413	1,690	2,053	2,425	2,815	3,217

Sensitivity Analysis

Council's adopted Long Term Financial plan is based on several assumptions, some of these assumptions will have relatively little impact on overall financial performance and position and others will have major impacts. The table below analyses the sensitivity of some of those assumptions.

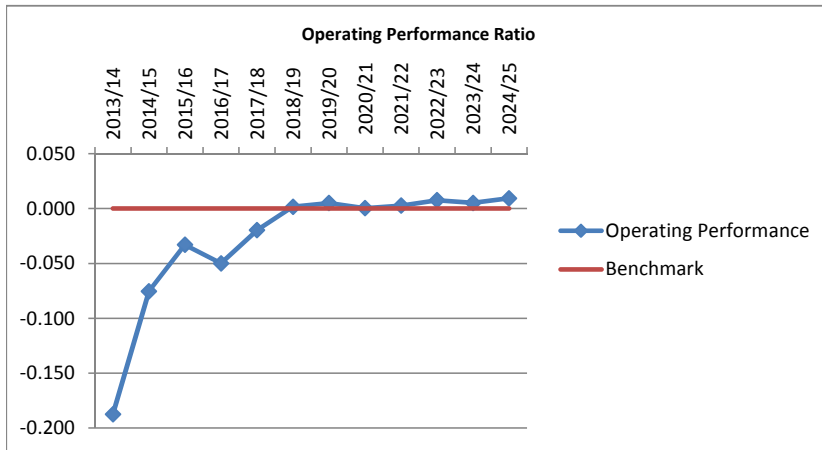
Assumption	Movement	Likelihood	Impact on Operating Result
Financial Assistance Grant	Increase by 1%	Moderate	Operating Result improves by \$18,000 in the first year
	Increase by 10%	Low	Operating Result improves by \$184,000 in the first year
Employee Costs	Increase by 1%	Moderate	Operating Result worsens by \$34,000 in the first year
	Increase by 10%	Low	Operating Result decreases by \$335,000 in the first year
Interest Rates on Investments	Increase by 1%	Low	Operating Result improves by \$100,000 in the first year
	Increase by 10%	Low	Operating Result improves by \$1,000,000 in the first year

Performance Monitoring

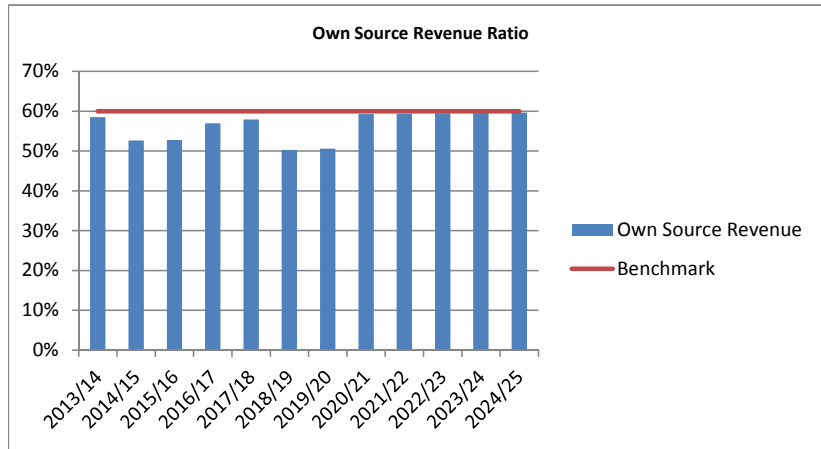
Council has used the following financial indicators or ratios as measures of performance;

Ratio	
Operating Performance Ratio	<p>This ratio measures Council’s achievement of containing operating expenditure within operating revenue. The benchmark is > negative 4%</p> $\frac{\text{Operating revenue (excl. capital grants \& contributions)} - \text{operating expenses}}{\text{Operating revenue (excl. capital grants \& contributions)}}$
Own Source Operating Revenue Ratio	<p>This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. It should be noted that operating grants and contributions represent approximately 40% of Council’s Operating Revenue</p> $\frac{\text{Total continuing operating revenue (less ALL grants \& contributions)}}{\text{Total continuing operating revenue}}$
Building & Infrastructure Asset Renewal	<p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating</p> $\frac{\text{Asset Renewals (Building \& Infrastructure)}}{\text{Depreciation, Amortisation \& Impairment}}$

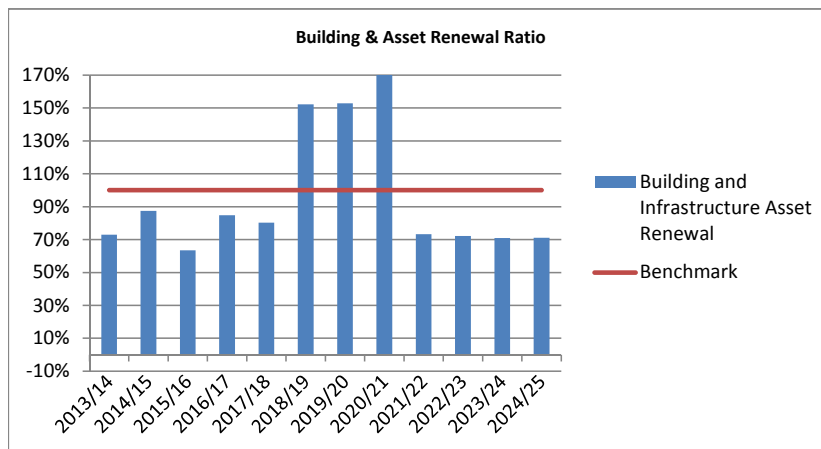
The following graphs demonstrate the movement in these ratios over the 10 year term of the Proposed Long Term Financial Plan (Special Variation Scenario), but also include the actual results from the 2013/14 Financial year and the revised budget for the 2014/15 financial year.



Council's operating performance will only improve if revenue is increased or services and programs are reduced. This Scenario provides services and programs at current levels in the future following a special variation increase in general income, roughly meeting the benchmark in 2018/19.

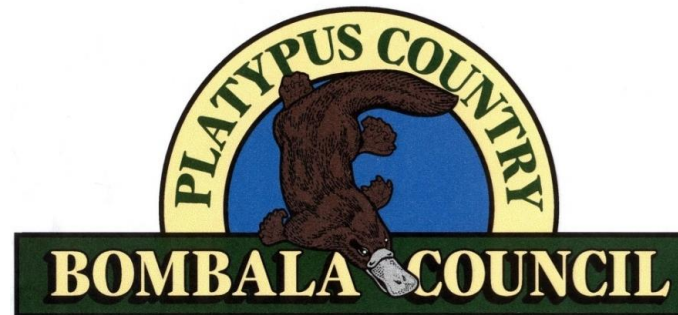


This graph clearly demonstrates the need for a special variation to general income as our own source revenue is currently falling behind the benchmark. Council is exposed to significant risk of income fluctuations due to the uncertainty of ongoing operating grant funding.



This ratio demonstrates that infrastructure assets are depreciating at a rate greater than they are currently being renewed. Council is currently in the process of a review of the Asset Management Plan so that cash reserves can be strategically allocated to infrastructure projects to achieve optimal community benefits. The sharp increase in the 2018/19 year to 2020/21 year is due to major Capital upgrade of the Sewer infrastructure.

17 March 2015



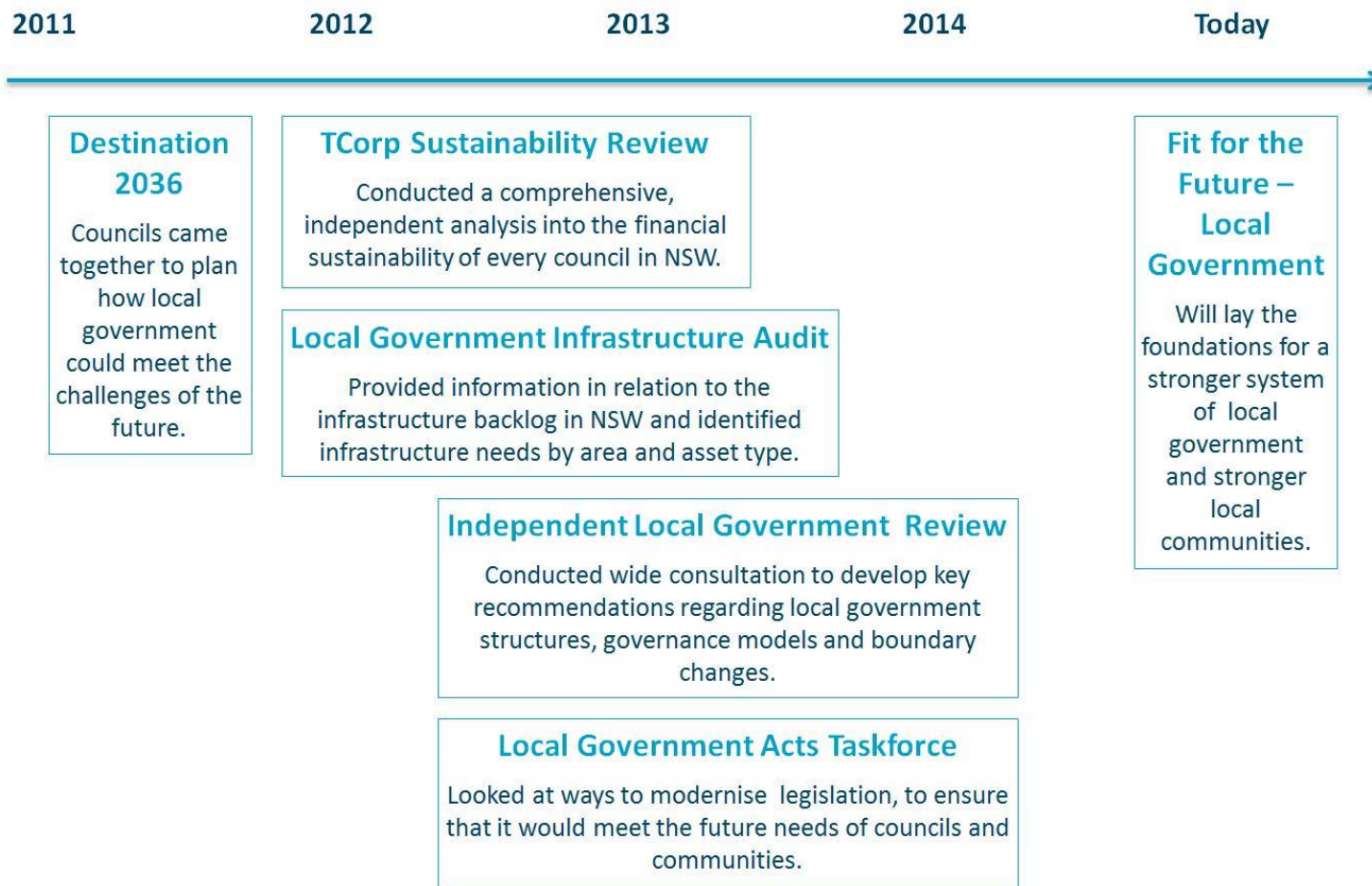
The Future of Bombala Council

FIT FOR THE FUTURE?

1. The Reform Process and Journey
 2. Fit for the Future and Independent Panel Review
 3. Bombala Community Survey, February 2014
 4. Bombala Council Position
-

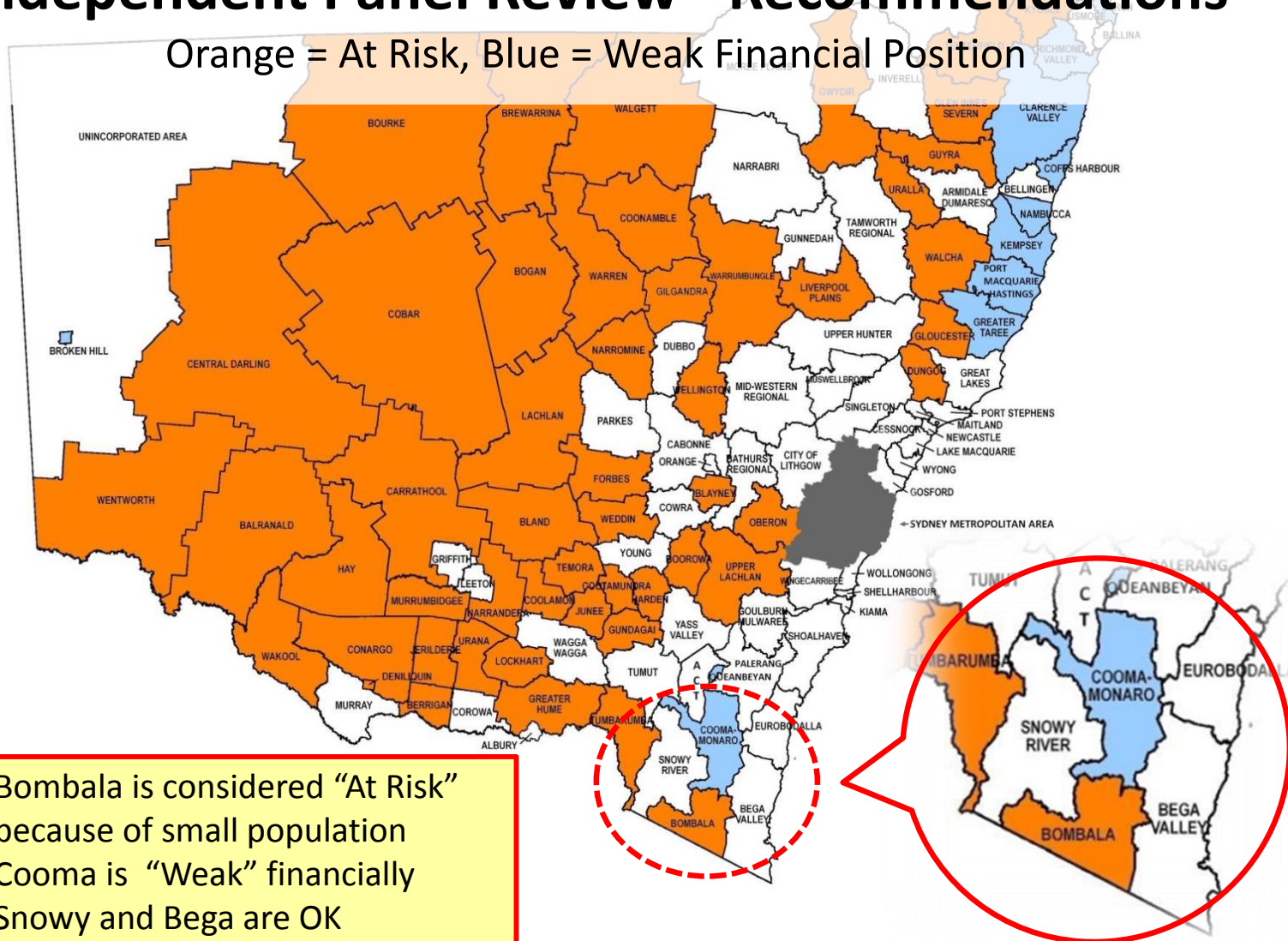
Where have we come from?

The journey so far...



Independent Panel Review - Recommendations

Orange = At Risk, Blue = Weak Financial Position



Independent Panel Review Recommendations for Bombala Council

- **Merge with Cooma Monaro and Snowy River, or**
 - Rural Council in South East Joint Organisation
- (Note: the Panel's preferred option is in bold type)*

Why?

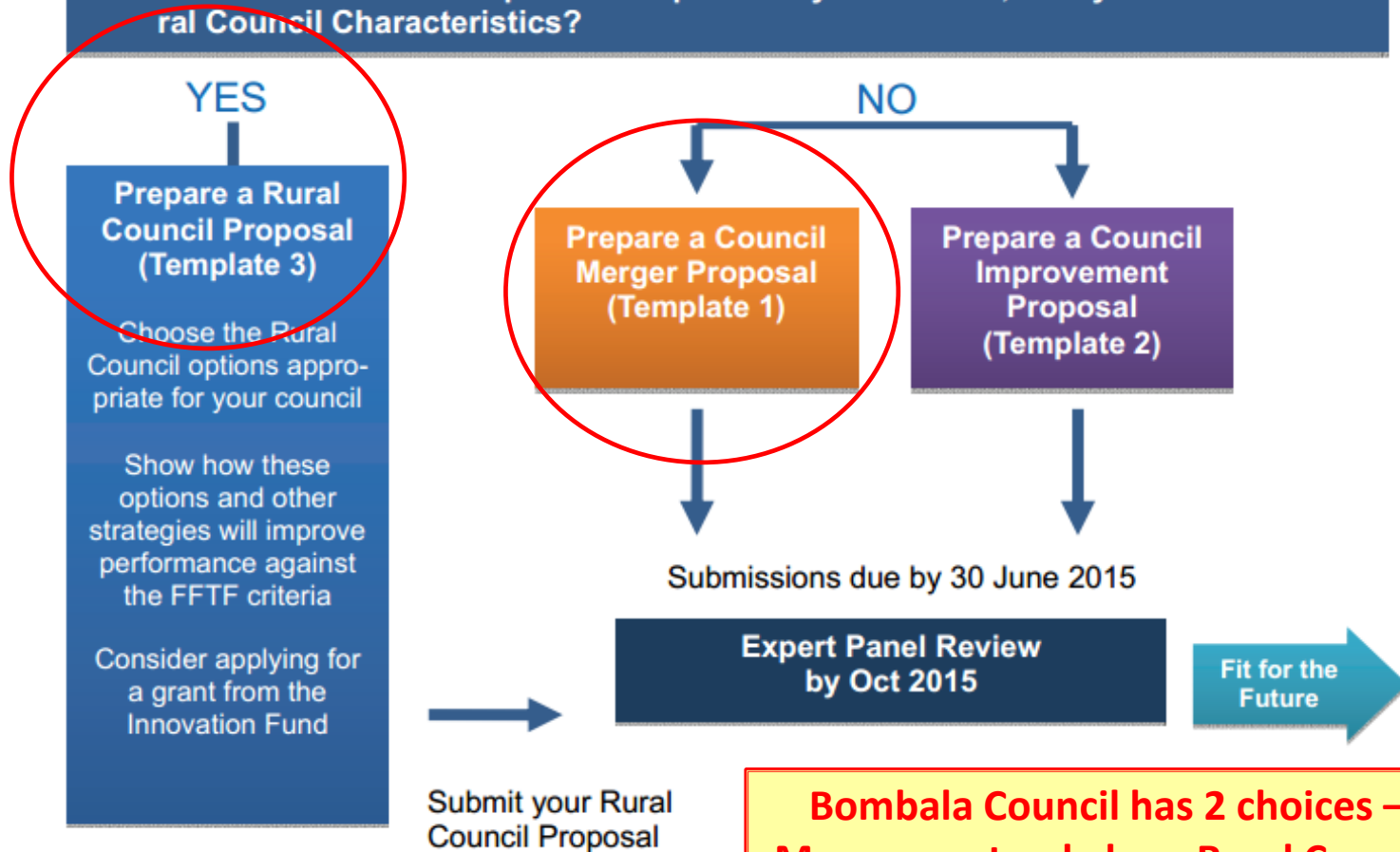
Because we do not fit the first criteria of 'Scale and Capacity' as we are:

- Unsustainable due to projected population decline
- Unsustainable due to small population

(We met the other criteria financially and were considered "moderate" and "neutral" in TCorp Review)

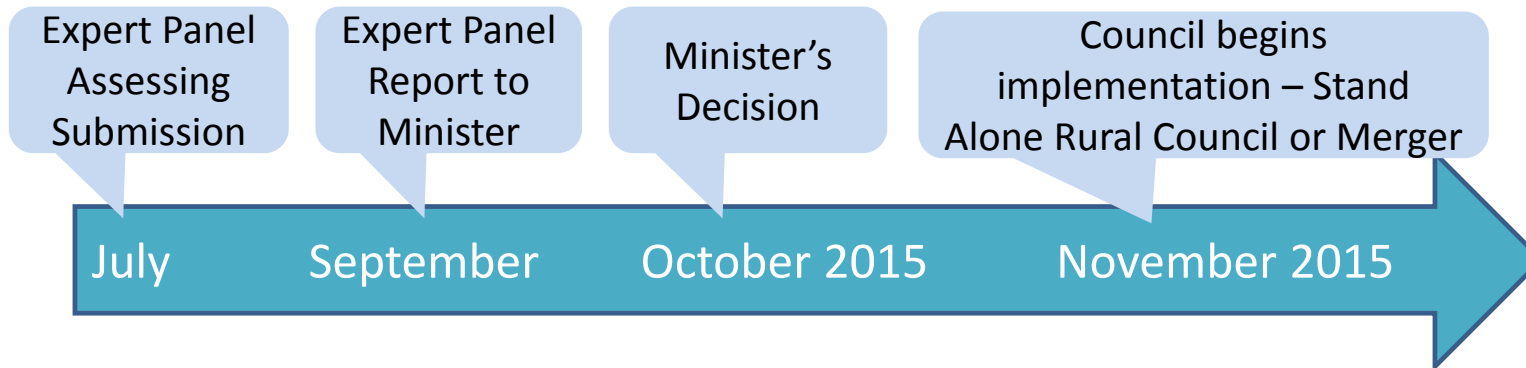
Becoming Fit for the Future . . .

1. Does your council want to adopt the Rural Council option?
2. Was your council in Group C of the Panel's final report or, if the Panel recommended an alternative preferred option for your council, can you meet the Rural Council Characteristics?

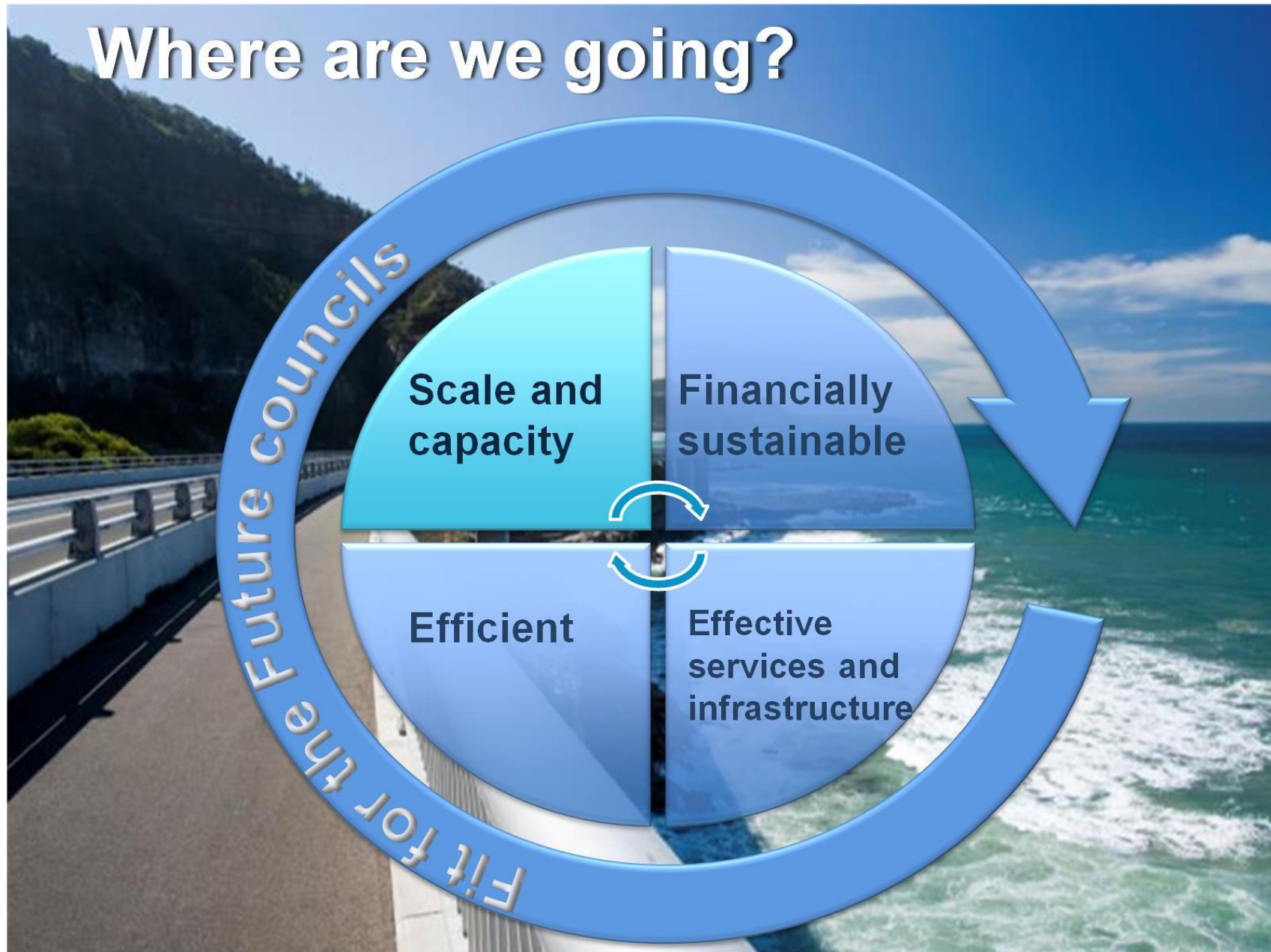


Bombala Council has 2 choices – Merger or stand alone Rural Council

Next Steps



Process completed - October 2016



Rural Council Characteristics

High operating costs associated with a dispersed population and limited opportunities for return on investment

Local economies that are based on agricultural/resource industries

Low rate base and high grant reliance

Long distance to a major (or sub) regional centre

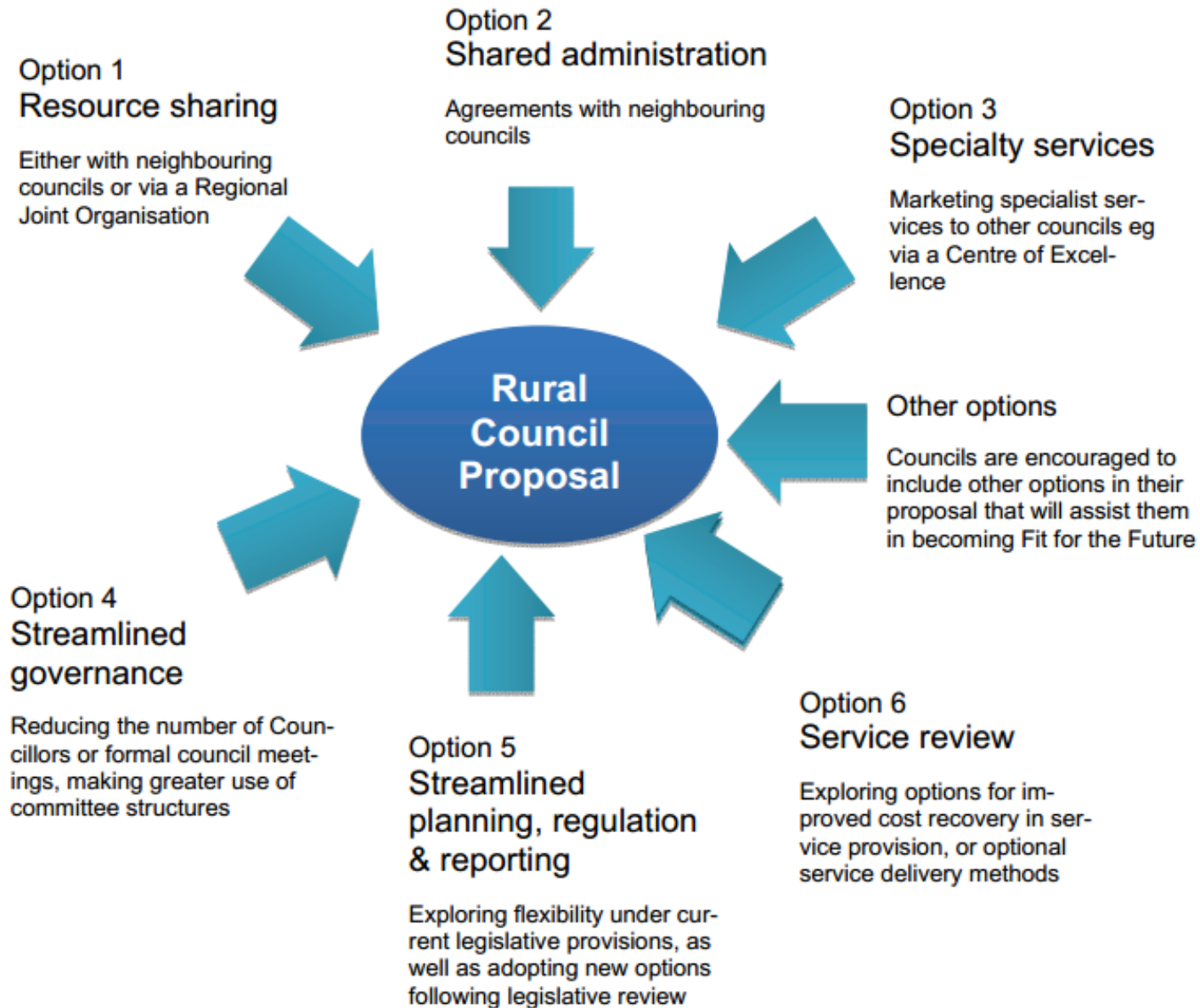
Limited options for mergers

Difficulty in attracting and retaining skilled and experienced staff

Challenges in financial sustainability and provision of adequate services and infrastructure

High importance of retaining local identity, social capital, and capacity for service delivery

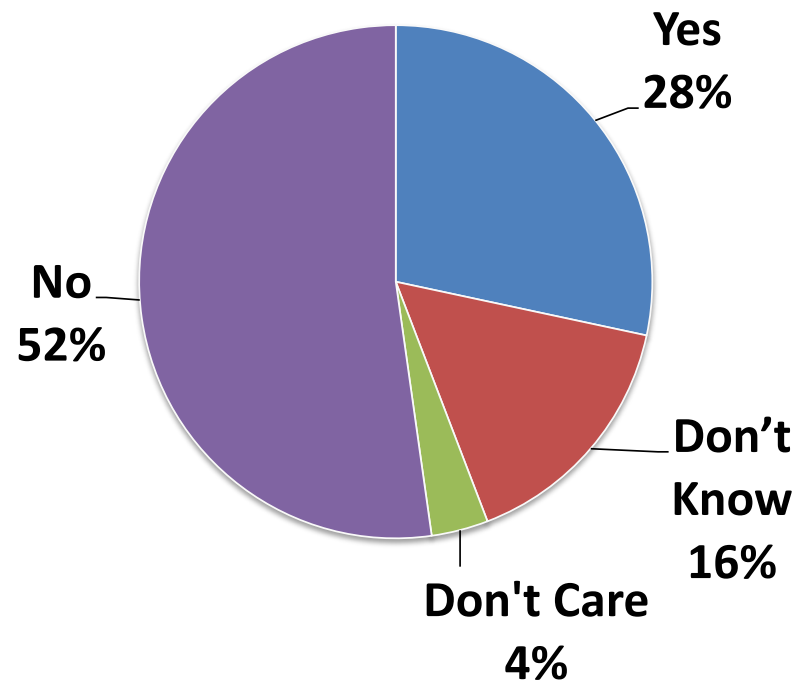
Small and static or declining population spread over a large area



Bombala Council Community Survey 2014

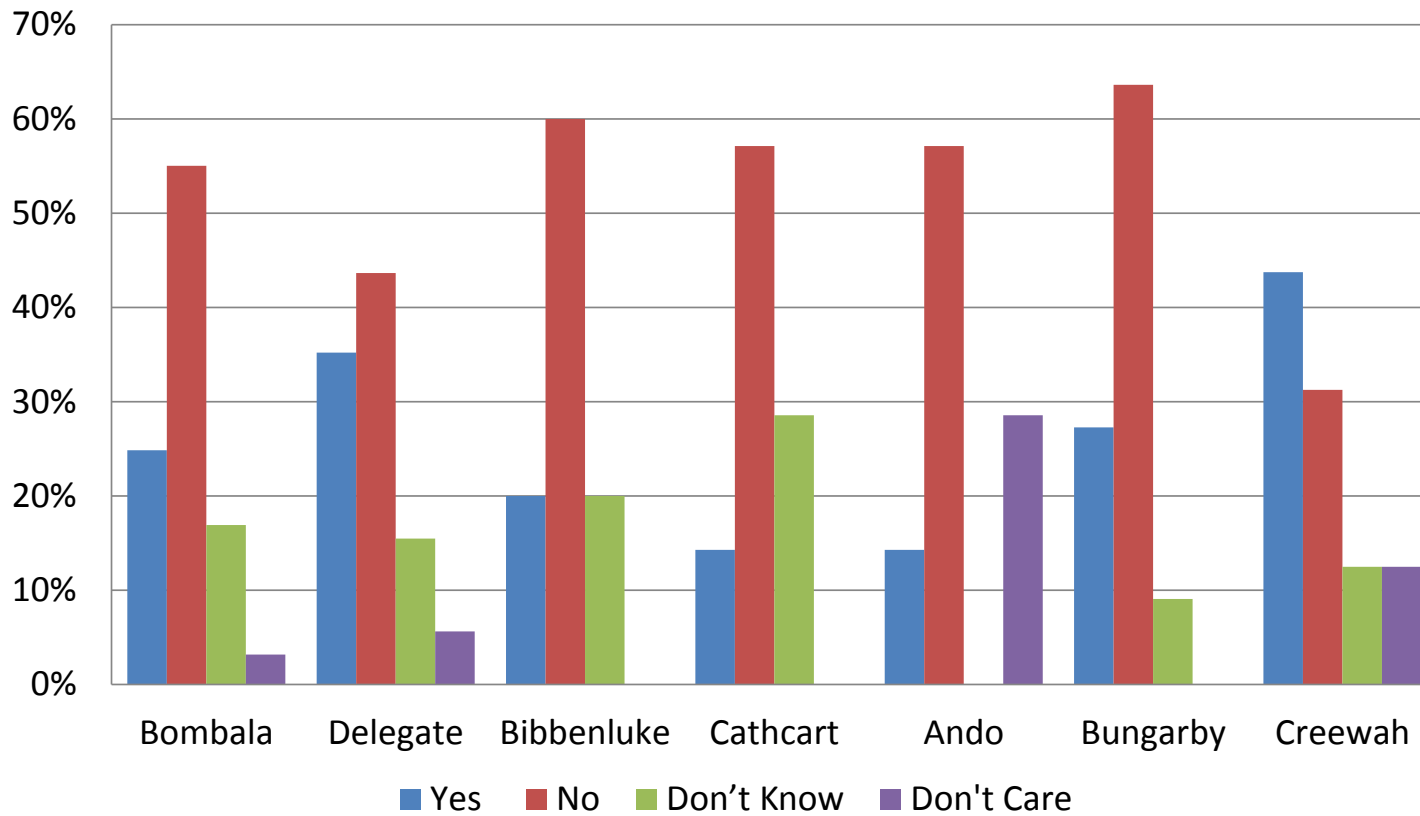
The Community Survey conducted in February 2014 provided the following information from 349 Respondents.

View on Possible Amalgamation of Bombala Council



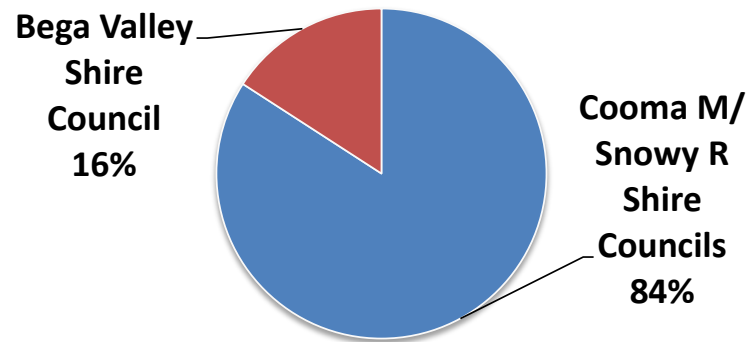
Bombala Council Community Survey 2014

View on Bombala Council being Amalgamated by District

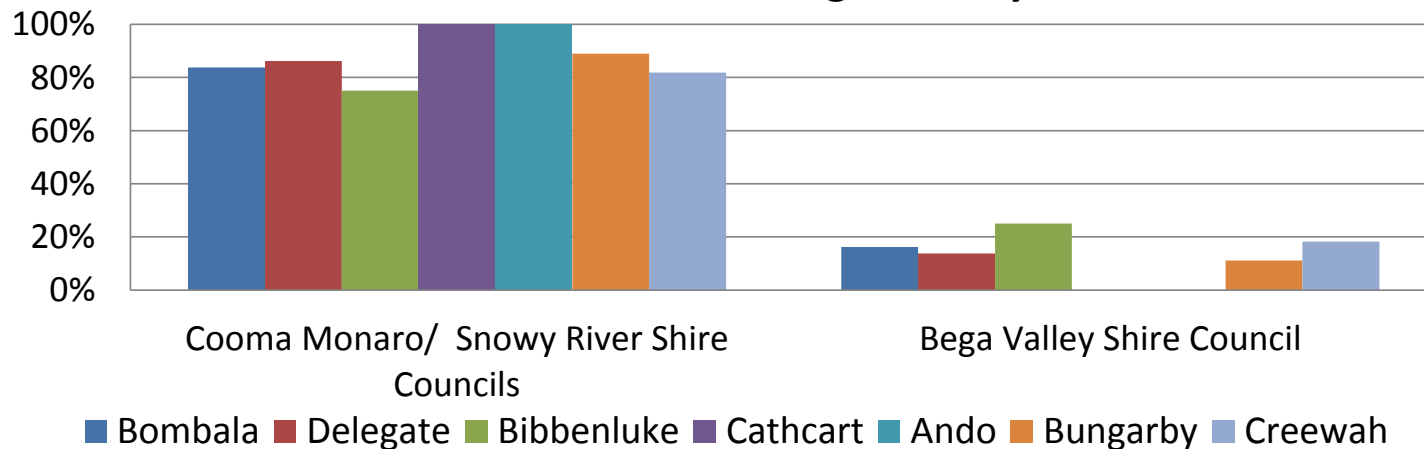


Bombala Council Community Survey 2014

Preference if forced to Amalgamate



Preference if forced to Amalgamate by District



Bombala Council Position

Council resolved in February 2015 that in the light of the information available to date Council's preferred position is to **remain as a stand-alone Council.**

Bombala Council is undertaking the following:

1. Exploring the merger option with Cooma Monaro and Snowy River Shire Councils as was required in the Independent Panel's report and as part of the Fit for the Future process.
 2. Exploring the stand-alone rural council improvement program and various identified options including resource sharing.
-



Small population in Rural NSW is not equal to a small economy or being financially unsustainable

We need Your Help



Opportunities

Strengths

Roads
Water
Sewer

Halls
Parks

Planning
Building
Weeds

Community
Services

Ideas

Either way expect
your rates to rise to
pay for current
levels of service

Economic
Development
and impacts on
Local Economy

10 June 2015

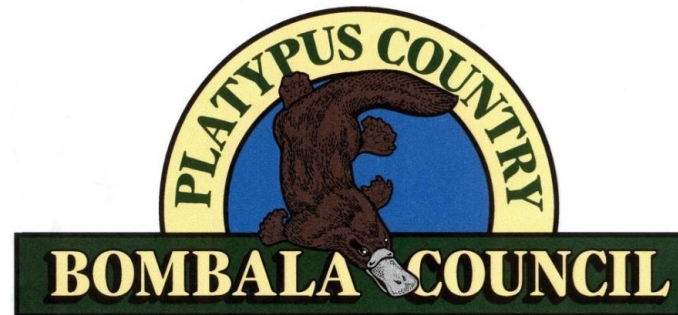


The Future of Bombala Council

FIT FOR THE FUTURE?

AGENDA

1. Welcome – Mayor Stewart
 2. Apologies
 3. Bombala Council Facts, Position and Options
 4. Questions & Comments
-



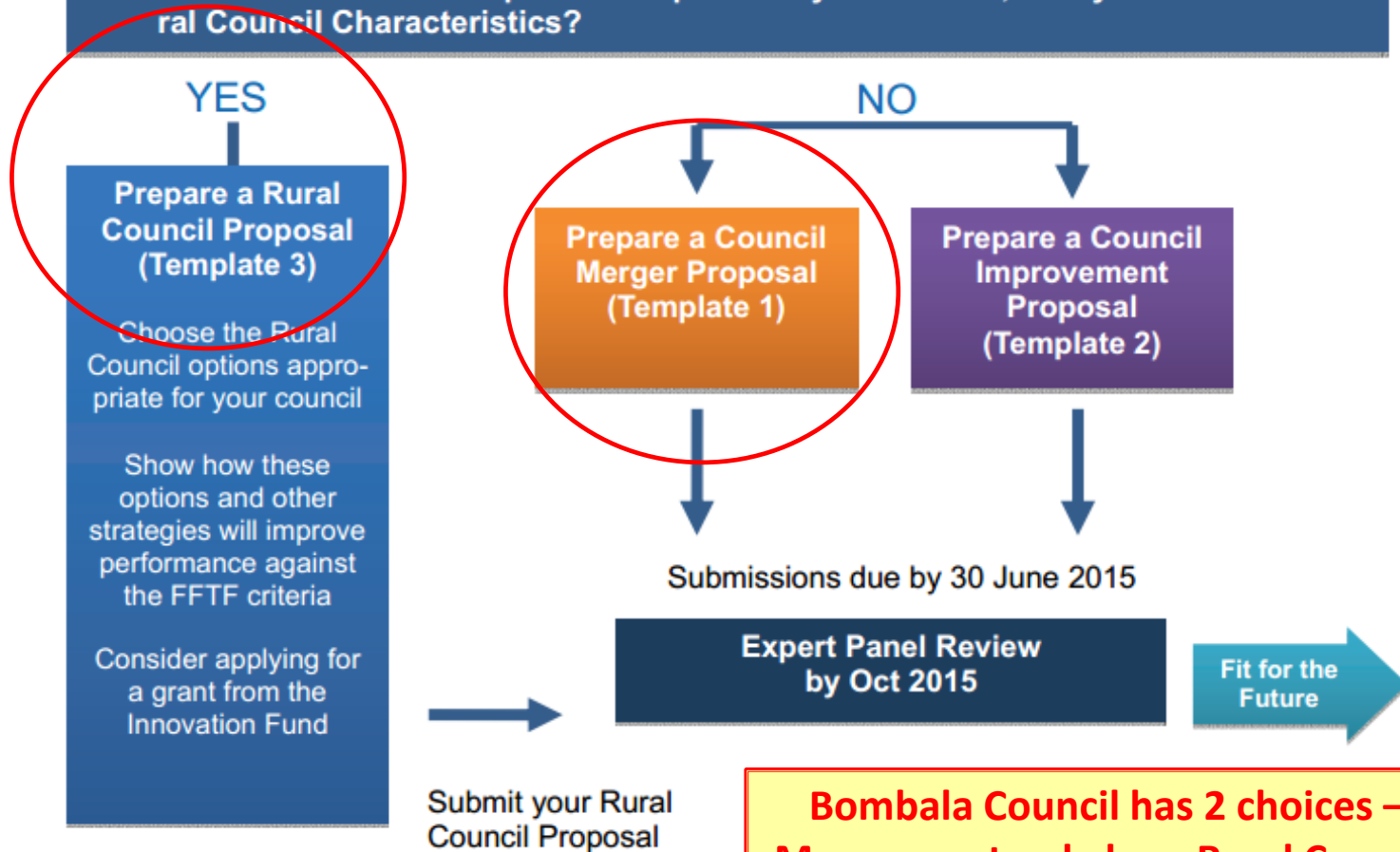
The Future of Bombala Council

FIT FOR THE FUTURE?

1. The Reform Process and Journey
 2. Bombala Council Position and Options
 3. Business Cases
-

Becoming Fit for the Future . . .

1. Does your council want to adopt the Rural Council option?
2. Was your council in Group C of the Panel's final report or, if the Panel recommended an alternative preferred option for your council, can you meet the Rural Council Characteristics?



Bombala Council has 2 choices – Merger or stand alone Rural Council



Bombala Council Options

1. Merge with Cooma Monaro and Snowy River Shire Councils and be a council in SE Joint Organisation
2. Stand-alone (rural) Council in SE Joint Organisation

The NSW Government released 3 Templates for Councils to choose from and we need to submit our proposal by 30 June 2015:

- Template 1 – Council Merger Proposal
- Template 2 – Council Improvement Proposal (stand-alone)
- Template 3 – Rural Council Proposal (stand-alone)

Bombala Council meets the characteristics of a rural council and fails the scale and capacity test for Template 2.

Bombala Council Position

Council resolved in February 2015 that in the light of the information available to date Council's preferred position is to **remain as a stand-alone Council.**

- Following this round of community consultation Council must resolve to endorse its final submission to IPART.
 - Council's proposal must be submitted to IPART by 30 June 2015.
 - Public submissions on Council's proposal may be submitted on the IPART website up to 31 July 2015.
-

Rural Council Characteristics

A rural council is a normal council with the following characteristics.

High operating costs associated with a dispersed population and limited opportunities for return on investment

Local economies that are based on agricultural or resource industries

Low rate base and high grant reliance

Long distance to a major (or sub) regional centre

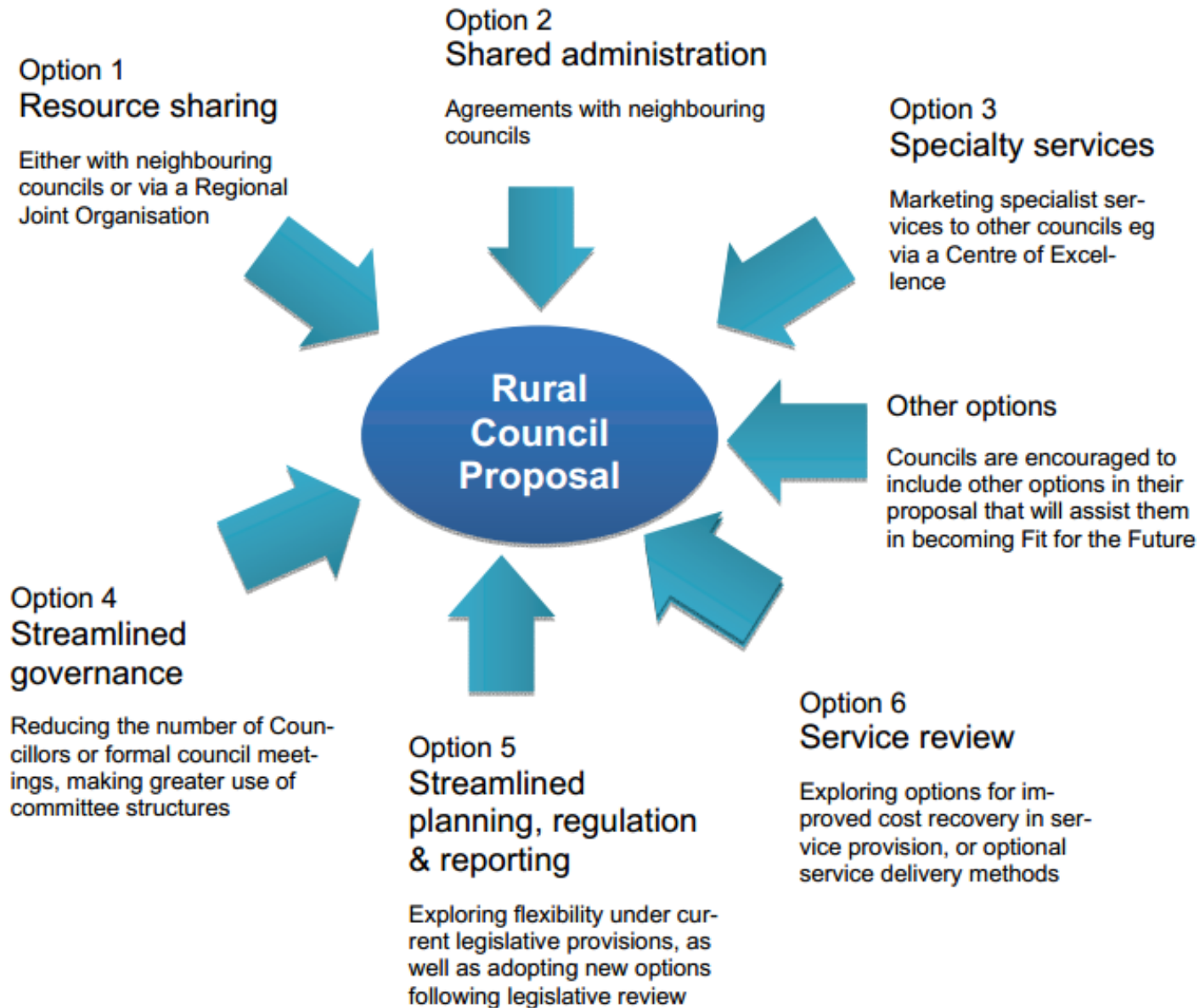
Limited options for mergers

Difficulty in attracting and retaining skilled and experienced staff

Challenges in financial sustainability and provision of adequate services and infrastructure

High importance of retaining local identity, social capital, and capacity for service delivery

Small and static or declining population spread over a large area



Bombala Council – Merger Business Case

KPMG were commissioned to produce a Merger Business Case for the Councils of Bombala, Cooma Monaro and Snowy River.

The Key Findings state on page 2 of the Merger Business Case:

Significantly, the financial analysis indicates a merged council would not meet all the Fit for the Future financial benchmarks – three of the seven benchmarks would be met in full, with one additional benchmark partially met. In particular, a merged council is likely to materially underperform against benchmarks relating to asset renewal and infrastructure backlog, and the expected net financial benefit of the merger is unlikely to be of sufficient quantum that would enable a merged council to invest heavily in these areas.

Bombala Council – Merger Business Case

There are 7 Key Indicators that the State has identified which should be met by councils to be “fit for the future”. The KPMG study found:

Indicator	No Merger			Merger
	Bombala	Cooma-Monaro	Snowy River	
Operating Performance Ratio	●	●	●	●
Own Source Revenue	●	●	●	●
Building & Infrastructure Asset Renewal	●	●	●	●
Infrastructure Backlog	●	●	●	●
Asset Maintenance Ratio	●	●	●	●
Debt Service Ratio	●	●	●	●
Real Operating Expenditure per capita	●	●	●	●

● = benchmark achieved ● = benchmark shortfall marginal (<10%) ● = benchmark not met

Bombala Council – Merger Business Case

Benefits – Merged Council

- ✓ \$3.7 million in savings over 10 years, over Bombala, Cooma Monaro and Snowy River, excluding the NSW Government offer of \$11m to merge

Costs – Merged Council

- ✗ Merged council still only meets 3 of 7 benchmarks
 - ✗ Area over 15,000km² and population over 21,000 people so Bombala with 2,400 people will have very limited representation
 - ✗ Merged council still has operating deficits so rate increases and/or service decreases are inevitable
 - ✗ Bombala Council disagree that the costs of a merger will be as low as KPMG states as in our experience IT and organisational systems would be far more expensive to bring together and we think would account for the entire State offer of \$11m.
 - ✗ Reduction in staff in Bombala after 3 years
 - ✗ Bombala has better asset management and infrastructure backlog ratios so our infrastructure may receive less attention in a merged council
-

Bombala Council – Rural Council Business Case

KPMG were commissioned to investigate a shared services model for the three councils to look at stand-alone business cases. This model is not a business case but rather informs our long term planning and drew on the Wellington, Blaney, Cabonne (WBC) model.

Overall, there are three principal benefits from the WBC Strategic Alliance that Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council may seek to emulate through a similar regional mechanism. These include:

- Improved communication and sharing of experiences and knowledge;*
- Access to more specialised or higher skilled staff; and*
- Efficiency savings through process improvement and joint purchasing.*

Bombala Council – Rural Council Business Case

Benefits – Stand-Alone Rural Council

- ✓ Retaining community identity, representation and sovereignty.
 - ✓ With a rate peg increase over 3 years Council can meet 4 of the 7 benchmarks fully, 2 in part and would not meet 1 benchmark in 2019/20.
 - ✓ Shared service efficiencies. The 3 High Plains Councils (Bombala, Cooma and Snowy) already cooperate on some shared services, e.g. library, weeds management, emergency services, and Bombala has agreements with Bega Valley Shire on service provision as well.
 - ✓ Enabling local services to be provided where needed to our communities in accordance with community priorities.
-

Bombala Council – Rural Council Business Case

Costs – Stand-Alone Rural Council

- x** The Long Term Financial Plan (LTFP) identifies a special variation to General Income of 9.0% in the 2016/17 year 8.5% in the 2017/18 and 2018/19 years. This represents a cumulative increase over the three years of 28.32%.
 - x** Council will need to continue to strive towards benchmarks and share services to achieve efficiencies with a potential loss of some local control and potentially staff.
 - x** Political buy-in is needed by all participants for shared services to succeed.
 - x** We do not know the exact parameters of the Joint Organisations but are currently working with Canberra Region Joint Organisation (CBRJO) to achieve savings in purchasing.
 - x** We need to continue to build trust between the High Plains Councils to advance resource sharing.
-

Bombala Council – Rural Council Business Case

There are 7 Key Indicators that the State has identified which should be met by councils to be “fit for the future”. Bombala’s Long Term Financial Plan shows:

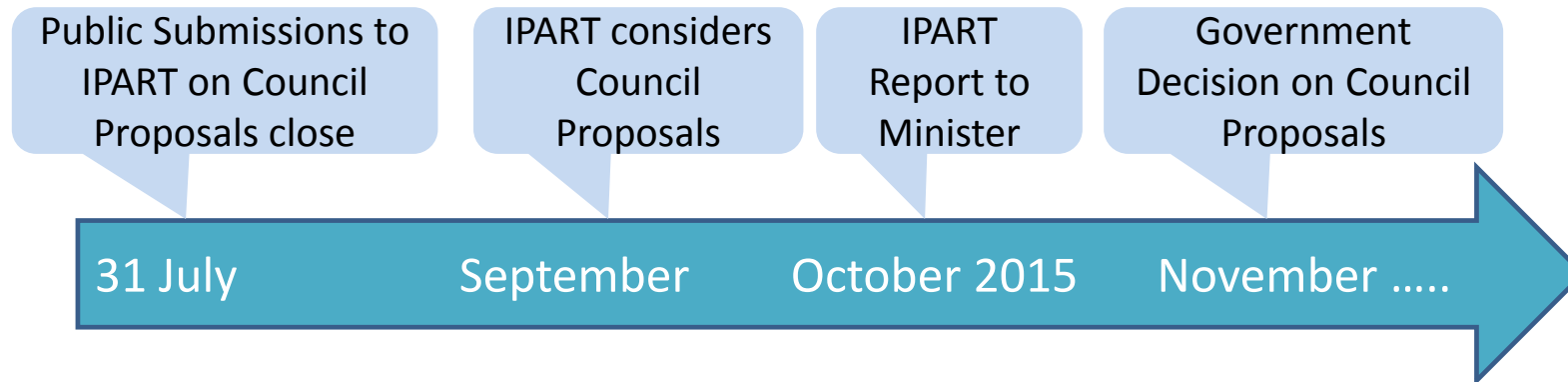
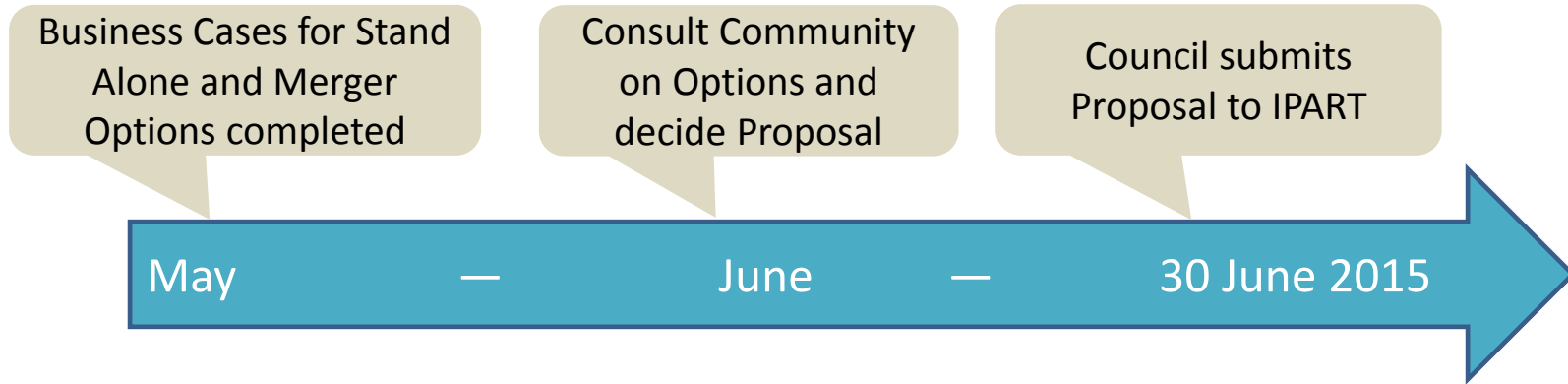
Indicator	Bombala			
	2016/17	2017/18	2018/19	2019/20
Operating Performance Ratio	●	●	●	●
Own Source Revenue	●	●	●	●
Building & Infrastructure Asset Renewal	●	●	●	●
Infrastructure Backlog	●	●	●	●
Asset Maintenance Ratio	●	●	●	●
Debt Service Ratio	●	●	●	●
Real Operating Expenditure per capita	●	●	●	●

● = benchmark achieved ● = benchmark shortfall marginal (<10%) ● = benchmark not met

Bombala Council – Concerns with Process

- Government appointing IPART as the Independent Review Panel
 - Don't want Local Government to end up like LLS
 - *Fit for the Future* timeline makes mockery of fair process
 - With the Council submissions due on 30 June, IPART have, on average, less than one day per Council to make assessments
-

Next Steps



Process completed - October 2016

14. CONFIDENTIAL MATTERS

In accordance with Section 10A(2) of the Local Government Act 1993, Council can exclude members of the public from the meeting and go into Closed Session to consider confidential matters, if those matters involve:

- (a) personnel matters concerning particular individuals; or
- (b) the personal hardship of any resident or ratepayer; or
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business; or
- (d) commercial information of a confidential nature that would, if disclosed;
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law; or
- (f) matters affecting the security of the council, councillors, council staff or council property; or
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege or information concerning the nature and location of a place; or
- (h) an item of Aboriginal significance on community land.

and Council considers that the closure of that part of the meeting for the receipt or discussion of the nominated items or information relating thereto is necessary to preserve the relevant confidentiality, privilege or security of such information, and discussion of the material in open session would be contrary to the public interest.

In accordance with Section 10A(4) of the Local Government Act 1993 the Chairperson will invite members of the public to make verbal representations to the Council on whether the meeting should be closed to consider confidential matters.

RECOMMENDATION

1. THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:
 - 14.1 Legal Actions and Potential Claims Against SMRC as at 28 February 2023**
 - Item 14.1 is confidential in accordance with s10(A)(2)(e) of the Local Government Act because it contains information that would, if disclosed, prejudice the maintenance of law and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.
2. The press and public be excluded from the proceedings of the Council in Closed Session on the basis that these items are considered to be of a confidential nature.
3. That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.
4. That the resolutions made by the Council in Closed Session be recorded in the Minutes of the Council Meeting.
5. That upon this recommendation being moved and seconded, the Chairperson invite representations from the public as to whether this part of the meeting should be closed to consider the nominated item.